

MASTER OF BUSINESS ADMINISTRATION

COURSE STRUCTURE & SYLLABUS

(Batches admitted from the Academic Year 2024-25)



MALLA REDDY ENGINEERING COLLEGE FOR WOMEN

(Autonomous Institution-UGC, Govt. of India)

Accredited by NBA & NAAC with 'A+' Grade, UGC, Govt. of India
Maisammaguda, Dhullapally, Secunderabad, -500100

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN

AUTONOMOUS INSTITUTION, UGC, Govt. of India.

Accredited by NBA & NAAC with 'A+' Grade

Permanently Affiliated to JNTUH, Approved by AICTE, ISO 9001: 2015 Certified Institution

MBA ProgrammeCOURSE STRUCTURE**I Year – I Semester (I Semester)**

S.NO	SUBJECT CODE	SUBJECT	L	T	P	C	Max. Marks	
							INT	EXT
1	240ECC01	Management and Organizational Behavior	4	0	0	4	40	60
2	240ECC02	Business Economics	4	0	0	4	40	60
3	240ECC03	Financial Accounting & Analysis	4	0	0	4	40	60
4	240ECC04	Research Methodology and Statistical Analysis	4	0	0	4	40	60
5	240ECC05	Business Law and Environment	4	0	0	4	40	60
6	240ECC06	Entrepreneurship and Design Thinking	4	0	0	4	40	60
7		OPEN ELECTIVE-I	3	0	0	3	40	60
	240EOE01	E-Business						
	240EOE02	Sustainability Management						
	240EOE03	Technology Management						
	240EOE04	Rural Marketing						
8	240ECCL1	Business Communication Lab	0	0	3	2	100	-
Total			21	6	3	29	380	420

I Year – II Semester (II Semester)

S.NO	SUBJECT CODE	SUBJECT	L	T	P	C	Max. Marks	
							INT	EXT
1	240ECC07	Human Resource Management	4	0	0	4	40	60
2	240ECC08	Marketing Management	4	0	0	4	40	60
3	240ECC09	Financial Management	4	0	0	4	40	60
4	240ECC10	Quantitative Analysis for Business Decisions	4	0	0	4	40	60
5	240ECC11	Business Analytics	4	0	0	4	40	60
6	240ECC12	Supply Chain Management	4	0	0	4	40	60
7	240ECCL2	Statistical Data Analysis Lab	0	0	3	2	100	-
8		OPEN ELECTIVE-II	3	0	0	3	40	60
	240EOE05	Total Quality Management						
	240EOE06	Corporate Governance						
	240EOE07	Intellectual Property Rights						
	240EOE08	International Business						
Total			21	6	3	29	380	420

II Year – I Semester (III Semester)

S.NO	SUBJECT CODE	SUBJECT	L	T	P	C	Max. Marks	
							INT	INT
1	240ECC13	Production & Operations Management	4	0	0	4	40	60
2	240ECC14	Management Information System	4	0	0	4	40	60
3	240ECC15	Project Management	4	0	0	4	40	60
4	240ESI01	Summer Internship	0	0	3	2	50	-
5		CORE ELECTIVE-I	4	0	0	4	40	60
	240EPE01	Digital Marketing						
	240EPE07	Security Analysis and Portfolio Management						
	240EPE13	Talent and Performance Management Systems						
	240EPE19	Startup and MSME Management						
6		CORE ELECTIVE-II	4	0	0	4	40	60
	240EPE02	Sales and Promotion Management						
	240EPE08	Risk Management and Financial Derivatives						
	240EPE14	Learning and Development						
	240EPE20	Technology Business Incubation						
7		CORE ELECTIVE-III	4	0	0	4	40	60
	240EPE03	Consumer Behavior						
	240EPE09	Strategic Cost and Management Accounting						
	240EPE15	Employee Relation						
	240EPE21	Innovation and Entrepreneurship						
		Total	18	6	3	26	290	360

II Year – II Semester (IV Semester)

S.NO	SUBJECT CODE	SUBJECT	L	T	P	C	Max. Marks	
							INT	EXT
1	240ECC16	Strategic Management	4	0	0	4	40	60
2		CORE ELECTIVE-IV	4	0	0	4	40	60
	240EPE04	International Marketing						
	240EPE10	International Financial Management						
	240EPE16	International Human Resource Management						
	240EPE22	Entrepreneurial Finance						
3		CORE ELECTIVE-V	4	0	0	4	40	60
	240EPE05	Services Marketing						
	240EPE11	Strategic Financial Management						
	240EPE17	Leadership and Change Management						
	240EPE23	Entrepreneurial Marketing						
4		CORE ELECTIVE-VI	4	0	0	4	40	60
	240EPE06	Marketing Analytics						
	240EPE12	Financial Analytics						
	240EPE18	HR Analytics						
	240EPE24	Family Business Management						
5	240EPW01	Pre Submission of Project Work	0	1	1	2	100	-
6	240EPW02	Main Project & Comprehensive Viva-Voce	0	1	6	5	-	100
Total			12	6	7	23	260	340
Grand Total			72	24	16	107	1310	1540

LIST OF ELECTIVE SUBJECTS

Students have to select any One Specialization (Marketing, Finance, Human Resources, and Entrepreneurship) and he/she needs to select the Core Elective subjects listed under the chosen specialization only.

Course Code	MARKETING	Credits
240EPE01	Digital Marketing	4
240EPE02	Sales and Promotion Management	4
240EPE03	Consumer Behavior	4
240EPE04	International Marketing	4
240EPE05	Services Marketing	4
240EPE06	Marketing Analytics	4

Course Code	FINANCE	Credits
240EPE07	Security Analysis and Portfolio Management	4
240EPE08	Risk Management and Financial Derivatives	4
240EPE09	Strategic Cost and Management Accounting	4
240EPE10	International Financial Management	4
240EPE11	Strategic Financial Management	4
240EPE12	Financial Analytics	4

Course Code	HUMAN RESOURCE	Credits
240EPE13	Talent and Performance Management Systems	4
240EPE14	Learning and Development	4
240EPE15	Employee Relations	4
240EPE16	International Human Resource Management	4
240EPE17	Leadership and Change Management	4
240EPE18	HR Analytics	4

Course Code	ENTREPRENEURSHIP	Credits
240EPE19	Startup and MSME Management	4
240EPE20	Technology Business Incubation	4
240EPE21	Innovation and Entrepreneurship	4
240EPE22	Entrepreneurial Finance	4
240EPE23	Entrepreneurial Marketing	4
240EPE24	Family Business Management	4

Semester	I-I	I-II	II-I	II-II	TOTAL
Credits	29	29	26	23	107

TOTAL Credits: 107

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC01: MANAGEMENT & ORGANIZATIONAL BEHAVIOR

MBA I Year I Sem

L T P C

4 0 0 4

Course Objective: To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.

Course outcomes: Students will be able to understand a) Evolution of Management and contribution of Management thinkers b) the relevance of environmental scanning, planning and to take decisions, c) Organizing and controlling d) Individual and group Behavior e) Leadership and Motivation.

UNIT – I: Introduction to Management: The Management Process, Management Functions, kinds of managers, Managerial roles and skills. Evolution of Management -Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.

UNIT – II: Planning and Decision Making: Planning and goal setting – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment.

Decision making process, types of decisions, decision making styles, Vroom’s Participative decision making model.

UNIT – III: Organizing and Controlling: Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary organizational design and its challenges. **Controlling:** The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

UNIT – IV: Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness.

UNIT – V: Leadership and Motivation: Leadership traits, Leadership styles, Leadership theories, Power and Politics.

Motivation: Approaches to Motivation, Maslow’s needs hierarchy theory, two factor theory of motivation, McGregor’s theory, ERG theory, McClelland’s needs theory, Valance Theory.

Suggested Readings:

1. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
2. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behavior, Sage Publications, 2015.
3. Laurie J. Mullins, Management, and Organizational Behaviour, Pearson Publications, 9e. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson, 16 e, 2017.
4. Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill, 2011.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240ECC02: BUSINESS ECONOMICS****MBA I Year I Sem****L T P C****4 0 0 4**

Course Objective: To understand the Business, impact of Micro and Macro Economic Environment on business decisions.

Course Outcome: Students will be able to understand (a) Economic Principles in Business Forecast Demand and Supply (c) Production and Cost Estimates (d) Market Structure and Pricing Practices (e) Economic Policies.

UNIT- I: Introduction to Business Economics: Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

UNIT- II: Theory of Demand and Supply: Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

UNIT- III: Production and Cost Analysis: Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Iso-costs, Returns to Scale, Economies of scale - Innovations and global competitiveness. Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves.

UNIT- IV: Market Structure and Pricing Practices: Classification of Market Structures - Features- competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.

UNIT- V: Pricing: Pricing Practices- Price Discrimination-Pricing Strategies- Pricing Over Product Life Cycle- Break Even Analysis.

Suggested Readings:

- 1) H L Ahuja, Business Economics, S. Chand & Co, 13e, 2016.
- 2) Chaturvedi, Business Economics, International Book House, 2012.
- 3) Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
- 4) Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
- 5) Justin Paul, Business Environment, Tata McGraw Hill, 2010.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240ECC03: FINANCIAL ACCOUNTING AND ANALYSIS****MBA I Year I Sem****L T P C****4 0 0 4**

Course Objective: To prepare, analyze, interpret the financial statements for business decision making.

Course Outcome: Students will be able to understand a) Principles of Accounting, Accounting Process b) Inventory Valuation c) Preparation, Analysis and Interpretation of Financial Statements.

UNIT- I: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system–recording business transactions–Classification of accounts–Accounting cycle

UNIT- II: The Accounting Process: Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets -Tangible vs. Intangible assets. Depreciation, Methods of depreciation–their impact on measurement of business Accounting.

UNIT- III: Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts, and ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

UNIT- IV: Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

UNIT- V: Financial Analysis-II: Analysis and interpretation of financial statements, Horizontal Analysis and Vertical Analysis of Company, Financial Statements, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI- Focus on importance of Standards to give a general view on Financial Accounting practices, International Financial Reporting Standards (IFRS).

Suggested Readings:

1. Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
2. S.N. Maheswari, S.K. Maheshwari, Financial Accounting, 5e, Vikas Publishing House, 2013.
3. V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, New Delhi, 2014.
4. Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi, 2014.
5. Seema Srivastava, Financial Accounting, Jawaharlal, S. Chand, 2014

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC04: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

MBA I Year I Sem

L T P C
4 0 0 4

Course Objective: To understand the basic statistical tools for analysis & interpretation of qualitative & quantitative data.

Learning outcome: Students will be able to understand a) Conceptual overview of Research b) To apply, analyze various simple & advanced statistical tools c) to apply the principles of research methodology for various projects.

Unit - I: Introduction to Research - Types of Research, Research Process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement- Ethics in business research.

Unit - II: Research design - Research Problem- purpose of Research design, Types of Research Design- Experimental research design, Research Design for cross sectional, longitudinal studies, Research design for action research – Characteristics of the good research design. Data Collection Methods & Tools: Types of Data, Sources and Instruments for data, Guidelines for questionnaire, Sampling and its application.

Unit – III: a) **Tabulation** of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, two dimensional and three-dimensional diagrams and graphs b) **Small Sample Tests** - t-Distribution-properties and applications, testing for one and two means, paired t-test.

Unit – IV: a) **Analysis of Variance** - One Way and Two-Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

b) **Correlation Analysis**- correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Linear and Multiple regression analysis, Discriminate analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modeling, Cluster Analysis and Conjoint Analysis.

Unit – V: Time Series Analysis and Report Writing:

a) Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend Analysis–Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, unweighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

b) Importance of Report writing, Types of Research Reports, Report Preparation and presentation, Report structure, Report formulation, Guides for effective documentation, Research Briefings. Referencing styles and citation in Business Management Research.

Suggested Readings:

- 1) Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e,2019.
- 2) William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin , Barry J. Babin,Business Research Methods Cengage Learning, 2012.
- 3) Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.
- 4) Naval Bajpai, Business Research Methods, Pearson Publications, 2e 2017.
- 5) S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 2018.
- 6) P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand, 2016.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC05: BUSINESS LAW AND ENVIRONMENT

MBA I Year I Sem

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4 0 0 4

Course Objective: To understand the Legal and Regulatory Framework for doing business in India.

Course Outcome: Students will be able to understand a) Business Laws related to incorporating a company b) understand the Business environment c) Micro and macro analysis of business.

UNIT – I:

Companies Act, 2013: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

UNIT – II:

Law of Contract: Nature of Contract and Essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act - 1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

UNIT – III:

Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder-Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST).

UNIT – IV:

Introduction to Business Environment: Concept of Business Environment-Definition- Characteristics- Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning.

UNIT – V:

Micro & Macro Environment: Macro Economic Analysis (PESTEL MODEL); Industrial Policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, Export - Import Policy, Foreign Direct Investment in India.

Suggested Readings:

1. Ravinder Kumar, Legal Aspects of Business, 4e, Cengage Learning, 2016.
2. P.P.S.Gogna, Company Law, S.Chand, 2016.
3. RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand, 2016.
4. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 3e, 2011.
5. Justin Paul: Business Environment—Text and Cases, TMH, 2009.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC06: ENTREPRENEURSHIP AND DESIGN THINKING

MBA I Year I Sem

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4 0 0 4

Course Objectives:

- To understand the Entrepreneurial process and also inspire them to be Entrepreneurs.
- To highlight importance of entrepreneurial motivational behavior, entrepreneurial competencies, entrepreneurial Stress.
- To elucidate on the opportunities and challenges of entrepreneurship
- To clarify students the significance of Principles, process of Design Thinking.
- To educate on Development of Prototypes, Testing Ideas and Implementing Design Thinking.

Course Outcomes: Students will be able to:

- Understand the approaches to entrepreneurship.
- Learn about the individual entrepreneurial mind-set and Personality.
- Learn the significance of Feasibility Analysis, Industry, competitor analysis, new venture development.
- Understand the principles of implementation of Design Thinking.
- Appreciate the relevance of Creativity in the process of implementation of Design Thinking

Unit – I: Understanding Entrepreneurial Mindset: The Evolution of Entrepreneurship, Qualities, Skills, Functions of Entrepreneurs, Types of Entrepreneurs, Approaches to Entrepreneurship, Process Approach, Role of Entrepreneurship in Economic Development.

The individual Entrepreneurial Mindset and Personality: The Entrepreneurial Journey, Stress and the Entrepreneur, The Entrepreneurial Ego, Entrepreneurial Motivations, Motivational Cycle, Entrepreneurial Motivational Behavior, Entrepreneurial Competencies, Entrepreneurial Stress.

Unit – II: Strategic Perspectives in Entrepreneurship: Strategic Planning, Strategic Actions, Strategic Positioning, Business Stabilization, Building the Adaptive Firms, Understanding the Growth Stage, Internal Growth Strategies and External Growth Strategies, Unique Managerial Concern of Growing Ventures.

Unit – III: Opportunities and Challenges of Entrepreneurship: Initiatives by the Government of India to Promote Entrepreneurship, Social and Women Entrepreneurship. Feasibility Analysis, Industry and Competitor Analysis, Formulation of the Entrepreneurial Plan, The Challenges of New Venture Start-ups, Developing an Effective Business Model, Blue and Red Ocean Strategies, Sources of Finance, Critical Factors for New venture Development, Evaluation Process. Intellectual Property Protection: Patents, Copyrights, Trademarks and Trade Secrets, Avoiding Trademark Pitfalls.

Unit – IV: Design Thinking – An Introduction: Principles of Design Thinking, Process of Design Thinking, planning a Design Thinking Project, Understanding of the Problem, Problem Analysis, Reformation of the Problem, Empathetic Design Methods.

Unit – V: Prototype, Testing Ideas, Implementing Design Thinking: Creativity, Creativity Process, Creativity Techniques, Business Idea, Evaluation of Ideas, Kano Method, Finding Gaps in the Market Place, Prototype, Lean Startup Method, Visualization, Presentation Techniques, Desirability Testing, Methods to Initiate Ventures, Creating New Ventures, Acquiring an Established Venture, Franchising, Advantages and Disadvantages, Implementing Design Thinking, Agility for Design Thinking.

Suggested Readings:

- Devayani M. Lal, Design Thinking, Sage Publications, 1e, 2021.
- Ali J Ahmed, Punita Bhatt, Lain Acton, Entrepreneurship in Developing and Emerging Economies, Sage Publications, 1e, 2019.
- Christian Mueller- Roterberg, Handbook of Design Thinking –Tips and Tools for how to design Thinking, Independently Published, US, 2018.
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill, 10e,2018.
- Bruce R. Barringer/ R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
- D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 1e, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EOE01 OPEN ELECTIVE-I: E- BUSINESS

MBA I Year I Sem

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3 0 0 3

Course Objectives: It enables the student understand the concepts of Electronic Business.

Learning Outcomes: The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E- Business.

Unit-I

Electronic Business- Understanding new Internet Economy and Business-E-business an e-commerce- Features of E-Business- Advantages of E-Business- Business Environment- Establishing E-Business.

Unit-II

E-Business Models- E-Business Structure- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models.

Unit-III

Creating E-Business plans- software programs to create a business- Phases /Aspects of E-Business- e-Marketing and sales Strategies-website and portal management.

Unit-IV

E-Business Applications- Characteristics o E-Business applications-Project palming approach for E-Business applications- Application Integration- application in various domains.

Unit-V

Securing your e-business- risk Management- business continuity planning-Network and web site security website Defacement-Security audit and Penetration Testing.

Suggested Readings:

1. Kulkarni et al. "E-Business" Oxford.
2. Dave chaffey, e-business & e-commerce management- strategy, implementation and practice, 5th edition, Pearson.
3. Napier et al "Creating A Winning E-Business" Cengage.
4. Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel.
5. Elias M Awad, Electronic Commerce, PHI.
6. Jawadekar, MIS Text and Cases, TMH.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EOE02: OPEN ELECTIVE - I: SUSTAINABILITY MANAGEMENT

MBA I Year I Sem

L T P C

3 0 0 3

Course Objectives:

- To highlight the importance of Business Sustainability Management.
- To impart knowledge of various aspects in Environment and Economic Sustainability.
- To explain Sustainability Process and its strategies.
- To elucidate on the importance of Sustainability in Urban Metabolism.
- To appreciate the importance of Market and Sustainability.

Course Outcomes: Students will be able to

- Understand the importance of Climate change and global warming.
- Learn about environment pollution and sustainability, economic approaches to sustainable development.
- Assess the steps in sustainable planning for competitive advantage.
- Understand sustainable and circular value chain, sustainability marketing.
- Appreciate the relevance of Market Sustainability.

Unit – I: Sustainability and Business: Introduction to Sustainability, Triple Bottomline Approach, Global Reporting Initiative (GRI) Guidelines, Sustainability and Responsibility, Sustainability Framework, Business Engagement with Sustainability, Climate Change and Global Warming, Sustainability Development, Five Steps to Successful Engagement, Difference between Corporate Social Responsibility (CSR) and Sustainability, Current Major Sustainability Trends.

Unit – II: Environment and Economic Sustainability: The Environment and Economic Growth Linkage, Impact of Transport Infrastructure Development, Interconnection of the Environment and Economic Development, Environment Pollution and Sustainability, Economic Approaches to Sustainable Development.

Unit – III: Sustainability Process and Strategies: Process to Achieve Sustainability, Working with Processes, Process Approach and Control, Resource Management, Official Strategy, Effective Processes, Efficient Processes, Sustainability Strategies, Steps in Sustainability Strategy Formulation, Steps in Sustainable Planning, Unsustainable Take-Make-Waste Business Models, Sustainable Models, Sustainability Self-Assessment by Sectors and Functions.

Unit – IV: Sustainability in Urban Metabolism: Introduction, Sustainable and Circular Value Chain, Systemic Perspective on Value Creation, Emergence and Dynamics of Circular Value Systems, Materials and Methods, Territorial Analysis, Natural Capital, Human Capital, Economic and Manufacture Capital, Social Capital, Cultural Capital, Consequential Lifecycle Assessment.

Unit – V: Market and sustainability: Introduction, Defining Human Needs, Material Services and Characteristics, Integrating Material Services, Sustainability Marketing Mix, Benefits of Sustainability Marketing, Strategy for Sustainability Marketing, Sustainable Consumer Behaviour, Segmentation, Positioning, Competitive Advantage, Sustainability Reporting, Importance of Trust, Sustainability Reporting Guidelines.

Suggested Readings:

- Pardeep Singh, Pramit Verma, Daniela Perrotti, K.K.Srivastava, Environmental Sustainability and Economy, Elsevier Science, 1e, 2021.
- Rudiger Hahn, Sustainability Management: Concepts, Instruments, and Stakeholders from a Global Perspective, Paper pack edition,2022.
- Hardisty, Paul Environmental and Economic Sustainability Press, Routledge, 1e, 2019.
- Dr.Deb Prasanna Choudhury, Sustainability Management: Strategies and execution for achieving Responsible Organizational Goals, 1e, 2018.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EOE03: OPEN ELECTIVE - I: TECHNOLOGY MANAGEMENT****MBA I Year I Sem****L T P C****3 0 0 3**

Course Objective: To Understand the importance of technology in conduct of business.

Course Outcome: Student will be able to understand: a) Importance of Technological Innovation b) Importance of Research and development in technology management c) Forecasting of Technology

UNIT – I:

The Process of Technological Innovation: The Need for a Conceptual Approach, Technological Innovation as a Conversion Process Factors Contributing to Successful Technological Innovation. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development- Techniques For Creative Problem Solving.

UNIT – II:

Financial Evaluation of Research and Development Projects: The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

UNIT – III:

Research and Development: Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

UNIT – IV:

Technological Forecasting For Decision Making: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status.

UNIT – V:

Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

Suggested Readings:

1. Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth, Tata McGraw Hill, Boston, 2015.
2. V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
3. Norma Harison and Samson, Technology management – Text and cases, TMH, 2015
4. Shane: Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
5. Khandwala: Corporate Creativity, TMH, 2015.
6. Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology (6th Edition), Pearson.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EOE04: OPEN ELECTIVE - I: RURAL MARKETING**MBA I Year I Sem****L T P C**
3 0 0 3

Course Objective: To understand the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India and Strategies to be adopted by the corporate.

Course Outcome: Students will be able to understand: (a) Rural Marketing opportunities (b) Rural Economy and Environment c) Social and cultural aspects in rural India d) innovations in rural marketing.

UIT – I:

Introduction: Meaning - Evolution – Nature and Characteristics of Rural Market – Understanding the Indian Rural Economy –Rural Marketing Models – Rural Marketing Vs Urban Marketing – Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market.

UNIT – II:

Rural Market Research: Sources of Information- Factors influencing rural consumers during purchase of products – Rural consumer Life style –Approaches and Tools of Marketing Research - Rural Business Research- Evolution of Rural Marketing Research– Sources and methods of data collection, data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.

UNIT – III:

Rural Marketing Mix: Rural Marketing Mix – Additional Ps in Rural Marketing – 4As of Rural Marketing Mix – New Product Development for Rural Market – Rural Market Product Life Cycle – Objectives behind new product launch – New Product development process.

UNIT – IV:

Rural Market Brand & Channel Management: Brand Loyalty in Rural Market – Regional Brands Vs National Brands – Channel Management – Indian Rural Retail Market – Rural Retail Channel Management – Strategies of Rural Retail Channel Management.

UNIT – V:

Applications and Innovations: Marketing of Consumer products, services, social marketing, agricultural marketing, rural industry products- Innovation for Rural Market – Marketing Strategies – e-Rural Marketing – Agricultural Co – operative Marketing – Rural Market Mapping – Corporate Social Responsibility – Organized Rural Marketing – IT for Rural Development – e-Governance for Rural India.

Suggested Readings:

1. C.S.G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
2. Pradeep Kashyap, Rural Marketing, 3e Perason Education, 2016.
3. Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.
4. Sanal Kumar Velayudhan, Rural Marketing, 2e Sage publications, 2012.
5. T P Gopaldaswamy, Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications, 2016.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECCL1: BUSINESS COMMUNICATION LAB

MBA I Year I Sem

L T P C
0 0 3 2

Course Objective: To understand the importance of oral and written communication and its applications in Business.

Learning Outcome: Students will be able to understand a) the importance of Communication in Business b) to develop writing skills and presentation c) writing business proposals and letters d) application of business communication in the self-development process.

Unit-I: Introduction: Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication: Respecting social protocol, Networking and Socializing professionally, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.

Unit-II: Developing Business Writing Skills: Process of Writing, Drafting, revising Visuals, Editing, proofreading and formatting, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with e-mail and memos.

Unit-III: Business Reports and Proposals: Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, citing sources.

Unit-IV: Oral and Employment Communication: The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview.

Unit-V: Contemporary Aspects in Communication: Business etiquette, developing professional telephone skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.

Suggested Readings:

- 1) Ober Newman, Communicating in Business, Cengage Learning, 2015.
- 2) P. Subba Rao, B.Anita Kumar, C.Hima Bindu, Business Communication, Cengage LearningIndia. Pvt. Ltd. 2012.
- 3) Rebecca Moore Howaward, Writing Matters, 3e, Mc Graw Hill Education, 2018.
- 4) Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
- 5) Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
- 6) Sailesh Sen Gupta, Business and Managerial Communication, HI, 2011. Elevate english, Mc Graw Hill, www.ellevateenglish.com.

II SEM

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC07: HUMAN RESOURCE MANAGEMENT

MBA I Year II Sem

L T P C
4 0 0 4

Course Objective: To understand various functions of HRM and able to manage the human resources of any organization effectively.

Course Outcome: Students will be able to understand a) Basic HR concepts b) process of recruitment and selection, c) Learning and development d) Performance Management and Compensation e) Employee retention strategies f) importance of employee welfare and grievances.

UNIT - I: Introduction of HRM: Introduction to HRM – Line Managers – HR Role and responsibilities – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – High Performance Work System's – Labor Legislation in India – Equal Employment Opportunity – HR Score Card developed.
Human Resource Information System.

UNIT - II: Recruitment and Selection: Basics of Job Analysis and talent Management process
– Methods for Collecting Job Analysis Information – Job Descriptions and specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HR Planning – Recruitment & Selection Process – Planning & Forecasting of human resources – Sources of Recruitment – Recruitment on Diverse Work Force – Employee Testing and Selection – Basic types of Interviews – Errors in Interviews

UNIT - III: Training and Developing and Performance Management – Importance of Training and Development – Training process - Analyzing Training needs & Designing the program – Implementation of training programmes – training methods – Management development process – Evaluation of training and development programmes. **Performance Management** - Concept of Performance management and appraisal, the performance appraisal process, Techniques for Performance Appraisal – Career Management.

UNIT - IV: Compensation and Employee welfare – Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance based pay -Benefits – Insurance – Retirement Benefits – Employee Welfare facilities. Salient features of Workmen Compensation Act & Minimum Wages Act.

UNIT - V: Employee Relations – Labor Movement – Collective Bargaining Process – Grievances – Grievances handling procedure – Employee Separation – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act.

Suggested Readings:

1. Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.
2. Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
3. Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
4. K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011.
5. Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2015.
6. Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC08: MARKETING MANAGEMENT

MBA I Year II Sem

L T P C
4 0 0 4

Course Objective: To understand the basic marketing concepts and its applications in markets.

Course Outcome: Students will be able to understand a) concepts of marketing management b) to analyze markets and design customer driven strategies c) to communicate the decisions towards business development with superior customer value.

UNIT – I: Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, and Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research.

UNIT – II: Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding.

UNIT – III: Designing a Customer Driven Strategy: Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies.

UNIT – IV: Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

UNIT – V: Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing.

Suggested Readings:

1. Philip Kotler, Gray Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
2. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
3. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford
4. Arun Kumar & N. Meenakshi, Marketing Management, Vikas, 2012
5. Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.
6. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC09: FINANCIAL MANAGEMENT
MBA I Year II Sem **L T P C**
4 0 0 4

***The students need Discounting Table and Annuity tables for the examination.**

Course Objectives:

To understand the basic decisions taken by a finance manager in a Corporate.
FM helps in understanding the use of resources efficiently, effectively and economically.

Course Outcome: Students will be able to understand

- a) Goals of financial function
- b) Investment criteria and decision process
- c) capital structure and Dividend Decisions
- d) Asset Liability management

UNIT- I: The Finance Function: Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

UNIT - II: The Investment Decision: Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

UNIT- III: Capital Structure and Dividend Decisions: Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy - dividends and valuation of the firm - the basic models – forms of dividend. Declaration and payment of dividends. Bonus shares, Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. Dividends and valuation; Major theories centered on the works of Gordon, Walter and Lintner. A brief discussion on dividend policies of Indian companies.

UNIT- IV: Working Capital Management and Finance: Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit, regulation of bank finance.

UNIT - V: Management of Current Assets: Management of cash – Basic strategies for cash management, cash planning, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Management of receivables- Credit policy, credit evaluation of individual accounts, monitoring receivables, factoring.

Management of inventory- Inventory management process, Inventory control systems, analysis of investment in inventory.

Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers, Financial evaluation of Mergers.

Suggested Readings:

1. I M Pandey, Financial Management, 11 e, Vikas Publications, 2015.
2. M.Y Khan, P K Jain, Financial Management-Text and Problems, TMH, 2015.
3. James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson
4. Eugene F.Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
5. Arindam Banerjee, Financial Management, Oxford Publications, 2016.
Rajesh Kothari, Financial Management A contemporary Approach, Sage publications, 2017

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC10: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

MBA I Year II Sem

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4 0 0 4

Course Objective: To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Course Outcome: Students will be able to understand

- a) The course covers origin and application of OR,
- b) Linear Programming Method,
- c) Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

UNIT - I:

Introduction to Operations Research : Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

UNIT - II:

Linear Programming Method: Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP.

Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogels approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand, Degeneracy and its resolution.

UNIT - III:

Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

UNIT- IV:

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree. Network Analysis – Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing.

UNIT - V:

Queuing Theory: Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Game theory, Saddle point, Value of the Game.

Suggested Readings:

1. S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
2. R. Pannerselvam, Operations Research, Prentice Hall International , 3e, 2012
3. J. K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
4. Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
5. Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
6. Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240ECC11: BUSINESS ANALYTICS****MBA I Year II Sem****L T P C****4 0 0 4**

Learning Objective: To understand the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.

Learning Outcome: Students will be able to understand

- a) Importance of Analytics
- b) Understanding the analytical tools
- c) Application of Analytical tools to solve business problems.

UNIT - I:

Introduction to Data Analytics: Introduction to Data- Importance of Analytics- Data for Business Analytics –Big Data - Business Analytics in Practice. Data Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, Exploring data using pivot tables.

UNIT - II:

Descriptive Statistical Measures – Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association. Probability distribution and Data Modeling – Discrete Probability distribution, Continuous Probability distribution, Random sampling from Probability Distribution, Data Modeling and Distribution fitting.

UNIT - III:

Predictive Analytics: Karl Pearson Correlation Techniques - Multiple Correlation-Spearman's Rank correlation-Simple and Multiple regression-Regression by the method of least squares – Building good regression models – Regression with categorical independent variables - - Linear Discriminant Analysis-One way and Two Way ANOVA

UNIT - IV:

Data Mining : Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning – cluster analysis, Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.

UNIT - V:

Simulation: Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

Suggested Readings:

2. James Evans, Business Analytics, 2e, Pearson, 2017.
3. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
4. Thomas Eri, Wajid Khattack & Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
5. Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
6. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC12: SUPPLY CHAIN MANAGEMENT

MBA I Year II Sem

L T P C
4 0 0 4

Course Objective: To understand the importance of Supply chain management in present Business context.

Course Outcome: Students will be able to understand a) growing importance of Supply Chain Management b) SCM Costs and Performance c) Benchmarking in SCM d) Sourcing and transportation e) Global aspects in SCM

UNIT – I:

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management-Customer service and retention- Basic service capability Value added services

UNIT – II:

Measuring logistics costs and Performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis – direct product profitability – cost drivers and activity-based costing.

UNIT – III:

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

UNIT – IV:

Sourcing, Transporting and Pricing Products: Sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management.

UNIT – V:

Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains - Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management

Suggested Readings:

1. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
4. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
5. Deepak P, Miiind M. Oka: “Supply Chain Management” Everest Publishing House, New Delhi.
6. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, New Delhi, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECCL2 : STATISTICAL DATA ANALYSIS LAB

MBA I Year II Sem

L T P C
0 0 3 2

Course Objective: To understand the application of Statistical tools to Research Problem / Projects.

Learning Outcome: Students will be able to understand a) Analyse and apply the statistical tools for decision making b) Hypotheses Testing c) Discussion of Results for better decision making.

Unit - I: Introduction to Statistical Packages - MS - EXCEL/SPSS: Introduction, uses, functions and features of Statistical Packages, Getting started with excel/SPSS, Highlights and main functions: Home, Insert, page layout, formulas, Data, review, view, add-ins, Using help function, Customizing the Quick Access Toolbar.

Unit - II: Creating and Using Templates: Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.

Unit - III: Data from External Sources: Using and Formatting Tables, Basic Formulas and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulas and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

Unit - IV: Data Analysis - I: Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

Unit - V: Data Analysis - II: t-test, F-test, ANOVA one-way classification, chi square test, independence of attributes. Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

Suggested Readings:

- 1) Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
- 2) D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- 3) David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
- 4) Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
- 5) Shelly, MS Office, 2007, Cengage, 2009.
- 6) Ajai.S. Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response,2009

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EOE05: TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE - II)

MBA I Year II Sem

L T P C

3 0 0 3

Course Objective: To facilitate students understand the quality concepts and tools and techniques relating to total quality management.

Course outcomes: Students will be able to understand a) importance of Quality b) Principles and Practices of TQM c) tools and techniques in Quality management.

UNIT - I:

Principles and Practices - I: Introduction - Quality Gurus - Benefits of TQM – Quality Dimensions-Products and Services, Leadership and TQM, characteristics of Quality leaders. The Deming Philosophy - Quality councils - Strategic Planning - Customer Satisfaction- Customer perception of Quality- service Quality - Customer Retention - Employee Involvement - Employee survey – Empowerment -Gain sharing - Performance Appraisal.

UNIT - II:

Principles and Practices - II: Continuous process Improvement - the Juran trilogy, - The PDCA Cycle – Kaizen - Reengineering. Supplier Partnership – Partnering – Sourcing -Supplier Selection - Supplier rating- Performance Measures - Basic concept – Strategy - Quality cost - Bench marking - reasons for bench marking – Process - Understanding current performance - Pitfalls and criticism of benchmarking.

UNIT - III:

Tools and Techniques - I: Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series- Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process, Six Sigma.

UNIT - IV:

Tools and Techniques - II: Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance-promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

UNIT - V:

Management Tools: Management Tools – Introduction - Forced field Analysis - Tree diagram - Process decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control – Process Capability- Experimental Design-

Hypothesis -Orthogonal Design -Two factors and Full factors-Quality Strategy for Indian Industries - Quality Management in India.

Suggested Readings:

1. Joel E Ross : Total Quality Management, 3e, CRC press, 2015
2. Dale H. Besterfeild, Carlon Besterfeild: Total Quality Management, Pearson Education, 2015
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M Charantimath Total Quality Management, Pearson

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EOE06: CORPORATE GOVERNANCE (OPEN ELECTIVE - II)****MBA I Year II Sem****L T P C****3 0 0 3**

Course Objective: To understand the growing importance of Corporate Governance in Indian and Global Context.

Course Outcome: Students will be able to understand

- a) Need for Corporate Governance in India
- b) Codes and Committees in Corporate Governance
- c) Role of Board in Corporate Governance
- d) Stakeholder perspective of Corporate Governance.

UNIT - I: Corporate Governance: Introduction to Corporate Governance - Major Corporate Governance Failures- Need for Corporate Governance - Corporate Governance in India, Theories of Corporate Governance - Agency Theory, Stewardship Theory, and Stakeholder Theory – Convergence- Problems of Governance in Companies.

UNIT - II: Corporate Governance codes and committees – Global reporting initiative – OECD Principles - Cadbury Committee Report - Kumara Mangalam Birla Committee Report - Naresh Chandra Committee Report - Narayana Murthy Committee Report - SEBI Clause 49 Guidelines-Corporate Governance Committees - Role of capital Markets, Regulator, Government in Corporate Governance.

UNIT - III: Board and Leadership- The board of Directors, Structure of the Board, role of the board, Role, duties and responsibilities of Directors, Types of Directors, Board as a learning organization, Leveraging Good Governance for Competitive Advantage. Conflicts of Interest, Remedial Actions. Governance Ratings- Merits and Demerits.

UNIT - IV: Models of Corporate Governance- Affect of Context and culture on corporate governance-Anglo Saxon Model- The UK Common wealth principles based Model- The German Model - The Japanese Business Network Model- Indian Model of corporate governance- forces for convergence and differentiation in corporate governance.

UNIT – V: Whistle-blowing and CSR in Corporate Governance: The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.

Corporate Social Responsibility (CSR): Corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR initiatives in India.

Suggested Readings:

1. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
2. Christine A. Mallin, Corporate Governance, Oxford University Press, 4e, South Asia Edition, 2016.
3. Bob Tricker, Corporate Governance Principles, Policies, and Practices, Oxford
4. N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.
5. C. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
6. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
24EOE07: INTELLECTUAL PROPERTY RIGHTS (OPEN ELECTIVE - II)**MBA I Year II Sem****L T P C****3 0 0 3**

Course Objectives: To build knowledge in fundamentals of Intellectual Property (IP), International organizations, associations and different treaties, familiarize with the rights of owners, understand the procedures of evaluation, registration, protection and acquisition of trademarks.

Learning outcomes: The student will be able to understand the importance, federal registration and types of intellectual property rights, understand and explain about different international organization and their duties, analyze the functions of international organization and agencies, identify the purpose in category of marks under which the trademark registration is made internationally and explain the trademark evaluation and registration process.

UNIT: I Introduction to Intellectual Property Law – Evolutionary past – Intellectual Property Law Basics – Types of Intellectual Property – Innovations and Inventions of Trade related Intellectual Property Rights – Agencies Responsible for Intellectual Property Registration – Infringement – Regulatory – Over use or Misuse of Intellectual Property Rights – Compliance and Liability Issues.

UNIT: II Introduction to Copyrights – Principles of Copyright – Subject Matters of Copyright – Rights Afforded by Copyright Law – Copyright Ownership – Transfer and Duration – Right to Prepare Derivative Works – Rights of Distribution – Rights of performers – Copyright Formalities and Registration – Limitations – Infringement of Copyright – International Copyright Law-Semiconductor Chip Protection Act.

UNIT : III Introduction to Patent Law – Rights and Limitations – Rights under Patent Law – Patent Requirements – Ownership and Transfer – Patent Application Process and Granting of Patent – Patent Infringement and Litigation – International Patent Law – Double Patenting – Patent Searching – Patent Cooperation Treaty – New developments in Patent Law- Invention Developers and Promoters.

UNIT: IV Introduction to Trade Mark – Trade Mark Registration Process – Post registration procedures – Trade Mark maintenance – Transfer of rights – Inter parties Proceedings – Infringement – Dilution of Ownership of Trade Mark – Likelihood of confusion – Trade Mark claims – Trade Marks Litigation – International Trade Mark Law.

UNIT: V Introduction to Trade Secrets – Maintaining Trade Secret – Physical Security – Employee Access Limitation – Employee Confidentiality Agreement – Trade Secret Law – Unfair Competition – Trade Secret Litigation – Breach of Contract – Applying State Law. Introduction to Cyber Law – Information Technology Act – Cyber Crime and E-commerce – Data Security – Confidentiality – Privacy – International aspects of Computer and Online Crime.

Suggested Readings:

1. Deborah E.Bouchoux: “Intellectual Property”. Cengage learning, New Delhi
2. Kompal Bansal & Parishit Bansal “Fundamentals of IPR for Engineers”, BS Publications (Press)
3. Cyber Law. Texts & Cases, South-Western’s Special Topics Collections
4. Prabhuddha Ganguli: ‘ Intellectual Property Rights” Tata Mc-Graw – Hill, New Delhi

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EOE08: INTERNATIONAL BUSINESS (OPEN ELECTIVE - II)
MBA I Year II Sem

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 3 0 0 3

Course Objective: To understand the International Business theories and methods, Economic Environment, Strategic, and Operational issues of International Business.

Course Outcome: Students will be able to understand

- a) Importance of International Business
- b) International Trade theories
- c) International Economic environment
- d) Strategic and operational issues of IB.

UNIT - I: Introduction to International Business- Need for International Business- Drivers of Globalization- Distinction between Domestic and International Business- International Business Approaches - Modes of International Business - Impediments in international Business-Opportunities and Challenges of International Business - Multi National Corporation(MNCs) - International Business Environment- Cultural, Political and Technological Environment.

UNIT - II: International Trade Theories: Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage- India's Foreign Trade- Foreign Direct Investment in India- Balance of Payments.

UNIT - III: International Business and Economic Integration: Levels of Economic Integration-Benefits and Challenges of Economic Integration- Free Trade Agreement (FTA)- The Customs Union, The Common market, The Economic Union. Arguments surrounding Economic Integration, Regional Economic Groups, European Union, NAFTA, ASEAN, SAARC. Multilateral Trade agreements- GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

UNIT - IV: Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances- Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance development process, Economic Considerations for Strategic alliances. Organizational Design-Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.

UNIT - V: International Business Operations: Issues involving International Production- Sourcing and vertical Integration, - Major activities in International Marketing- Brand Decisions-Issues of International Financial management- Forex market, International Monetary System, International Financial Markets- Export Financing- Managing International HR Activities- HR Planning, Recruitment and selection, Expatriate Selection. Cross Cultural Issues in International Business.

Suggested Readings:

1. Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, International Business, 7e, Cengage Learning, 2008.
2. K Ashwatappa, International Business, 3e, Tata McGraw Hill, 2008.
3. Sanjay Misra, P. K. Yadav, International Business, PHI, 2009.
4. A Ehad Menipaz, Amit Menipaz, Shiv S Tripathi, International Business Theory and Practice, Sage publications ,2017
5. Rakesh Mohanh Joshi, International Business, Oxford University Press, 2009
6. Subba Rao, International Business, Himalaya Publications, 2007

SEM-III

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240ECC13: PRODUCTION AND OPERATIONS MANAGEMENT****MBA II Year I Sem****L T P C****4 0 0 4**

Course Objective: To understand the concepts of production and operations management in an organization and analytical methods.

Course Outcome: Students will be able to understand a) Concepts of Operations management, b) Product & process design, analysis, c) Plant location and layout, d) Scheduling and Material Management.

UNIT - I: Introduction to Operations Management: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing.

UNIT - II: Product Design and Analysis: New product development -its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design - Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis/Value Engineering – Value Analysis application, Value Engineering Procedure, Advantages and Application Areas. Ergonomic considerations in Product Design. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization.

UNIT- III: Plant Location & Plant Layout: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems – Model for Multi facility Location Problem, Model to Determine X- Coordinates of New Facilities, Model to Determine Y-Coordinate, **Plant Layout** - Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages, and limitations of Group Technology Layout, Layout Design Procedures.

UNIT - IV: Scheduling: Introduction, Johnson's Algorithm, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality control concepts

UNIT - V: Materials Management: Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model– Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

Suggested Readings:

1. Panneerselvam, Production and Operations Management, PHI, 2012.
2. K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012
3. Jay Heizer, Barry Render, Operations Management, 11e, 2016.
4. K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011 Ajay K. Garg, Production and Operations Management, TMH 2012
5. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
6. Danny Samson “Operations Management: Integrated Approach” Cambridge, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC14 : MANAGEMENT INFORMATION SYSTEM

MBA II Year I Sem

L T P C

4 0 0 4

Course Objective: To understand the importance of information systems in organization for decision making.

Course Outcome: Students will be able to understand

- a) Concepts & applications of Management Information Systems.
- b) Information Systems Planning & Implementations.
- c) Cyber crime and information security.

UNIT - I:

Introduction : MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

UNIT - II:

Business Applications of Information Systems: E-Commerce, ERP Systems, DSS, Business Intelligence, and Knowledge Management System.

UNIT- III:

Management of IS: Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

UNIT - IV:

Building of Information Systems: System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

UNIT - V:

Introduction to Cyber Crime: Cyber space; cyber law; e-business; e - consumers; spam; phishing. Cyber crime and information security, cyber criminals , Classification of cyber criminals - Indian Perspectives - Cyber crimes and Indian IT Act 2000, Global perspective on cybercrime - Cybercrime era.

Suggested Readings:

1. Management Information Systems, Laudon & Laudon, Pearson, 2015.
2. Management Information Systems–Managerial Perspective, D P Goyal, MacMillan, 3e Edition, 2010.
3. Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.
4. Management Information Systems, Kelkar, Prentice Hall India, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240ECC15: PROJECT MANAGEMENT****MBA II Year I Sem****L T P C
4 0 0 4**

Course Objective: The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

Course Outcome: Students will be able to understand a) Importance of Project Management b) Project Planning, Execution and implementation c) Significance of teams in projects d) Project evaluation techniques.

UNIT - I:

Introduction: Introduction to Project management –Project Characteristics- Project Life cycle – Project Identification, Formulation and Implementation- Project management in different sectors: Construction, Services Sector, Public sector and Government Projects. Systems approach to project management.

UNIT - II:

Project Planning and Appraisal: Project Planning – Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis- Project Risk Analysis

UNIT - III:

Project Finance : Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.

UNIT - IV:

Project Planning and Control: Planning Steps- Scheduling- Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.

UNIT - V:

Organizational Behavior and Project Management: Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team building approach, Conflict Management in Projects, Stress Management.

Suggested Readings:

1. John M, Nicholas and Herman Steyn, Project Management for Engineering, Business, and Technology, 5e, Routledge, 2017.
2. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation, and review, 6e, Tata McGraw Hill 2008.
3. K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.
4. Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.
5. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240ESIO1 : SUMMER INTERNSHIP****MBA II Year I Sem****L T P C****0 0 3 2**

Course Objective: To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding Organizational dynamics.

Learning Outcomes: Students will be able to understand

- a) Management functions and Organizational structure
- b) organizational dynamics in terms of organizational behaviour, culture, climate
- c) Functional domain knowledge
- d) Processes and systems
- e) External and internal environment impact on the organization.

Approach to Summer Internship:

Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework. The students in consultation with supervisor / mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the University.

The students can approach any business organizations / corporate of both public and private sectors, Government departments, Research organizations etc. for the summer internship. The students should do the internship during the summer break.

Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department for the Power point (PPT) presentation for evaluation along with Semester end examinations. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240ECC16: STRATEGIC MANAGEMENT**MBA II Year II Sem****L T P C**
4 0 0 4

Course Objective: To provide a strategic orientation in conduct of the business.

Course Outcome: Students will be able to understand

- a) Strategic management concepts
- b) Tools and Techniques for Strategic analysis
- c) Strategies for competing in globalised markets
- d) Strategy Evaluation and Control.

UNIT – I:

Introduction - Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

UNIT – II:

Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

UNIT – III:

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy -Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

UNIT – IV:

Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

UNIT – V:

Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Suggested Readings:

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
3. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
4. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
5. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
6. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.

**MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE01: DIGITAL MARKETING****MBA II Year I Sem ELECTIVE SUBJECT FOR MARKETING****L T P C
4 0 0 4**

Course Objective: The objective of this course is to understand the importance of digital marketing and its applications.

Course Outcome: Students will be understand

- a) the applications of digital marketing in the globalized market
- b) Channels of Digital Marketing
- c) digital marketing plan
- d) Search engine marketing
- e) Online Advertising

UNIT - I:

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

UNIT - II:

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

UNIT - II:

Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT - III:

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

UNIT - IV:

Search Engine Marketing and Online Advertising: Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment

Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT - V:

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention.

Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Suggested Readings:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
4. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
5. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE02: SALES AND PROMOTION MANAGEMENT**MBA II Year I Sem ELECTIVE SUBJECT FOR MARKETING****L T P C**
4 0 0 4

Course Objective: To understand Advertising, Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel Institutions.

Course outcome: Student will be able to understand the importance of Sales Management, Sales Planning and Budgeting and need for distribution channels and managing them.

UNIT – I:

Promotion: Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. **Managing Promotional Tools:** Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity.

UNIT – II:

A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout.

B) Types of Media: Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

UNIT – III:

Sales Management: Importance, types of Selling, difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management - Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation.

UNIT – IV:

Sales Promotion: Concepts, need, objectives, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies - Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising, Ethical and legal aspects of sales promotion.

UNIT – V:

Sales Distribution: Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channel for consumer products, business and industrial products, alternative channel, Channels for Rural Markets, channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers, Managing Conflict -reasons for Channel Conflicts, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Suggested Readings:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
2. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015
3. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
4. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
5. K.Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011. S.A.Chunawalla, Sales and Distribution Management, 3e, HPH. 2012

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EPE03: CONSUMER BEHAVIOR****MBA II Year I Sem ELECTIVE SUBJECT FOR MARKETING****L T P C****4 0 0 4****Course Objective:** To understand marketing decisions keeping in mind the consumer behaviour.**Course outcome:** Student should be able to

- a) understand consumer behaviour
- b) environmental influences on consumer behaviour,
- c) perception and attitude of consumers,
- d) consumer decision making
- e) marketing ethics towards consumers.

UNIT - I:

Understanding Consumer Behavior: Defining consumer behavior, need for Consumer Behavior, Understanding Consumer through research process, Consumer behavior in a world of economic instability, Rural Consumer Behavior, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

UNIT - II:

Environmental Influences on Consumer behavior: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behavior.

UNIT - III:

Consumer as an Individual: Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

UNIT - IV:

Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

UNIT - V:

Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

Suggested Readings:

1. David I. Loudon and Albert J.Della Bitta, 4e, TMH, 2011.
2. Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
3. Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.
4. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
5. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 2013.
6. Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 2015.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE04: INTERNATIONAL MARKETING

MBA II Year II Sem

ELECTIVE SUBJECT FOR MARKETING

L T P C

4 0 0 4

Course Objective:

- To enable understanding of the Global Markets, Markets, formulation of Global Marketing Strategies and its Implementation.
- To impart knowledge of the Global Environmental Drivers.
- To elucidate various aspects in global customers.
- To help identify the various aspects in global marketing.
- To highlight the impact of Implementing Global marketing strategies.

Course Outcome: Students will be able to:

- Understand the Global Marketing Management
- Learn the relevance of WTO, EXIM Policy.
- Learn various influences of the Global Consumer
- Understand the relevance of International Marketing Mix, distribution promotion strategies.
- Identify the need for E-Marketing channels.

Unit – I: Introduction to International Marketing: Nature, Importance, Features and Scope of International Marketing, Comparison of Domestic and International Marketing, Environment and Sustainability, Opportunities and Challenges in International Marketing, Stages of International Marketing Involvement, Motivating Factors of International Marketing, Reasons and Strategies of Internationalization.

Unit – II: Global Environmental Drivers: WTO and Globalization, Types of External Environments: Political, Economic, Social, Technological, Environmental and Legal. EXIM Policy of India. International Trade and its Barriers, Trade in Goods & Services, Regional Integration and Multi-lateral Trade Agreements.

Unit – III: Global Customers: Drivers of the Global Consumers, Influences on the Global Consumer, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Country(Market) Selection, Assessing International Market Size and Sales Potential. Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes and Strategies, Opportunities and Challenges of Entry Modes. Digital Revolution & Global E-Commerce.

Unit – IV: Global Marketing: Globalization Drivers: Market, Cost, Environmental, Competitive Factors. International Marketing Mix, Developing the Global Marketing Program, Segmentation of Products and Services, Distributors & Channels, Direct & Indirect Marketing Channels. Promotion Strategies, Pricing Strategies, Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

Unit – V: Implementing Global Marketing Strategies: Negotiation with Customers and Selection Method, Cultural and International Negotiations, E-Marketing Channels Organization, Implementing Global Marketing Program, Export Documentation, Export Procedures, Steps in processing an Export Order.

Suggested Readings:

- Daniel Baack, Barbara Czarnecka, Donal Baack, International Marketing, 2e, Sage, 2019.
- Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, Cengage,10e, 2017.
- Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e,2012.
- Prateek Maheshwari, International Marketing, Wiley,8e, 2017.
- Philip R. Cateora John L Graham Prashant Salwan, International Marketing TMH,13e, 2011.
- Warren J. Keegan, Mark C. Green, Global Marketing, Pearson,7e 2013
- P.K. Vasudeva, International Marketing, 4th edition, Excel Books, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EPE05 : MARKETING OF SERVICES**

**MBA II Year II Sem ELECTIVE SUBJECT FOR MARKETING L T P C
4 0 0 4**

Course Objective: To facilitate the students about the concepts of Services Marketing through cases.

Course Outcome: Students will be to understand

- a) Marketing Management of companies offering Services
- b) Characteristics of services,
- c) to understand consumer behaviour in services,
- d) align service design and standards,
- e) delivering service, managing services promises.

UNIT- I:

Introduction to Services Marketing: Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

UNIT- II:

Focusing on Consumer: Consumer Behaviour in services, Relevance of Consumer Behaviour, Consumer Expectations in service, Consumer Perceptions of service, Customer Satisfaction, Understanding Consumer Requirements-listening to customers through research, building customer relationships, Customer Feedback, Service Failure and Service Recovery – Recovery Strategies.

UNIT- III:

Innovation and Quality: Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Service scape – Designing Service scapes.

UNIT- IV:

Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee's roles in Service Delivery, Customer's roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

UNIT- V:

Managing Service Promises: Managing Distribution Channels in Service Industry –Strategies for Distribution, Managing People in Service Industry – Challenges, Pricing Strategies for Services – Methods, Promotion Strategies for Services - Need for Coordination in Marketing Communication, five categories of strategies to match service promises with delivery.

Suggested Readings:

1. John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
2. Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.
3. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7th edition
4. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 6e, 2013.
5. Nimit Chowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
6. Govind Apte: Services Marketing, Oxford Press, 2011.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE06 : MARKETING ANALYTICS**MBA II Year II Sem ELECTIVE SUBJECT FOR MARKETING****L T P C**
4 0 0 4**Course Objectives:**

- To provide an understanding of Fundamentals of Marketing Analytics
- To elaborate on the scope of MS Excel for conduction of Marketing Analytics,
- To highlight the importance of Management of Customer Expectations through Marketing Analytics,
- To orient on the usage of Marketing Analytics for Product Pricing and
- To impart knowledge on Market Segmentation methods and Advertising using Marketing Analytics.

Course Outcomes: Students will be able to

- Learn the Concepts of Marketing Analytics and their relevance in business,
- Use MS Excel to deal with Marketing Data at basic level,
- Appreciate Customer's journey through Product Selection Process and Customer Lifetime Value,
- Conduct Analysis in Determining the Pricing Strategies and Understand the Process of Optimizing Clusters and Measure the Effectiveness of Promotion.

Unit – I: Introduction to Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of Pivot Tables and Organizing Data.

UNIT – II: Summarizing Marketing Data: Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables.

UNIT – III: Customer Analytics: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.

Unit – IV: Pricing Analytics: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Quantity Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

Unit – V: Segmentation & Promotion Analytics: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

Suggested Readings:

- a) Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
- b) Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
- c) Chuck Hermann, Ken Burbary, Digital Marketing Analytics, Que Publishing, 2e, 2018.
- d) Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE07: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

MBA II Year I Sem

ELECTIVE SUBJECT FOR FINANCE

L T P C

4 0 0 4

Course Objective: To understand the investment process, investment alternatives, Valuation of debt and equity.

Course Outcome: Students will be able to understand a) Indian Investment Environment b) Portfolio Analysis c) Bond valuation and management d) Equity valuation of Cash market and derivatives e) Performance evaluation of Portfolios.

UNIT - I:

Introduction to Investment - Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment – Securities Market of India, Securities Trading, and Settlement – Types of Orders - Margin Trading.

UNIT - II:

Portfolio Analysis: Risk and return Analysis - Markowitz Portfolio Theory, Mean-variance approach, portfolio selection - efficient portfolios, Single Index model - Capital Asset pricing model, Arbitrage Pricing Theory.

UNIT - III:

Bond Valuation: Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

UNIT - IV:

Equity Valuation: a) Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach. b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis

UNIT - V:

- a) **Derivatives:** Overview of Indian derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future markets, Mechanics of Trading, Strategies.
- b) **Performance Evaluation:** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

Suggested Readings:

1. William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
2. ZVI Bodie, Alex Kane, Alan J Marcus, Investments, TMH,
3. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6th
4. Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
5. Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
6. Prasanna Chandra: Investment analysis and Portfolio Management” 4th Edition, TMH, 2013

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE08 : **RISK MANAGEMENT AND FINANCIAL DERIVATIVES**
MBA II Year I Sem ELECTIVE SUBJECT FOR FINANCE L T P C

4 0 0 4

Course Objective:

- To orient on the concepts of Risk Management, measurements and risk management strategies using derivatives.
- To provide understanding of various risk measurement tools.
- To impart knowledge of various aspects in derivatives market.
- To elucidate various aspects in Risk Management.
- To provide understanding of various techniques in Risk Management.

Course Outcome: Students will be able to:

- Understand risk management and derivatives.
- Learn the relevance of Basel norms, types of risks.
- Learn various aspects about Derivatives Market in India.
- Understand the uses of options strategies.
- Examine the importance of SWAP Market.

Unit – I: Introduction to Risk Management: Risk Management, Scope of Risk Management, Benefits of Risk Management, Classification of Risks: Systematic Risk and Unsystematic Risk, Business Risk, Financial Risk. Financial Markets, Market Risk: Price Risk, Currency Risk, Liquidity Risk, Interest Risk, Credit and Counterparty Risk, Operational Risk, Model Risk, Risk Management Process.

Unit – II: Risk Measurement Tools: Capital Adequacy Ratio, Basel Norm: Basel Accord I, II & III, Need and Scope of studying Basel Norms, **Types of risk:** Interest Rate Risk, Market Risk, Credit Risk, Operational Risk, Exchange Rate Risk, and Liquidity Risk. Value at Risk (VaR), Cash Flow at Risk: Applications and Problems on VaR & CaR.

Unit – III: Introduction to Derivative Markets: Derivative Market, Types of Derivatives, Development and Growth of Derivative Markets, Factors influencing the Growth of Derivatives Market in India, Regulations of Derivative Market. **Forward and Future Contracts:** Forward Contract, Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity Forward Contract, Counterparty Risk in the Forward Contract, Difference between Forward and Spot Market, **Futures Contract:** Future Contract Design, Physical Settlement, Delivery Options and Cash Settlement, Future Market, Global Futures Market size, Commodity Futures, Equity Futures, Stock Index Futures, Currency Futures, Futures on Government Bonds, Notes and Bills, Cost of Carry Model for Futures and Forwards.

Unit – IV: Risk Management Techniques – Options Contract: Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing, Put - Call Parity Theorem: Option Pricing, Arbitrage Pricing. Binomial Pricing Model: The Black- Scholes Options Pricing Model, Uses of Options Strategies.

Unit – V: Risk Management Techniques – SWAPS Contract: SWAP Market and its Evolution, **Interest Rate Swap:** Structure of a Typical Interest Rate Swap, Pricing and Valuation of Interest Swaps, Interest Rate Swap Strategies, Interest Rate Swaps in India. **Currency Swaps:** Currency Swaps Stature, Currency Swaps Pricing and Valuing Currency Swap, Currency Swap in India, **Equity Swap:** Equity Swap Pricing and Valuing of Equity Swap, Equity Swap Strategies, Pricing and Valuing of Commodity Swap, Carbon Credit, Weather Derivatives.

Suggested Readings:

- John C Hull, Risk Management and Financial Institutions, Wiley, 5e,2018.
- Jayanth Rama Varma, Derivatives and Risk management, Tata McGraw Hill,1e, 2011.
- Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, Cengage, 2013.
- Dhanesh K. Khatri, Derivatives and Risk Management, Macmillan, 1e,2012
- Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 1e,2003.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE09: STRATEGIC COST AND MANAGEMENT ACCOUNTING
MBA II Year I Sem ELECTIVE SUBJECT FOR FINANCE L T P C
4 0 0 4

Course Objective:

- To provide understanding of various aspects in strategic cost and management accounting.
- To elucidate the role of cost accounting for better managerial decision making.
- To impart knowledge of various aspects in CVP and ABC analysis.
- To discuss in detail various aspects in budget and budgetary control.
- To help understand the variances and their importance in cost accounting.

Course Outcome: Students will be able to:

- Understand the cost analysis and control.
- Learn the relevance of unit, job, process costing for strategic decisions.
- Learn various aspects of activity-based management.
- Understand the role of types of budgets and the budgeting process in non-profit organizations.
- Identify the need for establishing cost standards.

UNIT - I

Introduction to Cost and Management Accounting, Cost Analysis and Control: Management Accounting Vs. Cost Accounting Vs. Financial Accounting, Role of Accounting Information Planning and Control, Strategic Decisions and the Management Accountant. Enhancing the value of Management Accounting Systems. Cost Concepts and Managerial use of Classification of Costs, Cost Analysis and Control: Direct and Indirect Expenses, Allocation and Apportionment of Overheads, Calculation of Machine Hour rate.

UNIT - II:

Unit Costing, Job Costing, Cost Sheet and Tender and Process Costing and their Variants, Treatment of Normal Losses and Abnormal Losses, Inter- process Profits, Costing for By-products and Equivalent Production. Application of Managerial Costing for Control, Profit Planning, Closing down of a Plant, Dropping a Product line, Charging General and Specific Fixed Costs, Fixation of Selling Price, Make or Buy Decisions, Key or Limiting Factor. Selection of Suitable Product Mix, Desired level of Profits, Diversification of Products, Closing down or suspending activities,

UNIT - III:

Cost-Volume-Profit (CVP) Analysis and Activity-Based Costing (ABC): Essentials of CVP Analysis. The Breakeven Point using Equation Method, Contribution Margin Method and Graph Method. Target Operating Income. Target Net Income and Income Taxes. Breakeven Analysis for Decision making. Margin of Safety. Application of BEP for various Business Problems. CVP analysis in Service and Nonprofit Organizations.

Activity Based Cost (ABC) Systems: Comparison of Traditional and Activity Based Cost Systems. Emergence of ABC Systems. Activity Hierarchies. Tracing Costs to Activities, Tracing Costs from Activities to Products, Customer Profitability, Process Efficiency. Activity Based Management. ABC Systems in Service Organizations. The Technological Edge of using ABC Systems.

UNIT - IV:

Budgetary Control: Budget, Budgetary Control, Steps in Budgetary Control, Flexible Budget, Different Types of Budgets: Sales Budget, Cash Budget, Production Budget, Performance Budgets and Computerized Budgeting. Activity Based Budgeting. Budgeting Process in Non-Profit Organizations. Zero Based Budgeting. Criticisms of Budgeting. An Introduction to Cost Audit and Managerial Audit

UNIT - V:

Standard Costing and Variance Analysis: Standard Costing – Establishing cost standards, Standard Cost and Standard Costing, Standard Costing Vs Budgetary Control, Standard Costing Vs Estimated Cost, Standard Costing and Marginal Costing, Analysis of Variance, Material Variance, Labour Variance and Sales Variance. Reconciling Budgeted Profit and Actual Profit. Standard Absorption Costing. Volume Efficiency and Capacity Variance.

Suggested Readings:

- S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 6e, 2019.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 7e, 2019.
- M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 7e 2017.
- Horngren, Data, Foster, Cost Accounting: A Managerial Emphasis. Pearson Education, 16e, 2017.
- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications, 5e, 2012

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE10: INTERNATIONAL FINANCIAL MANAGEMENT

MBA II Year II Sem ELECTIVE SUBJECT FOR FINANCE L T P C
4 0 0 4

Course Outcome: Students will be able to understand a) International Financial Management b) Balance of Payments c) Foreign Exchange Markets d) Asset and liability Management.

UNIT - I:

Introduction: An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.

UNIT - II:

International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BOP Trends.

International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT - III:

Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

UNIT - IV:

(a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity, Expectations theory

UNIT - V:

Asset-liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management.

International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

Suggested Readings:

1. Jeff Madura, International Corporate Management, Cengage, 2012.
2. Alan C. Shapiro, Multinational Financial Management, John Wiley, 2012
3. S. EunChoel and Risnick Bruce: International Financial Management, TMH, 2012
4. Sharan. V, International Financial Management 5e, PHI, 2012
5. P. G. Apte, International Financial Management, TMH 2012.
6. Madhu V: International Financial Management, Excel, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE11 : STRATEGIC FINANCIAL MANAGEMENT
MBA II Year II Sem ELECTIVE SUBJECT FOR FINANCE L T P C
4 0 0 4

Course Objective:

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

Course Outcome: Students will be able to:

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

Unit – I: Financial Strategy and Planning: Strategic approach to Financial Management, Definition, Characteristics, Scope and Importance of Strategic Financial Management. Success Factors and Constraints to Strategic Financial Management. Financial Forecasting, Techniques, Financial Planning Process, Decision-making and Problem-solving process. Agency Theory, Agency Costs, Constituents and Criticism of Agency Theory.

Unit – II: Investment Decisions under Risk and Uncertainty: Concepts of Risk and Uncertainty. Risk Analysis in Investment Decisions, Risk Adjusted Rate of Return, Certainty Equivalents, Probability Distributions of Cash Flows, Decision Trees, Sensitivity Analysis and Monte Carlo Approach to Simulation, Investment Decisions under Capital Constraints and Capital Rationing. Corporate Cost of Capital - Divisional Cost of Capital, Pure Play Technique, Accounting Beta.

Unit – III: Strategic Investment Decisions: Real Options, the Timing of Options, Project Abandonment Decisions. IRR - Multiple IRR, Modified IRR, Pure, Simple and Mixed investments. Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions. Discounted Pay back, Post Pay Back, Surplus Life and Surplus Pay Back, Bail Out Pay Back, Return on Investment, Terminal Value, Single Period Constraints, Multi Period Capital Constraint and an Unresolved Problem, NPV Mean Variance analysis, Hertz Simulation and Hillier Approaches.

Unit – IV: Strategic Financing Decisions: Capital Structure and Value Creation. Signaling Theory. Tools for developing an Effective Capital Structure. Financial Flexibility and Financial Discipline. Capital Structure Puzzle.

Dividend Policy and Firm Value. Linter's Dividend Model, its Salient features, Dividend Puzzle. Buy Back of Shares and its Characteristics, Modes and Methods of Buy Back of Shares. Reasons, Benefits and Constraints to Buy Back of Shares. Impacts of Share Buybacks. SEBI Regulations.

Financial Distress and Restructuring. Characteristics and Causes of Financial Distress. Costs of Financial Distress. Impacts of Financial Distress. Financial Distress Restructuring. The Insolvency and Bankruptcy Code 2016, Corporate Insolvency Resolution Process, Liquidation Process.

Unit – V: Mergers, Acquisitions and Value Based Management: Mergers and Acquisitions, Need, Strategy, Diversification and Mergers and Acquisitions, Value Creation in Mergers and Acquisitions. Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers and Acquisitions and Cases. Value-based Management: Introduction, Elements and Importance of Value-based Management. Approaches to Value-based Management: Marakon, Alcar, McKinsey, BCG, Economic Value Added, Market Value Added and Cash Value Added.

Suggested Readings:

- A. N. Sridhar, Strategic Financial Management, Shroff Publishers, 3e, 2018
- Kalyani Karna, Strategic Financial Management, 2019.
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
- I. M. Pandey: Financial Management, Vikas, 2012
- Brigham & Ehrhardt: Financial management, text and Cases, Cengage, 2012
- MY Khan and PK Jain: Financial Management: Text, problems & Cases, TMH, 2012

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EPE12: FINANCIAL ANALYTICS****MBA II Year II Sem ELECTIVE SUBJECT FOR FINANCE L T P C****4 0 0 4****Course Objective:**

- To enable understanding of various aspects in Financial Analytics.
- To help understand time value money, risk and return aspects.
- To impart knowledge of various capital budgeting techniques.
- To elucidate various aspects of Equity Valuation.
- To enlighten on the aspects of Bond Valuation.

Course Outcome: Students will be able to:

- Understand techniques of financial statements.
- Learn the relevance of time value money.
- Learn various aspects of capital budgeting.
- Understand industry, technical and economic analysis.
- Learn duration of bond and immunization strategies.

Unit – I: Techniques of Financial Statement: Horizontal, Vertical Analysis, Trend Analysis, Ratio Analysis, Liquidity, Profitability, Solvency and Turnover Ratio, Valuation of Ratios, Statement of Cash Flow, Classification of Cash Flow, Computing Net Cash Flow: Operating, Investing and Financing Activities. Reporting and Interpretation using Spreadsheet.

Unit – II: (a) Time Value of Money: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets.

(b) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta, Covariance of Stock.

Unit – III: Capital Budgeting Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Decision Tree, Cash Flow in Capital Budgeting, Cost of Capital, Advance Capital Budgeting Techniques, Adjusted Present Value Approach, Competing Project Risk using Spreadsheets.

Unit – IV: Equity Valuation: Calculation of Portfolio Mean and Variance, Capital Asset Pricing Model (CAPM), Variance: Covariance Matrix, Estimating Beta and Security Market Line. Industry Analysis, Economic Analysis and Technical Analysis in Stock, Real Option in Capital Budgeting.

Unit – V: Bond Valuation: Duration, Duration of Bond with Uneven Payments, Immunization Strategies, Modeling the Term Structure, Calculating Expecting Bond Return in a Single and Multi-period Framework, Semi-annual Transition Matrix, Computation of Bond Beta.

Suggested Readings:

- Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e,2022.
- R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022.
- Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.
- N R Parasuraman, Financial Management-step by step approach, Cengage, 1e,2014.
- Simon Bennings, Financial Modeling-Using Excel, MIT Press, Cambridge,3e
- Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE13 : TALENT AND PERFORMANCE MANAGEMENT SYSTEMS

MBA II Year I Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES L T P C
4 0 0 4

Course Objective:

- To provide an understanding of the importance of talent and performance management.
- To elucidate how companies integrate competencies with Talent management process.
- To help learn various aspects in performance management.
- To impart knowledge of the various aspects in PMS Process and implementation.
- To elaborate on Employee development, Reward & Legal Systems.

Course Outcome: Students will be able to:

- Understand Talent Management Process along with its key components.
- Learn the significance of performance management and employee development in organizations.
- Learn different approaches to Performance Management System.
- Understand KRA's and KPI's and performance metrics.
- Identify the importance of reward systems in organizations.

Unit – I: Introduction to Talent Management (TM): Meaning and Importance of TM, Scope of TM. Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centers.

Unit – II: Implementing Competency based TM: Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength.

Unit – III: Performance Management (PM): Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy.

Unit – IV: PMS Process & Implementation: Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.

Unit – V: PM: Employee Development, Reward & Legal Systems: Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS.

Suggested Readings

- Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications, 1e, 2021.
- Sonal Minocha, Dean Hristov: An Integrated Approach, Sage Publications, 1e, 2019.
- Gowri Joshi, Veena Vohra, Talent Management, Cengage Learning, 1e, 2018.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EPE14: LEARNING & DEVELOPMENT

MBA II Year I Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES

L T P C
4 0 0 4

Course Objective: To understand the concept of Learning with emphasis on training and Development and its role in organizational Development.

Learning Outcome: Students will be able to understand a) the importance of learning performance b) Training and Development c) Training Need Analysis d) Training Methods

Unit - I: Introduction to Learning: Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

Unit – II: Training Strategy and Designing Training: The evolution of Training’s Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.

Unit - III: Training methods - Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.

Unit – IV: Development: Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company’s strategies for providing development, e-learning and employee development. Electronic MDPs.

Unit - V: Contemporary issues in Training and Development: Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

Suggested Readings:

- 1) Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 7e, 2019.
- 2) Rolf Lynton, Uday Pareek, Training for Development, Sage, 2012.
- 3) P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
- 4) G. Pandu Naik, Training and Development, Excel Books, 2011.
- 5) Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EPE15 : EMPLOYEE RELATIONS****MBA II Year I Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES L T P C****4 0 0 4****Course Objectives:**

- To provide an overview of Industrial Relations, Legal Framework and Management of Trade Unions in Indian Organizations
- To elucidate on the processes of Negotiations and Collective Bargaining
- To elucidate on the aspects of Tripartism and Social Dialogue
- To impart knowledge on Labor Legislation with help of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc.
- To impart knowledge on Labor Legislation with help of various Acts such as Industrial Disputes Act.

Course Outcomes: The students will be able to

- Understand the changing nature of Labor/Workforce in India and appreciate the need for knowing and maintaining good relations with Industry and Trade Unions.
- Learn the legal framework/process of Collective Bargaining and the aspects of Negotiation, Social Security and Drafting of Agreements.
- Learn various aspects of Tripartism, Social Dialogue and the role of Government in Industrial Relations
- Understand the salient features of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc. and the need for maintenance of good Employee Relations
- Understand the salient features of Acts such as Industrial Disputes Act, Occupational Safety, Health and Working Conditions Code etc.

Unit – I: Industrial Relations: Economy and the Labour Force in India, Approaches to Industrial Relations, Industrial Relations in Comparative Framework, Management and Employer Organizations. Introduction, Origin and Growth of IR. Trade Unions: Introduction, Definition and Objectives, Growth and Structure of Trade Unions in India, Trade Unions Act, 1926 and Legal framework, Union Recognition, Union Problems, Non-Union Firms, Management of Trade Unions in India.

Unit – II: Collective Bargaining: Nature and Legal Framework of Collective Bargaining, Levels of Bargaining and Agreements, Change in the Labor Management Relations in the Post-Liberalized India, Changes in the Legal Framework of Collective Bargaining, Negotiated Flexibility, Productivity Bargaining, Improved Work Relations, Public Sector Bargaining and Social Security, Negotiating Techniques and Skills, Drafting of an Agreement.

Unit – III: Tripartism and Social Dialogue: Types and Levels of Tripartism, Social Dialogue and the Reform Process, Strengthening Tripartite Social Dialogue, Role of Government in Industrial Relations.

Unit – IV: Labor Legislation – I: Factories Act, 1948, Employee Compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. The Prohibition of Sexual Harassment of Women at Workplace Act, 2013, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972, The Unorganized Workers' Social Security Act, 2008.

Unit – V: Labor Legislation – II: Industrial Disputes Act, 1948, Meaning, Nature and Scope of Industrial Disputes, Causes and Consequences. Dispute Settlement Machinery. Grievance Handling, Causes of Grievances, Standing Orders Act 1948. 2021-22 Reforms into Labor Laws: Right to Minimum Wages (Code on Wages, 2019), Social Security for Everyone (Social

Security Code, 2020), Right of Security to Workers in all situations (OSH Code (Occupational Safety, Health and Working Conditions Code) – 2020), Towards end to Disputes (Industrial Relations (IR) Code, 2020), Welfare of Interstate Migrant Workers.

Suggested Readings:

- C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2nd Edition 2019.
- D.P.Sahoo, Employee Relations, Text & Cases, 1e, Sage Publications, 2020.
- Parul Gupta, Industrial Relations & Labour Laws for Managers, Sage Publications, 2019.
- Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.
- C.B. Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd, 13e, 2014.
- P.N. Singh and Neeraj Kumar, “Employee Relations Management”, Pearson Education, 2010. https://labour.gov.in/sites/default/files/Labour_Code_Eng.pdf

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE16 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

MBA II Year II Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES LTPC
4 0 0 4

Course Objectives:

- To provide an overview of concepts, nature and manpower related aspects of International Human Resource Management
- To highlight on the role of IHRM in devising successful business strategies of multinational corporations
- To elucidate the aspects of Global Human Resource Planning and Staffing
- To impart knowledge of the principles of global workforce training
- To educate on the process of process of planning, managing and appraising the performance of global workforce; highlighting on the need for managing the complexities related to Compensation of global workforce.

Course Outcomes: The students will be able to

- Gain an overview of the nature, scope and importance of International Human Resource Management
- Understand and appreciate the role of International Human Resource Management in development and execution of strategies for success of multinational corporations.
- Learn the role of International Human Resource Management in long-term planning and staffing of manpower globally
- Gain insights of the strategic role of Training and Development of Expatriates in management of international assignments.
- Acquaint themselves with the process of global performance management and understand the complexities of global compensation

Unit – I: Introduction and Overview: Importance to International HRM, Difference between Domestic and International Manager, Global Market Context: Key Perspective in Global Workforce Management, Cultural Foundations of International Human resource Management, Understanding Culture, Cross Culture Differences in Workplace, Major Models of National Culture, Final Caveats on Culture and Global Workforce Management, Changes and Challenges in the Global Labor Market, Globalization, Technological Advancement, Change in Labour Force Demographics and Migration, Emerging on the Contingent Workforce, Offshore Sourcing, Global Workforce Management Challenges.

Unit – II: The Key role of International HRM in Successful MNC Strategy: Knowledge Transfer, Global Leadership Training and Development, Strategic Control Needs, Competitive Strategy of Multinational Corporations, Structuring for Optimal Global Performances, Linking Human Resource Management Practices to Competitive Strategy and Organization Structure, Paradigm Shift of International Human Resource Management from Contingency Model to Process Development.

Unit – III: Global Human Resource Planning: From Strategy to Decision about Work Demand and Labor Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, HR Planning for the Long-term. **Global Staffing:** General Actors Affecting Global Staffing, Global Recruitment of Human Resources, Global Selection of Human Resources.

Unit – IV: Global Workforce Training and Development: Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. **Managing International Assignments:** Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.

Unit – V: Global Workforce Performance Management: Performing Management Process, Important Consideration for Global Performance Management, Planning and Implementing Global Performance Appraisal. **Compensation for a Global workforce:** Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package. Approaches to International Compensation Management Expatriation and Repatriation.

Suggested Readings:

- Srinivas R Kandula, International Human Resource Management, Sage, 4e, 2018.
- Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, Sage Publications, 4e, 2017.
- S.C. Gupta, International Human Resource Management, McMillan, 2e, 2017.
- Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 3e, 2015.
- Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
- Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, Thomson, 5e, 2008.
- Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Reading and Cases in International Human Resource Management, Routledge, 4e, 2007.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE17: LEADERSHIP AND CHANGE MANAGEMENT

MBA II Year II Sem ELECTIVE SUBJECTS FOR HUMAN RESOURCES

L T P C
4 0 0 4

Course Objective:

- To introduce the concepts, philosophies, studies and approaches of Leadership
- To impart knowledge of various theories and styles of leadership
- To orient on the role of leadership in changing business environment, with the help of various change management models
- To elucidate the aspects of organizational structure, culture and management of organizational change
- To educate on the strategies for managing change through the process of organizational development

Course Outcomes: The students will be able to

- Gain an understanding of the concepts and principles of leadership by studying the contributions made by various philosophers and Universities.
- Learn from the various theories and styles of leadership and their contribution the subject matter of leadership from time to time.
- Appreciate the role of leader in the ever-changing business scenario and gain knowledge of various models of change.
- Understand the role of power, politics and conflicts in times of change, management of resistance to change in the process of implementing organizational change.
- Gain insights of the process organizational development from a consultative perspective.

Unit – I: Introduction to Leadership: Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin’s Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

Unit – II: Leadership Theories and Styles: Contingency Theories of Leadership: Fiedler’s Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX), The Hersey - Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership, Adaptive Leadership, Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Models for Leadership at All Levels.

Unit – III: Leadership & Organizational Change: Role of a Leader in Changing Business Environment, Qualities & Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change, Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin’s Three-step Model, McKinsey’s 7-S Model, Action Research Model, John Kotter’s Eight-step Model, Organization Intelligence Model, ADKAR Model.

Unit – IV: Management of Organizational Change: Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People Opposing Change and People with Positive Response, Resistance to Change and Management of Resistance to Change.

Unit – V: Strategies for Managing Change: Factors for Effective Change. Organization Development (OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation of an Intervention & Closing an Engagement.

Suggested Readings:

- Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.
- Change Management & OD – Ratna Raina, Sage Publications, 1e, 2018.
- Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 1e, 2016.
- Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015.
- John P. Kotter, Leading Change, HBR Press, 2012.
- Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EPE18 : HR ANALYTICS**

MBA II Year II Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES

L T P C

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Course Objective:

- To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes.
- To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics.
- To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.
- To provide an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

Course Outcomes: The students will be able to

- Gain an understanding of the relevance of HR Analytics in the current business scenario.
- Have an understanding of the models of conducting HR Analytics and understanding of the methods of capturing, examining & purifying data for conduction of HR Analytics.
- Use MS Excel for conduction of HR Analytics for key HR Processes
- Have an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- Appreciate the significance of Predictive and Prescriptive Analytics.

Unit – I: Introduction to HR Analytics: History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.

Unit – II: Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

Unit – III: Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.

Unit – IV: Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.

Unit – V: Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

Suggested Readings:

- Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
- Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
- Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
- Nishant Uppal, Human Resource Analytics, Pearson, 2021.
- Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE19 : STARTUP AND MSME MANAGEMENT

MBA II Year I Sem	ELECTIVE SUBJECT FOR ENTREPRENEURSHIP	L T
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Course Objective:

- To orient on the importance of Startup and MSME Management.
- To enlighten on how companies identify its requirements.
- To impart knowledge of various legal aspects in startup management.
- To elucidate various aspects to evaluate entrepreneurial performance
- To discuss in detail various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- Understand various Startup opportunities.
- Learn Business Startup, Ideation, and Venture Choices.
- Learn Legal and other requirements for new ventures.
- Learn Problems of entrepreneurs.
- Understand the Forms of Financial support.

Unit – I: Introduction to Startup and MSME: The Rise of the Startup Economy, The Six Forces of Change, The Startup Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India.

Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues and Challenges of MSMEs, MSME Policies in India.

Unit – II: Startup Requirements: The Big Idea, Generate Ideas with Brainstorming, Business Startup, Ideation, Venture Choices. Identifying Startup Capital Resource Requirements, Estimating Startup Cash Requirements, Developing Financial Assumptions, Constructing a Process Map, Positioning the Venture in the Value Chain, Launch strategy to reduce Risks, Startup Financing Metrics, Feasibility Analysis, The Cost and Process of Raising Capital, Unique Funding Issues of High-tech Ventures, Funding with Equity, Financing with Debt, Funding Startups with Bootstrapping, Crowd Funding.

Unit – III: Startup and Legal Environment: Stages of Growth in a New Venture, Growing with the Market, Growing within the Industry, Venture Life Patterns, Reasons for New Venture Failures, Scaling Ventures, Preparing for Change, Leadership Succession. Support for Growth and Sustainability of the Venture. The Legal Environment, Approval for New Ventures, Taxes or Duties Payable for New Ventures.

Unit – IV: Management of MSME: Management of Product Line; Communication with Clients, Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of MSME, Problems of Entrepreneurs, Sickness in MSME, Reasons and Remedies, Evaluating Entrepreneurial Performance

Unit – V: Institutional Support for MSMEs: Forms of Financial Support, Long-term and Short-term Financial Support, Sources of Financial Support, Dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of

Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Schemes for Women Entrepreneurs.

Suggested Readings:

- Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures, Pearson, 2019.
- Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
- Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE20 : TECHNOLOGY BUSINESS INCUBATION

MBA II Year I Sem	ELECTIVE SUBJECT FOR ENTREPRENEURSHIP	L T P C
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Course Objective:

- To provide an understanding of the importance of Startup and MSME Management.
- To discuss the aspects of how companies identify its requirements.
- To help learn various legal aspects in startup management.
- To discuss the aspects of evaluation of entrepreneurial performance
- To elucidate various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- Understand various Startup opportunities.
- Learn Business Startup, Ideation, and Venture Choices.
- Learn Legal and other requirements for new ventures.
- Learn Problems of entrepreneurs.
- Understand Forms of Financial support.

Unit – I: Introduction to Technology Business Incubation (TBI): Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status.

Unit – II: Planning the TBI: Preparatory Process, Feasibility Process and Business Plan, Key Players and Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits.

Unit – III: TBI Implementation and Operations: Organization Structure, Training of the Management Team, Marketing the Incubator, Selecting Tenant Companies, Exit Policy, Serving Tenant Companies: Progression of Service Needs, Training Clients, Counselling and Mentoring, Enhancing and Assessing Performance.

Unit – IV TBI in India: Introduction, TBIs: Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives.

Unit – V: Global Perspective of TBI: Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation.

Suggested Readings:

- M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche Nationalbibliothek, 2021.
- Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche National bibliothek, 2019.
- Rustam Lalkaka, Technology Business Incubation, UNESCO, 2006.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EPE21 : INNOVATION AND ENTREPRENEURSHIP**

MBA II Year I Sem ELECTIVE SUBJECT FOR ENTREPRENEURSHIP

L T P C

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Course Objective:

- To highlight the relevance of creative thinking in the context of Innovation and Entrepreneurship.
- To provide an overview of the models of creative problem solving.
- To impart knowledge of the models and methods of developing creative intelligence.
- To provide an overview of innovation management and theories of outsourcing new product development.
- To provide a micro and macro perspective of innovation.

Course Outcomes: Students will be able to understand

- Gain an understanding of the concepts and processes of creativity and appreciate the need for improving the quality of creativity.
- Learn the methods of creative problem solving.
- Orient themselves on developing creative intelligence and unblock their creative energies
- Learn the concepts and methods of innovation and ideation and the theories of outsourcing new product development.
- Develop a perspective of micro and macro level innovation.

Unit – I: The Creativity Phenomenon: Creative Cerebration, Creative Personality and Motivation, Creative Environment, Creative Technology, Creativity Training Puzzles of Creativity, Spiritual and Social Roots of Creativity, Essence, Elaborative and Expressive Creativities, Quality of Creativity, Existential, Entrepreneurial and Empowerment Creativities, Criteria for Evaluating Creativity, Credible Evaluation, Improving the Quality of our Creativity.

Unit – II: Mastering Creative Problem Solving: Structuring of ill-defined problems, Creative Problem Solving, Models of Creative Problem Solving, Mechanisms of Divergent Thinking, Useful Mechanisms of Convergent Thinking, Techniques of Creative Problem solving

Unit – III: Creative Intelligence: Creative Intelligence Abilities, A Model of Creative Intelligence, Convergent Thinking Ability, Traits Congenial to Creativity, Creative Personality and Forms of Creativity, Motivation and Creativity, Blocks to Creativity: Fears and Disabilities, Strategies for Unblocking Energy of your Creativity, Designing Creativogenic Environment.

Unit – IV: Innovation Management: Concept of Innovation, Levels of Innovation: Incremental Vs Radical Innovation, Inbound and Outbound Ideation, Open and Other Innovative Ideation Methods. Theories of Outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

Unit – V: Micro and Macro Perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies, Organizational Factors affecting Innovation at the Firm Level, Leadership and Innovations, Open Innovation, Innovation Framework, Innovations Developed by Open Technology Communities.

Suggested Readings:

- Mike Kennard, Innovation and Entrepreneurship, Routledge, 2021.
- Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.
- Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
- Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.
- Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
- A. Dale Timpe, Creativity, Jaico Publishing House, 2003.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EPE22 : ENTREPRENEURIAL FINANCE**MBA II Year II Sem **ELECTIVE SUBJECT FOR ENTREPRENEURSHIP****LTPC/4 0 0 4**

Course Objective: To understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.

Course Outcomes: Students will be able to understand

- a) Financing through venture life cycle
- b) Organizing and operating the enterprise
- c) Financial Planning of an enterprise
- d) Valuation of an enterprise
- e) Financing for growing enterprises.

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

UNIT- II: Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.

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

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

UNIT - V: Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State

and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Suggested Readings:

- Leach, Melicher, Entrepreneurial Finance, South-Western College Pub,5e, 2022.
- Marco Da Rin Thomas Hellman, Fundamentals of Entrepreneurial Finance, Oxford Publishers, 1e, 2020.
- M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
- Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**240EPE23: ENTREPRENEURIAL MARKETING****MBA II Year II Sem****ELECTIVE SUBJECT FOR ENTREPRENEURSHIP****L T P C****4 0 0 4****Course Objective:**

- To enable understanding of the importance of Entrepreneurial Marketing.
- To help learn how companies master structures of organizational growth.
- To impart knowledge of various aspects in Growth Strategies.
- To elucidate various aspects in Entrepreneurial Market Development Strategies.
- To elaborate on the Entrepreneurial Marketing Tools.

Course Outcome: Students will be able to:

- Understand Marketing mix of an enterprise.
- Learn the Growth and marketing strategies.
- Learn Market Development strategies.
- Understand entrepreneurial communication.
- Understand the importance of entrepreneurial marketing.

Unit – I: Introduction to Entrepreneurial Marketing: Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying Entrepreneurial Marketing Opportunities, Market Research, Demand Forecasting.

Unit – II: Enterprise Growth: Concept of Enterprise Growth, Forms, Types, Structures of Organizational Growth, Gazelles and Mice, Growth Objectives, Operative and Strategic Targets, Growth Analysis, Portfolio Analysis, ERRC Grid, SWOT Analysis, and Raising Entrepreneurial Finance.

Unit – III: Growth Strategies and Models: Growth Strategies: Concept and Forms, Internal, External and Co-operative Growth strategies. Growth Models: Lifecycle and Phase Model, Integrated Lifecycle Model (Evolutionary), Greiner's Growth Model (Revolutionary), and Complexity Management (Process) Model.

Unit – IV: Entrepreneurial Market Development Strategies: Positioning, Segmentation, Targeting, Entrepreneurial Communication Strategy, Entrepreneurial Pricing Strategy, Entrepreneurial Distribution Strategy, Building Customer Relationships, Marketing Plans.

Unit – V: Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free-ride Marketing., Tools of Entrepreneurial Marketing: Buzz, social media, Viral Marketing.

Suggested Readings:

- Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
- Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
- Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies with Growth Ambitions, Garant Publishers, 2011.
- Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
- Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing Global Perspectives, Emerald Group Publishing, 2013.
- Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
240EPE24: FAMILY BUSINESS MANAGEMENT

MBA II Year II Sem

**ELECTIVE SUBJECT FOR
ENTREPRENEURSHIP**

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Course Objective:

- To highlight the importance of Startup and MSME Management.
- To elucidate how companies identify its requirements.
- To impart knowledge on various legal aspects in startup management.
- To elaborate on various aspects to evaluate entrepreneurial performance
- To elucidate various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- Understand various Startup opportunities.
- Learn Business Startup, Ideation, and Venture Choices.
- Learn Legal and other requirements for new ventures.
- Learn Problems of entrepreneurs.
- Understand Forms of Financial support.

Unit – I: Introduction to Family Business: Family Business as a Unique Synthesis, Succession and Continuity: The Three-generation Rule, Building Family Businesses that last. The Systems Theory Model of Family Business, Agency Theory of Family Business, The Stewardship Perspective of Family Business, Competitive Challenges and Competitive Advantages of Family Businesses. The role of Genograms and Family Messages to understand the Family System. Family Emotional Intelligence, The ECI-U Model.

Unit – II: Ownership Challenges and Family Governance: Shareholder Priorities, Managers vs Owners, Responsibilities of Shareholders to the Company, Effective Governance of the Shareholder, Firm Relationship, Family Governance: Structure, Challenges to Family Governance, Managing the Challenges of Succession. Enterprise Sustainability: Twelve Elements of Strategic-Fit and its Implications on Family Firms.

Unit – III: Successor Development: Characteristics of Next Generation Leaders, Next Generation Attributes, Interests and Abilities for Responsible Leadership. Next Generation Personalities, Managing Interdependence. CEO as an Architect of Succession and Continuity, Types of CEOs, Spouse and the Transfer of Power.

Unit – IV: Strategic Planning and Transgenerational Entrepreneurship: Life Cycle Stages Influencing Family Business Strategy, Turning Core Competencies into Competitive Advantage. The Unique Vision of Family-controlled Businesses, Strategic Regeneration, The Business Rejuvenation Matrix and Intrapreneurship.

Unit – V: The Future of Family Business: New Leaders of the Evolution, Three States of Evolution, Continuity and Culture, Changing the Culture, The Change Formula, Organization Development Approaches to Change, Commitment Planning, Organic Competencies and Business's Future, thriving through Competition, Institutionalizing the Change.

Suggested Readings:

- Rajiv G. Agarwal, Family Business Management, Sage Publications, 1e, 2022.
- Ernesto J. Poza, Mary S. Daughterty, Family Business, Cengage Learning, 4e, 2020.
- Carole Howorth, Nick Robinson, Family Business, Routledge, 1e, 2020.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 1e, 2010.
- Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Business over 100 years, Springer, 2015. p: Exploring Growth and Performance in

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**MBA II Year II Sem****240EPW02: PROJECT WORK & VIVA-VOCE**

L T P C 1 6 5

THE FINAL PROJECT IS DIVIDED IN TO STAGE-I, STAGE-II AND MAIN PROJECT REPORT AND VIVA.

Course Aim:

- Aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

Learning Outcome:

- After following the three stages mentioned below for doing project work students should be able to:
 1. Develop research design for their topic of research.
 2. Understand the data requirements and collect data relevant for their research.
 3. Analyse data and interpret results.

Stage-I: RESEARCH METHODOLOGY (Chapter I of the Main Report)

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing STAGE I of the project Topic.

Chapter I: Brief Introduction: Review of literature: Research Gaps: Research Questions: Objectives of the study: Hypotheses: Scope of the study: Period of the study: Sample: Data Collection: Primary Data: Secondary Data:

Stage-II: STATISTICAL ANALYSIS (Chapter II of the main report) **Approach:** Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools using Excel, SPSS, MINI TAB, or R and make a Seminar Presentation. This will be the CHAPTER II: Data Analysis of the main report.

Stage III: MAIN PROJECT REPORT AND VIVA (Chapter III of the Main Report).

In addition to the above two stages the students should write the third chapter on Data Interpretation, Conclusion & Suggestions and submit the final report by including the following.

REFERENCES:

Appendix I: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.

NOTE: FACULTY SHOULD ADVISE STUDENTS TO GIVE ONLY REFERENCES TO THE WEBSITES AND JOURNALS AND NOT TO DIRECTLY DOWNLOAD IN THE PROJECT REPORT. MAXIMUM 30% CAN BE DOWNLOADED AND REST SHOULD BE ORIGINAL.

After the submission of the report by consolidating the work done in stage 1, 2 and 3, an external viva will be held by the College to give the grade and marks as per the guidelines.