



LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING (AUTONOMOUS)

Approved by AICTE, New Delhi and Permanently affiliated to JNTUK, Kakinada
L.B. Reddy Nagar, Mylavaram, N.T.R. District, Andhra Pradesh-521230



MASTER OF BUSINESS ADMINISTRATION PG Timetable (R24)

Course/ Section : MBA-III Sem.A/S
Classroom : 5801

A.Y : 2026-2027
W.E.F : 27.07.2026

W.E.F : 27.07.2020								
Day	9:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00	4:00-5:00
Monday	TAM / AD&BM / MA	SHRM / CRM / ERA	IPM	LUNCH	OR	FMS	SM	Sports/Yoga
Tuesday	SHRM / CRM / ERA	TAM / AD&BM / MA	OR		FMS	SM	IPM	
Wednesday	OR	SM	TAM / AD&BM / MA		NPTEL	FMS	SL	
Thursday	PT/NISM				ASSOCIATION			
Friday	IPM	SHRM / CRM / ERA	OR		ED PROJECT-III LAB			
Saturday	SM	SHRM / CRM / ERA	TAM / AD&BM / MA		FMS	IPM	CL	

S. No	Course Code	Course ID	Name of the Subject	Name of the Faculty
1.	24MB13	SM (4)	Strategic Management	Mr. V. Narasimharao (T1020)
2.	24MB14	OR (4)	Operations Research	Dr.E.Hymavathi (T1019)
3.	24MB33	SHRM (4)	Strategic Human Resource Management	Dr.P.B. Lavanya (T1008)
4.	24MB34	TAM (4)	Talent Acquisition and Management	Mrs.Y. Nagamani (T922)
5.	24MB35	IPM (4)	Investment and Portfolio Management	Dr.U. Rambabu (T595)
6.	24MB36	FMS (4)	Financial Markets and Services	Dr.R. Jeyalakshmi (T471)
7.	24MB41	CRM (4)	Customer Relationship Management	Dr.D. Venkateswarlu (T472)
8.	24MB42	AD&BM (4)	Advertising and Brand Management	Mr.B.Kalyan Kumar (T700)
9.	24MB45	EBA (4)	Essentials of Business Analytics	Dr.O. Naresh (T903)
10.	24MB46	MA (4)	Marketing Analytics	Ms.T. Meghana (T1006)
11.	24MB57	ED Project-III LAB (3)	Entrepreneur Project-III	Dr.O. Naresh (T 903)
12.		PT/NISM (3)	Placement Training	Mr.B.Kalyan Kumar (T700) Dr. B. Samrajya Lakshmi (T517)
13.		NPTEL (1)	NPTEL Certification	Dr.U. Rambabu (T595)
14.		ASSOC (3)	Association	Dr.P.B. Lavanya (T1008)
15.		CL (1)	Counselling	Ms.T. Meghana (T1006)
16.		SL (1)	Self-learning (NPTEL/Library)	Mrs.Y. Nagamani (T922)

Class Teacher
(Mr.V. Narasimharao)

Timetable In-charge
(Dr.O. Naresh)

HOD
(Dr.K.Deepika)

Dean of Academics
(Dr.M.Srinivasa Rao)

Principal
(Dr. K. Appa Rao)





LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING (AUTONOMOUS)

Approved by AICTE, New Delhi and Permanently affiliated to JNTUK, Kakinada
L.B. Reddy Nagar, Mylavaram, N.T.R. District, Andhra Pradesh-521230

NBA
ASE, CE, CSE, ECE,
EEE, IT & ME
Under Tier-I

MAAC
CGPA: 3.20/4

MASTER OF BUSINESS ADMINISTRATION PG Timetable (R24)

Course/ Section : MBA-III Sem.B/S
Classroom : 5S02

A.Y : 2026-2027
W.E.F : 27.07.2026

Classroom : SS02				WEEK : 27/07/2024					
Day	9:00-10:00	10:00-11:00	11:00-12:00	12:00-1:00	1:00-2:00	2:00-3:00	3:00-4:00	4:00-5:00	
Monday	TAM / AD&BM / MA	SHRM / CRM / EBA	SM	LUNCH	IPM	OR	CL	Sports/ Yoga	
Tuesday	SHRM / CRM / EBA	TAM / AD&BM / MA	FMS		ED PROJECT-III LAB				
Wednesday	IPM	FMS	TAM / AD&BM / MA		PT / NISM				
Thursday	OR	SL	SM		ASSOCIATION				
Friday	FMS	SHRM / CRM / EBA	NPTEL		SM	IPM	OR		
Saturday	FMS	SHRM / CRM / EBA	TAM / AD&BM / MA		IPM	SM	OR		

S. No	Course Code	Course ID	Name of the Subject	Name of the Faculty
1.	24MB13	SM (4)	Strategic Management	Mr. V. Narasimharao (T1020)
2.	24MB14	OR (4)	Operations Research	Dr.E.Hymavathi (T1019)
3.	24MB33	SHRM (4)	Strategic Human Resource Management	Dr.P.B. Lavanya (T1008)
4.	24MB34	TAM (4)	Talent Acquisition and Management	Mrs.Y. Nagamani (T922)
5.	24MB35	IPM (4)	Investment and Portfolio Management	Dr.U. Rambabu (T595)
6.	24MB36	FMS (4)	Financial Markets and Services	Dr.R. Jeyalakshmi (T471)
7.	24MB41	CRM (4)	Customer Relationship Management	Dr.D. Venkateswarlu (T472)
8.	24MB42	AD&BM (4)	Advertising and Brand Management	Mr.B.Kalyan Kumar (T700)
9.	24MB45	EBA (4)	Essentials of Business Analytics	Dr.O. Naresh (T903)
10.	24MB46	MA (4)	Marketing Analytics	Ms.T. Meghana (T1006)
11.	24MB57	ED Project-III LAB (3)	Entrepreneur Project-III	Mrs.Y. Nagamani (T922)
12.		PT/NISM (3)	Placement Training	Mr.B.Kalyan Kumar (T700) Mr.D.Ashok Kumar (T996)
13.		NPTEL (1)	NPTEL Certification	Dr.R. Jeyalakshmi (T471)
14.		ASSOC (3)	Association	Dr.E.Hymavathi (T1019)
15.		CL (1)	Counselling	Mrs.Y. Nagamani (T922)
16.		SL (1)	Self-learning (NPTEL/Library)	Dr.P.B. Lavanya (T1008)

[Signature]
Class Teacher
(Mrs.Y.Nagamani)

[Signature]
Timetable In-charge
(Dr.O. Naresh)

[Signature]
HOD
(Dr.K.Deepika)

[Signature]
Dean of Academics
(Dr.M.Srinivasa Rao)

[Signature]
Principal
(Dr. K. Appa Rao)



Master of Business Administration COURSE HANDOUT

Part-A

Name of the course instructor : Mr. Narasimharao Vallabhu
COURSE NAME & CODE : STRATEGIC MANAGEMENT & 24MB13
L-T-P Structure : 4-0-0 **Credits:** 4
Program /Sem/Sec : MBA, III Sem, Section – A
A.Y : 2026-27

Course Educational Objectives: In this course, the students are able

CEO1	To understand the concepts, process, and importance of strategic management in organizations.
CEO2	To analyze internal and external business environments using strategic management tools and techniques.
CEO3	To formulate business, corporate, and functional strategies to achieve organizational goals and competitive advantage.
CEO4	To apply strategic implementation practices involving leadership, organizational structure, culture, and resource allocation.
CEO5	To analyze organizational performance and strategic control systems to identify gaps and support continuous improvement in achieving organizational objectives.

Course Outcomes: At the end of the course the student is able to,

CO1	Explain the concepts, process, vision, mission, objectives, and policies involved in strategic management.
CO2	Analyze the business environment using SWOT analysis, Porter's Five Forces, BCG Matrix, and GE Model to identify strategic opportunities and challenges.
CO3	Apply strategic management frameworks and formulate corporate, business, and functional strategies for competitive advantage.
CO4	Examine the role of leadership, organizational structure, culture, and resource allocation in effective strategy implementation.
CO5	Analyze organizational performance using strategic controls, benchmarking, strategic audits, and strategic information systems to identify areas for improvement.

COURSE ARTICULATION MATRIX (Correlation between COs& POs):

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	1	—	1	—
CO2	3	3	1	2	1
CO3	3	3	2	2	2
CO4	3	2	3	2	3
CO5	3	3	2	2	2

Note: Enter Correlation Levels 1 or 2 or 3. If there is no correlation, put ‘-’

1- Slight(Low), 2 –Moderate(Medium), 3 - Substantial (High).

Part-B

COURSE DELIVERY PLAN (LESSON PLAN): SECTION -A

UNIT-I : INTRODUCTION TO STRATEGIC MANAGEMENT

S.No.	Topics to be covered	No. of Class es Requi red	Tentative Date of Completion	Actual Date of Comple tion	Teaching Learning Methods	Learn ing Outco me COs	Text Book follow ed	HOD Sign Weekly
1	Introduction to Strategic Management	1	27-07-2026		TLM1/2	CO1	T1,R1	
2	Nature, Scope and Importance of Strategic Management	1	28-07-2026		TLM1/2	CO1	T1,R1	
3	Strategic Management Process	1	29-07-2026		TLM1/2	CO1	T1,R1	
4	Strategic Management as a Process	1	01-08-2026		TLM1/2	CO1	T1,R1	
5	Developing a Strategic Vision	1	03-08-2026		TLM1/2	CO1	T1,R1	
6	Mission Statement – Concepts and Importance	1	04-08-2026		TLM1/2	CO1	T1,R1	
7	Organizational Objectives	1	05-08-2026		TLM1/2	CO1	T1,R1	
8	Policies and Strategic Decision Making	1	08-08-2026		TLM1/2	CO1	T1,R1	
9	Factors that Shape Company's Strategy	1	10-08-2026		TLM1/2	CO1	T1,R1	
10	Crafting Strategy	1	11-08-2026		TLM1/2	CO1	T1,R1	
11	Revision & Discussion – Unit I	1	12-08-2026		TLM1/2	CO1	T1,R1	
12	Case Study – Apple Inc.: Vision, Mission & Strategy	1	17-08-2026		TLM1/2	CO1	T1,R1	
No. of classes required to complete UNIT-I		12			No. of classes taken:			

UNIT-II: ENVIRONMENTAL SCANNING

S.No.	Topics to be covered	No. of Class es Requi red	Tentative Date of Completion	Actual Date of Comple tion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
13	Environmental Scanning – Introduction	1	18-08-2026		TLM1/2	CO2	T1,R1	
14	Industry Analysis	1	19-08-2026		TLM1/2	CO2	T1,R1	
15	Competitive Analysis	1	22-08-2026		TLM1/2	CO2	T1,R1	
16	Evaluating Company Resources & Capabilities	1	24-08-2026		TLM1/2	CO2	T1,R1	
17	SWOT Analysis – Concepts and	1	25-08-2026		TLM1/2	CO2	T1,R1	

	Components - Practical Applications							
18	Strategies and Competitive Advantage in Diversified Companies	1	29-08-2026		TLM1/2	CO2	T1,R1	
19	Evaluation of Diversified Strategies	1	31-08-2026		TLM1/2	CO2	T1,R1	
20	Porter's Five Forces Model – Introduction - Industry Analysis	1	01-09-2026		TLM1/2	CO2	T1,R1	
21	BCG Matrix – Concept and Applications	1	02-09-2026		TLM1/2	CO2	T1,R1	
22	GE Business Screen Matrix	1	05-09-2026		TLM1/2	CO2	T1,R1	
23	Comparison of BCG Matrix and GE Model	1	07-09-2026		TLM1/2	CO2	T1,R1	
24	Tools & Techniques for Environmental Scanning	1	08-09-2026		TLM1/2	CO2	T1,R1	
25	Case Study – Reliance Retail: SWOT & Five Forces Analysis	1	09-09-2026		TLM1/2	CO2	T1,R1	
26	Unit-II Revision & Discussion	1	12-09-2026		TLM1/2	CO2	T1,R1	
No. of classes required to complete UNIT-II		14			No. of classes taken:			

UNIT-III: STRATEGY FORMULATION

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
27	Introduction to Strategy Formulation	1	15-09-2026		TLM1/2	CO3	T1,R1	
28	Strategy Framework for Analyzing Competition	1	16-09-2026		TLM1/2	CO3	T1,R1	
29	Porter's Value Chain Analysis	1	19-09-2026		TLM1/2	CO3	T1,R1	
30	Competitive Advantage of a Firm - Exit and Entry Barriers	1	28-09-2026		TLM1/2	CO3	T1,R1	
31	Corporate Level Strategy	1	29-09-2026		TLM1/2	CO3	T1,R1	
32	Business Level Strategy	1	30-09-2026		TLM1/2	CO3	T1,R1	
33	Functional Level Strategy	1	03-10-2026		TLM1/2	CO3	T1,R1	
34	Types of Strategies	1	05-10-2026		TLM1/2	CO3	T1,R1	

35	Integration of Corporate, Business & Functional Strategies	1	06-10-2026		TLM1/2	CO3	T1,R1	
36	Strategic Framework – Review & Discussion	1	07-10-2026		TLM1/2	CO3	T1,R1	
37	Case Study – Netflix: Strategy Formulation & Competitive Advantage	1	10-10-2026		TLM1/2	CO3	T1,R1	
No. of classes required to complete UNIT-III		11			No. of classes taken:			

UNIT-IV: STRATEGY IMPLEMENTATION

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
38	Introduction to Strategy Implementation	1	12-10-2026		TLM1/2	CO 4	T1,R1	
39	Strategy and Organizational Structure	1	13-10-2026		TLM1/2	CO 4	T1,R1	
40	Strategy and Leadership	1	14-10-2026		TLM1/2	CO 4	T1,R1	
41	Strategy and Organizational Culture	1	17-10-2026		TLM1/2	CO 4	T1,R1	
42	Operationalizing Strategy	1	26-10-2026		TLM1/2	CO 4	T1,R1	
43	Institutionalizing Strategy	1	27-10-2026		TLM1/2	CO 4	T1,R1	
44	Organizational Values and Their Impact on Strategy	1	28-10-2026		TLM1/2	CO 4	T1,R1	
45	Resource Allocation & Planning Systems for Implementation	1	31-10-2026		TLM1/2	CO 4	T1,R1	
46	Planning Systems for Strategy Implementation	1	02-11-2026		TLM1/2	CO 4	T1,R1	
47	Strategy Implementation – Review	1	03-11-2026		TLM1/2	CO 4	T1,R1	
48	Case Study – Tata Motors: Strategy Implementation	1	04-11-2026					
No. of classes required to complete UNIT-IV		11			No. of classes taken:			

UNIT-V: STRATEGY EVALUATION AND CONTROL

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
49	Introduction to Strategy Evaluation and Control	1	07-11-2026		TLM1/2	CO 5	T1,R1	

50	Establishing Strategic Controls	1	09-11-2026		TLM1/2	CO 5	T1,R1	
51	Measuring Organizational Performance	1	10-11-2026		TLM1/2	CO 5	T1,R1	
52	Performance Measures and Benchmarking	1	11-11-2026		TLM1/2	CO 5	T1,R1	
53	Role of the Strategist	1	14-11-2026		TLM1/2	CO 5	T1,R1	
54	Strategic Information Systems	1	16-11-2026		TLM1/2	CO 5	T1,R1	
55	Problems in Measuring Performance	1	17-11-2026		TLM1/2	CO 5	T1,R1	
56	Strategic Surveillance	1	18-11-2026		TLM1/2	CO 5	T1,R1	
57	Strategic Audit	1	21-11-2026		TLM1/2	CO 5	T1,R1	
58	Integrated Strategy Evaluation Framework	1	23-11-2026		TLM1/2	CO 5	T1,R1	
59	Case Study – Infosys: Strategic Control & Performance Evaluation	1	24-11-2026		TLM1/2	CO 5	T1,R1	
60	Comprehensive Revision & Discussion	1	25-11-2026		TLM1/2	CO 5	T1,R1	
61	Internal Assessment / Course Wrap-up / Doubt Clarification	1	28-11-2026		TLM1/2	CO 5	T1,R1	
No. of classes required to complete UNIT-V		13			No. of classes taken:			

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part - C

EVALUATION PROCESS:

Evaluation Task	COs	Marks
I-Mid Examination (Descriptive+ Report & Presentation) =A	1,2,3	A=30
II-Mid Examination (Descriptive+ Report & Presentation)=B	3,4,5	B=30
Evaluation of Mid Marks: (A+B)/2=C	1,2,3,4,5	C=(A+B)/2=30
Semester End Examinations =D	1,2,3,4,5	D=70
Total Marks: A+B+C+D	1,2,3,4,5	100

BOS APPROVED TEXT BOOKS

1. **P. Subba Rao** – *Business Policy and Strategic Management*, Himalaya Publishing House, New Delhi, 2010.
2. **Kazmi** – *Strategic Management and Business Policy*, Tata McGraw Hill, 2009.

PROGRAM EDUCATION OBJECTIVES(PEO's)

PEO1: To train the students of the management program in logical and practical approaches to problem solving and enabling them to function effectively as skilled managers who can respond to changing environment in social and global context.

PEO2: To groom the students to work in multicultural and multidisciplinary teams and understand the principles of group dynamics by creating entrepreneurial ecosystem using innovative technology.

PEO3: To encourage and train the students so that they can pursue higher studies and start independent ventures thereby contributing to the fields of education and business world.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop value-based leadership ability

PO4: Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mr. Narasimharao Vallabhu	Mr. Narasimharao Vallabhu	Mr. Narasimharao Vallabhu	Dr. K. Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



**LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING
(AUTONOMOUS)**

**Accredited by NAAC with 'A' Grade & NBA (Under Tier - I),
An ISO 21001:2018,14001:2015,50001:2018 Certified Institution
Approved by AICTE, New Delhi and Affiliated to JNTUK, Kakinada
L.B. REDDY NAGAR, MYLAVARAM, NTR DIST., A.P.-521 230.**

hodcse@lbrce.ac.in, cseoffice@lbrce.ac.in, Phone: 08659-222 933, Fax: 08659-222931

DEPARTMENT OF COMPUTER SCIENCE & ENGINEERING

COURSE HANDOUT

PART-A

Name of Course Instructor: Dr. E. Hymavathi

Course Name & Code : OPERATIONS RESEARCH (23MB303)

L-T-P Structure : 4-0-0

Credits: 4

Program/Sem/Sec : MBA/III SEM /A

A.Y.: 2026-27

Regulations : R24

PREREQUISITE: Basic knowledge of Mathematics, Statistics, and Management Decision-Making.

COURSE EDUCATIONAL OBJECTIVES (CEOs):

- To explain the fundamentals and scope of Operations Research and linear programming.
- To apply transportation, assignment models and Dynamic Programming in managerial decisions.
- To solve Integer Programming problems using the Branch and Bound Method.
- To analyse competitive business situations using Game Theory.
- To apply CPM/PERT for project scheduling and replacement models for cost optimization.

COURSE OUTCOMES (COs): At the end of the course, students will be able to

CO	Outcome	Bloom's Level
CO1	Explain the concepts of OR, LP formulation, Graphical and Simplex methods	L2 – Understand
CO2	Apply transportation and assignment models to solve optimization problems	L3 – Apply
CO3	Use Dynamic Programming and Integer Programming for resource allocation problems	L3 – Apply
CO4	Analyze competitive situations using Game Theory strategies and solution methods	L4 – Analyze
CO5	Construct and solve CPM/PERT networks and apply replacement models for decision making	L3 – Apply

COURSE ARTICULATION MATRIX (Correlation between COs & POs):

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	3	1	-	1
CO3	3	3	2	-	1
CO4	1	3	2	1	1
CO5	1	3	3	1	3

1=low, 2=medium, 3=high

TEXTBOOKS:

T1	Wayne L. Winston, Operations Research – Applications and Algorithms, Cengage Learning.
T2	Anand Sharma, Operations Research, Himalaya Publishing House.
T3	Kalavarthy S., Operations Research, Vikas Publishers House Pvt. Ltd.

REFERENCE BOOKS:

R1	McLeavey & Mojena, Principles of Operations Research for Management, AITBS Publishers.
R2	V.K. Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons.
R3	Richard Bronson & Govindasami Naadimuthu, Schaum's Outline of Operations Research, Tata McGraw-Hill.
R4	J.K. Sharma, Operation Research – Theory and Applications, MacMillan.
R5	Prasanna Chandra, Quantitative Methods for Business Decisions, Tata McGraw Hill.

PART-B**COURSE DELIVERY PLAN (LESSON PLAN):****UNIT-I: Importance- The History of OR- Definition-Features-Scope of OR- Linear Programming**

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	Importance and History of OR; Definition, Features, Scope	1	31/07/26		TLM1, 2	
2	Linear Programming – Introduction, Advantages of using LP	1	03/08/26		TLM1, 2	
3	Application areas of LP; Formation of Mathematical Modelling	2	05/08/26		TLM1, 2	
4	Graphical Method for solving LP Problems	2	10/08/26		TLM1, 2	

5	The Simplex Method – Introduction and Procedure	2	12/08/26		TLM1, 2	
6	Justification and Interpretation of Elements in Simplex Tableau	2	17/08/26		TLM1, 2	
7	Artificial Variable Techniques – Big M Method	2	19/08/26		TLM1, 2	
8	Two-Phase Method; Duality in LP	2	24/08/26		TLM1, 2	
9	Sensitivity Analysis; Special cases in LP	1	25/08/26		TLM1, 2	
No. of classes required to complete UNIT-I: 15				No. of classes taken:		

UNIT-II: Transportation, Assignment Models

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1.	Transportation Model – Definition and Application	1	28/08/26		TLM1, 2	
2.	Methods for Finding Initial Feasible Solution (NWCM, LCM, VAM)	2	01/09/26		TLM1, 2	
3.	Tests for Optimality – MODI Method	2	07/09/26		TLM1, 2	
4.	Variations in Transportation Problem (Unbalanced, Degeneracy)	2	09/09/26		TLM1, 2	
5.	Assignment Model – Hungarian Method	2	15/09/26		TLM1, 2	
6.	Travelling Salesman Problem	2	18/09/26		TLM1, 2	
No. of classes required to complete UNIT-II: 11				No. of classes taken:		

UNIT-III: Dynamic Programming

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	Dynamic Programming – Introduction and Principle of Optimality	1	28/09/26		TLM1, 2	
2	Applications of DP – Capital Budgeting	1	29/09/26		TLM1, 2	
3	Applications of DP – Production Planning	2	05/10/26		TLM1, 2	
4	Solving LP Problems using Dynamic Programming	2	07/10/26		TLM1, 2	

5	Integer Programming – Introduction and Types	2	12/10/26		TLM1, 2	
6	Branch and Bound Method – Concept and Procedure	1	13/10/26		TLM1, 2	
7	Branch and Bound Method – Solved Examples	2	16/10/26		TLM1, 2	
No. of classes required to complete UNIT-III: 11					No. of classes taken:	

UNIT-IV: Game Theory

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	Game Theory – Introduction, Two-Person Zero-Sum Games	1	26/10/26		TLM1, 2	
2	Pure Strategies; Games with Saddle Point	1	27/10/26		TLM1, 2	
3	Mixed Strategies; Rules of Dominance	1	28/10/26		TLM1, 2	
4	Solution Methods of Games Without Saddle Point – Algebraic and Matrix Methods	3	03/11/26		TLM1, 2	
5	Arithmetic Method; Graphical Method for $2 \times n$ and $m \times 2$ Games	2	09/11/26		TLM1, 2	
No. of classes required to complete UNIT-IV: 8				No. of classes taken:		

UNIT-V: CPM & PERT and Replacement Model

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	CPM & PERT – Drawing Networks, Identifying Critical Path	2	11/11/26		TLM1, 2	
2	Probability of Completing Project Within Given Time	2	16/11/26		TLM1, 2	
3	Project Crashing – Optimum Cost and Optimum Duration	2	18/11/26		TLM1, 2	
4	Replacement Models – Introduction; Single Replacement	1	20/11/26		TLM1, 2	
5	Group Replacement Policy; Comparative Analysis	2	24/11/26		TLM1, 2	

6	Case Studies – CPM/PERT and Replacement Decisions	2	27/11/26		TLM1, 2	
No. of classes required to complete UNIT-V: 11				No. of classes taken:		

Contents beyond the Syllabus

S. No	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1.	Relevant case study discussion in all units	5	05/12/26		TLM 3	

Teaching Learning Methods			
TLM1	Chalk and talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

PART-C

EVALUATION PROCESS (R23 Regulation):

Evaluation Task	Marks
Assignment-I (Units-I, II)	A1=5
I-Descriptive Examination (Units-I, II)	M1=15
I-Quiz Examination (Units-I, II)	Q1=10
Assignment-II (Unit-III, IV & V)	A2=5
II- Descriptive Examination (Unit-III, IV & V)	M2=15
II-Quiz Examination (Unit-III, IV & V)	Q2=10
Mid Marks =80% of Max (M1+Q1+A1), (M2+Q2+A2)) + 20% of Min ((M1+Q1+A1), (M2+Q2+A2))	M=30
Cumulative Internal Examination (CIE): M	30
Semester End Examination (SEE)	70
Total Marks = CIE + SEE	100

PART-D

PROGRAMME OUTCOMES (POs):

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value-based leadership ability
PO 4	Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAMME SPECIFIC OUTCOMES (PSOs):

PSO 1	To train the students of the management program in logical and practical approaches to problem solving and enabling them to function effectively as skilled managers who can respond to changing environment in social and global context.
PSO 2	To groom the students to work in multicultural and multidisciplinary teams and understand the principles of group dynamics by creating entrepreneurial ecosystem using innovative technology.
PSO 3	To encourage and train the students so that they can pursue higher studies and start independent ventures thereby contributing to the fields of education and business world.

Title	Course Instructor	Course Coordinator	Module Coordinator	Head of the Department
Name of the Faculty	Dr. E. Hymavathi	Dr. A. Adishesha Reddy	Dr. A. Adishesha Reddy	Dr. K. Deepika
Signature				



Master of Business Administration COURSE HANDOUT Part-A

Name of Course Instructor	Dr. Lavanya P B		
Course Name & Code	Strategic Human Resource Management& 24MB33		
L-T-P Structure	4-0-0	Credits	3
Programme / Semester / Section	MBA, III Semester, Sections – A & B	Academic Year	2026–27

Prerequisite:

Basics of Human Resource Management concepts.

Course Educational Objectives (CEOs): In this course, the students will learn

CEO1	To provide a comprehensive understanding of Strategic Human Resource Management and its role in achieving organizational objectives.
CEO2	To develop the ability to align HR strategies and practices with business strategies for organizational effectiveness
CEO3	To equip the knowledge of strategic workforce planning, talent management, performance management, and reward systems.
CEO4	To enhance understanding of strategic human resource development and evaluation of HR contributions to organizational success.
CEO5	To address emerging challenges and opportunities in SHRM through strategic decision-making and ethical practices.

Course Outcomes (COs)

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

CO1	Explain the concepts, frameworks, and strategic significance of Human Resource Management in organizations.
CO2	Develop and align HR strategies and workforce plans with organizational goals and business strategies.
CO3	Design and implement strategic HR practices related to recruitment, retention, performance management, and reward systems.
CO4	Evaluate strategic HR development initiatives and assess their effectiveness in enhancing organizational performance.
CO5	Analyze HR evaluation methods, HR outsourcing strategies, and the strategic contribution of HR in a dynamic business environment.

CO-PO Articulation Matrix

Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2
CO2	3	3	2	2	3
CO3	3	3	3	2	3
CO4	2	3	3	2	2
CO5	2	3	2	3	2

1 = Slight (Low) 2 = Moderate (Medium) 3 = Substantial (High)

References

1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach - Pearson Education, Asia
2. Fombrum Charles & Tichy: “Strategic Human Resource Management” - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune

2009

4. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014.

5. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi

2009

6. Dreher, Dougherty “Human Resource Strategy” Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008.

Part-B

UNIT-I: Human Resource Strategy

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	Introduction to Strategic Human Resource Management	1	31-07-2026		TLM2	
2	Evaluation of objectives	1	01-08-2026		TLM2	
3	Importance of Human Resources Strategy	1	03-08-2026		TLM2	
4	Strategic fit – A conceptual framework	1	04-08-2026		TLM2	
5	Strategic fit – A conceptual framework	1	07-08-2026		TLM2	
6	Human Resources contribution to strategy	1	08-08-2026		TLM2	
7	Strategy driven role behaviors and practices	1	10-08-2026		TLM2	
8	Strategy driven role behaviors and practices	1	11-08-2026		TLM2	
9	Theoretical Perspectives on SHRM approaches	1	14-08-2026		TLM6	
10	Theoretical Perspectives on SHRM approaches	1	17-08-2026		TLM2	
11	Unit-I Case study Discussion and Quiz	1	18-08-2026		TLM2	

No. of classes required to complete UNIT-I :11

No. of classes taken:

UNIT-II: Strategic Human Resource Planning

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
12	Objectives and Benefits of strategic planning	1	21-08-2026		TLM2	
13	Levels of strategic planning	1	22-08-2026		TLM2	
14	Activities related to strategic HR Planning	1	24-08-2026		TLM2	
15	Basic overview of various strategic planning models	1	25-08-2026		TLM2	
16	Strategic HR Planning mode	1	28-08-2026		TLM2	
17	Strategic HR Planning mode	1	29-08-2026		TLM2	
18	Components of the strategic plan	1	31-08-2026		TLM6	
19	Components of the strategic plan	1	01-09-2026		TLM2	
20	Unit-II Case study Discussion and Quiz	1	05-09-2026		TLM2	

No. of classes required to complete UNIT-II :9

No. of classes taken:

UNIT-III: Strategy Implementation

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
21	Strategy implementation as a social issue	1	07-09-2026		TLM2	

22	The role of Human Resource	1	08-09-2026		TLM2	
23	Workforce utilization and employment practices	1	11-09-2026		TLM2	
24	Workforce utilization and employment practices	1	12-09-2026		TLM2	
25	Report & Presentation	1	15-09-2026		TLM2	
26	Report & Presentation	1	18-09-2026		TLM2	
27	Report & Presentation	1	19-09-2026		TLM2	
I Mid Examinations: 21-09-2026 to 26-09-2026						
28	Resourcing Strategies	1	28-09-2026		TLM2	
29	Resourcing Strategies	1	29-09-2026		TLM6	
30	Retention Strategies	1	03-10-2026		TLM2	
31	Retention Strategies	1	05-10-2026		TLM2	
32	Reward management strategies	1	06-10-2026		TLM2	
33	Performance management strategies	1	09-10-2026		TLM2	
34	Unit-III Case study Discussion and Quiz	1	10-10-2026		TLM2	
No. of classes required to complete UNIT-III :14			No. of classes taken:			
UNIT-IV: Strategic Human Resource Development						
S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
35	Concept of Strategic Planning for HRD	1	12-10-2026		TLM2	
36	Concept of Strategic Planning for HRD	1	13-10-2026		TLM2	
37	Levels in Strategic HRD planning	1	16-10-2026		TLM2	
38	Levels in Strategic HRD planning	1	17-10-2026		TLM2	
39	Training and Development Strategies	1	26-10-2026		TLM2	
40	Training and Development Strategies	1	27-10-2026		TLM2	
41	HRD effectiveness	1	30-10-2026		TLM2	
42	HRD effectiveness	1	31-10-2026		TLM2	
43	Measurement of HRD effectiveness	1	02-11-2026		TLM2	
44	Unit-IV Case study Discussion and Quiz	1	03-11-2026		TLM2	
No. of classes required to complete UNIT-IV : 10			No. of classes taken:			
UNIT-V: Human Resource Evaluation						
S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
45	Overview of evaluation	1	06-11-2026		TLM2	
46	Approaches to evaluation	1	07-11-2026		TLM2	
47	Approaches to evaluation	1	09-11-2026		TLM2	
48	Evaluation Strategic contributions of Traditional Areas	1	10-11-2026		TLM2	
49	Evaluating Strategic Contribution of Emerging Areas	1	13-11-2026		TLM2	
50	HR as a Profit centre	1	14-11-2026		TLM2	
51	HR as a Profit centre	1	16-11-2026		TLM2	
52	HR outsourcing strategy	1	17-11-2026		TLM2	
53	Unit-V Case study Discussion and Quiz	1	20-11-2026		TLM2	
54	Report & Presentation	1	21-11-2026		TLM2	
55	Report & Presentation	1	23-11-2026		TLM2	

56	Report & Presentation	1	24-11-2026		TLM2	
57	Report & Presentation	1	27-11-2026		TLM2	
58	Report & Presentation	1	28-11-2026		TLM6	
No. of classes required to complete UNIT-V :14			No. of classes taken:			
II Mid Examinations:30-11-2026 to 05-12-2026						

Teaching Learning Methods

TLM1	Chalk and talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part – C

EVALUATION PROCESS:

Evaluation Task	COs	Marks
I-Mid Examination (Descriptive + Report and Presentation) = A	1,2,3	A = 20+10
II-Mid Examination (Descriptive + Report and Presentation) = B	3,4,5	B = 20+10
Evaluation of Mid Marks: A+B/2	1,2,3,4,5	A+B = 30
Semester End Examinations = C	1,2,3,4,5	C = 70
Total Marks: A+B+C	1,2,3,4,5	100

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO1	Train students to adopt a logical and practical approach to problem-solving and function effectively as skilled managers capable of responding to changing business environments in social and global contexts.
PEO2	Groom students to work effectively in multicultural and multidisciplinary teams by understanding the principles of group dynamics, teamwork, and professional growth in management.
PEO3	Encourage students to pursue higher education, become entrepreneurs, and contribute significantly to the fields of education and business.

PROGRAM OUTCOMES (POs)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster analytical and critical thinking abilities for data-based decision making.
PO3	Develop value-based leadership abilities.
PO4	Understand, analyse, and communicate the global, economic, legal, and ethical aspects of business.
PO5	Lead themselves and others in achieving organizational goals while contributing effectively to a team environment.

Dr. Lavanya P B	Dr. A. Adishesha Reddy	Dr. A. Adishesha Reddy	Dr. K. Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



Master of Business Administration COURSE HANDOUT

PART-A

Name of Course Instructor : Mrs. YARAMALA NAGAMANI
Course Name & Code : Talent Acquisition and Management
L-T-P Structure : 4-0-0

Credits : 4

Program/Sem/Sec : MBA., III-Sem., **Section- A&B**

A.Y : 2026-27

PART-A

Course Educational Objectives (CEOs): In this course, the students will learn

CEO1	To Understand the concepts, importance, and strategic role of talent acquisition and talent management in organizations.
CEO2	To Explain job analysis, competency profiling, employer branding, and employee value proposition in attracting talent.
CEO3	To Analyze various sourcing and recruitment strategies to meet organizational talent requirements.
CEO4	To Apply selection and onboarding practices while considering legal, ethical, and diversity-related aspects.
CEO5	To Analyze recruitment metrics, analytics, and emerging trends in talent acquisition for improving hiring effectiveness.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Explain the concepts, scope, challenges, and strategic importance of talent acquisition and workforce planning.
CO2	Explain job analysis, competency-based profiling, employer branding, and employee value proposition practices.
CO3	Analyze sourcing and recruitment strategies, including social media recruitment, AI, HR analytics, and talent pipelines.
CO4	Apply appropriate selection and onboarding methods while addressing legal, ethical, and diversity considerations.
CO5	Analyze recruitment metrics, analytics, and emerging trends in talent acquisition to improve organizational hiring outcomes.

Co-Po Articulation Matrix:

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	1	1
CO2	3	2	1	1	1
CO3	3	3	1	2	1
CO4	3	2	2	3	2
CO5	2	3	2	3	2

1=Slight(low), 2=Moderate (Medium), 3=Substantial (High)

PART-B**COURSE DELIVERY PLAN (LESSON PLAN)**

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
1	Introduction to Subject	1	28-07-2026		TLM2	CO1	T1, R1	
2	Course Objectives and Course Outcomes	1	29-07-2026		TLM1	CO1	T1,T2 R1	
3	UNIT-I: Introduction to Talent Acquisition	1	01-08-2026		TLM1	CO1	T1, R1	
4	Definition and Scope of Talent and Talent Management	1	03-08-2026		TLM1	CO1	T1,T2 R1	
5	Importance of Talent Management	1	04-08-2026		TLM1	CO1	T1,T2 R1	
6	Historical Context of Talent Management	1	05-08-2026		TLM2	CO1	T1,T2 R1	
7	Challenges and Dilemmas in Talent Management	1	08-08-2026		TLM1	CO1	T1,T2 R1	

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
8	Workforce Planning and Forecasting	1	10-08-2026		TLM1	CO1	T1,T2 R1	
9	Talent Acquisition in the Context of Globalization	1	11-08-2026		TLM2	CO1	T1,T2 R1	
10	Talent Acquisition in the Gig Economy	1	12-08-2026		TLM1	CO1	T1,T2 R1	
11	Revision and Discussion – Unit I	1	17-08-2026		TLM2	CO1	T1,T2 R1	

UNIT-II: Job Analysis and Employer Branding

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
12	UNIT-II: Job Analysis and Employer Branding	1	18-08-2026		TLM2	CO2	T1,T2 R1	
13	Job Analysis – Meaning, Objectives and Importance	1	19-08-2026		TLM1	CO2	T1,T2 R1	
14	Job Analysis Process	1	22-08-2026		TLM1	CO2	T1,T2 R1	
15	Methods of Job Analysis	1	24-08-2026		TLM2	CO2	T1,T2 R1	
16	Job Description – Meaning, Purpose and Components	1	25-08-2026		TLM1	CO2	T1,T2 R1	
17	Job Specification – Meaning,	1	26-08-2026		TLM1	CO2	T1,T2 R1	

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
	Purpose and Components							
18	Difference between Job Description and Job Specification	1	29-08-2026		TLM2	CO2	T1, R1	
19	Competency-Based Job Profiling	1	31-08-2026		TLM1	CO2	T1,T2 R1	
20	Employer Branding – Concept and Importance	1	01-09-2026		TLM1	CO2	T1,T2 R1	
21	Employer Branding Strategies	1	02-09-2026		TLM2	CO2	T1,T2 R1	
22	Employer Branding Best Practices	1	05-09-2026		TLM1	CO2	T1,T2 R1	
23	Employee Value Proposition (EVP) – Concept and Components	1	07-09-2026		TLM2	CO2	T1,T2 R1	
24	Developing an Effective Employee Value Proposition (EVP)	1	08-09-2026		TLM1	CO2	T1,T2 R1	
25	Revision and Discussion – Unit II	1	09-09-2026		TLM2	CO2	T1, R1	

UNIT-III: Sourcing and Recruitment Strategies

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
26	UNIT-III: Sourcing and	1	10-09-2026		TLM2	CO3	T1,T2 R1	

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
	Recruitment Strategies							
27	Internal Sourcing – Meaning, Advantages and Limitations	1	12-09-2026		TLM1	CO3	T1,T2 R1	
28	External Sourcing – Meaning, Advantages and Limitations	1	14-09-2026		TLM1	CO3	T1,T2 R1	
29	Internal vs External Sourcing	1	15-09-2026		TLM2	CO3	T1,T2 R1	
30	Recruitment Methods – Traditional and Modern Approaches	1	16-09-2026		TLM1	CO3	T1,T2 R1	
31	Social Media Recruitment	1	19-09-2026		TLM2	CO3	T1, R2	
32	Recruitment Analytics	1	28-09-2026		TLM1	CO3	T1,T2 R1	
33	Artificial Intelligence (AI) in Talent Sourcing	1	29-09-2026		TLM2	CO3	T1,T2 R1	
34	Talent Pools and Talent Pipelines	1	30-09-2026		TLM1	CO3	T1,T2 R1	
35	Recruitment Process Outsourcing (RPO) – Concept and Process	1	03-10-2026		TLM1	CO3	T1, R2	

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
36	Benefits and Challenges of RPO	1	05-10-2026		TLM2	CO3	T1,T2 R1	
37	Emerging Trends in Recruitment Strategies	1	06-10-2026		TLM1	CO3	T1,T2 R1	
38	Revision and Discussion – Unit III	1	07-10-2026		TLM2	CO3	T1,T2 R1	
39	I Mid Examination	01-03-27	06-03-2027					

UNIT-IV: Selection and Onboarding

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
40	UNIT-IV: Selection and Onboarding	1	10-10-2026		TLM2	CO4	T1, R2	
41	Selection Tools – Resumes and Application Forms	1	12-10-2026		TLM1	CO4	T1, R2	
42	Interviews – Meaning, Objectives and Types	1	13-10-2026		TLM1	CO4	T1, R2	
43	Psychometric Tests	1	14-10-2026		TLM2	CO4	T1,T2 R1	
44	Assessment Centers	1	17-10-2026		TLM1	CO4	T1,T2 R1	
45	Group Discussions	1	26-10-2026		TLM2	CO4	T1,T2 R1	
46	Case Interviews	1	27-10-2026		TLM1	CO4	T1,T2 R1	
47	Reference and Background Checks	1	28-10-2026		TLM1	CO4	T1,T2 R1	

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
48	Legal and Ethical Issues in Selection	1	31-10-2026		TLM2	CO4	T1,T2 R1	
49	Onboarding – Meaning and Importance	1	02-11-2026		TLM1	CO4	T1,T2 R1	
50	Effective Onboarding Practices	1	03-11-2026		TLM1	CO4	T1,T2 R1	
51	Strategic Importance of Onboarding	1	04-11-2026		TLM2	CO4	T1, R2	
52	Revision and Discussion – Unit IV	1	07-11-2026		TLM2	CO4	T1, R2	

UNIT-V: Metrics and Evaluation in Talent Acquisition

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
53	UNIT-V: Metrics and Evaluation in Talent Acquisition	1	09-11-2026		TLM2	CO5	T1, R2	
54	Recruitment Metrics – Meaning and Importance	1	10-11-2026		TLM1	CO5	T1,T2 R1	
55	Cost per Hire	1	11-11-2026		TLM1	CO5	T1,T2 R1	
56	Time to Fill	1	14-11-2026		TLM2	CO5	T1,T2 R1	
57	Quality of Hire	1	16-11-2026		TLM1	CO5	T1,T2 R1	
58	Offer Acceptance Rate	1	17-11-2026		TLM1	CO5	T1, R2	
59	Recruitment Analytics	1	18-11-2026		TLM2	CO5	T1,T2 R1	

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome (COs)	Text Book Followed	HOD Sign Weekly
	and Dashboards							
60	Retention vs Acquisition	1	21-11-2026		TLM1	CO5	T1,T2 R1	
61	Future of Talent Acquisition – AI and Automation	1	23-11-2026		TLM2	CO5	T1,T2 R1	
62	Remote Hiring and Diversity, Equity & Inclusion (DEI)	1	24-11-2026		TLM1	CO5	T1,T2 R1	
63	Revision and Discussion – Unit V	1	25-11-2026		TLM2	CO5	T1,T2 R1	
64	Report presentation	1	28-11-2026		TLM1	CO5	T1, R2	
65	II Mid Examination	28-06-27	03-07-2027					

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/SwayamPrabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part - C

EVALUATION PROCESS:

Evaluation Task	COs	Marks
I-Mid Examination (Descriptive+ Report and Presentation) = A	1,2,3	A=20+10
II-Mid Examination (Descriptive+ Report and Presentation) = B	3,4,5	B=20+10
Evaluation of Mid Marks: A+B/2	1,2,3,4,5	A+B=30
Semester End Examinations =C	1,2,3,4,5	C=70
Total Marks: A+B+C	1,2,3,4,5	100

PROGRAM EDUCATION OBJECTIVES (PEO's)

- To train the students of the management program for logical and practical approach to problem solving and function effectively as skilled managers who can respond to changing environment in a social and global context.
- To groom the students to work in multicultural and multidisciplinary teams for effective problem solving and understand the principles of group dynamics, Team work and growth of Management profession.
- To encourage and train the students as a way that they can pursue higher studies, start independent ventures, thereby contributing to the fields of Education and Business world.

PROGRAM OUTCOMES

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Course Instructor	Course Coordinator	Module Coordinator	HOD



MASTER OF BUSINESS ADMINISTRATION

COURSE HANDOUT

Part-A

PROGRAM : MBA, III SEM – Section-A&B
ACADEMIC YEAR : 2026-27
COURSE NAME & CODE : **24MB42 –Advertising and Brand Management**
L-T-P STRUCTURE : 4-0-0
COURSE CREDITS : 3
COURSE INSTRUCTOR : B.Kalyan Kumar
COURSE COORDINATOR: B.Kalyan Kumar

Prerequisite: Fundamentals of Marketing Management

Course Educational Objectives (CEOs): In this course, the students will learn

CEO1	To understand the concepts, importance, and role of advertising and branding in marketing communication.
CEO2	To Explain advertising campaign planning, message design, media selection, and creative strategies.
CEO3	To Analyze advertising organization, agency functions, and methods for evaluating advertising effectiveness.
CEO4	To Apply branding concepts and strategies for building brand identity, positioning, and communication.
CEO5	To Analyze brand equity, brand loyalty, and global branding practices for sustainable brand growth.

Course Outcomes (COs): At the end of the course, students will be able to

CO1	Explain the concepts, communication process, objectives, and budgeting aspects of advertising.
CO2	Explain advertising campaign development, message design, creative appeals, and media planning decisions.
CO3	Analyze advertising organization structures, agency functions, branding concepts, and advertising effectiveness.
CO4	Apply branding strategies related to brand identity, positioning, extension, portfolio management, and brand communication.
CO5	Analyze brand equity, brand loyalty, international branding, and digital branding practices for organizational success.

Co-Po Articulation Matrix:

Course Outcomes	Program Outcomes (POs)				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	-	1	1
CO2	3	2	-	1	1
CO3	3	3	1	2	1
CO4	3	2	2	2	2
CO5	2	3	2	3	2

1=Slight(low), 2=Moderate (Medium), 3=Substantial (High)

References:

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

Part-B
COURSE DELIVERY PLAN (LESSON PLAN): A & B SECTION

UNIT-I: Basics of Advertising

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book / Reference followed	HOD Sign Weekly
1	Definition, importance and nature of advertising	1	10-08-2026		TLM1	CO1	R1-R4	
2	Advertising and the communication model	1	11-08-2026		TLM1	CO1	R1-R4	
3	Persuasion process in advertising	1	12-08-2026		TLM1	CO1	R1-R4	
4	Perception and its impact on advertisements	1	17-08-2026		TLM1	CO1	R1-R4	
5	Learning and its impact on advertisements	1	18-08-2026		TLM1	CO1	R1-R4	
6	Attitude change and its impact on advertisements	1	19-08-2026		TLM1	CO1	R1-R4	
7	Major advertising decisions and influencing factors	1	22-08-2026		TLM1	CO1	R1-R4	
8	Determining advertising objectives	1	24-08-2026		TLM1	CO1	R1-R4	
9	Advertising budgeting – concept and approaches	1	25-08-2026		TLM1	CO1	R1-R4	
10	Revision / relevant case study discussion	1	26-08-2026		TLM1&2	CO1	R1-R4	
11	UNIT-I Activity: Analyze a current advertisement using the communication and persuasion process; identify its objective,	1	29-08-2026		TLM6	CO1	R1-R4	

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book / Reference followed	HOD Sign Weekly
	target audience and persuasive elements.							

No. of classes required to complete UNIT-I: 11 | No. of classes taken: _____

UNIT-II: Developing Advertising Campaign

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book / Reference followed	HOD Sign Weekly
12	Advertising campaign – meaning and development process	1	31-08-2026		TLM1&2	CO2	R1-R4	
13	Determining advertising message and copy	1	01-09-2026		TLM1	CO2	R1-R4	
14	Headline and body copy	1	02-09-2026		TLM1	CO2	R1-R4	
15	Logo and illustration	1	05-09-2026		TLM1	CO2	R1-R4	
16	Advertising layout – principles and components	1	07-09-2026		TLM1	CO2	R1-R4	
17	Creative styles	1	08-09-2026		TLM1	CO2	R1-R4	
18	Advertising appeals	1	09-09-2026		TLM1	CO2	R1-R4	
19	Media planning – concept and process	1	12-09-2026		TLM1	CO2	R1-R4	
20	Media selection	1	14-09-2026		TLM1	CO2	R1-R4	
21	Media scheduling	1	15-09-2026		TLM1	CO2	R1-R4	
22	Relevant advertising campaign case study	1	16-09-2026		TLM1&2	CO2	R1-R4	
23	UNIT-II Activity: Design an advertising campaign for a selected product, including copy, logo/layout, appeal, media selection and schedule.	1	19-09-2026		TLM6	CO2	R1-R4	

No. of classes required to complete UNIT-II: 12 | No. of classes taken: _____

UNIT-III: Organization and Evaluation of Advertising Efforts & Branding Concepts

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book / Reference followed	HOD Sign Weekly
24	In-house advertising arrangements	1	21-09-2026		TLM1	CO3	R1-R4	
25	Advertising agencies – role and functions	1	22-09-2026		TLM1	CO3	R1-R4	
26	Selection of advertising agency	1	23-09-2026		TLM1	CO3	R1-R4	
27	Agency compensation and appraisal	1	26-09-2026		TLM1	CO3	R1-R4	
28	Evaluating advertising effectiveness	1	28-09-2026		TLM1	CO3	R1-R4	
29	Brand – definition and importance of branding	1	29-09-2026		TLM1	CO3	R1-R4	
30	Brand personality and brand image	1	30-09-2026		TLM1	CO3	R1-R4	
31	Brand identity	1	03-10-2026		TLM1	CO3	R1-R4	
32	Brand equity and brand loyalty	1	05-10-2026		TLM1	CO3	R1-R4	
33	Product branding vs. corporate branding	1	06-10-2026		TLM1	CO3	R1-R4	
34	Major branding decisions	1	07-10-2026		TLM1	CO3	R1-R4	
35	Relevant case study discussion	1	10-10-2026		TLM1&2	CO3	R1-R4	
36	UNIT-III Activity: Evaluate a selected brand on personality, image, identity, equity and loyalty, and comment on its advertising organization/effectiveness.	1	12-10-2026		TLM6	CO3	R1-R4	

No. of classes required to complete UNIT-III: 13 | No. of classes taken: _____

UNIT-IV: Brand Building and Brand Strategy

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book / Reference followed	HOD Sign Weekly
37	Identifying and selecting brand name	1	13-10-2026		TLM1	CO4	R1-R4	
38	Building brand personality, image and identity	1	14-10-2026		TLM1	CO4	R1-R4	
39	Brand positioning	1	17-10-2026		TLM1	CO4	R1-R4	
40	Brand re-launch	1	19-10-2026		TLM1	CO4	R1-R4	
41	Brand extension	1	20-10-2026		TLM1	CO4	R1-R4	
42	Brand portfolio	1	21-10-2026		TLM1	CO4	R1-R4	
43	Communication for branding	1	24-10-2026		TLM1	CO4	R1-R4	
44	Enhancing brand image through sponsorship	1	26-10-2026		TLM1	CO4	R1-R4	
45	Enhancing brand image through event management / case discussion	1	27-10-2026		TLM1&2	CO4	R1-R4	
46	UNIT-IV Activity: Prepare a positioning and re-launch plan for an existing brand, including identity, extension/portfolio and sponsorship or event strategy.	1	28-10-2026		TLM6	CO4	R1-R4	

No. of classes required to complete UNIT-IV: 10 | No. of classes taken: _____

UNIT-V: Managing Brand Equity and Loyalty

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book / Reference followed	HOD Sign Weekly
47	Managing brand equity	1	31-10-2026		TLM1	CO5	R1-R4	
48	Managing brand loyalty	1	02-11-2026		TLM1	CO5	R1-R4	
49	Brand building in consumer markets	1	03-11-2026		TLM1	CO5	R1-R4	
50	Industrial, retail and service brands	1	04-11-2026		TLM1	CO5	R1-R4	
51	Building brands through Internet	1	07-11-2026		TLM1	CO5	R1-R4	

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book / Reference followed	HOD Sign Weekly
52	Developing international brands – prerequisites	1	09-11-2026		TLM1	CO5	R1-R4	
53	Developing international brands – process	1	10-11-2026		TLM1	CO5	R1-R4	
54	Country-of-origin effects	1	11-11-2026		TLM1	CO5	R1-R4	
55	Global branding	1	14-11-2026		TLM1	CO5	R1-R4	
56	Building Indian brands for global markets	1	16-11-2026		TLM1	CO5	R1-R4	
57	Relevant international/global branding case study	1	17-11-2026		TLM1&2	CO5	R1-R4	
58	UNIT-V Activity: Select an Indian brand and develop a strategy to strengthen brand equity and loyalty and take the brand to a global market.	1	18-11-2026		TLM6	CO5	R1-R4	

No. of classes required to complete UNIT-V: 12 | No. of classes taken: _____

Part – C

EVALUATION PROCESS:

Evaluation Task	Cos	Marks
I-Mid Examination (Descriptive) =A	1,2,3	A=20
II-Mid Examination (Descriptive+ Objective) =B	3,4,5	B=20
Evaluation of Mid Marks: $A+B = 75\%$ of $\text{Max}(A,B) + 25\%$ of $\text{Min}(A,B)$	1,2,3,4,5	$A+B=20$
Evaluation of Report Writing and Seminar Presentation =C	1,2,3,4,5	C=10
Cumulative Internal Examination : $A+B+C$	1,2,3,4,5	$A+B+C=30$
Semester End Examinations =D	1,2,3,4,5	D=70
Total Marks: $A+B+C+D$	1,2,3,4,5	100

Programme Outcomes (PO's)

PO-1	Apply knowledge of management theories and practices to solve business problems.
PO-2	Foster Analytical and critical thinking abilities for data-based decision making.
PO-3	Ability to develop Value based Leadership ability.
PO-4	Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.
PO-5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

B.Kalyan Kumar	B.Kalyan Kumar	Dr.V.V.Narsi Reddy	Dr.A.Adishesha Reddy
Course Instructor	Course Coordinator	Module Coordinator	HOD



COURSE HANDOUT

Section-FM

Part-A

PROGRAM : MBA., III-Sem.
ACADEMIC YEAR : 2026-27
COURSE NAME & CODE : CUSTOMER RELATIONSHIP MANAGEMENT & 24MB41
L-T-P STRUCTURE : 0-4-0
COURSE CREDITS : 3
COURSE INSTRUCTOR : **Dr.D.VENKATESWARLU**
COURSE COORDINATOR: **Dr.D.VENKATESWARLU**

Course Educational Objectives (CEO's):

- 1.To understand the concepts, importance, and strategic role of Customer Relationship Management in organizations.
- 2.To analyse customer acquisition, retention, and relationship-building strategies for enhancing customer value.
- 3.To apply CRM technologies, database systems, and analytical tools to manage customer information effectively.
- 4.To evaluate the role of Sales Force Automation, marketing channels, and CRM software in improving business performance.
- 5.To understand emerging trends, ethical issues, and e-CRM practices in modern business environments.

Course Out comes (COs):

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

CO1	Explain the fundamentals, processes, and strategic importance of Customer Relationship Management.
CO2	Analyze customer acquisition, retention, and relationship management practices for developing long-term customer value
CO3	Apply database management, data warehousing, data mining, and CRM technologies to support customer relationship activities
CO4	Examine the role of Sales Force Automation, marketing channels, and CRM software in enhancing customer relationships.
CO5	Evaluate e-CRM practices, CRM performance measures, implementation strategies, and ethical issues in CRM.

CO-PO Articulation Matrix:

Course Outcomes	Programme Outcomes				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	3	2	2	2
CO3	3	3	1	1	1
CO4	2	2	2	2	3
CO5	2	3	3	3	2

1 = Slight (Low) 2 = Moderate (Medium) 3-Substantial (High)

Part-B

COURSE DELIVERY PLAN (LESSON PLAN): SECTION -FM

UNIT-I :customer Relationship fundamentals

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
1.	UNIT-I: Defintion and significance of CRM	1	27.7.26		TLM1	CO1	T1,R1	
2.	Critical success factors for a winning CRM programme	1	28.7.26		TLM1	CO1	T1,R1	
3.	Emergence of CRM practice	1	31.7.26		TLM1	CO1	T1,R1	
4.	CRM strategy	1	1.8.26		TLM1	CO1	T1,R1	
5.	Stages of relationship	1	3.8.26		TLM1	CO1	T1,R1	
6.	Issues of relationship	1	4.8.26		TLM1	CO1	T1,R1	
7.	CRM cycle	1	7.8.26		TLM2	CO1	T1,R1	
8.	Customer Life Time Value	1	8.8.26		TLM1	CO1	T1,R1	
9.	7 Cs of CRM	1	10.8.26		TLM1	CO1	T1,R1	
10.	Application areas	1	11.8.26		TLM3	CO1	T1,R1	
11.	Application areas	1	14.8.26		TLM2	CO1	T1,R1	
12.	Application areas	1	17.8.26		TLM2	CO1	T1,R1	
13.	Review	1	18.8.26		TLM1	CO1	T1,R1	
No.of classes required to complete UNIT-I		13			No. of classes taken:			

UNIT-II :BUILDING CRM AND CRM IMPLEMENTATION

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
14.	Requisites for effective customer acquisition	1	21.8.26		TLM1	CO2	T1,R1	
15.	Customer knowledge management for effective CRM	1	22.8.26		TLM1	CO2	T1,R1	
16.	Customer retention process	1	24.8.26		TLM1	CO2	T1,R1	
17.	Strategies to prevent defection and recover lapsed customers	1	25.8.26		TLM1	CO2	T1,R1	
18.	CRM frame work for implementation	1	28.8.26		TLM1	CO2	T1,R1	
19.	Implementing CRM process	1	29.8.26		TLM2	CO2	T1,R1	
20.	The dynamics of relationships	1	31.8.26		TLM2	CO2	T1,R1	
21.	The relationship oriented organization	1	1.9.26		TLM1	CO2	T1,R1	
22.	Integration of CRM with ERP system	1	5.9.26		TLM1	CO2	T1,R1	
23.	Barriers to effective CRM	1	7.9.26		TLM3	CO2	T1,R1	
24.	Gartner's competency model of CRM	1	8.9.26					
No. of classes required to complete UNIT-II		11			No. of classes taken:			

UNIT-III: Functional components of CRM

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
24	Database management in CRM	1	11.9.26		TLM2	CO3	T1,R1	
25.	Relationship data management	1	12.9.26		TLM1	CO3	T1,R1	
26.	Database Construction	1	15.9.26		TLM1	CO3	T1,R1	
27.	Data Warehousing	1	18.9.26		TLM1	CO3	T1,R1	
28.	I Mid exams	1	19.9.26		TLM2	CO3	T1,R1	

29.	architecture of Data Warehousing		21.9.26 – 26.9.96					
30.	Data Mining Characteristics – Data Mining tools and techniques	1	28.9.26		TLM2	CO3	T1,R1	
31.	Meaning of Call Centre – Significance and Advantages of Call Centre	1	29.9.26		TLM2	CO3	T1,R1	
32.	Multimedia Contact Centre -	1	3.10.26		TLM1	CO3	T1,R1	
33.	Important CRM software for Multimedia	1	5.10.26		TLM1	CO3	T1,R1	
34.	Case studies	1	6.10.26		TLM3	CO3	T1,R1	
35.	Review	1	9.10.26		TLM1	CO3	T1,R1	
		11			No. of classes taken:			

UNIT-IV: Sales Force Automations (SFA)

S.No	Topics to be covered	No. of Classes Req'd.	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
36.	Definition and need of Sales Force Automation	1	10.10.26		TLM1	CO 4	T2,R2	
37.	Barriers to successful Sales Force Automation	1	12.10.26		TLM2	CO 4	T2,R2	
38.	functionality and technological aspect of Sales Force Automation	1	13.10.26		TLM1	CO 4	T2,R3	
39.	data synchronization – flexibility and performance	1	16.10.26		TLM2	CO 4	T2,R2	
40.	Impact of CRM on Marketing Channels Meaning	1	17.10.26		TLM1	CO 4	T2,R2	
41.	How does the traditional distribution channel structure support customer relationship	1	26.10.26		TLM1	CO 4	T2,R2	
42.	Influence of the channels on pricing and the formation of relationship	1	27.10.26		TLM1	CO 4	T2,R2	
43.	The relationship policy to improve size, quality and relationship with the customer base	1	30.10.26		TLM1	CO 4	T2,R2	
44.	The relationship policy to improve size, quality and relationship with the customer base	1	31.10.26		TLM1	CO 4	T2,R3	
45.	emerging channel trends that impact CRM	1	2.11.26		TLM1	CO 4	T2,R3	

46.	Case study	1	3.11.26		TLM1	CO 4	T2,R3	
47.	Review	1	6.11.26		TLM1	CO 4	T2,R3	
No. of classes required to complete UNIT-IV					No. of classes taken:			

UNIT-V Trends and Issues in CRM: CRM in e- business (B2B & B2C)

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
48.	Trends and Issues in CRM: CRM in e- business (B2B & B2C)	1	7.11.26		TLM1	CO 5	T2,R2	
49.	Measuring the Effectiveness of CRM	1	9.11.26		TLM1	CO 5	T2,R2	
50.	Factors Influencing the future of CRM	1	10.11.26		TLM2	CO 5	T2,R2	
51.	Features of eCRM –	1	13.11.26		TLM2	CO 5	T2,R3	
52.	Advantages of e-CRM	1	14.11.26		TLM1	CO 5	T2,R3	
53.	The best CRM implementation strategie	1	16.11.26		TLM1	CO 5	T1,R1	
54.	Privacy and ethics Consideration in CRM implementation	1	17.11.26		TLM2	CO 5	T2,R3	
55.	Cases	1	20.11.26		TLM2	CO 5	T1,R1	
No. of classes required to complete UNIT-V		8			No. of classes taken:			

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign
56.	Reports & presentations		21.11.26					
57.	Reports & presentations		23.11.26					
58.	Reports & presentations		24.11.26					
59.	Reports & presentations		27.11.26					
60..	Reports & presentations		28.11.26					

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part - C

EVALUATION PROCESS:

Evaluation Task	COs	Marks
I-Mid Examination (Descriptive) =A	1,2	A=20
II-Mid Examination (Descriptive) =B	3,4,5	B=20
Evaluation of Mid Marks: Average of A+B	1,2,3,4,5	A+B=20
Evaluation of Report Writing and Seminar Presentation =C	1,2,3,4,5	C=10
Cumulative Internal Examination: A+B+C	1,2,3,4,5	A+B+C=30
Semester End Examinations =D	1,2,3,4,5	D=70
Total Marks: A+B+C+D	1,2,3,4,5	100

BOS APPROVED TEXT BOOKS

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

PROGRAMME EDUCATIONAL OBJECTIVES:

1. To train the students of the management program in logical and practical approaches to problem solving and enabling them to function effectively as skilled managers who can respond to changing environment in social and global context.
2. To groom the students to work in multicultural and multidisciplinary teams and understand the principles of group dynamics by creating entrepreneurial ecosystem using innovative technology.
3. To encourage and train the students so that they can pursue higher studies and start independent ventures thereby contributing to the fields of education and business world.

PROGRAM OUTCOMES

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Dr.D.Venkateswarlu	Dr.D.Venkateswarlu	Dr.D.Venkateswarlu	Dr.K.Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



Master of Business Administration

COURSE HANDOUT

Part-A

Name of Course Instructor	Dr. U. Rambabu		
Course Name & Code	Investment and Portfolio Management & 24MB35		
L-T-P Structure	4-0-0	Credits	3
Programme / Semester / Section	MBA, III Semester, Section – A	Academic Year	2026–27

Prerequisite:

Basic knowledge of Financial Management, Financial Accounting, and the Indian Financial System.

Course Educational Objectives (CEOs): In this course, the students will learn

CEO1	To provide a comprehensive understanding of investment concepts, investment alternatives, and the functioning of security markets in India.
CEO2	To develop the ability to analyse risk and return characteristics of various financial securities and apply valuation techniques.
CEO3	To equip the fundamental and technical analysis skills for informed investment decision-making.
CEO4	To impart knowledge of portfolio construction, diversification strategies, and modern portfolio theories.
CEO5	To evaluate portfolio performance and assess the effectiveness of mutual fund investments using various performance measures.

Course Outcomes (COs)

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

CO1	Describe investment concepts, investment avenues, and the Indian capital market.
CO2	Explain return, risk, and valuation of financial securities.
CO3	Apply fundamental and technical analysis techniques and assess market efficiency for making investment decisions.
CO4	Analyse portfolio construction and selection using portfolio management models.
CO5	Analyse portfolio and mutual fund performance using performance evaluation measures.

CO–PO Articulation Matrix

Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	1	–	1	–
CO2	2	2	–	1	–
CO3	2	3	–	1	–
CO4	2	3	1	2	1
CO5	2	3	1	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3 = Substantial (High)

References

1. Fisher, D. E., & Jordan, R. J. *Security Analysis and Portfolio Management*. PHI Learning, New Delhi.
2. Ambika Prasad Dash. *Security Analysis and Portfolio Management*. I.K. International Publishing House, New Delhi.
3. Satyanarayana. *Security Analysis and Portfolio Management*. Discovery Publishing House, New Delhi.
4. Hirt, G. A., & Block, S. B. *Fundamentals of Investment Management*. Tata McGraw-Hill, New Delhi.

5. Reilly, F. K., & Brown, K. C. *Investment Analysis and Portfolio Management*. Cengage Learning, New Delhi.
6. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. *Investments*. Tata McGraw-Hill, New Delhi.
7. Lynch, P. *One Up on Wall Street*. Simon & Schuster Paperbacks, New York.
8. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. *Investments*. Tata McGraw-Hill, New Delhi.
9. Avadhani, V. A. *Security Analysis and Portfolio Management*. Himalaya Publishing House.
10. Bhalla, V. K. *Investment Management*. S. Chand Publishing, New Delhi.
11. Preeti Singh. *Investment Management*. Himalaya Publishing House.
12. Timothy Vick. *How to Pick Stocks Like Warren Buffett*. Tata McGraw-Hill, New Delhi.

Part-B

UNIT-I: Concept of Investment

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	Introduction to Investment – Meaning, Objectives and Features	1	31-07-2026		TLM2	
2	Investment Vs Speculation	1	01-08-2026		TLM2	
3	Security Investment Vs Non-Security Investment	1	03-08-2026		TLM2	
4	Investment Environment in India	1	04-08-2026		TLM2	
5	Investment Process	1	07-08-2026		TLM2	
6	Sources of Investment Information	1	08-08-2026		TLM2	
7	Security Markets – Primary Market	1	10-08-2026		TLM2	
8	Security Markets – Secondary Market	1	11-08-2026		TLM2	
9	Types of Securities in Indian Capital Market	1	14-08-2026		TLM2	
10	Market Indices – SENSEX and NIFTY	1	17-08-2026		TLM2	
11	Calculation of SENSEX and NIFTY	1	18-08-2026		TLM3	
12	Unit-I Case study Discussion and Quiz	1	21-08-2026		TLM6	

No. of classes required to complete UNIT-I :12

No. of classes taken:

UNIT-II: Return and Risk

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
13	Meaning of Security Returns	1	22-08-2026		TLM2	
14	Measurement of Security Returns	1	24-08-2026		TLM2	
15	Meaning of Risk	1	25-08-2026		TLM2	
16	Types of Security Risk	1	28-08-2026		TLM2	
17	Systematic Risk	1	29-08-2026		TLM2	
18	Non-Systematic Risk	1	31-08-2026		TLM2	
19	Measurement of Total Risk	1	01-09-2026		TLM3	
20	Valuation of Bonds	1	04-09-2026		TLM3	
21	Intrinsic Value of Preference Shares	1	05-09-2026		TLM3	
22	Intrinsic Value of Equity Shares	1	07-09-2026		TLM3	
23	Numerical Problems on Valuation	1	08-09-2026		TLM3	
24	Unit-II Case study Discussion and Quiz	1	11-09-2026		TLM6	

No. of classes required to complete UNIT-II :12

No. of classes taken:

UNIT-III: Fundamental Analysis

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
25	Introduction to Fundamental Analysis	1	12-09-2026		TLM2	
26	Economy Analysis	1	14-09-2026		TLM2	
27	Industry Analysis	1	15-09-2026		TLM2	
28	Company Analysis	1	18-09-2026		TLM2	
29	Technical Analysis – Concepts	1	19-09-2026		TLM2	

I Mid Examinations: 21-09-2026 to 26-09-2026

30	Technical Analysis – Tools	1	28-09-2026		TLM2	
31	Technical Analysis – Techniques	1	29-09-2026		TLM2	
32	Technical Analysis vs Fundamental Analysis	1	02-10-2026		TLM2	
33	Efficient Market Hypothesis	1	03-10-2026		TLM2	
34	Forms of Market Efficiency	1	05-10-2026		TLM2	
35	Random Walk Theory	1	06-10-2026		TLM2	
36	Unit-III Case study Discussion and Quiz	1	09-10-2026		TLM6	

No. of classes required to complete UNIT-III :12

No. of classes taken:

UNIT-IV: Portfolio Management

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
37	Introduction to Portfolio Management	1	10-10-2026		TLM2	
38	Portfolio Construction Process	1	12-10-2026		TLM2	
39	Diversification and Portfolio Risk	1	13-10-2026		TLM2	
40	Markowitz Portfolio Theory	1	16-10-2026		TLM2	
41	Efficient Frontier	1	17-10-2026		TLM2	

Dussehra Holidays: 19-10-2026 to 24-10-2026

42	Selection of Optimal Portfolio	1	26-10-2026		TLM2	
43	Sharpe Single Index Model	1	27-10-2026		TLM2	
44	Capital Asset Pricing Model (CAPM)	1	30-10-2026		TLM2	
45	Security Market Line (SML)	1	31-10-2026		TLM2	
46	Arbitrage Pricing Theory (APT)	1	02-11-2026		TLM2	
47	Numerical Problems on Portfolio Models	1	03-11-2026		TLM2	
48	Unit-IV Case study Discussion and Quiz	1	06-11-2026		TLM6	

No. of classes required to complete UNIT-IV :12

No. of classes taken:

UNIT-V: Performance Evaluation of Portfolios

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
49	Introduction to Portfolio Performance Evaluation	1	07-11-2026		TLM2	
50	Sharpe Performance Measure	1	09-11-2026		TLM2	
51	Treynor Performance Measure	1	10-11-2026		TLM2	
52	Jensen's Performance Measure	1	13-11-2026		TLM2	
53	Fama Decomposition Measure	1	14-11-2026		TLM2	
54	Evaluation of Mutual Funds	1	16-11-2026		TLM2	
55	Mutual Fund Performance Measures	1	17-11-2026		TLM2	

56	Numerical Problems	1	20-11-2026		TLM2	
57	Case Study	1	21-11-2026		TLM2	
58	Revision	1	23-11-2026		TLM2	
59	Unit-V Case study Discussion and Quiz	1	24-11-2026		TLM6	
60	Course Review/Content beyond the syllabus	2	27-11-2026 28-11-2026		TLM3	
No. of classes required to complete UNIT-V :13			No. of classes taken:			
II Mid Examinations:30-11-2026 to 05-12-2026						

Teaching Learning Methods			
TLM1	Chalk and talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part – C

EVALUATION PROCESS:		
Evaluation Task	COs	Marks
I-Mid Examination (Descriptive + Report and Presentation) = A	1,2,3	A = 20+10
II-Mid Examination (Descriptive + Report and Presentation) = B	3,4,5	B = 20+10
Evaluation of Mid Marks: A+B/2	1,2,3,4,5	A+B = 30
Semester End Examinations = C	1,2,3,4,5	C = 70
Total Marks: A+B+C	1,2,3,4,5	100

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)	
PEO1	Train students to adopt a logical and practical approach to problem-solving and function effectively as skilled managers capable of responding to changing business environments in social and global contexts.
PEO2	Groom students to work effectively in multicultural and multidisciplinary teams by understanding the principles of group dynamics, teamwork, and professional growth in management.
PEO3	Encourage students to pursue higher education, become entrepreneurs, and contribute significantly to the fields of education and business.

PROGRAM OUTCOMES (POs)	
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster analytical and critical thinking abilities for data-based decision making.
PO3	Develop value-based leadership abilities.
PO4	Understand, analyse, and communicate the global, economic, legal, and ethical aspects of business.
PO5	Lead themselves and others in achieving organizational goals while contributing effectively to a team environment.

Dr. U. Rambabu	Dr. U. Rambabu	Dr. U. Rambabu	Dr. K. Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



Master of Business Administration COURSE HANDOUT Part-A

Name of the course instructor : Dr. O. Naresh
COURSE NAME & CODE : ESSENTIALS OF BUSINESS ANALYTICS & 24MB45
L-T-P Structure : 4-0-0 **Credits:** 3
Program /Sem/Sec : MBA., III Sem., Section – A &B
A.Y : 2026-27

Course Educational Objectives: In this course, the students are able

CEO1	To develop an understanding of business analytics concepts, statistical methods, and data visualization techniques for effective business decision-making.
CEO2	To develop competency in applying measures of central tendency, dispersion, and descriptive statistical tools to analyze and interpret business data.
CEO3	To provide knowledge of probability theory, probability distributions, and sampling techniques for addressing uncertainty and supporting managerial decision-making.
CEO4	To enable students to apply statistical inference, hypothesis testing, and analysis of variance (ANOVA) to draw valid conclusions from business data.
CEO5	To develop the ability to apply correlation, regression, and time series analysis techniques for forecasting and predictive business analytics.

Course Outcomes: At the end of the course the student is able to,

CO1	Understand business analytics concepts, data types, data collection methods, and data visualization techniques for decision-making.
CO2	Apply statistical measures to analyze and interpret business data distributions and variability.
CO3	Utilize probability theories and probability distributions to support business decision making under uncertainty.
CO4	Analyze sampling techniques and estimation methods for statistical inference and confidence interval construction.
CO5	Apply hypothesis testing, correlation, regression, and time series techniques for forecasting and predictive analytics.

COURSE ARTICULATION MATRIX (Correlation between COs& POs):

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	1	1
CO2	1	3	1	2	1
CO3	2	3	1	1	1
CO4	2	3	1	2	1
CO5	1	3	1	1	1

Note: Enter Correlation Levels **1** or **2** or **3**. If there is no correlation, put ‘-’
1- Slight(Low), **2** –Moderate(Medium), **3** - Substantial (High).

Part-B**COURSE DELIVERY PLAN (LESSON PLAN): SECTION -A****UNIT-I : INTRODUCTION TO Data Analytics**

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
1.	Introduction to Business Analytics	1	31-07-2026		TLM1/2	CO1	T1,R1	
2.	Types of data, Integrating Analytics with business	1	01-08-2026		TLM1/2	CO1	T1,R1	
3.	Business Analytics for Competitive Advantage	1	3-08-2026		TLM1/2	CO1	T1,R1	
4.	Descriptive, Predictive, and Prescriptive Analytics,	1	4-08-2026		TLM1/2	CO1	T1,R1	
5.	Dashboards History; Subdivisions within Statistics	1	7-08-2026		TLM1/2	CO1	T1,R1	
6.	Data collection, Editing,	1	8-08-2026		TLM1/2	CO1	T1,R1	
7.	Classification, Tabulation,	1	10-08-2026		TLM1/2	CO1	T1,R1	
8.	Diagrammatic and Graphical representation of data.	1	11-08-2026		TLM1/2	CO1	T1,R1	
9.	Case Study-1	1	14-08-2026		TLM1/2	CO1	T1,R1	
No. of classes required to complete UNIT-I		08			No. of classes taken:			

UNIT-II:

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
10.	Concept of Descriptive Analytics Measures of central Tendency	1	17-08-2026		TLM1/2	CO2	T1,R1	
11.	–Measuring and calculation of Arithmetic Mean,	1	18-08-2026		TLM1/2	CO2	T1,R1	

12.	–Measuring and calculation of Arithmetic Mean	1	21-08-2026		TLM1/2	CO2	T1,R1	
13.	Geometric and Harmonic mean using MS Excel	1	22-08-2026		TLM1/2	CO2	T1,R1	
14.	Measures of Variability-Range, Variance	1	24-08-2026		TLM1/2	CO2	T1,R1	
15.	Mean Deviation, Quartile Deviation	1	25-08-2026		TLM1/2	CO2	T1,R1	
16.	Mean Deviation, Quartile Deviation	1	28-08-2026		TLM1/2	CO2	T1,R1	
17.	Standard Deviation	1	29-08-2026		TLM1/2	CO2	T1,R1	
18.	Skewness, Kurtosis and Moments.	1	31-08-2026		TLM1/2	CO2	T1,R1	
No. of classes required to complete UNIT-II		9			No. of classes taken:			

UNIT-III: PROBABILITY AND PROBABILITY DISTRIBUTIONS

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HO D Sign Weekly
19.	Introduction to Probability, Probability Rules,	1	01-09-2026		TLM1/2	CO3	T1,R1	
20.	Probabilities under Conditions of Statistical Independence	1	05-09-2026		TLM1/2	CO3	T1,R1	
21.	Probabilities under Conditions of Statistical Dependence,	1	07-09-2026		TLM1/2	CO3	T1,R1	
22.	Revising Prior Estimates of Probabilities,	1	08-09-2026		TLM1/2	CO3	T1,R1	
23.	Bayes' Theorem, Random Variables, Use of Expected Value in Decision Making	1	11-09-2026		TLM1/2	CO3	T1,R1	
24.	Binomial Distribution	1	12-09-2026		TLM1/2	CO3	T1,R1	
25.	Poisson Distribution	1	15-09-2026		TLM1/2	CO3	T1,R1	
26.	Normal Distribution	1	18-09-2026		TLM1/2	CO3	T1,R1	
27.	Normal Distribution	1	19-09-2026		TLM1/2	CO3	T1,R1	
28.	MID-I Examinations 21-09-2026 To 26-09-2026							
29.	Approaches in Data Mining	1	28-09-2026		TLM1/2	CO3	T1,R1	
30.	Case Study-1		29-09-2026					
No. of classes required to complete UNIT-III		10			No. of classes taken:			

UNIT-IV : SAMPLING AND ESTIMATION

S.N o.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
31.	Sampling and Estimation: Random Sampling,	1	03-10-2026		TLM1/2	CO 4	T1,R1	
32.	Introduction to Sampling Distributions,	1	05-10-2026		TLM1/2	CO 4	T1,R1	
33.	Relationship Between Sample Size and Standard Error	1	06-10-2026		TLM1/2	CO 4	T1,R1	
34.	Point Estimates, Interval Estimates	1	09-10-2026		TLM1/2	CO 4	T1,R1	
35.	With Confidence Intervals,	1	10-10-2026		TLM1/2	CO 4	T1,R1	
36.	With Confidence Intervals,	1	12-10-2026		TLM1/2	CO 4	T1,R1	
37.	Calculating Interval Estimates of the Mean from Large Samples.	1	13-10-2026		TLM1/2	CO 4	T1,R1	
38.	Calculating Interval Estimates of the Mean from Large Samples.	1	16-10-2026		TLM1/2	CO 4	T1,R1	
No. of classes required to complete UNIT-IV		08			No. of classes taken:			

UNIT-V TESTING OF HYPOTHESES:

S.N o.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
39.	Hypothesis, Steps in Hypothesis Testing	1	26-10-2026		TLM1/2	CO 5	T1,R1	
40.	Measuring the Power of a Hypothesis Test,	1	27-10-2026		TLM1/2	CO 5	T1,R1	
41.	Hypothesis Testing of Means and Proportions,	1	30-10-2026		TLM1/2	CO 5	T1,R1	
42.	Hypothesis Testing of Means and Proportions,	1	31-10-2026		TLM1/2	CO 5	T1,R1	
43.	Analysis of Variance, One way ANOVA	1	02-11-2026		TLM1/2	CO 5	T1,R1	
44.	and Two-way ANOVA	1	03-11-2026		TLM1/2	CO 5	T1,R1	
45.	Non-parametric tests: Chi-Square Test, The Sign Test for Paired Data,	1	06-11-2026		TLM1/2	CO 5	T1,R1	
46.	The Mann Whitney U Test, Kruskal-Wallis Test	1	07-11-2026		TLM1/2	CO 5	T1,R1	
47.	The Kolmogorov-Smirnov test.	1	09-11-2026		TLM1/2	CO 5	T1,R1	

48.	Correlation, Regression and Time Series: Correlation, Product moment correlation	1	10-11-2026		TLM1/2	CO 5	T1,R1	
49.	Rank correlation, Bi-variate correlation	1	13 -11-2026		TLM1/2	CO 5	T1,R1	
50.	Regression, Simple linear Regression	1	14 -11-2026		TLM1/2	CO 5	T1,R1	
51.	Line of best fit, Time Series, Trend Analysis, Cyclical Variation	1	16-11-2026		TLM1/2	CO 5	T1,R1	
52.	Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting	1	17-11-2026		TLM1/2	CO 5	T1,R1	
53.	Case Study-1	1	20-11-2026		TLM1/2	CO 5	T1,R1	
54.	Report and Presentations	1	23-11-2026		TLM1/2	CO 5	T1,R1	
55.	Report and Presentations	1	24-11-2026		TLM1/2	CO 5	T1,R1	
No. of classes required to complete UNIT-V		19			No. of classes taken:			

Contents beyond the Syllabus

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign
56.	MiniTab TOOL usage	1	27-11-2026		TLM 2	CO 5	T 1	
57.	Time Series Analysis using MS-Excel	1	28-11-2026		TLM 2	CO 5	T 1	
MID EXAMINATIONS - II				30-11-2026 to 05-12-2026				

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part - C

EVALUATION PROCESS:

Evaluation Task	COs	Marks
I-Mid Examination (Descriptive+ Report & Presentation) =A	1,2,3	A=30
II-Mid Examination (Descriptive+ Report & Presentation)=B	3,4,5	B=30
Evaluation of Mid Marks: (A+B)/2=C	1,2,3,4,5	C=(A+B)/2=30
Semester End Examinations =D	1,2,3,4,5	D=70
Total Marks: A+B+C+D	1,2,3,4,5	100

1. Fundamentals of Business Analytics, 2nd Edition, WILEY Publications, 2018.
2. Business Analytics 2nd Edition, James Evans, Pearson Publication, 2012.

PROGRAM EDUCATION OBJECTIVES(PEO's)

PEO1: To train the students of the management program in logical and practical approaches to problem solving and enabling them to function effectively as skilled managers who can respond to changing environment in social and global context.

PEO2: To groom the students to work in multicultural and multidisciplinary teams and understand the principles of group dynamics by creating entrepreneurial ecosystem using innovative technology.

PEO3: To encourage and train the students so that they can pursue higher studies and start independent ventures thereby contributing to the fields of education and business world.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop value-based leadership ability

PO4: Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Dr. O. Naresh	Dr. O. Naresh	Dr. O. Naresh	Dr. K. Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING

(AUTONOMOUS)

Approved by AICTE, New Delhi and Permanently Affiliated to JNTUK, Kakinada
L.B. Reddy Nagar, Mylavaram, NTR District, Andhra Pradesh - 521230



COURSE HANDOUT

Part-A

PROGRAM : MBA III SEM- SEC A

ACADEMIC YEAR : 2026-27

COURSE NAME & CODE : **Financial Markets and Services – 24MB36**

L-T-P STRUCTURE : 4-1-0

COURSE CREDITS : 3

COURSE INSTRUCTOR : **Dr. R. JEYALAKSHMI**

COURSE COORDINATOR : **Dr. R. JEYALAKSHMI**

PRE-REQUISITES: Basic knowledge about financial institutions, functions, and statutory bodies.

COURSE EDUCATIONAL OBJECTIVES (CEOs):

CEO1	To provide students with a comprehensive understanding of the structure and functioning of the financial system and financial markets.
CEO2	To familiarize students with various financial services and the regulatory framework governing them.
CEO3	To develop knowledge of venture capital financing, leasing, and microfinance models in India.
CEO4	To impart understanding of credit rating agencies, factoring, forfeiting, and bill discounting mechanisms.
CEO5	To enable students to understand mutual funds, securitization, depository services, and their role in the financial sector.

COURSE OUTCOMES (COs)

CO1	Explain the structure, components, and functions of the financial system and financial markets in economic development.
CO2	Analyze the nature, scope, and regulatory framework of financial services, including merchant banking activities.
CO3	Evaluate venture capital financing, leasing arrangements, and microfinance models operating in India.
CO4	Examine credit rating mechanisms, factoring, forfeiting, and bill discounting services used in financial markets.

CO5	Assess the functioning of mutual funds, debt securitization, depository services, and their significance in the financial system.
------------	---

COURSE ARTICULATION MATRIX (Correlation between COs&POs,PSOs):

CO's / PO's					
	1	2	3	4	5
CO1	3	2	-	2	-
CO2	3	3	-	3	-
CO3	2	3	2	2	2
CO4	3	3	-	2	-
CO5	3	2	-	2	-

Note: Enter Correlation Levels **1** or **2** or **3**. If there is no correlation, put '-'
1- Slight (Low), **2** – Moderate (Medium), **3** - Substantial (High).

REFERENCE BOOKS:

- R1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
- R2. Satyanarayana, Financial Markets and Services Discovery Publishing House, New Delhi
- R3. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
- R4. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
- R5. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
- R6. Edminister R.D., Financial Institution, Markets and Management.
- R7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
- R8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

Part-B

COURSE DELIVERY PLAN (LESSON PLAN): Section-A

Unit-I: Structure of Financial System

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text /Ref Book followed	HOD Sign Weekly
1.	Syllabus discussion, CEOs, COs	1	01-08-2026		-	-		
2.	Role of Financial System in Economic Development	1	03-08-2026		TLM1,2	CO1	R1,R2 R8	
3.	Financial Markets and financial instruments	1	04-08-2026		TLM1	CO1	R1,R2 R8	
4.	Capital Markets	1	05-08-2026		TLM1,6	CO1	R1,R2 R8	
5.	Money Markets	1	08-08-2026		TLM2	CO1	R1,R2 R8	
6.	Primary Market Operations	1	10-08-2026		TLM1,2	CO1	R1,R2 R8	
7.	Role of SEBI	1	11-08-2026		TLM1	CO1	R1,R2	
8.	Secondary Market Operations	1	12-08-2026		TLM1,2	CO1	R1,R2 R8	
9.	Regulation – Functions of Stock Exchanges	1	17-08-2026		TLM1,6	CO1	R1,R2 R8	
10.	Listing – Formalities	1	18-08-2026		TLM1,2	CO1	R1,R2 R8	
11.	Financial services-problems and reforms.	1	19-08-2026		TLM1	CO1	R1,R2 R8	
No. of classes required to complete UNIT-I		11			No. of classes taken:			

Unit-II: Financial Services:

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome Cos	Text Book followed	HOD Sign Weekly
12.	Concept, Nature and Scope of Financial Services	1	22-08-2026		TLM1,2	CO2	R1,R2 R8	
13.	Regulatory Frame Work of Financial Services	1	24-08-2026		TLM1	CO2	R1,R2 R8	
14.	Growth of Financial Services in India	1	25-08-2026		TLM1	CO2	R1,R2 R8	
15.	Merchant Banking	1	29-08-2026		TLM1,2	CO2	R1,R2 R8	
16.	Merchant Banking	1	31-08-2026		TLM1	CO2	R1,R2 R8	
17.	Meaning- Types – Responsibilities of Merchant Bankers	1	01-09-2026		TLM1,2	CO2	R1,R2 R8	

18.	Meaning- Types – Responsibilities of Merchant Bankers	1	02-09-2026		TLM1	CO2	R1,R2 R8	
19.	Role of Merchant Bankers in Issue Management	1	05-09-2026		TLM1,2	CO2	R1,R2 R8	
20.	Role of Merchant Bankers in Issue Management	1	07-09-2026		TLM1,2	CO2	R1,R2 R8	
21.	Regulation of Merchant Banking in India	1	08-09-2026		TLM1,2	CO2	R1,R2 R8	
22.	Regulation of Merchant Banking in India	1	09-09-2026		TLM1	CO2	R1,R2 R8	
23.	Case study	1	12-09-2026		TLM1,6	CO2		
No. of classes required to complete UNIT-II		12			No. of classes taken:			
MID-1 21-09-2026 To 26-09-2026								

Unit-III Venture capital:

S.N o.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome Cos	Text Book followed	HOD Sign Weekly
24.	Growth of Venture Capital in India	1	15-09-2026		TLM1	CO3	R1,R2 R8	
25.	Financing Pattern under Venture Capital	1	16-09-2026		TLM1,2	CO3	R1,R2 R8	
26.	Legal Aspects and Guidelines for Venture Capital, Leasing	1	19-09-2026		TLM1,2	CO3	R1,R2 R8	
27.	Types of Leases	1	28-09-2026		TLM1,2	CO3	R1,R2 R8	
28.	Microfinance models: Generic models viz. SHG	1	29-09-2026		TLM1	CO3	R1,R2 R8	
29.	Grameen, and Co-operative	1	30-09-2026		TLM1,2	CO3	R1,R2 R8	
30.	variants SHG NABARD model	1	03-10-2026		TLM1,2	CO3	R1,R2 R8	
31.	SIDBI model, SGSY model	1	05-10-2026		TLM1,2	CO3	R1,R2 R8	
32.	Grameen Bangladesh model	1	06-10-2026		TLM1	CO3	R1,R2 R8	
33.	credit unions- case study	1	07-10-2026		TLM1	CO3	R1,R2 R8	
No. of classes required to complete UNIT-III		10			No. of classes taken:			

Unit – IV Credit Rating:

Unit - IV Credit Rating.								
S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome Cos	Text Book followed	HOD Sign Weekly
34.	Meaning, Functions	1	10-10-2026		TLM1	CO4	R1,R2 R8	
35.	Debt Rating System of CRISIL, ICRA and CARE	1	12-10-2026		TLM1,2	CO4	R1,R2 R8	
36.	Debt Rating System of CRISIL, ICRA and CARE	1	13-10-2026		TLM2	CO4	R1,R2 R8	
37.	Debt Rating System of CRISIL, ICRA and CARE	1	14-10-2026		TLM1	CO4	R1,R2 R8	
38.	Factoring, Forfeiting and Bill Discounting	1	17-10-2026		TLM1,6	CO4	R1,R2 R8	
39.	Factoring, Forfeiting and Bill Discounting	1	26-10-2026		TLM1	CO4	R1,R2 R8	
40.	Types of Factoring Arrangements	1	27-10-2026		TLM1	CO4	R1,R2 R8	
41.	Types of Factoring Arrangements	1	28-10-2026		TLM1,2	CO4	R1,R2 R8	
42.	Factoring in the Indian Context	1	31-10-2026		TLM1,6	CO4	R1,R2 R8	
43.	Case study	1	02-11-2026		TLM1	CO4		
No. of classes required to complete UNIT-IV		10			No. of classes taken:			

Unit –V Mutual Funds:

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
44.	Concept and Objectives	1	03-11-2026		TLM1	CO5	R1,R2 R8	
45.	Functions and Portfolio Classification	1	04-11-2026		TLM1,2	CO5	R1,R2 R8	
46.	Organization and Management	1	07-11-2026		TLM1,2	CO5	R1,R2 R8	
47.	Guidelines for Mutual Funds	1	09-11-2026		TLM1	CO5	R1,R2 R8	
48.	Working of Public and Private Mutual Funds in India	1	10-11-2026		TLM2	CO5	R1,R2 R8	
49.	Debt Securitization	1	11-11-2026		TLM1,2	CO5	R1,R2 R8	
50.	Concept and Application	1	14-11-2026		TLM1	CO5	R1,R2 R8	
51.	De-mat Services-need and Operations-	1	16-11-2026				R1,R2 R8	
52.	role of NSDL and CSDL	1	17-11-2026				R1,R2 R8	

53.	Case study	1	18-11-2026					
54.	R& P	1	21-11-2026					
55.	R& P	1	23-11-2026					
56.	R& P	1	24-11-2026					
57.	R& P	1	25-11-2026					
58.	R& P		28-11-2026					
No. of classes required to complete UNIT-V		15			No. of classes taken:			
MID-2 30-11-2026 To 05-12-2026								

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part - C

EVALUATION PROCESS:

Evaluation Task	COs	Marks
I-Mid Examination (Descriptive+ Report and Presentation) = A	1,2,3	A=20+10
II-Mid Examination (Descriptive+ Report and Presentation) = B	3,4,5	B=20+10
Evaluation of Mid Marks: A+B/2	1,2,3,4,5	A+B=30
Semester End Examinations =C	1,2,3,4,5	C=70
Total Marks: A+B+C	1,2,3,4,5	100

PROGRAM EDUCATION OBJECTIVES (PEO's)

1.To train the students of the management program for logical and practical approach to problem solving and function effectively as skilled managers who can respond to changing environment in a social and global context.

2.To groom the students to work in multicultural and multidisciplinary teams for effective problem solving and understand the principles of group dynamics, Team work and growth of Management profession.

3.To encourage and train the students as a way that they can pursue higher studies, start independent ventures, thereby contributing to the fields of Education and Business world.

PROGRAM OUTCOMES

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyse and communicate global, economical, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Dr. R.Jeyalakshmi	Dr. R.Jeyalakshmi	Dr.A.Adishesha Reddy	Dr. K.Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING

(AUTONOMOUS)

Approved by AICTE, New Delhi and Permanently affiliated to JNTUK, Kakinada
L.B. Reddy Nagar, Mylavaram, N.T.R. District, Andhra Pradesh-521230



ASE,CE,CSE,ECE,
EEE, IT & ME
Under Tier-I



CGPA: 3.20/4

COURSE HANDOUT

Part-A

Name of the course instructor : Ms. Thalluri Meghana
COURSE NAME & CODE : Marketing Analytics & 24MB46
L-T-P Structure : 4-0-0
Program /Sem/Sec : MBA., III Sem., Section – A&B (Specialization)
A.Y : 2026-27

Credits: 4

Course Educational Objectives (CEOs): In this course, the students will learn

CEO1	To Provide a strong foundation in marketing analytics concepts, models, and performance metrics.
CEO2	To develop analytical skills to assess markets, competitors, customers, and business opportunities using data-driven approaches.
CEO3	To apply analytical techniques for product, pricing, distribution, and promotion decisions.
CEO4	To enhance the ability to use forecasting, market intelligence, and business strategy tools for effective decision-making.
CEO5	To utilize modern analytics tools and metrics for improving marketing and sales performance in organizations.

Course Outcomes: At the end of the course,

CO1	Explain marketing analytics concepts, market assessment tools, and market segmentation techniques.
CO2	Apply competitive analysis, forecasting methods, balanced scorecards, and strategic models for business decision-making.
CO3	Analyze product, service, and pricing decisions using analytical models and pricing techniques.
CO4	Evaluate distribution channel performance and promotion effectiveness using appropriate analytics and metrics.
CO5	Utilize market basket analysis, text analytics, spreadsheet modelling, and sales analytics to improve marketing performance.

COURSE ARTICULATION MATRIX (Correlation between COs & POs):

CO S	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	2	1
CO2	3	3	2	2	1
CO3	3	3	1	2	1
CO4	2	3	1	2	2
CO5	3	3	1	1	2

Note: Enter Correlation Levels 1 or 2 or 3. If there is no correlation, put ‘-’
1- Slight(Low), 2 –Moderate(Medium), 3 - Substantial (High).

Part-B
COURSE DELIVERY PLAN (LESSON PLAN): SECTION –A&B

UNIT-I: Introduction:

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
1.	Introduction to Marketing Analytics	1	01-08-2026		TLM1/2	CO1	T1,R1	
2.	Meaning, Importance, Scope	1	03-08-2026		TLM1/2	CO1	T1,R1	
3.	Marketing Analytics Models and Metrics	1	04-08-2026		TLM1/2	CO1	T1,R1	
4.	Market Insight and Market Data Sources (Primary & Secondary Data)	2	08-08-2026		TLM1/2	CO1	T1,R2	
5.	Market Sizing Techniques (TAM, SAM, SOM)	2	11-08-2026		TLM1/2	CO1	T1,R1	
6.	PESTLE Trend Analysis	1	12-08-2026		TLM1/2	CO1	T1,R1	
7.	Porter's Five Forces Analysis	1	17-08-2026		TLM1/2	CO1	T1,R1	
8.	Market Segmentation and Target Market Identification	1	18-08-2026		TLM1/2	CO1	T1,R1	
9.	Market Positioning and Positioning Maps	1	19-08-2026		TLM1/2	CO1	T1,R1	
No. of classes required to complete UNIT-I		11			No. of classes taken:11			

UNIT-II: Competitive Analysis and Business Strategy:

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
10.	Competitor Identification and Mapping	1	22-08-2026		TLM1/2	CO2	T1,R2	
11.	Competitive Intelligence Gathering Techniques	1	24-08-2026		TLM1/2	CO2	T1,R1	
12.	Competitor Analysis Models (SWOT, Benchmarking)	2	29-08-2026		TLM1/2	CO2	T1,R2	
13.	Analytics-Based Strategy Selection	1	31-08-2026		TLM1/2	CO2	T1,R1	
14.	Strategic Models (BCG Matrix, GE Matrix, Ansoff Matrix)	2	02-09-2026		TLM1/2	CO2	T1,R1	
15.	Forecasting Methods in Marketing	1	05-09-2026		TLM1/2	CO2	T1,R2	
16.	Balanced Scorecard	1	07-09-2026		TLM1/2	CO2	T1,R2	
17.	Critical Success Factors (CSFs) and Key Performance Indicators (KPIs)	2	09-09-2026		TLM1/2	CO2	T1,R2	
No. of classes required to complete UNIT-II		11			No. of classes taken: 11			

UNIT-III: Product, Service and Price Analytics

S.No	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
18.	Product Analytics and Product Life Cycle	1	12-09-2026		TLM1/2	CO3	T1,R1	
19.	Conjoint Analysis Model	1	15-09-2026		TLM1/2	CO3	T1,R1	
20.	Decision Tree Model for Product Decisions	1	16-09-2026		TLM1/2	CO3	T1,R1	
21.	Portfolio Resource Allocation Models	1	19-09-2026		TLM1/2	CO3	T1,R1	
22.	Mid examinations -1	21-09-2026 to 26-09-2026			TLM1/2	CO3	T1,R1	

23.	Report and Presentations	28-09-2026 to 29-09-2026			TLM1/2	CO 1 to 3	T1,R2	
24.	Pricing Techniques and Pricing Objectives	1	30-09-2026		TLM1/2	CO3	T1,R2	
25.	Pricing Assessment Methods	1	03-10-2026		TLM1/2	CO3	T1,R1	
26.	Pricing for Business Markets (B2B Pricing)	1	05-10-2026		TLM1/2	CO3	T1,R1	
27.	Price Discrimination Strategies	1	06-10-2026		TLM1/2	CO3	T1,R1	
No. of classes required to complete UNIT-III		10			No. of classes taken: 10			

UNIT-IV: Distribution And Promotion Analytics:

S.N o.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
28.	Distribution Strategy and Channel Design	1	07-10-2026		TLM1/2	CO 4	T1,R	
29.	Retail Location Selection Models	1	10-10-2026		TLM1/2	CO 4	T1,R1	
30.	Distribution Channel Evaluation Techniques	2	13-10-2026		TLM1/2	CO 4	T1,R2	
31.	Multi-channel and Omni-channel Distribution	1	14-10-2026		TLM1/2	CO 4	T1,R1	
32.	Promotion Budget Estimation Methods	1	17-10-2026		TLM1/2	CO 4	T1,R1	
33.	Promotion Budget Allocation Models	2	27-10-2026		TLM1/2	CO 4	T1,R1	
34.	Promotion Metrics for Traditional Media	1	28-10-2026		TLM1/2	CO 4	T1,R2	
35.	Social Media Analytics and Digital Promotion Metrics	2	02-11-2026		TLM1/2	CO 4	T1,R1	
No. of classes required to complete UNIT-IV		11			No. of classes taken: 11			

UNIT-V : : Sales Analytics and Advanced Marketing Analytics

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
36.	Market Basket Analysis – Concepts and Applications	1	03-11-2026		TLM1/2	CO 5	T1,R1	

37.	Association Rule Mining (Support, Confidence, Lift)	2	07-11-2026		TLM1/2	CO 5	T1,R2	
38.	Text Analytics in Marketing	1	09-11-2026		TLM1/2	CO 5	T1,R1	
39.	Spreadsheet Modelling using Excel	1	10-11-2026		TLM1/2	CO 5	T1,R1	
40.	E-Commerce Sales Models	1	11-11-2026		TLM1/2	CO 5	T1,R1	
41.	Sales Metrics (Revenue, Growth Rate, Conversion Rate)	1	14-11-2026		TLM1/2	CO 5	T1,R1	
42.	Profitability Metrics (Gross Margin, Net Profit, ROI)	1	16-11-2026		TLM1/2	CO 5	T1,R1	
43.	Customer Support Metrics (Response Time, Resolution Rate, Customer Satisfaction)	2	18-11-2026		TLM1/2	CO 5	T1,R1	
44.	Report and Presentations	21-11-2026 to 23-11-2026			TLM1/2	CO 3 to 5	T1,R2	
No. of classes required to complete UNIT-V		12			No. of classes taken: 12			

Contents beyond the Syllabus

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign
45.	Strategy Report, Quiz, Presentation	1	24-11-2026		TLM 2	CO 2	T 1	
46.	Pricing Case Analysis	1	25-11-2026		TLM 2	CO 3	T 1	
47.	Excel Practical, Sales Analytics Project	1	28-11-2026		TLM 2	CO 5	T 1	

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part - C

EVALUATION PROCESS:

Evaluation Task	COs	Marks
I-Mid Examination (Descriptive+ Report Writing and Presentation) =A	1,2,3	A=30
II-Mid Examination (Descriptive+ Report Writing and Presentation) =B	3,4,5	B=30
Evaluation of Mid Marks: (A+B)/2	1,2,3,4,5	30
Cumulative Internal Examination : A+B	1,2,3,4,5	A+B=30
Semester End Examinations =D	1,2,3,4,5	D=70
Total Marks: A+B+C+D	1,2,3,4,5	100

REFERENCES:

1. Stephan Sorger, —Marketing Analytics – Strategic Models and Metrics||, Admiral Press, 2013.
2. Mark Jeffery, —Data Driven Marketing: The 15 Metrics Everyone in Marketing should know||, Wiley, 2013.
3. Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein —Marketing Metrics: The Definitive Guide to Measuring Marketing Performance||, Pearson FT press, 2012.

PROGRAM EDUCATION OBJECTIVES(PEO's)

PEO1: To train the students of the management program in logical and practical approaches to problem solving and enabling them to function effectively as skilled managers who can respond to changing environment in social and global context.

PEO2: To groom the students to work in multicultural and multidisciplinary teams and understand the principles of group dynamics by creating entrepreneurial ecosystem using innovative technology.

PEO3: To encourage and train the students so that they can pursue higher studies and start independent ventures thereby contributing to the fields of education and business world.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop value-based leadership ability

PO4: Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

T. Meghana	T. Meghana	Dr.D.Venkateswarlu	Dr. K. Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD.



Master of Business Administration COURSE HANDOUT

Part-A

Name of the course instructor : Mr. Narasimharao Vallabhu
COURSE NAME & CODE : STRATEGIC MANAGEMENT & 24MB13
L-T-P Structure : 4-0-0 **Credits: 4**
Program /Sem/Sec : MBA, III Sem, Section – B
A.Y : 2026-27

Course Educational Objectives: In this course, the students are able

CEO1	To understand the concepts, process, and importance of strategic management in organizations.
CEO2	To analyze internal and external business environments using strategic management tools and techniques.
CEO3	To formulate business, corporate, and functional strategies to achieve organizational goals and competitive advantage.
CEO4	To apply strategic implementation practices involving leadership, organizational structure, culture, and resource allocation.
CEO5	To analyze organizational performance and strategic control systems to identify gaps and support continuous improvement in achieving organizational objectives.

Course Outcomes: At the end of the course the student is able to,

CO1	Explain the concepts, process, vision, mission, objectives, and policies involved in strategic management.
CO2	Analyze the business environment using SWOT analysis, Porter's Five Forces, BCG Matrix, and GE Model to identify strategic opportunities and challenges.
CO3	Apply strategic management frameworks and formulate corporate, business, and functional strategies for competitive advantage.
CO4	Examine the role of leadership, organizational structure, culture, and resource allocation in effective strategy implementation.
CO5	Analyze organizational performance using strategic controls, benchmarking, strategic audits, and strategic information systems to identify areas for improvement.

COURSE ARTICULATION MATRIX (Correlation between COs& POs):

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	1	—	1	—
CO2	3	3	1	2	1
CO3	3	3	2	2	2
CO4	3	2	3	2	3
CO5	3	3	2	2	2

Note: Enter Correlation Levels 1 or 2 or 3. If there is no correlation, put ‘-’

1- Slight(Low), 2 –Moderate(Medium), 3 - Substantial (High).

Part-B

COURSE DELIVERY PLAN (LESSON PLAN): SECTION -B

UNIT-I : INTRODUCTION TO STRATEGIC MANAGEMENT

S.No.	Topics to be covered	No. of Class es Requi red	Tentative Date of Completion	Actual Date of Comple tion	Teaching Learning Methods	Learn ing Outco me COs	Text Book follow ed	HOD Sign Weekly
1	Introduction to Strategic Management	1	27-07-2026		TLM1/2	CO1	T1,R1	
2	Nature, Scope and Importance of Strategic Management	1	30-07-2026		TLM1/2	CO1	T1,R1	
3	Strategic Management Process	1	31-07-2026		TLM1/2	CO1	T1,R1	
4	Strategic Management as a Process	1	01-08-2026		TLM1/2	CO1	T1,R1	
5	Developing a Strategic Vision	1	03-08-2026		TLM1/2	CO1	T1,R1	
6	Mission Statement – Concepts and Importance	1	06-08-2026		TLM1/2	CO1	T1,R1	
7	Organizational Objectives	1	07-08-2026		TLM1/2	CO1	T1,R1	
8	Policies and Strategic Decision Making	1	08-08-2026		TLM1/2	CO1	T1,R1	
9	Factors that Shape Company's Strategy	1	10-08-2026		TLM1/2	CO1	T1,R1	
10	Crafting Strategy	1	13-08-2026		TLM1/2	CO1	T1,R1	
11	Revision & Discussion – Unit I	1	14-08-2026		TLM1/2	CO1	T1,R1	
12	Case Study – Apple Inc.: Vision, Mission & Strategy	1	17-08-2026		TLM1/2	CO1	T1,R1	
No. of classes required to complete UNIT-I		12			No. of classes taken:			

UNIT-II: ENVIRONMENTAL SCANNING

S.No.	Topics to be covered	No. of Class es Requi red	Tentative Date of Completion	Actual Date of Comple tion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
13	Environmental Scanning – Introduction	1	20-08-2026		TLM1/2	CO2	T1,R1	
14	Industry Analysis	1	21-08-2026		TLM1/2	CO2	T1,R1	
15	Competitive Analysis	1	22-08-2026		TLM1/2	CO2	T1,R1	
16	Evaluating Company Resources & Capabilities	1	24-08-2026		TLM1/2	CO2	T1,R1	
17	SWOT Analysis – Concepts and	1	27-08-2026		TLM1/2	CO2	T1,R1	

	Components - Practical Applications							
18	Strategies and Competitive Advantage in Diversified Companies	1	28-08-2026		TLM1/2	CO2	T1,R1	
19	Evaluation of Diversified Strategies	1	29-08-2026		TLM1/2	CO2	T1,R1	
20	Porter's Five Forces Model – Introduction - Industry Analysis	1	31-08-2026		TLM1/2	CO2	T1,R1	
21	BCG Matrix – Concept and Applications	1	03-09-2026		TLM1/2	CO2	T1,R1	
22	GE Business Screen Matrix	1	05-09-2026		TLM1/2	CO2	T1,R1	
23	Comparison of BCG Matrix and GE Model	1	07-09-2026		TLM1/2	CO2	T1,R1	
24	Tools & Techniques for Environmental Scanning	1	10-09-2026		TLM1/2	CO2	T1,R1	
25	Case Study – Reliance Retail: SWOT & Five Forces Analysis	1	11-09-2026		TLM1/2	CO2	T1,R1	
26	Unit-II Revision & Discussion	1	12-09-2026		TLM1/2	CO2	T1,R1	
No. of classes required to complete UNIT-II		14			No. of classes taken:			

UNIT-III: STRATEGY FORMULATION

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
27	Introduction to Strategy Formulation	1	17-09-2026		TLM1/2	CO3	T1,R1	
28	Strategy Framework for Analyzing Competition	1	18-09-2026		TLM1/2	CO3	T1,R1	
29	Porter's Value Chain Analysis	1	19-09-2026		TLM1/2	CO3	T1,R1	
30	Competitive Advantage of a Firm - Exit and Entry Barriers	1	28-09-2026		TLM1/2	CO3	T1,R1	
31	Corporate Level Strategy	1	01-10-2026		TLM1/2	CO3	T1,R1	
32	Business Level Strategy	1	03-10-2026		TLM1/2	CO3	T1,R1	
33	Functional Level Strategy	1	05-10-2026		TLM1/2	CO3	T1,R1	
34	Types of Strategies	1	08-10-2026		TLM1/2	CO3	T1,R1	

35	Integration of Corporate, Business & Functional Strategies	1	09-10-2026		TLM1/2	CO3	T1,R1	
36	Strategic Framework – Review & Discussion	1	10-10-2026		TLM1/2	CO3	T1,R1	
37	Case Study – Netflix: Strategy Formulation & Competitive Advantage	1	12-10-2026		TLM1/2	CO3	T1,R1	
No. of classes required to complete UNIT-III		11			No. of classes taken:			

UNIT-IV: STRATEGY IMPLEMENTATION

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
38	Introduction to Strategy Implementation	1	15-10-2026		TLM1/2	CO 4	T1,R1	
39	Strategy and Organizational Structure	1	16-10-2026		TLM1/2	CO 4	T1,R1	
40	Strategy and Leadership	1	17-10-2026		TLM1/2	CO 4	T1,R1	
41	Strategy and Organizational Culture	1	26-10-2026		TLM1/2	CO 4	T1,R1	
42	Operationalizing Strategy - Institutionalizing Strategy	1	29-10-2026		TLM1/2	CO 4	T1,R1	
43	Organizational Values and Their Impact on Strategy	1	30-10-2026		TLM1/2	CO 4	T1,R1	
44	Resource Allocation & Planning Systems for Implementation	1	31-10-2026		TLM1/2	CO 4	T1,R1	
45	Planning Systems for Strategy Implementation	1	02-11-2026		TLM1/2	CO 4	T1,R1	
46	Strategy Implementation – Review	1	05-11-2026		TLM1/2	CO 4	T1,R1	
47	Case Study – Tata Motors: Strategy Implementation	1	06-11-2026		TLM1/2	CO 4	T1,R1	
No. of classes required to complete UNIT-IV		10			No. of classes taken:			

UNIT-V: STRATEGY EVALUATION AND CONTROL

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
48	Introduction to Strategy Evaluation and Control	1	07-11-2026		TLM1/2	CO 5	T1,R1	
49	Establishing Strategic Controls	1	09-11-2026		TLM1/2	CO 5	T1,R1	

50	Measuring Organizational Performance	1	12-11-2026		TLM1/2	CO 5	T1,R1	
51	Performance Measures and Benchmarking	1	13-11-2026		TLM1/2	CO 5	T1,R1	
52	Role of the Strategist	1	14-11-2026		TLM1/2	CO 5	T1,R1	
53	Strategic Information Systems	1	16-11-2026		TLM1/2	CO 5	T1,R1	
54	Problems in Measuring Performance	1	19-11-2026		TLM1/2	CO 5	T1,R1	
55	Strategic Surveillance	1	20-11-2026		TLM1/2	CO 5	T1,R1	
56	Strategic Audit	1	21-11-2026		TLM1/2	CO 5	T1,R1	
57	Integrated Strategy Evaluation Framework	1	23-11-2026		TLM1/2	CO 5	T1,R1	
58	Case Study – Infosys: Strategic Control & Performance Evaluation	1	26-11-2026		TLM1/2	CO 5	T1,R1	
59	Comprehensive Revision & Discussion	1	27-11-2026		TLM1/2	CO 5	T1,R1	
60	Internal Assessment / Course Wrap-up / Doubt Clarification	1	28-11-2026		TLM1/2	CO 5	T1,R1	
No. of classes required to complete UNIT-V		13			No. of classes taken:			

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part - C

EVALUATION PROCESS:

Evaluation Task	COs	Marks
I-Mid Examination (Descriptive+ Report & Presentation) =A	1,2,3	A=30
II-Mid Examination (Descriptive+ Report & Presentation)=B	3,4,5	B=30
Evaluation of Mid Marks: $(A+B)/2=C$	1,2,3,4,5	$C=(A+B)/2=30$
Semester End Examinations =D	1,2,3,4,5	D=70
Total Marks: A+B+C+D	1,2,3,4,5	100

BOS APPROVED TEXT BOOKS

1. **P. Subba Rao** – *Business Policy and Strategic Management*, Himalaya Publishing House, New Delhi, 2010.
2. **Kazmi** – *Strategic Management and Business Policy*, Tata McGraw Hill, 2009.

PROGRAM EDUCATION OBJECTIVES(PEO's)

PEO1: To train the students of the management program in logical and practical approaches to problem solving and enabling them to function effectively as skilled managers who can respond to changing environment in social and global context.

PEO2: To groom the students to work in multicultural and multidisciplinary teams and understand the principles of group dynamics by creating entrepreneurial ecosystem using innovative technology.

PEO3: To encourage and train the students so that they can pursue higher studies and start independent ventures thereby contributing to the fields of education and business world.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop value-based leadership ability

PO4: Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mr. Narasimharao Vallabhu	Mr. Narasimharao Vallabhu	Mr. Narasimharao Vallabhu	Dr. K. Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



**LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING
(AUTONOMOUS)**

Accredited by NAAC with 'A' Grade & NBA (Under Tier - I),
An ISO 21001:2018, 14001:2015, 50001:2018 Certified Institution
Approved by AICTE, New Delhi and Affiliated to JNTUK, Kakinada
L.B. REDDY NAGAR, MYLAVARAM, NTR DIST., A.P.-521 230.
hodcse@lbrce.ac.in, cseoffice@lbrce.ac.in, Phone: 08659-222 933, Fax: 08659-222931

DEPARTMENT OF COMPUTER SCIENCE & ENGINEERING

COURSE HANDOUT

PART-A

Name of Course Instructor: Dr. E. Hymavathi

Course Name & Code : OPERATIONS RESEARCH (23MB303)

L-T-P Structure : 4-0-0

Credits: 4

Program/Sem/Sec : MBA/III SEM /B

A.Y.: 2026-27

Regulations : R24

PREREQUISITE: Basic knowledge of Mathematics, Statistics, and Management Decision-Making.

COURSE EDUCATIONAL OBJECTIVES (CEOs):

- To explain the fundamentals and scope of Operations Research and linear programming.
- To apply transportation, assignment models and Dynamic Programming in managerial decisions.
- To solve Integer Programming problems using the Branch and Bound Method.
- To analyse competitive business situations using Game Theory.
- To apply CPM/PERT for project scheduling and replacement models for cost optimization.

COURSE OUTCOMES (COs): At the end of the course, students will be able to

CO	Outcome	Bloom's Level
CO1	Explain the concepts of OR, LP formulation, Graphical and Simplex methods	L2 – Understand
CO2	Apply transportation and assignment models to solve optimization problems	L3 – Apply
CO3	Use Dynamic Programming and Integer Programming for resource allocation problems	L3 – Apply
CO4	Analyze competitive situations using Game Theory strategies and solution methods	L4 – Analyze
CO5	Construct and solve CPM/PERT networks and apply replacement models for decision making	L3 – Apply

COURSE ARTICULATION MATRIX (Correlation between COs & POs):

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	1	1
CO2	3	3	1	-	1
CO3	3	3	2	-	1
CO4	1	3	2	1	1
CO5	1	3	3	1	3

1=low, 2=medium, 3=high

TEXTBOOKS:

T1	Wayne L. Winston, Operations Research – Applications and Algorithms, Cengage Learning.
T2	Anand Sharma, Operations Research, Himalaya Publishing House.
T3	Kalavarthy S., Operations Research, Vikas Publishers House Pvt. Ltd.

REFERENCE BOOKS:

R1	McLeavey & Mojena, Principles of Operations Research for Management, AITBS Publishers.
R2	V.K. Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons.
R3	Richard Bronson & Govindasami Naadimuthu, Schaum's Outline of Operations Research, Tata McGraw-Hill.
R4	J.K. Sharma, Operation Research – Theory and Applications, MacMillan.
R5	Prasanna Chandra, Quantitative Methods for Business Decisions, Tata McGraw Hill.

PART-B**COURSE DELIVERY PLAN (LESSON PLAN):****UNIT-I: Importance- The History of OR- Definition-Features-Scope of OR- Linear Programming**

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	Importance and History of OR; Definition, Features, Scope	1	31/07/26		TLM1, 2	
2	Linear Programming – Introduction, Advantages of using LP	1	01/08/26		TLM1, 2	
3	Application areas of LP; Formation of Mathematical Modelling	2	06/08/26		TLM1, 2	
4	Graphical Method for solving LP Problems	2	08/08/26		TLM1, 2	

5	The Simplex Method – Introduction and Procedure	2	13/08/26		TLM1, 2	
6	Justification and Interpretation of Elements in Simplex Tableau	2	17/08/26		TLM1, 2	
7	Artificial Variable Techniques – Big M Method	2	21/08/26		TLM1, 2	
8	Two-Phase Method; Duality in LP	2	24/08/26		TLM1, 2	
9	Sensitivity Analysis; Special cases in LP	1	27/08/26		TLM1, 2	
No. of classes required to complete UNIT-I: 15				No. of classes taken:		

UNIT-II: Transportation, Assignment Models

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1.	Transportation Model – Definition and Application	1	28/08/26		TLM1, 2	
2.	Methods for Finding Initial Feasible Solution (NWCM, LCM, VAM)	2	31/08/26		TLM1, 2	
3.	Tests for Optimality – MODI Method	2	05/09/26		TLM1, 2	
4.	Variations in Transportation Problem (Unbalanced, Degeneracy)	2	10/09/26		TLM1, 2	
5.	Assignment Model – Hungarian Method	2	12/09/26		TLM1, 2	
6.	Travelling Salesman Problem	2	18/09/26		TLM1, 2	
No. of classes required to complete UNIT-II: 11				No. of classes taken:		

UNIT-III: Dynamic Programming

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	Dynamic Programming – Introduction and Principle of Optimality	1	19/09/26		TLM1, 2	
2	Applications of DP – Capital Budgeting	1	28/09/26		TLM1, 2	
3	Applications of DP – Production Planning	2	03/10/26		TLM1, 2	
4	Solving LP Problems using Dynamic Programming	2	08/10/26		TLM1, 2	

5	Integer Programming – Introduction and Types	2	10/10/26		TLM1, 2	
6	Branch and Bound Method – Concept and Procedure	1	12/10/26		TLM1, 2	
7	Branch and Bound Method – Solved Examples	2	16/10/26		TLM1, 2	
No. of classes required to complete UNIT-III: 11					No. of classes taken:	

UNIT-IV: Game Theory

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	Game Theory – Introduction, Two-Person Zero-Sum Games	1	17/10/26		TLM1, 2	
2	Pure Strategies; Games with Saddle Point	1	26/10/26		TLM1, 2	
3	Mixed Strategies; Rules of Dominance	1	29/10/26		TLM1, 2	
4	Solution Methods of Games Without Saddle Point – Algebraic and Matrix Methods	3	02/11/26		TLM1, 2	
5	Arithmetic Method; Graphical Method for $2 \times n$ and $m \times 2$ Games	2	06/11/26		TLM1, 2	
No. of classes required to complete UNIT-IV: 8				No. of classes taken:		

UNIT-V: CPM & PERT and Replacement Model

S. No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	CPM & PERT – Drawing Networks, Identifying Critical Path	2	09/11/26		TLM1, 2	
2	Probability of Completing Project Within Given Time	2	13/11/26		TLM1, 2	
3	Project Crashing – Optimum Cost and Optimum Duration	2	16/11/26		TLM1, 2	
4	Replacement Models – Introduction; Single Replacement	1	19/11/26		TLM1, 2	
5	Group Replacement Policy; Comparative Analysis	2	21/11/26		TLM1, 2	

6	Case Studies – CPM/PERT and Replacement Decisions	2	26/11/26		TLM1, 2	
No. of classes required to complete UNIT-V: 11				No. of classes taken:		

Contents beyond the Syllabus

S. No	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1.	Relevant case study discussion in all units	5	05/12/26		TLM 3	

Teaching Learning Methods			
TLM1	Chalk and talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

PART-C

EVALUATION PROCESS (R23 Regulation):

Evaluation Task	Marks
Assignment-I (Units-I, II)	A1=5
I-Descriptive Examination (Units-I, II)	M1=15
I-Quiz Examination (Units-I, II)	Q1=10
Assignment-II (Unit-III, IV & V)	A2=5
II- Descriptive Examination (Unit-III, IV & V)	M2=15
II-Quiz Examination (Unit-III, IV & V)	Q2=10
Mid Marks =80% of Max (M1+Q1+A1), (M2+Q2+A2)) + 20% of Min ((M1+Q1+A1), (M2+Q2+A2))	M=30
Cumulative Internal Examination (CIE): M	30
Semester End Examination (SEE)	70
Total Marks = CIE + SEE	100

PART-D

PROGRAMME OUTCOMES (POs):

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster Analytical and critical thinking abilities for data-based decision making.
PO 3	Ability to develop value-based leadership ability
PO 4	Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.
PO 5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAMME SPECIFIC OUTCOMES (PSOs):

PSO 1	To train the students of the management program in logical and practical approaches to problem solving and enabling them to function effectively as skilled managers who can respond to changing environment in social and global context.
PSO 2	To groom the students to work in multicultural and multidisciplinary teams and understand the principles of group dynamics by creating entrepreneurial ecosystem using innovative technology.
PSO 3	To encourage and train the students so that they can pursue higher studies and start independent ventures thereby contributing to the fields of education and business world.

Title	Course Instructor	Course Coordinator	Module Coordinator	Head of the Department
Name of the Faculty	Dr. E. Hymavathi	Dr. A. Adishesha Reddy	Dr. A. Adishesha Reddy	Dr. K. Deepika
Signature				



LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING

(AUTONOMOUS)

Approved by AICTE, New Delhi and Permanently Affiliated to JNTUK, Kakinada
L.B. Reddy Nagar, Mylavaram, NTR District, Andhra Pradesh - 521230



COURSE HANDOUT

Part-A

PROGRAM : MBA III SEM- SEC B

ACADEMIC YEAR : 2026-27

COURSE NAME & CODE : **Financial Markets and Services – 24MB36**

L-T-P STRUCTURE : 4-1-0

COURSE CREDITS : 3

COURSE INSTRUCTOR : **Dr. R. JEYALAKSHMI**

COURSE COORDINATOR : **Dr. R. JEYALAKSHMI**

PRE-REQUISITES: Basic knowledge about financial institutions, functions, and statutory bodies.

COURSE EDUCATIONAL OBJECTIVES (CEOs):

CEO1	To provide students with a comprehensive understanding of the structure and functioning of the financial system and financial markets.
CEO2	To familiarize students with various financial services and the regulatory framework governing them.
CEO3	To develop knowledge of venture capital financing, leasing, and microfinance models in India.
CEO4	To impart understanding of credit rating agencies, factoring, forfeiting, and bill discounting mechanisms.
CEO5	To enable students to understand mutual funds, securitization, depository services, and their role in the financial sector.

COURSE OUTCOMES (COs)

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

CO1	Explain the structure, components, and functions of the financial system and financial markets in economic development.
CO2	Analyze the nature, scope, and regulatory framework of financial services, including merchant banking activities.
CO3	Evaluate venture capital financing, leasing arrangements, and microfinance models operating in India.

CO4	Examine credit rating mechanisms, factoring, forfeiting, and bill discounting services used in financial markets.
CO5	Assess the functioning of mutual funds, debt securitization, depository services, and their significance in the financial system.

COURSE ARTICULATION MATRIX (Correlation between COs&POs,PSOs):

CO's / PO's					
	1	2	3	4	5
CO1	3	2	-	2	-
CO2	3	3	-	3	-
CO3	2	3	2	2	2
CO4	3	3	-	2	-
CO5	3	2	-	2	-

Note: Enter Correlation Levels **1** or **2** or **3**. If there is no correlation, put '-'
1- Slight (Low), **2** – Moderate (Medium), **3** - Substantial (High).

REFERENCE BOOKS:

- R1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
- R2. Satyanarayana, Financial Markets and Services Discovery Publishing House, New Delhi
- R3. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
- R4. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
- R5. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
- R6. Edminister R.D., Financial Institution, Markets and Management.
- R7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
- R8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

Part-B

COURSE DELIVERY PLAN (LESSON PLAN): Section-A

Unit-I: Structure of Financial System

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text /Ref Book followed	HOD Sign Weekly
1.	Syllabus discussion, CEOs, COs	1	01-08-2026		-	-		
2.	Role of Financial System in Economic Development	1	04-08-2026		TLM1,2	CO1	R1,R2 R8	
3.	Financial Markets and financial instruments	1	05-08-2026		TLM1	CO1	R1,R2 R8	
4.	Capital Markets	1	07-08-2026		TLM1,6	CO1	R1,R2 R8	
5.	Money Markets	1	08-08-2026		TLM2	CO1	R1,R2 R8	
6.	Primary Market Operations	1	11-08-2026		TLM1,2	CO1	R1,R2 R8	
7.	Role of SEBI	1	12-08-2026		TLM1	CO1	R1,R2	
8.	Secondary Market Operations	1	14-08-2026		TLM1,2	CO1	R1,R2 R8	
9.	Regulation – Functions of Stock Exchanges	1	18-08-2026		TLM1,6	CO1	R1,R2 R8	
10.	Listing – Formalities	1	19-08-2026		TLM1,2	CO1	R1,R2 R8	
11.	Financial services-problems and reforms.	1	21-08-2026		TLM1	CO1	R1,R2 R8	
No. of classes required to complete UNIT-I		11			No. of classes taken:			

Unit-II: Financial Services:

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome Cos	Text Book followed	HOD Sign Weekly
12.	Concept, Nature and Scope of Financial Services	1	22-08-2026		TLM1,2	CO2	R1,R2 R8	
13.	Regulatory Frame Work of Financial Services	1	25-08-2026		TLM1	CO2	R1,R2 R8	
14.	Growth of Financial Services in India	1	28-08-2026		TLM1	CO2	R1,R2 R8	
15.	Merchant Banking	1	29-08-2026		TLM1,2	CO2	R1,R2 R8	
16.	Merchant Banking	1	31-08-2026		TLM1	CO2	R1,R2 R8	
17.	Meaning- Types – Responsibilities of Merchant Bankers	1	01-09-2026		TLM1,2	CO2	R1,R2 R8	
18.	Meaning- Types – Responsibilities of	1	02-09-2026		TLM1	CO2	R1,R2 R8	

	Merchant Bankers							
19.	Role of Merchant Bankers in Issue Management	1	05-09-2026		TLM1,2	CO2	R1,R2 R8	
20.	Role of Merchant Bankers in Issue Management	1	08-09-2026		TLM1,2	CO2	R1,R2 R8	
21.	Regulation of Merchant Banking in India	1	09-09-2026		TLM1,2	CO2	R1,R2 R8	
22.	Regulation of Merchant Banking in India	1	11-09-2026		TLM1	CO2	R1,R2 R8	
23.	Case study	1	12-09-2026		TLM1,6	CO2		
No. of classes required to complete UNIT-II		12			No. of classes taken:			
MID-1 21-09-2026 To 26-09-2026								

Unit-III Venture capital:

S.N o.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome Cos	Text Book followed	HOD Sign Weekly
24.	Growth of Venture Capital in India	1	15-09-2026		TLM1	CO3	R1,R2 R8	
25.	Financing Pattern under Venture Capital	1	16-09-2026		TLM1,2	CO3	R1,R2 R8	
26.	Legal Aspects and Guidelines for Venture Capital, Leasing	1	18-09-2026		TLM1,2	CO3	R1,R2 R8	
27.	Types of Leases	1	19-09-2026		TLM1,2	CO3	R1,R2 R8	
28.	Microfinance models: Generic models viz. SHG	1	29-09-2026		TLM1	CO3	R1,R2 R8	
29.	Grameen, and Co-operative	1	30-09-2026		TLM1,2	CO3	R1,R2 R8	
30.	variants SHG NABARD model	1	03-10-2026		TLM1,2	CO3	R1,R2 R8	
31.	SIDBI model, SGSY model	1	06-10-2026		TLM1,2	CO3	R1,R2 R8	
32.	Grameen Bangladesh model	1	07-10-2026		TLM1	CO3	R1,R2 R8	
33.	credit unions-case study	1	09-10-2026		TLM1	CO3	R1,R2 R8	
No. of classes required to complete UNIT-III		10			No. of classes taken:			

Unit – IV Credit Rating:

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome Cos	Text Book followed	HOD Sign Weekly
34.	Meaning, Functions	1	10-10-2026		TLM1	CO4	R1,R2 R8	
35.	Debt Rating System of CRISIL, ICRA and CARE	1	13-10-2026		TLM1,2	CO4	R1,R2 R8	
36.	Debt Rating System of CRISIL, ICRA and CARE	1	14-10-2026		TLM2	CO4	R1,R2 R8	
37.	Debt Rating System of CRISIL, ICRA and CARE	1	16-10-2026		TLM1	CO4	R1,R2 R8	
38.	Factoring, Forfeiting and Bill Discounting	1	17-10-2026		TLM1,6	CO4	R1,R2 R8	
39.	Factoring, Forfeiting and Bill Discounting	1	27-10-2026		TLM1	CO4	R1,R2 R8	
40.	Types of Factoring Arrangements	1	28-10-2026		TLM1	CO4	R1,R2 R8	
41.	Types of Factoring Arrangements	1	30-10-2026		TLM1,2	CO4	R1,R2 R8	
42.	Factoring in the Indian Context	1	31-10-2026		TLM1,6	CO4	R1,R2 R8	
43.	Case study	1	03-11-2026		TLM1	CO4		
No. of classes required to complete UNIT-IV		10			No. of classes taken:			

Unit –V Mutual Funds:

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	Text Book followed	HOD Sign Weekly
44.	Concept and Objectives	1	04-11-2026		TLM1	CO5	R1,R2 R8	
45.	Functions and Portfolio Classification	1	06-11-2026		TLM1,2	CO5	R1,R2 R8	
46.	Organization and Management	1	07-11-2026		TLM1,2	CO5	R1,R2 R8	
47.	Guidelines for Mutual Funds	1	10-11-2026		TLM1	CO5	R1,R2 R8	
48.	Working of Public and Private Mutual Funds in India		11-11-2026		TLM2	CO5	R1,R2 R8	
49.	Debt Securitization	1	13-11-2026		TLM1,2	CO5	R1,R2 R8	
50.	Concept and Application	1	14-11-2026		TLM1	CO5	R1,R2 R8	
51.	De-mat Services-need and Operations-	1	17-11-2026		TLM1,2		R1,R2 R8	
52.	role of NSDL and CSDL	1	18-11-2026		TLM1,2		R1,R2 R8	

53.	Case study	1	20-11-2026					
54.	R& P	1	21-11-2026					
55.	R& P	1	24-11-2026					
56.	R& P	1	25-11-2026					
57.	R& P	1	27-11-2026					
58.	R& P		28-11-2026					
No. of classes required to complete UNIT-V		15			No. of classes taken:			
MID-2 30-11-2026 To 05-12-2026								

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part - C

EVALUATION PROCESS:

Evaluation Task	COs	Marks
I-Mid Examination (Descriptive+ Report and Presentation) = A	1,2,3	A=20+10
II-Mid Examination (Descriptive+ Report and Presentation) = B	3,4,5	B=20+10
Evaluation of Mid Marks: A+B/2	1,2,3,4,5	A+B=30
Semester End Examinations =C	1,2,3,4,5	C=70
Total Marks: A+B+C	1,2,3,4,5	100

PROGRAM EDUCATION OBJECTIVES (PEO's)

1.To train the students of the management program for logical and practical approach to problem solving and function effectively as skilled managers who can respond to changing environment in a social and global context.

2.To groom the students to work in multicultural and multidisciplinary teams for effective problem solving and understand the principles of group dynamics, Team work and growth of Management profession.

3.To encourage and train the students as a way that they can pursue higher studies, start independent ventures, thereby contributing to the fields of Education and Business world.

PROGRAM OUTCOMES

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyse and communicate global, economical, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Dr. R.Jeyalakshmi	Dr. R.Jeyalakshmi	Dr.A.Adishesha Reddy	Dr. K.Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



Master of Business Administration

COURSE HANDOUT

Part-A

Name of Course Instructor	Dr. U. Rambabu		
Course Name & Code	Investment and Portfolio Management & 24MB35		
L-T-P Structure	4-0-0	Credits	3
Programme / Semester / Section	MBA, III Semester, Section – B	Academic Year	2026–27

Prerequisite:

Basic knowledge of Financial Management, Financial Accounting, and the Indian Financial System.

Course Educational Objectives (CEOs): In this course, the students will learn

CEO1	To provide a comprehensive understanding of investment concepts, investment alternatives, and the functioning of security markets in India.
CEO2	To develop the ability to analyse risk and return characteristics of various financial securities and apply valuation techniques.
CEO3	To equip the fundamental and technical analysis skills for informed investment decision-making.
CEO4	To impart knowledge of portfolio construction, diversification strategies, and modern portfolio theories.
CEO5	To evaluate portfolio performance and assess the effectiveness of mutual fund investments using various performance measures.

Course Outcomes (COs)

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

CO1	Describe investment concepts, investment avenues, and the Indian capital market.
CO2	Explain return, risk, and valuation of financial securities.
CO3	Apply fundamental and technical analysis techniques and assess market efficiency for making investment decisions.
CO4	Analyse portfolio construction and selection using portfolio management models.
CO5	Analyse portfolio and mutual fund performance using performance evaluation measures.

CO–PO Articulation Matrix

Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	2	1	–	1	–
CO2	2	2	–	1	–
CO3	2	3	–	1	–
CO4	2	3	1	2	1
CO5	2	3	1	2	1

1 = Slight (Low) 2 = Moderate (Medium) 3 = Substantial (High)

References

1. Fisher, D. E., & Jordan, R. J. *Security Analysis and Portfolio Management*. PHI Learning, New Delhi.
2. Ambika Prasad Dash. *Security Analysis and Portfolio Management*. I.K. International Publishing House, New Delhi.
3. Satyanarayana. *Security Analysis and Portfolio Management*. Discovery Publishing House, New Delhi.
4. Hirt, G. A., & Block, S. B. *Fundamentals of Investment Management*. Tata McGraw-Hill, New Delhi.

5. Reilly, F. K., & Brown, K. C. *Investment Analysis and Portfolio Management*. Cengage Learning, New Delhi.
6. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. *Investments*. Tata McGraw-Hill, New Delhi.
7. Lynch, P. *One Up on Wall Street*. Simon & Schuster Paperbacks, New York.
8. Sharpe, W. F., Alexander, G. J., & Bailey, J. V. *Investments*. Tata McGraw-Hill, New Delhi.
9. Avadhani, V. A. *Security Analysis and Portfolio Management*. Himalaya Publishing House.
10. Bhalla, V. K. *Investment Management*. S. Chand Publishing, New Delhi.
11. Preeti Singh. *Investment Management*. Himalaya Publishing House.
12. Timothy Vick. *How to Pick Stocks Like Warren Buffett*. Tata McGraw-Hill, New Delhi.

Part-B

UNIT-I: Concept of Investment

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
1	Introduction to Investment – Meaning, Objectives and Features	1	31-07-2026		TLM2	
2	Investment Vs Speculation	1	01-08-2026		TLM2	
3	Security Investment Vs Non-Security Investment	1	03-08-2026		TLM2	
4	Investment Environment in India	1	05-08-2026		TLM2	
5	Investment Process	1	07-08-2026		TLM2	
6	Sources of Investment Information	1	08-08-2026		TLM2	
7	Security Markets – Primary Market	1	10-08-2026		TLM2	
8	Security Markets – Secondary Market	1	12-08-2026		TLM2	
9	Types of Securities in Indian Capital Market	1	14-08-2026		TLM2	
10	Market Indices – SENSEX and NIFTY	1	17-08-2026		TLM2	
11	Calculation of SENSEX and NIFTY	1	19-08-2026		TLM3	
12	Unit-I Case study Discussion and Quiz	1	21-08-2026		TLM6	

No. of classes required to complete UNIT-I :12

No. of classes taken:

UNIT-II: Return and Risk

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
13	Meaning of Security Returns	1	22-08-2026		TLM2	
14	Measurement of Security Returns	1	24-08-2026		TLM2	
15	Meaning of Risk	1	26-08-2026		TLM2	
16	Types of Security Risk	1	28-08-2026		TLM2	
17	Systematic Risk	1	29-08-2026		TLM2	
18	Non-Systematic Risk	1	31-08-2026		TLM2	
19	Measurement of Total Risk	1	02-09-2026		TLM3	
20	Valuation of Bonds	1	04-09-2026		TLM3	
21	Intrinsic Value of Preference Shares	1	05-09-2026		TLM3	
22	Intrinsic Value of Equity Shares	1	07-09-2026		TLM3	
23	Numerical Problems on Valuation	1	09-09-2026		TLM3	
24	Unit-II Case study Discussion and Quiz	1	11-09-2026		TLM6	

No. of classes required to complete UNIT-II :12

No. of classes taken:

UNIT-III: Fundamental Analysis

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
25	Introduction to Fundamental Analysis	1	12-09-2026		TLM2	
26	Economy Analysis	1	14-09-2026		TLM2	
27	Industry Analysis	1	16-09-2026		TLM2	
28	Company Analysis	1	18-09-2026		TLM2	
29	Technical Analysis – Concepts	1	19-09-2026		TLM2	
I Mid Examinations: 21-09-2026 to 26-09-2026						
30	Technical Analysis – Tools	1	28-09-2026		TLM2	
31	Technical Analysis – Techniques	1	30-09-2026		TLM2	
32	Technical Analysis vs Fundamental Analysis	1	02-10-2026		TLM2	
33	Efficient Market Hypothesis	1	03-10-2026		TLM2	
34	Forms of Market Efficiency	1	05-10-2026		TLM2	
35	Random Walk Theory	1	07-10-2026		TLM2	
36	Unit-III Case study Discussion and Quiz	1	09-10-2026		TLM6	
No. of classes required to complete UNIT-III :12			No. of classes taken:			

UNIT-IV: Portfolio Management

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
37	Introduction to Portfolio Management	1	10-10-2026		TLM2	
38	Portfolio Construction Process	1	12-10-2026		TLM2	
39	Diversification and Portfolio Risk	1	14-10-2026		TLM2	
40	Markowitz Portfolio Theory	1	16-10-2026		TLM2	
41	Efficient Frontier	1	17-10-2026		TLM2	
Dussehra Holidays: 19-10-2026 to 24-10-2026						
42	Selection of Optimal Portfolio	1	26-10-2026		TLM2	
43	Sharpe Single Index Model	1	28-10-2026		TLM2	
44	Capital Asset Pricing Model (CAPM)	1	30-10-2026		TLM2	
45	Security Market Line (SML)	1	31-10-2026		TLM2	
46	Arbitrage Pricing Theory (APT)	1	02-11-2026		TLM2	
47	Numerical Problems on Portfolio Models	1	04-11-2026		TLM2	
48	Unit-IV Case study Discussion and Quiz	1	06-11-2026		TLM6	
No. of classes required to complete UNIT-IV :12			No. of classes taken:			

UNIT-V: Performance Evaluation of Portfolios

S. No	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	HOD Sign Weekly
49	Introduction to Portfolio Performance Evaluation	1	07-11-2026		TLM2	
50	Sharpe Performance Measure	1	09-11-2026		TLM2	
51	Treynor Performance Measure	1	11-11-2026		TLM2	
52	Jensen's Performance Measure	1	13-11-2026		TLM2	
53	Fama Decomposition Measure	1	14-11-2026		TLM2	
54	Evaluation of Mutual Funds	1	16-11-2026		TLM2	
55	Mutual Fund Performance Measures	1	18-11-2026		TLM2	

56	Numerical Problems	1	20-11-2026		TLM2	
57	Case Study	1	21-11-2026		TLM2	
58	Revision	1	23-11-2026		TLM2	
59	Unit-V Case study Discussion and Quiz	1	25-11-2026		TLM6	
60	Course Review/Content beyond the syllabus	2	27-11-2026 28-11-2026		TLM3	
No. of classes required to complete UNIT-V :13			No. of classes taken:			
II Mid Examinations:30-11-2026 to 05-12-2026						

Teaching Learning Methods			
TLM1	Chalk and talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

Part – C

EVALUATION PROCESS:		
Evaluation Task	COs	Marks
I-Mid Examination (Descriptive + Report and Presentation) = A	1,2,3	A = 20+10
II-Mid Examination (Descriptive + Report and Presentation) = B	3,4,5	B = 20+10
Evaluation of Mid Marks: A+B/2	1,2,3,4,5	A+B = 30
Semester End Examinations = C	1,2,3,4,5	C = 70
Total Marks: A+B+C	1,2,3,4,5	100

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)	
PEO1	Train students to adopt a logical and practical approach to problem-solving and function effectively as skilled managers capable of responding to changing business environments in social and global contexts.
PEO2	Groom students to work effectively in multicultural and multidisciplinary teams by understanding the principles of group dynamics, teamwork, and professional growth in management.
PEO3	Encourage students to pursue higher education, become entrepreneurs, and contribute significantly to the fields of education and business.

PROGRAM OUTCOMES (POs)	
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster analytical and critical thinking abilities for data-based decision making.
PO3	Develop value-based leadership abilities.
PO4	Understand, analyse, and communicate the global, economic, legal, and ethical aspects of business.
PO5	Lead themselves and others in achieving organizational goals while contributing effectively to a team environment.

Dr. U. Rambabu	Dr. U. Rambabu	Dr. U. Rambabu	Dr. K. Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



Master of Business Administration COURSE HANDOUT Part-A

Name of the course instructor : Dr. O. Naresh
COURSE NAME & CODE : ENTREPRENEUR PROJECT-III & 24MB57
L-T-P Structure : 0-0-2 **Credits:** 1
Program /Sem/Sec : MBA., III Sem., Section – A
A.Y : 2026-27

Course Educational Objectives: In this course, the students are able

CEO1	To develop skills in identifying problems and preparing project proposals.
CEO2	To familiarize students with intellectual property rights and permission procedures.
CEO3	To provide knowledge of government schemes and funding agencies for project support.
CEO4	To provide knowledge of government schemes and funding agencies for project support.
CEO5	To provide knowledge of government schemes and funding agencies for project support..

Course Outcomes: At the end of the course the student is able to,

CO1	Prepare a project proposal based on an innovative business idea.
CO2	Apply for permissions, patents, or other registrations related to innovative ideas.
CO3	Prepare and submit project proposals to appropriate government agencies and funding organizations.
CO4	Prepare and submit project proposals to appropriate government agencies and funding organizations.
CO5	Present and defend the project proposal effectively through seminars and reports.

COURSE ARTICULATION MATRIX (Correlation between COs& POs):

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	1	2
CO2	2	2	2	3	1
CO3	3	3	2	3	2
CO4	2	2	1	2	2
CO5	2	2	3	2	3

Note: Enter Correlation Levels **1** or **2** or **3**. If there is no correlation, put ‘-’
1- Slight (Low), **2** –Moderate (Medium), **3** - Substantial (High).

Part-B

COURSE DELIVERY PLAN (LESSON PLAN):

UNIT – I: Introduction

S.No	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	HOD Sign Weekly
1.	Course Orientation and Review of Project Proposal	03	31-07-26		TLM1, TLM4	CO1	
2.	Identification of Suitable Government Agency	03	07-08-26		TLM1, TLM4	CO1	
3.	Government Schemes and Funding Opportunities	03	14-08-2026		TLM2, TLM4	CO1	
No. of classes required to complete UNIT-I		09					

UNIT – II : Applying for permissions or patents etc. for innovative or creative ideas.

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	HOD Sign Weekly
1.	Online Registration Procedures	03	21-08-26		TLM1, TLM4	CO2	
2.	Intellectual Property Rights (IPR) and Patent Awareness	03	28-08-26		TLM2, TLM4	CO2	
3.	Submission of Proposal to Government Agencies	03	11-09-26		TLM2, TLM4	CO2	
4.	Preparation for Proposal Submission	03	18-09-26		TLM1, TLM4	CO2	
No. of classes required to complete UNIT-II		12					

UNIT-III: Submit the Project Proposal to the various Government bodies and Agencies. (PM VISHWAKARMA, START-UPS/MSME /NABARD/IDBI/SISI)

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	HOD Sign Weekly
1.	Submission of Proposal to Government Agencies	03	09-10-26		TLM2, TLM4	CO3	

2.	Tracking Application Status, Collection of Acknowledgement	03	16-10-26		TLM2, TLM2	CO3	
3.	Seminar Presentation Preparation	03	23-10-26		TLM2, TLM4	CO3	
No. of classes required to complete UNIT-III		09					

UNIT IV – Submission the Acknowledgment to the University. Documentation & Seminar Submission

S.No.	Topics to be covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome COs	HOD Sign Weekly
1.	Preparation of Final Project Report	03	30-10-26		TLM1, TLM4	CO4	
2.	Documentation for University Submission	03	06-11-26		TLM1, TLM4	CO4	
3.	Mock Presentation and Review	03	13-11-26		TLM2, TLM4	CO4	
4.	Review-I on Submitted Report	03	20-11-26		TLM2, TLM4	CO4	
5.	Review-II on Submitted Report	03	27-11-26		TLM2, TLM4	CO4	
No. of classes required to complete UNIT-IV		15					

Contents beyond the Syllabus

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

PROGRAM EDUCATION OBJECTIVES(PEO's)

PEO1: To train the students of the management program in logical and practical approaches to problem solving and enabling them to function effectively as skilled managers who can respond to changing environment in social and global context.

PEO2: To groom the students to work in multicultural and multidisciplinary teams and understand the principles of group dynamics by creating entrepreneurial ecosystem using innovative technology.

PEO3: To encourage and train the students so that they can pursue higher studies and start independent ventures thereby contributing to the fields of education and business world.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop value-based leadership ability

PO4: Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Dr. O. Naresh	Dr. O. Naresh	Mr. B. Kalyan Kumar	Dr. K. Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



MASTER OF BUSINESS ADMINISTRATION

COURSE HANDOUT

Part-A

PROGRAM : **MBA, III SEM –Section-B**
 ACADEMIC YEAR : **2026-27**
 COURSE NAME : **ASSOCIATION**
 COURSE INSTRUCTOR : **Dr. E. Hymavathi**

Part-B

COURSE DELIVERY PLAN (LESSON PLAN): A –SECTION

S.NO	TENTATIVE DATE	ACTIVITY PLANNED	ACTUAL DATE OF COMPLETION	TEACHING LEARNING METHODS	HOD SIGN WEEKLY
01	06.08.2026	Team Video clip		TLM6	
02	13.08.2026	Conversation with AI		TLM6	
03	20.08.2026	Event Management Simulation		TLM6	
04	27.08.2026	Logo and Tagline creation		TLM6	
05	03.09.2026	Review of Literature		TLM6	
06	10.09.2026	Extempore Speaking		TLM6	
07	17.09.2026	Mock Press Conference		TLM6	
	MID-I (21.09.2026 – 26.09.2026)				
08	01.10.2026	Business Podcast Episode		TLM6	
09	08.10.2026	Role Play — Business Negotiation		TLM6	
10	15.10.2026	Executive Elevator Pitch		TLM6	
	DUSSEHRA HOLIDAYS (19.10.2026-24.10.2026)				
11	29.10.2026	Panel Discussion		TLM6	
12	05.11.2026	Corporate Newsletter Creation		TLM6	
13	12.11.2026	TED-Style Talk (Technology, Entertainment, Design)		TLM6	
14	19.11.2026	Structured Debate		TLM6	
15	26.11.2026	Advertisement / Promotional Video		TLM6	
	MID-II (30.11.2026 – 05.12.2026)				



MASTER OF BUSINESS ADMINISTRATION

COURSE HANDOUT

Part-A

PROGRAM : MBA, III SEM –Section-B
ACADEMIC YEAR : 2026-27
COURSE NAME : Self Learning (Swayam Prabha)
COURSE INSTRUCTOR : Dr. Lavanya P B

Part-B

COURSE DELIVERY PLAN (LESSON PLAN): B –SECTION

S.NO	DATE	TITLE OF THE VIDEO	ACTUAL DATE OF COMPLETION	TEACHING LEARNING METHODS	HOD SIGN WEEKLY
01	06.08.2026	Adopting AI in Managing Company Culture (Part 1&2)		TLM5	
02	13.08.2026	Boon or Curse: Co-existence of HR & AI (Part-1&2) and Job Attitudes		TLM5	
03	20.08.2026	Tracking Green Finance: Measurement, Verification, and Accountability in ESG Investing		TLM5	
04	27.08.2026	Competency Mapping		TLM5	
05	03.09.2026	Sustainable Bonds and the Future of Debt Capital Markets		TLM5	
06	10.09.2026	International Sales and Channel Management		TLM5	
07	17.09.2026	Birds Eye View of AI in HRM		TLM5	
MID-I (21.09.2026 – 26.09.2026)					
08	01.10.2026	Personality and Individual Differences		TLM5	
09	08.10.2026	Career Planning,		TLM5	
10	15.10.2026	Perception and Individual Decision-Making		TLM5	
DUSSEHRA HOLIDAYS (19.10.2026-24.10.2026)					
11	29.10.2026	Business Models		TLM5	
12	05.11.2026	ESG Analytics and Green Finance - Principles in Practice		TLM5	
13	12.11.2026	Mintzberg's 5Ps of Strategy		TLM5	
14	19.11.2026	Strategic Fit, Stretch, & Leverage		TLM5	
15	26.11.2026	Sustainable Investing: Defining, Strategizing, and Investing for a Sustainable Future		TLM5	
MID-II (30.11.2026 – 05.12.2026)					

Dr. Lavanya P B
Course Instructor

Dr. K. Deepika
HOD



Master of Business Administration COURSE HANDOUT Part-A

Name of the course instructor : Mrs Y NAGAMANI
COURSE NAME & CODE : ENTREPRENEUR PROJECT-III & 24MB57
L-T-P Structure : 0-0-2 **Credits: 1**
Program /Sem/Sec : MBA., III Sem., Section – B
A.Y : 2026-27

Course Educational Objectives: In this course, the students are able

CEO1	To develop skills in identifying problems and preparing project proposals.
CEO2	To familiarize students with intellectual property rights and permission procedures.
CEO3	To provide knowledge of government schemes and funding agencies for project support.
CEO4	To provide knowledge of government schemes and funding agencies for project support.
CEO5	To provide knowledge of government schemes and funding agencies for project support..

Course Outcomes: At the end of the course the student is able to,

CO1	Prepare a project proposal based on an innovative business idea.
CO2	Apply for permissions, patents, or other registrations related to innovative ideas.
CO3	Prepare and submit project proposals to appropriate government agencies and funding organizations.
CO4	Prepare and submit project proposals to appropriate government agencies and funding organizations.
CO5	Present and defend the project proposal effectively through seminars and reports.

COURSE ARTICULATION MATRIX (Correlation between COs& POs):

COs	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	1	2
CO2	2	2	2	3	1
CO3	3	3	2	3	2
CO4	2	2	1	2	2
CO5	2	2	3	2	3

Note: Enter Correlation Levels **1** or **2** or **3**. If there is no correlation, put ‘-’
1- Slight (Low), **2** –Moderate (Medium), **3** - Substantial (High).

Part-B

COURSE DELIVERY PLAN (LESSON PLAN):

S.No.	Unit	Topics to be Covered	No. of Classes	Tentative Date	Actual Date	TLM	Learning Outcome	CO	HOD Sign
1	I	Course Orientation and Review of Project Proposal	01	30-07-2026		TLM1, TLM4	Understanding course requirements and project proposal	CO1	
2	I	Identification of Suitable Government Agency	01	04-08-2026		TLM1, TLM4	Identify suitable government agency	CO1	
3	I	Government Schemes and Funding Opportunities	01	11-08-2026		TLM2, TLM4	Identify suitable schemes and funding opportunities	CO1	
4	II	Online Registration Procedures	01	18-08-2026		TLM1, TLM4	Understand online registration procedures	CO2	
5	II	Intellectual Property Rights (IPR) and Patent Awareness	01	25-08-2026		TLM2, TLM4	Understand IPR and patent requirements	CO2	
6	II	Submission of Proposal to Government Agencies	01	01-09-2026		TLM2, TLM4	Prepare proposal documents for submission	CO2	
7	II	Preparation for Proposal Submission	01	08-09-2026		TLM1, TLM4	Organize and verify submission documents	CO2	
8	III	Submission of Proposal to Government Agencies	01	15-09-2026		TLM2, TLM4	Submit project proposal to appropriate agency	CO3	
9	III	Tracking Application Status, Collection of Acknowledgement	01	22-09-2026		TLM2, TLM4	Track application and maintain acknowledgement	CO3	
10	III	Seminar Presentation Preparation	01	29-09-2026		TLM2, TLM4	Prepare effective seminar presentation	CO3	
11	IV	Preparation of Final Project Report	01	06-10-2026		TLM1, TLM4	Prepare final project report	CO4	
12	IV	Documentation for University Submission	01	13-10-2026		TLM1, TLM4	Compile university submission documents	CO4	
13	IV	Mock Presentation and Review	01	20-10-2026		TLM2, TLM4	Improve presentation through review	CO4	
14	IV	Review-I on Submitted Report	01	27-10-2026		TLM2, TLM4	Review report and incorporate corrections	CO4	
15	IV	Review-II on Submitted Report	01	03-11-2026		TLM2, TLM4	Finalize report after review	CO4	

S.No.	Unit	Topics to be Covered	No. of Classes	Tentative Date	Actual Date	TLM	Learning Outcome	CO	HOD Sign
16	IV	Final Project Documentation and Submission Readiness	01	10-11-2026		TLM1, TLM4	Ensure completeness of project documentation	CO4	
17	IV	Final Seminar / Viva Preparation	01	17-11-2026		TLM2, TLM4	Present and defend project effectively	CO5	
18	IV	Final Review / Seminar and Record Completion	01	24-11-2026		TLM2, TLM4	Complete final review, seminar and records	CO5	

Contents beyond the Syllabus

Teaching Learning Methods			
TLM1	Chalk and Talk	TLM4	Demonstration (Lab/Field Visit)
TLM2	PPT	TLM5	ICT (NPTEL/Swayam Prabha/MOOCs)
TLM3	Tutorial	TLM6	Group Discussion/Project

PROGRAM EDUCATION OBJECTIVES(PEO's)

PEO1: To train the students of the management program in logical and practical approaches to problem solving and enabling them to function effectively as skilled managers who can respond to changing environment in social and global context.

PEO2: To groom the students to work in multicultural and multidisciplinary teams and understand the principles of group dynamics by creating entrepreneurial ecosystem using innovative technology.

PEO3: To encourage and train the students so that they can pursue higher studies and start independent ventures thereby contributing to the fields of education and business world.

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop value-based leadership ability

PO4: Ability to understand, analyze and communicate global, economical, legal and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Mrs. Y NAGAMANI		Mr. B. Kalyan Kumar	Dr. K. Deepika
Course Instructor	Course Coordinator	Module Coordinator	HOD



MASTER OF BUSINESS ADMINISTRATION

COURSE HANDOUT

Part-A

PROGRAM : MBA, III SEM –Section-A
ACADEMIC YEAR : 2026-27
COURSE NAME : ASSOCIATION
COURSE INSTRUCTOR : Dr. Lavanya P B

Part-B

COURSE DELIVERY PLAN (LESSON PLAN): A –SECTION

S.NO	TENTATIVE DATE	ACTIVITY PLANNED	ACTUAL DATE OF COMPLETION	TEACHING LEARNING METHODS	HOD SIGN WEEKLY
01	06.08.2026	Team Video clip		TLM6	
02	13.08.2026	Conversation with AI		TLM6	
03	20.08.2026	Event Management Simulation		TLM6	
04	27.08.2026	Logo and Tagline creation		TLM6	
05	03.09.2026	Review of Literature		TLM6	
06	10.09.2026	Extempore Speaking		TLM6	
07	17.09.2026	Mock Press Conference		TLM6	
MID-I (21.09.2026 – 26.09.2026)					
08	01.10.2026	Business Podcast Episode		TLM6	
09	08.10.2026	Role Play — Business Negotiation		TLM6	
10	15.10.2026	Executive Elevator Pitch		TLM6	
DUSSEHRA HOLIDAYS (19.10.2026-24.10.2026)					
11	29.10.2026	Panel Discussion		TLM6	
12	05.11.2026	Corporate Newsletter Creation		TLM6	
13	12.11.2026	TED-Style Talk (Technology, Entertainment, Design)		TLM6	
14	19.11.2026	Structured Debate		TLM6	
15	26.11.2026	Advertisement / Promotional Video		TLM6	
MID-II (30.11.2026 – 05.12.2026)					



LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING

(AUTONOMOUS)

Approved by AICTE, New Delhi and Permanently affiliated to JNTUK, Kakinada
L.B. Reddy Nagar, Mylavaram, N.T.R. District, Andhra Pradesh-521230



ASE, CE, CSE, ECE,
EEE, IT & ME
Under Tier-I



CGPA: 3.20/4

Name: Mrs. YARAMALA NAGAMANI

CLASS: MBA

A.Y: 2026-2027

SEC: II – B/S

COUNSELING HOUR – LESSON PLAN

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome	HOD Sign Weekly
1	Orientation to Counseling Hour & Student Expectations	1	27-07-2026		Discussion	CO1	
2	Goal Setting and Academic Planning	1	03-08-2026		Interactive Session	CO1	
3	Time Management Techniques	1	10-08-2026		Activity Based Learning	CO1	
4	Effective Communication Skills	1	17-08-2026		Presentation	CO2	
5	Personality Development	1	24-08-2026		Group Discussion	CO2	
6	Team Building and Leadership Skills	1	31-08-2026		Collaborative Learning	CO2	
7	Emotional Intelligence and Stress Management	1	07-09-2026		Counseling Session	CO3	
8	Mid Semester Student Interaction & Academic Review	1	14-09-2026		Mentor Interaction	CO3	
9	Career Planning and Higher	1	28-09-2026		Seminar	CO4	

S.No.	Topics to be Covered	No. of Classes Required	Tentative Date of Completion	Actual Date of Completion	Teaching Learning Methods	Learning Outcome	HOD Sign Weekly
	Education Opportunities						
10	Resume Writing and LinkedIn Profile Development	1	05-10-2026		Workshop	CO4	
11	Group Discussion Skills	1	12-10-2026		Practice Session	CO4	
12	Interview Skills and Mock Interview	1	26-10-2026		Mock Interview	CO5	
13	Professional Ethics and Workplace Behavior	1	02-11-2026		Case Study	CO5	
14	Placement Readiness and Career Guidance	1	09-11-2026		Expert Talk	CO5	
15	Feedback, Reflection and Semester Review	1	16-11-2026		Open Discussion	CO5	

Course Instructor	Course Coordinator	Module coordinator	HOD