



# DANTULURI NARAYANA RAJU COLLEGE

(Autonomous)

BHIMAVARAM, W.G.DIST, ANDHRA PRADESH, INDIA, PIN- 534202.

(Accredited at 'B<sup>++</sup>' level by NAAC)

(Affiliated to Adikavi Nannaya University, Rajamahendravaram)

## MBA

### SEMESTER I

#### COURSE 1 -CP 101: PERSPECTIVES OF MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the evolution of management thought;distinguish between classical, neo-classical, and modern approaches.	L2
CO2	Analyze the effectiveness of different types of plans in addressing organizational goals and challenges.	L4
CO3	Understand the steps involved in the planning process, including planning premises, forecasting, and decision-making.	L2
CO4	Apply delegation and decentralization principles to optimize organizational effectiveness and efficiency.	L3
CO5	Explainthe effectiveness of different leadership theories and styles in different organizational situations.	L2
CO6	Apply control processes and techniques such as PERT/CPM to monitor and regulate organizational performance.	L3

#### COURSE 2 -CP 102: ACCOUNTING FOR MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the nature and scope of accounting for management; distinguish between financial accounting, cost accounting, and management accounting.	L2
CO2	Apply knowledge of accounting principles to analyze and interpret financial data for managerial decision-making.	L3
CO3	Apply generally accepted accounting principles (GAAP) and accounting standards to prepare financial statements in compliance with regulatory requirements.	L3
CO4	Comparecost-volume-profit analysis techniques to assess the relationship between costs, volume, and profit.	L4
CO5	Analyzethe impact of cost concepts on organizational profitability and sustainability.	L4
CO6	Analyzethe role of budgeting in facilitating planning, coordination, and control within organizations.	L4



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## COURSE - 3: CP 103: BUSINESS ENVIRONMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the economic scope of the business environment and its significance in shaping business decisions.	L2
CO2	Analyze the cultural, political, technological, and external factors influencing the business environment.	L4
CO3	Understand the structure of the Indian economy, including the public, private, joint, and cooperative sectors.	L2
CO4	Distinguish the importance of sustainable development and corporate social responsibility in contemporary business practices.	L4
CO5	Apply the concepts of balance of payments and methods of correcting disequilibrium.	L3
CO6	Analyze the objectives and functioning of international trading blocks, with a focus on the World Trade Organization (WTO) and its relationship with India.	L4

## COURSE – 4: CP 104: MANAGERIAL ECONOMICS

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the nature and scope of managerial economics through analyzing real-world examples and case studies.	L2
CO2	Understand different objectives of the firm such as profit maximization, sales revenue maximization, and wealth maximization, considering their implications on managerial decision-making.	L2
CO3	Analyze the concept of elasticity of demand, including its different types and managerial applications in pricing, promotion, and forecasting decisions.	L4
CO4	Interpret production functions, isoquants, isocost curves, economies of scale & cost concepts to understand the relationship between input and output levels in production processes.	L3
CO5	Compare and contrast different market structures including perfect competition, monopoly, monopolistic competition, and oligopoly, identifying their key characteristics and implications for price and output determination.	L4
CO6	Analyze national income concepts, inflation types, causes, and measures to control inflation, evaluating their impact on economic stability and policy-making.	L4



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## COURSE – 5:CP 105: MANAGERIAL COMMUNICATION SKILLS

CO	COURSE OUTCOMES	LEVEL
C01	Understand the significance of effective communication in business contexts.	L2
C02	Differentiate between various media of communication, including written, oral, visual, and audio-visual.	L4
C03	Explain the difference between formal and informal communication within organizations.	L2
C04	Apply different communication styles effectively in various business scenarios.	L3
C05	Use appropriate technology for different modes of business communication, such as emails, meetings, and telephone calls.	L3
C06	Analyze the structure and components of different types of reports, including formal, informal, negative, and persuasive reports.	L4

## COURSE – 6:CP 106: ORGANISATIONAL BEHAVIOUR

CO	COURSE OUTCOMES	LEVEL
C01	Understand the Scope and fundamental concepts in organizational behaviour.	L2
C02	Analyze the relationship between values, attitudes, and job satisfaction in organizational settings.	L4
C03	Explain motivation theories and their applicability in organizational contexts.	L2
C04	Apply different conflict resolution strategies and negotiation techniques.	L3
C05	Understand the dynamics of organizational change and resistance to change.	L2
C06	Apply stress management techniques to enhance employee well-being and organizational effectiveness.	L3



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## COURSE -7:CP 107: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Explain the fundamental concepts and principles of various quantitative models and methods.	L2
CO2	Demonstrate an understanding of when each measure of central tendency is appropriate to use.	L3
CO3	Analyze various probability distributions including binomial, Poisson, normal, and exponential distributions, understanding their characteristics, properties, and applications in different fields such as finance, biology, and engineering.	L4
CO4	Understand null and alternative hypotheses, select the appropriate statistical test (e.g., t-test, z-test), and apply it correctly to test hypotheses about population means and proportions, understanding the implications of Type I and Type II errors.	L2
CO5	Compare and contrast different quantitative models and methods to determine their suitability for specific decision-making contexts.	L4
CO6	Construct statistical results into meaningful insights for decision-making and problem-solving.	L3



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## SEMESTER II

### COURSE - 1:CP 201: MARKETING MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the fundamental concepts of marketing, including the marketing mix, customer value, and marketing management tasks.	L2
CO2	Analyze the marketing environment and its impact on marketing strategies, considering factors like socio-cultural, economic, and technological changes.	L4
CO3	Understand the components and functions of a marketing information system (MIS) and how it supports decision-making in marketing.	L2
CO4	Apply principles of new product development, product line decisions, and product-mix strategies to create innovative marketing offerings.	L3
CO5	Apply various pricing strategies and programs to set and adapt prices in response to market conditions and competitive pressures.	L3
CO6	Apply integrated marketing communications (IMC) strategies utilizing advertising, direct marketing, personal selling, sales promotion, and events to communicate value effectively to target audiences.	L3

### COURSE - 2: CP 202: FINANCIAL MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Analyze the functions of finance within an organization, including financial planning, forecasting, and analysis.	L4
CO2	Apply ratio analysis to interpret financial statements and assess the financial health and performance of a company.	L3
CO3	Analyze the concept of financial leverage and its impact on a company's earnings per share (EPS) through EPS-EBIT analysis.	L4
CO4	Apply various techniques of investment appraisal, including payback period, accounting rate of return, and discounted cash flow (DCF) techniques such as net present value (NPV), profitability index, and internal rate of return (IRR).	L3
CO5	Understand the meaning and significance of dividend decisions, exploring different theories and determinants of dividend policy.	L2
CO6	Classify and explain the significance of working capital components, including cash management, accounts receivables, and inventory management.	L2



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## COURSE – 3:CP 203: HUMAN RESOURCE MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Analyzethe changing environment of HRM and its impact on organizational practices.	L4
CO2	Understand the ethical aspects of HRM and their implications on organizational decision-making.	L2
CO3	Apply various tests and interview techniques in the recruitment and selection of employees.	L3
CO4	Analyze the effectiveness of training and development programs in enhancing employee skills and performance.	L4
CO5	Analyze current trends in compensation management and their impact on employee motivation and retention.	L4
CO6	Apply collective bargaining techniques in resolving conflicts between management and labour.	L3

## COURSE - 4: CP 204: OPERATIONS MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Analyze the progression from traditional to modern manufacturing systems.	L4
CO2	Understand the key duties and functions of production and operation managers.	L2
CO3	Analyze different approaches to maintenance management and their impact on operational efficiency.	L4
CO4	Understand various types of layouts and their suitability for different industries.	L2
CO5	Apply the factors influencing productivity in manufacturing and service operations.	L3
CO6	Apply economic order quantity and ABC analysis to optimize inventory levels.	L3



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## COURSE - 5: CP 205: OPERATIONS RESEARCH

CO	COURSE OUTCOMES	LEVEL
CO1	Explain the concepts and procedures of the Big-M method and Two-Phase Simplex method.	L2
CO2	Describe the principles and constraints involved in assignment models.	L2
CO3	Construct assignment models for resource allocation problems and apply techniques such as the Hungarian Method to efficiently assign tasks while minimizing or maximizing costs.	L3
CO4	Apply the method of linear programming (LPP) to solve game theory problems and optimize outcomes.	L3
CO5	Analyze performance measures such as utilization, average queue length, average wait time, and system throughput in M/M/1 and M/M/c queuing systems.	L4
CO6	Analyze the performance and limitations of different shortest path algorithms in various network topologies.	L4

## COURSE - 6: CP 206: COMPUTER APPLICATIONS IN MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Explain the structure and functioning of a computer system, including the CPU, memory, storage, input/output devices, and how they interact to process data.	L2
CO2	Describe the primary functions of the Windows operating system including file management, memory management, process management, and user interface.	L2
CO3	Construct and format tables within MS Word to present business data effectively, including features such as column width adjustment, row height adjustment, cell merging and splitting, and border formatting, at the application level.	L3
CO4	Demonstrate the ability to assess different navigation methods within PowerPoint, selecting.	L3
CO5	Classify and compare various types of networks (e.g., LAN, WAN, MAN) based on their size, geographical coverage, and connectivity options.	L4
CO6	Analyze the advantages and limitations of LANs, WANs, and MANs in various contexts.	L4



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## COURSE – 7:CP 207: RESEARCH METHODOLOGY FOR MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the significance of research and different research methodologies to solve real-world problems.	L2
CO2	Analyze research problems critically and formulate appropriate hypotheses.	L4
CO3	Construct a research study by selecting appropriate sampling techniques and research designs based on the nature of the research problem.	L3
CO4	Understand the reliability and validity of measurement tools and data sources used in research studies.	L2
CO5	Prepare comprehensive research reports that adhere to standard formatting and presentation guidelines.	L3
CO6	Apply advanced statistical techniques such as multiple regression analysis and factor analysis to analyze complex data sets.	L3

## SEMESTER III

### COURSE - 1: CP 301: ENTREPRENEURSHIP

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the importance of entrepreneurship in economic development.	L2
CO2	Analyze the role of entrepreneurship in driving innovation and growth.	L4
CO3	Relate and interpret the contributions of entrepreneurial development institutes and educational institutions in nurturing entrepreneurial skills.	L3
CO4	Demonstrate the ability to tailor training for both new and existing entrepreneurs.	L3
CO5	Understand the role and importance of women entrepreneurship in economic development.	L2
CO6	Apply the concepts from creativity, idea planning, and new venture management to create innovative entrepreneurial programs.	L3





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## COURSE – 2:CP 302: VUCA MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the concepts of VUCA and its significance in the context of business environments.	L2
CO2	Analyze the challenges posed by digitalization, globalization, and social inclusion within the context of VUCA	L4
CO3	Analyze the success factors and challenges associated with implementing turnaround strategies in	L4
CO4	Understand the concepts of merger strategies, acquisitions/takeovers, joint ventures, and strategic alliances.	L2
CO5	Apply talent management strategies within the context of the triple bottom line approach.	L3
CO6	Apply strategic leadership approaches for developing core competencies in volatile environments.	L3

## COURSE - 3: CP 303: CORPORATE LEGAL FRAMEWORK

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the meaning and classification of contracts according to the Indian Contract Act, 1872.	L2
CO2	Apply the essential elements of a valid contract to real-life scenarios.	L3
CO3	Understand the meaning and essentials of a contract of sale under the Sale of Goods Act, 1930.	L2
CO4	Analyze the different kinds of partners, their rights, and liabilities within a partnership agreement.	L4
CO5	Apply the rights of consumers to protect themselves against unfair trade practices and seek redressal for grievances.	L3
CO6	Analyze the contents and significance of the Memorandum and Articles of Association in the governance of a company.	L4



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## FINANCIAL MANAGEMENT (SPECIALIZATION PAPERS)

### COURSE - 4: FM 304: FINANCIAL MARKETS AND SERVICES

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the role of financial systems in economic development, including how financial markets and instruments contribute to economic growth.	L2
CO2	Analyze primary market operations, including the role of SEBI, and secondary market operations, examining the regulatory framework and functions of stock exchanges.	L4
CO3	Understand the nature, and scope of financial services, including the regulatory framework governing these services.	L2
CO4	Analyze the growth of venture capital in India, financing patterns, and legal guidelines governing venture capital investments.	L4
CO5	Apply the functions of credit rating agencies and mutual funds, including the classification of portfolios, organizational structures, and adherence to regulatory guidelines.	L3
CO6	Analyze various microfinance models, including SHG, Grameen, and cooperative models, and assess the range of financial products offered in microfinance.	L4



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## COURSE - 5: FM 305: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Compare and Contrast between investment and speculation, as well as the differentiation between security and non-security forms of investment in the Indian context.	L4
CO2	Understand the concept and methods for measuring security returns and risks, distinguishing between systematic and non-systematic risks.	L2
CO3	Apply fundamental analysis techniques by evaluating economic, industry, and company data to make informed investment decisions.	L3
CO4	Apply portfolio management principles by constructing efficient portfolios using the Markowitz Model and determining optimal asset allocations on the efficient frontier.	L3
CO5	Analyze portfolio performance using the Sharpe Model and Jensen's Model, critically evaluating the effectiveness of various portfolio management strategies.	L4
CO6	Understand the efficiency of financial markets according to the Efficient Market Hypothesis, analyzing its different forms and implications for investment strategies.	L2



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## MARKETING MANAGEMENT (SPECIALIZATION PAPERS)

### COURSE - 6: MM 304 – CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
C01	Describe the profile of the Indian consumer, including demographics, psychographics, and cultural factors.	L2
C02	Analyze various motivation theories and their applications in marketing contexts.	L4
C03	Understand motivation theories to develop effective marketing strategies that resonate with target audiences.	L2
C04	Compare and Contrast the relationship between self-concept and consumer behavior.	L4
C05	Analyze different sources of information consumers use during the decision-making process and evaluate their credibility and reliability.	L4
C06	Construct the role of opinion leaders and social networks in driving the diffusion process.	L3

### COURSE - 7: MM 305: SERVICES MARKETING

CO	COURSE OUTCOMES	LEVEL
C01	Understand the growth of the services sector globally and in the context of the Indian economy.	L2
C02	Apply theories of consumer behavior to analyze service consumption patterns in different market segments.	L3
C03	Analyze case studies to identify successful and unsuccessful examples of market segmentation and positioning in the services industry.	L4
C04	Analyze the effectiveness of different service quality management techniques in addressing service deficiencies and enhancing customer satisfaction.	L4
C05	Understand the importance of service distribution and managing physical evidence in service marketing.	L2
C06	Identify the effectiveness of service marketing triangle in retaining customers and restoring service satisfaction.	L2



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## HUMAN RESOURCE MANAGEMENT (SPECIALIZATION PAPERS)

### COURSE - 8: HRM 304: INDUSTRIAL RELATIONS

CO	COURSE OUTCOMES	LEVEL
C01	Analyze the factors leading to industrial disputes such as wage issues, working conditions, management policies, and external economic factors.	L4
C02	Understand the key functions and objectives of trade unions in the Indian context.	L2
C03	Interpret the impact of liberalization policies on the functioning and relevance of trade unions in India, analyzing shifts in bargaining power, employment patterns, and labour regulations.	L3
C04	Analyze real-world industrial scenarios and apply principles of industrial relations to effectively manage conflicts and promote harmony within the workplace.	L4
C05	Understand disciplinary actions taken against employees for misconduct in the workplace, considering factors such as severity of the offense, organizational policies, and legal implications.	L2
C06	Compare and contrast the effectiveness of various CB practices in India, considering their impact on labour-management relations, productivity, and socio-economic factors.	L4

### COURSE - 9: HRM 305: COMPENSATION AND WELFARE MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
C01	Understand the factors influencing compensation plans and policies in various organizational contexts.	L2
C02	Analyze the principles of wage and salary administration to effectively design compensation structures.	L4
C03	Compare and contrast various performance and reward systems to optimize employee motivation and engagement.	L4
C04	Understand the concept, scope, and significance of employee welfare initiatives within organizational and societal frameworks.	L2
C05	Classify statutory and non-statutory employee welfare programs and their impact on employee morale and organizational culture.	L2
C06	Interpret the roles, status, and functions of labour welfare officers within the organizational hierarchy and legal framework.	L3



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## SEMESTER IV

### COURSE -1:CP 401: STRATEGIC MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Apply strategic planning models to analyze business policies and strategic management practices.	L3
CO2	Explain the strategic management process and its relevance in modern business environments.	L2
CO3	Summarize the characteristics of business vision, mission, and objectives.	L2
CO4	Compare and contrast integration, intensive, and diversification strategies.	L4
CO5	Describe the nature of strategic implementation and resource allocation.	L2
CO6	Analyze the characteristics of effective strategy evaluation systems.	L4

### FINANCIAL MANAGEMENT (SPECIALIZATION PAPERS)

### COURSE – 2:FM 402: FINANCIAL DERIVATIVES

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the purpose and importance of financial derivatives in modern finance.	L2
CO2	Explain how financial derivatives serve as risk management tools in various financial scenarios.	L2
CO3	Analyze the advantages and disadvantages of using forwards versus futures for hedging and speculation.	L4
CO4	Analyze advanced options trading strategies based on market conditions and risk tolerance.	L4
CO5	Apply the concepts of intrinsic value and time value in option pricing.	L3
CO6	Describe the role of swap dealers and their impact on financial markets.	L2



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## COURSE – 3:FM 403: BEHAVIORAL FINANCE

CO	COURSE OUTCOMES	LEVEL
CO 1	Describe the objectives of behavioral finance and its application in investment decision-making.	L2
CO2	Identify the effectiveness of different strategies in mitigating biases in financial decision-making.	L2
CO3	Compare and contrast Prospect Theory with Expected Utility Theory.	L4
CO4	Apply behavioral factors to analyze asset management and market efficiency.	L3
CO5	Understand the influence of behavioral factors on corporate decisions regarding capital structure and dividend policy.	L2
CO6	Analyze the interplay between emotions, decision-making, and risk-taking behavior.	L4

## COURSE – 4: FM 404:INTERNATIONAL FINANCIAL MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Analyze the impact of globalization on the stability and functioning of the international monetary system.	L4
CO2	Interpret current trends in the international monetary and financial system and their implications for global economics.	L3
CO3	Apply appropriate hedging strategies to mitigate transaction and translation exposure for a multinational corporation operating in multiple currencies.	L3
CO4	Explain the process of issuing global depository receipts (GDRs) and American depository receipts (ADRs).	L2
CO5	Understand investment opportunities in foreign markets using capital budgeting techniques adjusted for risk.	L2
CO6	Analyze the impact of transfer pricing policies on multinational corporations' financial performance and tax liabilities.	L4



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## MARKETING MANAGEMENT (SPECIALIZATION PAPERS)

### COURSE -5:MM 402: SALES AND DISTRIBUTION MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Understand modern trends in sales management and their impact on organizational structures.	L2
CO2	Apply principles of organization to design a sales department structure suitable for different types of sales organizations.	L3
CO3	Apply forecasting techniques to estimate sales potential and volume in various market scenarios.	L3
CO4	Understand the importance of recruitment, selection, and training in building an effective sales team.	L2
CO5	Analyze motivational strategies to determine their impact on channel member performance and satisfaction.	L4
CO6	Analyze logistics management practices to identify opportunities for improvement and cost reduction within the supply chain.	L4

### COURSE – 6:MM 403: ADVERTISING AND BRAND MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
CO1	Understand the significance of advertising within the promotional mix.	L2
CO2	Apply audience segmentation techniques to identify target demographics and psychographics for specific advertising campaigns.	L3
CO3	Understand the selection of target audience segments based on demographic, psychographic, and behavioral characteristics.	L2
CO4	Analyze various techniques for evaluating advertising effectiveness.	L4
CO5	Apply direct response advertising principles to create effective campaigns for various products and services.	L3
CO6	Analyze various brand-building strategies employed by companies across different industries.	L4





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## COURSE - 7: MM 404: RETAIL MARKETING MANAGEMENT

CO	COURSE OUTCOMES	LEVEL
C01	Understand the concept of retailing and its significance in the global economy.	L2
C02	Analyze the development of different types of retailers and their functions in the retail industry.	L4
C03	Apply market strategies to various retail formats and effectively select target markets.	L3
C04	Analyze factors influencing retail location decisions and conduct site analysis effectively.	L4
C05	Apply principles of store layout and design to enhance customer experience and optimize space utilization.	L3
C06	Understand retail pricing strategies to maximize revenue and profitability.	L2

## HUMAN RESOURCE MANAGEMENT (SPECIALIZATION PAPERS)

### COURSE – 8:HRM 402: PERFORMANCE MANAGEMENT AND

### COUNSELLING

CO	COURSE OUTCOMES	LEVEL
C01	Demonstrate an understanding of the roles and functions within performance management systems.	L3
C02	Identify different methods of performance appraisal systems for their suitability in various organizational contexts.	L2
C03	Analyze conditions necessary for effective performance review counseling and identify strategies to address them.	L4
C04	Understand the relationship between HRM and performance management.	L2
C05	Compare different rewards and recognition systems and their impact on employee motivation and performance.	L4
C06	Understand different appraisal techniques to design a comprehensive performance management system tailored to specific organizational needs.	L2



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## **COURSE -9:HRM 403: STRATEGIC HUMAN RESOURCE MANAGEMENT**

<b>CO</b>	<b>COURSE OUTCOMES</b>	<b>LEVEL</b>
<b>CO1</b>	Describe the impact of technology on organizational structure and the management of diversity within the workplace.	<b>L2</b>
<b>CO2</b>	Analyze the implications of HR outsourcing and global competition on organizations, including the challenges and opportunities they present.	<b>L4</b>
<b>CO3</b>	Analyze the strategic role of HR planning and its contribution to organizational effectiveness.	<b>L4</b>
<b>CO4</b>	Understand the concept of strategic responses of organizations and their relevance in dynamic environments.	<b>L2</b>
<b>CO5</b>	Apply high-performance practices in designing compensation systems that reward individual and team contributions.	<b>L3</b>
<b>CO6</b>	Apply negotiation skills and social dialogue techniques in dealing with unions and resolving conflicts in the workplace.	<b>L3</b>

## **COURSE -10:HRM 404: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

<b>CO</b>	<b>COURSE OUTCOMES</b>	<b>LEVEL</b>
<b>CO1</b>	Differentiate between Domestic and International HRM practices.	<b>L2</b>
<b>CO2</b>	Analyze HR challenges at the international level and propose strategies to address them.	<b>L4</b>
<b>CO3</b>	Understand various cross-cultural theories and their implications for international recruitment and selection processes.	<b>L2</b>
<b>CO4</b>	Apply theories of expatriate training to design effective programs for preparing employees for international assignments.	<b>L3</b>
<b>CO5</b>	Apply different approaches of compensation in global assignments to hypothetical scenarios.	<b>L3</b>
<b>CO6</b>	Analyze the industrial relations scenario in global organizations.	<b>L4</b>