

POST GRADUATE PROGRAMME

MASTER OF BUSINESS ADMINISTRATION

COURSE STRUCTURE & SYLLABUS

(Batches admitted from the Academic Year 2020 -2021)



MALLA REDDY ENGINEERING COLLEGE FOR WOMEN

(Autonomous Institution-UGC, Govt. of India)

Accredited by NBA & NAAC with 'A' Grade, UGC, Govt. of India

NIRF Indian Ranking-2020, Accepted by MHRD, Govt. of India

Band Excellent- National Ranking by ARIIA, MHRD, Govt. of India

Affiliated to JNTUH, Approved by AICTE, ISO 9001:2015 Certified Institution, 2nd Rank CSR,

AAAA+ Rated by Digital Learning Magazine, AAA+ Rated by Careers 360 Magazine

Platinum Rated by AICTE-CII Survey, National Ranking-Top 100 Rank band by Outlook,

National Ranking-Top 100 Rank band by Times News Magazine,

141 Natinal Ranking by India Today Magazing

Maisammaguda, Dhullapally, Secunderabad, Kompally-500100

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN

AUTONOMOUS INSTITUTION, UGC, Govt. of India.

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NIRF Indian Ranking 2018, Accepted by MHRD Govt. of India

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	200ECC01	Management and Organizational Behavior	3	1	0	4	30	70
2	200ECC02	Business Economics	3	1	0	4	30	70
3	200ECC03	Financial Accounting & Analysis	3	1	0	4	30	70
4	200ECC04	Research Methodology Statistical Analysis	3	1	0	4	30	70
5	200ECC05	Business Law and Ethics	3	1	0	4	30	70
6	200ECC06	Entrepreneurship	3	1	0	4	30	70
7		OPEN ELECTIVE-I	3	0	0	3	30	70
	200EOE01	Business Best Practices-Case						
	200EOE02	Study Project Management						
	200EOE03	Technology Management						
	200EOE04	Rural Marketing						
8	200ECCL1	Business Communication Lab	0	0	3	2	100	-
		TOTAL	18	5	6	27	380	420

I Year – II Semester (II Semester)

S.NO	SUBJECT CODE	SUBJECT	L	T	P	C	Max. Marks	
							INT	EXT
1	200ECC07	Human Resource Management	3	1	0	4	30	70
2	200ECC08	Marketing Management	3	1	0	4	30	70
3	200ECC09	Financial Management	3	1	0	4	30	70
4	200ECC10	Quantitative Analysis for Business Decisions	3	1	0	4	30	70
5	200ECC11	Data Analytics	3	1	0	4	30	70
6	200ECCL2	Statistical Data Analysis Lab	0	0	3	2	100	-
7		OPEN ELECTIVE-II	3	0	0	3	30	70
	200EOE05	Total Quality Management						
	200EOE06	Corporate Governance						
	200EOE07	International Business						
	200EOE08	Innovative Entrepreneurship-Case Study						
		TOTAL	21	6	0	27	210	490

II Year – I Semester (III Semester)

S.NO	SUBJECT CODE	SUBJECT	L	T	P	C	Max. Marks	
							INT	INT
1	200ECC12	Production & Operations Management	3	1	0	4	30	70
2	200ECC13	Management Information System	3	1	0	4	30	70
3	200ECC14	Supply Chain Management	3	1	0	4	30	70
4	200ESI01	Summer Internship	0	0	3	2	100	-
5		CORE ELECTIVE-I	3	1	0	4	30	70
	200EPE01	Digital Marketing						
	200EPE07	Security Analysis and Portfolio Management						
	200EPE13	Performance Management Systems						
	200EPE19	Start up Management						
6		CORE ELECTIVE-II	3	1	0	4	30	70
	200EPE02	Advertising and Sales Management						
	200EPE08	Financial Institutions, Markets & Services						
	200EPE14	Learning & Development						
	200EPE20	Entrepreneurial Finance						
7		CORE ELECTIVE-III	3	1	0	4	30	70
	200EPE03	Consumer Behavior						
	200EPE09	Strategic Management Accounting						
	200EPE15	Leadership & Change Management						
	200EPE21	Entrepreneurial Marketing						
		TOTAL	18	6	3	26	280	420

II Year – II Semester (IV Semester)

S.NO	SUBJECT CODE	SUBJECT	L	T	P	C	Max. Marks	
							INT	EXT
1	200ECC15	Strategic Management	3	1	0	4	30	70
2		CORE ELECTIVE-IV	3	1	0	4	30	70
	200EPE04	Customer Relationship Management						
	200EPE10	International Financial Management						
	200EPE16	Cross Culture Management						
3	200EPE22	Creativity Innovation and Entrepreneurship	3	1	0	4	30	70
		CORE ELECTIVE-V						
	200EPE05	Marketing of Services						
	200EPE11	Strategic Investment and Financing Decisions						
4	200EPE17	Employee Relations Management	3	1	0	4	30	70
	200EPE23	Intellectual Property Rights						
		CORE ELECTIVE-VI						
	200EPE06	Sales & Distribution Management						
5	200EPE12	Financial Derivatives	3	1	0	4	30	70
	200EPE18	Talent & Knowledge Management						
	200EPE24	E-Business						
6	200EPW01	Pre Submission of Project Work	0	1	1	1	100	-
6	200EPW02	Main Project & Comprehensive Viva-Voce	0	1	6	5	-	100
TOTAL			12	6	7	22	220	380
GRAND TOTAL			69	23	16	102	1090	1710

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
200EPE01	Digital Marketing	4
200EPE02	Advertising and Sales Management	4
200EPE03	Consumer Behavior	4
200EPE04	Customer Relationship Management	4
200EPE05	Marketing of Services	4
200EPE06	Sales & Distribution Management	4

Course Code	FINANCE	Credits
200EPE07	Security Analysis and Portfolio Management	4
200EPE08	Financial Institutions, Markets & Services	4
200EPE09	Strategic Management Accounting	4
200EPE10	International Financial Management	4
200EPE11	Strategic Investment and Financing Decisions	4
200EPE12	Financial Derivatives	4

Course Code	HUMAN RESOURCE	Credits
200EPE13	Performance Management Systems	4
200EPE14	Learning & Development	4
200EPE15	Leadership and Change Management	4
200EPE16	Cross Culture Management	4
200EPE17	Employee Relations Management	4
200EPE18	Talent & Knowledge Management	4

Course Code	ENTREPRENEURSHIP	Credits
200EPE19	Start up Management	4
200EPE20	Entrepreneurial Finance	4
200EPE21	Entrepreneurial Marketing	4
200EPE22	Creativity Innovation and Entrepreneurship	4
200EPE23	Intellectual Property Rights	4
200EPE24	E-Business	4

Semester	I-I	I-II	II-I	II-II	TOTAL
Credits	27	27	26	22	102

TOTAL Credits: 102

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200ECC01: MANAGEMENT & ORGANIZATIONAL BEHAVIOR

MBA I Year I Sem

L T P C

3 1 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
200ECC02: BUSINESS ECONOMICS

MBA I Year I Sem

L T P C

3 1 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 (b) 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 Isocosts, 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. Pricing Practices- Price Discrimination-Pricing Strategies- Pricing Over Product Life Cycle- Break Even Analysis.

UNIT- V: Introduction to Business 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. 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.

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6. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200ECC03: FINANCIAL ACCOUNTING AND ANALYSIS****MBA I Year I Sem****L T P C****3 1 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
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
200ECC04: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

MBA I Year I Sem

L T P C

3 1 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
200ECC05: BUSINESS LAW AND ETHICS

MBA I Year I Sem

L T P C
3 1 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) Importance of Ethics in Business c) Cyber Crime and Legal Aspects.

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:

Business Ethics: The Changing Environment: Business Ethics-why does it matter? ; Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and trained? stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics.

UNIT – V:

Cyber Crime: The Legal Landscape - Need for cyber laws in the Indian context - The Indian IT Act-challenges to Indian Law and cyber crime scenario in Indian – issues and Challenges in Cyber Crime.

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. Nina Godbole & Sunit Belapure, Cyber Security, Wiley India, 2012

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200ECC06: ENTREPRENEURSHIP

MBA I Year I Sem**L T P C****3 1 0 4**

Course Objective: To make students understand the Entrepreneurial process and also inspire them to be Entrepreneurs.

Course Outcomes: Students will be able to understand a) mindset of the entrepreneurs, b) identify ventures for launching, c) develop an idea on the legal framework and d) strategic perspectives in entrepreneurship.

UNIT - I: Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.

UNIT - II: The individual entrepreneurial mind-set and Personality- The entrepreneurial journey-Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies. Corporate Entrepreneurial Mindset, the nature of corporate entrepreneur-conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

UNIT - III: Launching Entrepreneurial Ventures - opportunities identification- Finding gaps in the market place – techniques for generating ideas- entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures-Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages of Franchising.

UNIT - IV: Legal challenges of Entrepreneurship - Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

UNIT - V: 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.

Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

Suggested Readings:

1. D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
2. Bruce R. Barringer/ R.Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015. S.S.Khanka, Entrepreneurship Development, S. Chand

Publications, 2015.

3. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
4. Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012.
5. Nandan .H, Fundamentals of Entrepreneurship, PHI, 2013

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EOE01 OPEN ELECTIVE-I: BUSINESS BEST PRACTICES-CASE STUDY

MBA I Year I Sem

L T P C
3 0 0 3

Course Aim:

- ☐ To enable students to understand the best practices followed by the organizations.

Learning Outcome:

- ☐ By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices.
- ☐ By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next practices.

The students may choose any of the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model (Level 5)
7. Performance Management System
8. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

Report: A report of the best practice must be prepared with the help of the information available in the open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EOE02: OPEN ELECTIVE - I: PROJECT MANAGEMENT

MBA I Year I Sem

L T P C
3 0 0 3

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
200EOE03: 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**200EOE04: 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 Pearson Education, 2016.
3. Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.
4. Sanal Kumar Velayudhan, Rural Marketing, 2e Sage publications, 2012.
5. T P Gopalaswamy, Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications, 2016.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200ECCL1: 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 Learning India. 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, PHI, 2011.
Elevate english , Mc Graw Hill, www.ellevateenglish.com

II SEM

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200ECC07: HUMAN RESOURCE MANAGEMENT

MBA I Year II Sem

L T P C
3 1 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
200ECC08: MARKETING MANAGEMENT

MBA I Year II Sem

L T P C

3 1 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, 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**200ECC09: FINANCIAL MANAGEMENT****MBA I Year II Sem****L T P C****3 1 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
200ECC10: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

MBA I Year II Sem

L T P C

3 1 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
200ECCL2 : 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**200ECC11 : DATA ANALYTICS****MBA I Year II Sem****L T P C****3 1 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:

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

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EOE05: 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
200EOE06: 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**200EOE07: INTERNATIONAL BUSINESS (OPEN ELECTIVE - II)****MBA I Year II Sem****L T P C****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 Ehud 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

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN

200EOE08 : INNOVATIVE ENTREPRENEURSHIP-CASE STUDY(OPEN ELECTIVE - II)**MBA I Year II Sem**

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Course Aim:

- ☐ To understand how entrepreneurs are becoming successful. This is to inspire students to become job providers rather than job seekers.

Learning Outcome:

- ☐ After doing field visit to any small or big organization and after interacting with the entrepreneur and others in the organization, the students should be able to understand:
 1. How to start a company?
 2. How to choose the product and estimate demand for the product.
 3. The problems of procurement of raw materials.
 4. The marketing, HR and finance problems of the entrepreneur.
 5. Growth alternatives available to the entrepreneur.

REPORT: A brief report of the understanding and observation should be submitted and presented in the class.

REFERENCES:

- ☐ Raj Shankar, Entrepreneurship Theory and Practice, TMH.
- ☐ A G Krishnamurthy, Dhirubhaism, TMH.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200ECC12: PRODUCTION AND OPERATIONS MANAGEMENT****MBA II Year I Sem****L T P C****3 1 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
200ECC13: MANAGEMENT INFORMATION SYSTEM

MBA II Year I Sem**L T P C****3 1 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.
5. Cyber Security, Nina Godbole & Sunit Belapure, Wiley India, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200ECC14: SUPPLY CHAIN MANAGEMENT****MBA II Year I Sem****L T P C****3 1 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 Altekari: 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
200ESIO1 : 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
200ECC15: STRATEGIC MANAGEMENT**MBA II Year II Sem****L T P C**
3 1 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**200EPE01: DIGITAL MARKETING****MBA II Year I Sem****ELECTIVE SUBJECT FOR MARKETING****L T P C****3 1 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.

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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**200EPE02: ADVERTISING AND SALES MANAGEMENT****MBA II Year I Sem ELECTIVE SUBJECT FOR MARKETING****L T P C****3 1 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:

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

UNIT – II:

Advertising Media: Types of Media – Print, Electronic, 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**200EPE03: CONSUMER BEHAVIOR****MBA II Year I Sem ELECTIVE SUBJECT FOR MARKETING****L T P C****3 1 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 Behaviour: Defining consumer behaviour, need for Consumer Behaviour, Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

UNIT - II:

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

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**200EPE04: CUSTOMER RELATIONSHIP MANAGEMENT****MBA II Year II Sem****ELECTIVE SUBJECT FOR MARKETING****L T P C****3 1 0 4**

Course Objective: To understand the importance of Customer Relationship Management in Business.

Course Outcome: Students will be able to understand

- a) need of CRM
- b) building customer relations
- c) CRM process
- d) CRM structures
- e) Planning and Implementation of CRM.

UNIT - I

Introduction to CRM: Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues & Problems

UNIT - II

Building Customer Relations: Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's -Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM.

UNIT - III

CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.

UNIT - IV

CRM Structures: Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – G-SPOT Model, KOEL's Model, WebQual Audit Model, ONYX Model - CRM road map for business applications.

UNIT - V

CRM Planning and Implementation: Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM –Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and advantages of e CRM, Functional Components of e CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Suggested Readings:

- 1.G. Shainesh, Jagdish, N.Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan 2005.
- 2.Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
- 3.Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books, 2011. Zikmund, Customer Relationship Management, Wiley 2012.
- 4.Paul Greenberg, CRM at the speed of light, 4e, TMH, 2009.
- 5.Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd, 2008.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EPE05 : MARKETING OF SERVICES

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

3 1 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 Servicescape – Designing Servicescapes.

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
200EPE06 : SALES AND DISTRIBUTION MANAGEMENT

MBA II Year II Sem ELECTIVE SUBJECT FOR MARKETING

L T P C

3 1 0 4

Course Aim: The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manages channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

Course Objectives: The Students will learn Sales process, types of selling, selling strategies and distinctions between selling & marketing. The concept of sales planning and budgeting. The concept of management of sales force About distribution channels, types and factors influencing different types of channels. Design & Selection of channels and Motivating & Training Channel Members. Channel Information System and Global Distribution Channels problems.

Unit-I: Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process. Case: Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still page no 104,105) & Case: United air flow manufacturer of household appliances sales persons' job. (Richard R.Still page no 115 to 118)

Unit-II: Sales Planning and Budgeting: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

Case: Augsberg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605) & Case: Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

Unit-III: Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

Case: 1 Adjusting Compensation Plan to Motivate Sales Representatives (K.Sridhara Batt, page no 576 to 577) & Case: 2 Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)

Unit-IV: Introduction to Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements.

Case: 1 Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620) & Case:2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

Unit-V: Managing Channel Institutions Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts,

Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management.

Case: 1 Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, Vasant page no 461)

Case: 2 Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719)

Suggested References:

1. Krishna K Havaladar, Vasant M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.
2. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011
3. Tapan K. Panda, Sunil Sahadev Sales and Distribution Management, 2nd edition Oxford.
4. S.L. Gupta, M.K. Rampal, Cases in Sales and Distribution Management, HPH, 2009.
5. K. Sridhara Bhat, Sales and Distribution Management, 1st, HPH, 2011.
6. S.A. Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 201

200EPE07 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

MBA II Year I Sem

ELECTIVE SUBJECT FOR FINANCE

L T P C

3 1 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. **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
200EPE08 : FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

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

Course Objective: To give an understanding about Indian Financial system with respect to Markets, Institutions, and Services.

Learning Outcome: Students will be able to understand a) Introduction to Indian Financial system
b) Banking and Non Banking Institutions c) Financial and Securities markets d) Fund and Fee based services

UNIT – I:

Introduction: The structure of Indian financial system; Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development ; Financial Sector reforms after 1991 –Recent Developments of Indian Financial System. Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs .

UNIT - II:

Banking and Non Banking Institutions: Commercial banks – Growth and structure of commercial Banks- competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations- e-banking- Risk Management in Banking.Co-operative banks- Features, Structure and Growth, Government initiatives to strengthen the co-operative banks. Non-banking financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation.The Role of AMFI. Insurance Companies – Structure and Investment Pattern of Public and Private Sector insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector in India.

UNIT - III:

Financial and Securities Markets: Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets.Role and functions of Clearing Corporation of India Ltd.

UNIT - IV:

Asset /Fund Based Financial Services – Lease Finance- Conceptual and Regulatory Framework,

Classification and Financial leasing, Hire Purchase and Consumer Credit , Factoring and Forfeiting , Housing finance, Venture capital financing.

UNIT - V:

Fee-based / Advisory services: Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL

Suggested Readings:

1. L. M. Bhole: Financial Institutions and Markets, TMH, 2012.
2. M. Y. Khan: Financial Services, TMH, 2012.
3. S. Gurusamy: Financial Services and System, Cengage, 2012
4. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
5. Frank. J. Fabozzi& Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EPE09 : STRATEGIC MANAGEMENT ACCOUNTING**MBA II Year I Sem ELECTIVE SUBJECT FOR FINANCE L T P C**

3 1 0 4

Course Objective: To understand the components of product cost, their calculation methods, and their control.

Course Outcome: Students will be able to understand a) Fundamentals of Management accounting and Cost accounting b) Cost analysis c) Marginal costing d) Budget and Budgetary controls.

UNIT - I

Introduction to Management Accounting, Cost analysis and Control: Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, 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. Activity based costing.

UNIT - II:

Costing for Specific Industries: 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.

UNIT - III:

Marginal Costing I: Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

UNIT - IV:

Marginal Costing II: Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

UNIT - V:

Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit.
Standard Costing: 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, Labor variance and Sales variance.

Suggested Readings:

1. Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012
2. S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
3. M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
4. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
5. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
6. Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200EPE10 : INTERNATIONAL FINANCIAL MANAGEMENT****MBA II Year II Sem ELECTIVE SUBJECT FOR FINANCE****L T P C****3 1 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
200EPE11 : STRATEGIC INVESTMENT AND FINANCING DECISIONS

MBA II Year II Sem ELECTIVE SUBJECT FOR FINANCE L T P C
3 1 0 4

Course Objective: To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization.

Course Outcome: Students will be able to understand a) Investment Decisions in Risk and uncertainty b) Strategic investment decisions c) Investment Appraisal Techniques d) Financing Decisions

UNIT - I:

Investment decisions under conditions of Risk and uncertainty: Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects.

UNIT - II:

Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

UNIT - III:

Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

UNIT - IV:

Strategic Analysis of selected investment decisions: Lease Financing, Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

UNIT - V:

Financing Decisions: Mergers and Acquisitions - need, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases.

Suggested Readings:

1. Ravi M Kishore “Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012
3. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
4. M. Pandey: Financial Management, Vikas 2012.
5. Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
6. Brigham MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EPE12 : FINANCIAL DERIVATIVES

MBA II Year II Sem ELECTIVE SUBJECT FOR FINANCE

L T P C
3 1 0 4

Course Objective: To give an understanding about the derivatives in stock, commodity and Forex markets.

Learning Outcome: The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc

Unit-I

Introduction to Derivatives – Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

Unit-II

Future and Forward Market - Structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

Unit-III

Options – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model. Basic Option Strategies, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

Unit-IV

Commodity Market Derivatives - Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer: M.Ranganatham&R.Madhumathi)

Unit-V

Swaps – Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

Suggested Readings:

1. John C Hull: Options, Futures and other derivatives, Pearson, 2012.

2. Robert A Strong: Derivatives – An Introduction, Thomson, 2012
3. Gupta: Financial Derivatives, PHI 2012
4. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
5. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200EPE13 : PERFORMANCE MANAGEMENT SYSTEMS**

MBA II Year I Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES L T P C
3 1 0 4

Course Objective: To understand about performance management and reward system and communicating to enhance employee performance.

Course Outcome: Students will be able to understand a) Significance of Performance Management b) Communication of Performance Management c) Performance Management and Development of Employees d) Reward System, e) other performance related concepts.

UNIT - I:

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

UNIT - II:

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

UNIT - III:

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

UNIT - IV:

Reward Systems and Legal Issues: Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management.

UNIT - V:

Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis, High Performance Work Teams, Steps for Building High Performance Work Teams, Reward Practices in World- Class Organizations.

Suggested Readings:

1. SoumendraNarianBagchi, Performance Management, 2e, Cengage Learning 2013.
2. Herman Aguinis, Performance management, 3e, Pearson, 2014.
3. A S Kohli, T. Deb, Performance Management, Oxford Higher Education, 2012.
4. PremChadha, Performance Management, Macmillan, 2012.
5. Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2010.
6. Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EPE14: LEARNING & DEVELOPMENT**MBA II Year I Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES****L T P C**
3 1 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**200EPE15 : LEADERSHIP AND CHANGE MANAGEMENT**

MBA II Year I Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES L T P C
3 1 0 4

Course Objective: To understand the concept of Learning with emphasis on training and Development and its role
Course Objective: To understand leadership traits, styles and theories to manage change in the organization.
Course Outcomes: Students will be able to understand a) Leadership, Role and function of a Leader b) Leadership theories and styles c) Organizational change concepts d) Perspectives of change e) Strategies for Managing change

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 behaviors and attitudes – Leadership and power, Definition, Components of Leadership, trait approach to leadership, strengths, criticisms, applications, Skills approach to leadership-Ohio state studies, Michigan studies, Blake and Mouton's Leadership Grid, strengths, criticisms, applications.

UNIT - II:

Leadership Theories and styles : Contingency theories of Leadership- Fiedler's Contingency Model, The path-Goal Theory, The Hersey - Blanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

UNIT - III:

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change. Impact of change on organizations - Resistance to change. Types of change, Perspectives on change - Contingency Perspective - Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

UNIT - IV:

Organizational Structure, Models of Structure, Influences on structure, Organizational structure, and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Management and leadership, Leadership in times of change.

UNIT - V:

Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises. Organizational Development, The OD process,

OD-an action –research based model of change, Factors for effective change – Demographic changes, Developing Leadership Skills.

Suggested Readings:

1. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
2. Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 2011.
3. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010
4. Mark Hughes, Managing Change, Universities Press, 2011.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200EPE16 : CROSS CULTURE MANAGEMENT****MBA II Year II Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES****L T P C****3 1 0 4**

Course Objectives : The objective of the course is to help students to construct their own coherent, individual perspective of the substance and increase their cultural awareness. It focuses on interpersonal approaches between people of different cultures in work settings as opposed to a country specific approach.

Course Outcomes:

The students are able to understand the significance of cross-cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment. To know the international management practices and how organizational and national culture impacts upon them: work, motivation, performance appraisal, leadership, cross-cultural communication and decision-making, negotiation and trust, conflict and dispute resolution and corporate social responsibility.

Unit-I: Introduction

Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

Unit-II: Cultural Dimensions and Dilemmas

Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

Unit-III: Culture and Organizations

Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

Unit-IV: Culture and Communications

Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

Unit-V: Cross Cultural Team Management

Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

Suggested Readings:

1. Marie-joelle Browaeys and Roger Price: Understanding CCM, Pearson.
2. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications.
3. Nigel Holdon, CCM: Knowledge Management Perspective, Pentice Hall.
4. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell.
6. Jerome Dumetz -Cross-cultural management REFERENCES: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EPE17 : EMPLOYEE RELATIONS MANAGEMENT (ERM)

MBA II Year II Sem ELECTIVE SUBJECTS FOR HUMAN RESOURCES

L T P C
3 1 0 4

Course Objective: The aim of the course is to enable HR elective students develop awareness towards employee relations. The students will understand how to deal with legal problems emanating from employer and employee relations in organizations.

Learning Outcome: The student understands the Employee & Employer relations, its importance in HR and various Labour Laws like Factories Act, Wage and Bonus Act and Dispute Preventive and Corrective Mechanisms. They will also understand the role of Trade Unions, Settlement of disputes, Collective Bargaining, Wage Policy.

Unit: 1 Introduction to Employee Relations Management (ERM): Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management

Unit: 2 Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organisation, Strategy and Employment Policies, Future Challenges, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages, the Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys

Unit:3 Organizational Aspects in Employee Relations Management: Introduction, Organisational Commitment and Engagement, How Organisations Work, Organisational Culture, Conflicts in Organisations .Behavioural Aspects in Employee Relations Management: Introduction, Motivation, Leadership, Communication, Decision Making, Power and Authority

Unit:4 Human Resource Information System (HRIS): Introduction, Overview of Human Resource Information Systems, Importance of Human Resource Information Systems, Features of Human Resource Information Systems, Common Applications of Human Resource Information Systems
Organizational discipline: Introduction, Overview of Organizational Discipline, Types of Organisational Discipline, Types of Disciplinary Problems, Disciplinary Procedure

Unit:5 Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organisation, Organisational Justice, Organisational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organisational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession

Suggested Readings:

1. Mamoria, Mamoria, Gankar “ Employee Relations” Himalaya Publishing House.2014.
2. C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers
3. 15th edition, 2012.
4. Padhi “ Employee and Employer Relations” PHI, 2012

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200EPE18 : TALENT AND KNOWLEDGE MANAGEMENT****MBA II Year II Sem ELECTIVE SUBJECT FOR HUMAN RESOURCES****L T P C****3 1 0 4**

Course Objective: To understand the importance of nurturing talent and managing knowledge in the organization.

Course Outcomes: Students will be able to understand a) Talent Management Process b) Succession and career planning approaches c) Knowledge management aspects d) Knowledge management assessment and solutions

UNIT – I:

Talent Management: Meaning, importance, Evolution, Talent Management System, Talent Reservoir– Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, Potential Forecast.

UNIT – II:

Succession and Career Planning: Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action-Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies.

UNIT – III:

Knowledge Management: Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

UNIT – IV:

Nature of Knowledge: Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

UNIT – V:

Knowledge Management Solutions: Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl's Seven Schools of Knowledge Management, Alversson and Karreman's knowledge management, Knowledge Management Infrastructure, Organizational Impacts of

Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

Suggested Readings:

1. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008
2. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson, 2009
3. Sudhir Warier, Knowledge Management, Vikas, 2004.
4. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
5. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley, 2010.
6. Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200EPE19 : STARTUP MANAGEMENT****MBA II Year I Sem****ELECTIVE SUBJECT FOR ENTREPRENEURSHIP****L T P C****3 1 0 4**

Course Objective: To understand New venture creation opportunities, its resources, and requirements for Enterprise Startup.

Course Outcomes: Students will be able to understand a) Startup opportunities b) Legal and other requirements for new ventures c) Financial Issues of startups d) Sustainability and growth of startups e) Exit strategies

UNIT - I:

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

UNIT - II:

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

UNIT - III:

Startup Financial Issues: Feasibility Analysis - The cost and process of raising capital - Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

UNIT - IV:

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

UNIT - V:

Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

Suggested Readings:

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.

2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200EPE20 : ENTREPRENEURIAL FINANCE****MBA II Year I Sem ELECTIVE SUBJECT FOR ENTREPRENEURSHIP****L T P C****3 1 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:

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

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200EPE21 : ENTREPRENEURIAL MARKETING****MBA II Year I Sem ELECTIVE SUBJECT FOR ENTREPRENEURSHIP****L T P C
3 1 0 4**

Course Objective: To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

Course Outcomes: Students will be able to understand

- a) Marketing mix of an enterprise
- b) Growth and marketing strategies
- c) Market Development strategies
- d) Contemporary issues in 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 - Life-cycle and Phase model, integrated life-cycle 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:

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

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN
200EPE22 : CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

MBA II Year II Sem ELECTIVE SUBJECT FOR ENTREPRENEURSHIP

L T P C
3 1 0 4

Course Objective: To understand the creativity and innovations management aspects in an enterprise.

Course Outcome: Students will be able to understand

- a) basics of Creativity
- b) Creative Problem solving
- c) Creative Intelligence
- d) Perspectives of 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 Creativity 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 for 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:

1. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
3. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
4. A. Dale Timpe, Creativity, Jaic Publishing House 2003.
5. Brian Clegg, Paul Birch, Creativity, Kogan Page 2009.
6. P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009

MALLA REDDY ENGINEERING COLLEGE FOR WOMEN**200EPE23 : INTELLECTUAL PROPERTY RIGHTS****MBA II Year II Sem****ELECTIVE SUBJECT FOR ENTREPRENEURSHIP****L T P C****3 1 0 4**

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**200EPE24 : E- BUSINESS****MBA II Year II Sem****ELECTIVE SUBJECT FOR ENTREPRENEURSHIP****L T P C****3 1 0 4**

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**MBA II Year II Sem****180EPW02: 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.