



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA001: PRINCIPLES OF MANAGEMENT

L	T	P	C
3	1	0	4

I Semester: MBA

PREREQUISITES: NIL

COURSE OBJECTIVE

- To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.

COURSE OUTCOMES

The course should enable the students to understand :

- Evolution of Management and contribution of Management thinkers
- the relevance of environmental scanning, planning and to take decisions,
- Organizing and controlling
- Individual and group Behavior
- v) Leadership and Motivation.

UNIT-I HISTORY OF 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 ,DECISION MAKING 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 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, MOTIVATION AND ORGANIZATIONAL STRUCTURE

Leadership traits, Leadership styles, Leadership theories, Power and Politics.

Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theories of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory. Latest Amendments in Principles of Management.

Reference Books:



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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1. Richard L. Daft, "New Era of Management", Cengage Learning, 11th Edition, 2017.
2. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, "Organizational Behaviour", Sage Publications, 10th Edition 2015.
3. Laurie J. Mullins, "Management, and Organizational Behavior", Pearson Publications, 9th Edition 2012.
4. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16th Edition, 2017.
5. Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw hill, 8th Edition 2011.
6. 6 Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill, 2011.

E-Resources:

1. <http://www.ebooks directory.com>
2. <http://Campus guides.lib.utah.edu>
3. <http://www.bookboon.com>
4. <http://www.freemagagement.com>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA002: FINANCIAL ACCOUNTING AND ANALYSIS	L	T	P	C
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I Semester: MBA**COURSE OBJECTIVE**

- To prepare, analyze, interpret the financial statements for business decision making.

COURSE OUTCOMES**The course should enable the students to understand:**

- Principles of Accounting, Accounting Process
- Inventory Valuation
- Preparation, Analysis and Interpretation of Financial Statements.
- To analyze financial statements through funds flow and cash flow statements
- v) To analyze financial statements through various Ratios.

UNIT-I INTRODUCTION TO ACCOUNTING

Definitions, meaning, Importance, limitations, objectives, functions of financial accounting and classification of accounts, principles of accounts, accounting concepts and conventions, the generally accepted accounting principles (GAAP), their implications on accounting system; advantages and limitations of double entry system, accounting cycle.

UNIT-II THE ACCOUNTING PROCESS

Books of original record: journal and subsidiary books, ledger, trial balance, classification of capital and revenue expenses, final accounts with adjustments: Methods of depreciation: Meaning, definitions, causes of depreciation, methods of depreciation like fixed installment method, diminishing balance method, annuity method and depreciation fund method (simple problems).

UNIT-III INVENTORY VALUATION

Meaning, objectives of inventory valuation, methods, merits and demerits of inventory valuation methods like FIFO method, LIFO method, weighted average method, simple average method (problems).

Issue of shares: entries for issue of shares at par, issue of shares at discount and premium, calls in arrears, forfeiture of shares, reissue of forfeiture of shares (problems).

UNIT-IV FINANCIAL ANALYSIS

Meaning, definitions, significance, limitations of funds flow and cash flow statements, Statement showing changes in working capital, funds from operations, distinction between funds flow and cash flow statements, funds flow and income statement, funds flow and balance sheet, cash profits and book profits; preparation and analysis of funds flow statement and cash flow statement (problems).

UNIT-V FINANCIAL STATEMENTS AND RATIO ANALYSIS

Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements; meaning, definitions, significance and limitations of ratio analysis; types of ratios like liquidity, leverage, solvency and profitability ratios (problems), du pont chart, accounting standards issued by the institute of chartered accounts of India (ICAI.). Latest Amendments in Financial Accounting

Text Books:



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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1. S.P.Jain and K.L.Narang, "Financial Accounting" Kalyani Publishers, 10th Revised Edition, 2010.
2. S.P.Jain and K.L.Narang, "Cost & Management Accounting", Kalyani Publishers, 10th Revised Edition, 2010.
3. Shashi.K.Gupta and R.K.Sharma, "Advanced Management Accounting" Kalayani publishers, 2nd Revised Edition, 2003.
4. S.N.Maheswari, "Financial Accounting", IBH Publications, 7th Edition, 2015.
5. Tulsian P.C., "Financial Accounting", Pearson Education, Revised 1st Edition, 2013.
6. 6 Ashish K. Bhattacharya, Financial Accounting & Analysis, PHI, 2012.

E- Resources:

1. http://www.koledza.lv/best/download/biblioteka/Financial_Accounting.pdf
2. http://www.tutorialspoint.com/accounting_basics/accounting_basics_tutorial.pdf
3. <http://www.free-management-ebooks.com/skills-finance.html>
4. <http://www.amazon.com/Financial-Reporting-Analysis-Lawrence-Revsine-book/dp/B005KLBRDS>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA003: BUSINESS ECONOMICS	L	T	P	C
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I Semester: MBA**COURSE OBJECTIVE**

- To understand the Business, impact of Micro and Macro Economic Environment on business decisions

COURSE OUTCOMES

The course should enable the students to understand:

- Economic Principles in Business
- Forecast Demand and Supply
- Production and Cost Estimates
- Market Structure and Pricing Practices
- Economic Policies.

UNIT-I INTRODUCTION TO MANAGERIAL ECONOMICS

Definition, nature and scope, Relationship with other areas in economics, production management, marketing, finance and personnel, Operations research, The role of managerial economist, Basic economic principles: the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi marginalism, time perspective, discounting principle, risk and uncertainty.

UNIT-II THEORY OF DEMAND

Demand Analysis, Elasticity of demand: types and significance of elasticity of demand, Demand estimation, Marketing research approaches to demand estimation, Need for forecasting, forecasting techniques, Supply Analysis, Supply function, the law of supply, elasticity of supply.

UNIT-III PRODUCTION ANALYSIS

Production function, Production functions with one and two variables, Cobb-Douglas production function. Marginal rate of technical substitution, ISO-quant's and ISO-costs, returns to scale and returns to factors, economies of scale, Innovations and global competitiveness.

UNIT-IV COST THEORY AND ESTIMATION

Cost concepts, determinants of cost, cost output relationship in the short run and long run, short run vs. long run costs, average cost curves, overall cost leadership.

UNIT-V MARKET STRUCTURE AND PRICING PRACTICES

Features and types of different competitive situations, price output determination in perfect competition, monopoly, monopolistic competition and oligopoly both the long run and short run; Pricing philosophy. Latest Amendments in Business Economics.

Reference Books:

1. Craig H. Petersen. Cris Lewis and Sudhir K. Jain, "Managerial Economics", Pearson, 14th Edition, 2012.
2. Dominick Salvatore, "Managerial Economics", Oxford Publications, 7th Edition, 2012.
3. Geetika, "Managerial Economics", TMH, 2nd Edition, 2012.



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4. G S Gupta, "Managerial Economics", TMH, 2nd Edition, 2012.
5. H. L. Ahuja, "Managerial Economics", S. Chand, 3rd Edition, 2012
6. 6 Mark Hirschey, Managerial Economics, Thomson, 10e, 2003.

E- Resources

1. <http://2012books.lardbucket.org/pdfs/managerial-economics-principles.pdf>
2. http://library.wub.edu.bd/assets/images/repository/Managerial_Economics.pdf
3. <https://www.amazon.in/Managerial-Economics-Yogesh-Maheshwari-ebook/dp/B00K7BMJQA>
4. <http://www.studynama.com/community/threads/485-Managerial-economics-ebook-lecture-notes-pdf-download-for-MBA-students>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA004: BUSINESS LAW AND ETHICS

L	T	P	C
3	1	0	4

I Semester: MBA

COURSE OBJECTIVE

- To understand the Legal and Regulatory Framework for doing business in India

COURSE OUTCOMES

The course should enable the students to understand:

- Business Laws related to incorporating a company
- Importance of Ethics in Business
- Cyber Crime and Legal Aspects
- To know about business ethics
- To know various cybercrimes

UNIT-I LAW OF CONTRACT - 1872

Nature of contract and essential elements, types of contracts, unlawful and illegal agreements, contingent contracts, performance and discharge of contracts, remedies for breach of contract, indemnity and guarantee, latest amendments.

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, and Performance of Contract of Sale.

UNIT-III BASIC BUSINESS REGULATIONS

Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics.

Types of endorsements, Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST).

UNIT-IV INTRODUCTION TO 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. Latest Amendments in Business Law and Ethics



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Reference Books:

1. Ravinder Kumar, "Legal Aspects of Business", Engage Learning, 4th Edition, 2016.
2. P.P.S.Gogna, 'Company Law', S.Chand, 9th Edition 2016.
3. RSN Pillai, Bagavathi, "Legal Aspects of Business", S.Chand, 8th Edition, 2016.
4. Akhileshwar Pathak , "Legal Aspects of Business", Tata McGraw Hill, 3rd Edition, 2011.
5. N.D.Kapoor, "Mercantile Law", Sultan Chand and Sons, 5th Edition, 2015
6. MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.

E-Resources:

1. <http://www.pondiuni.edu.in/sites/default/files/Business%20Enivironment%20and%20Law.pdf>
2. <http://www.saylor.org/site/textbooks/Business%20Law%20and%20the%20Legal%20Environmen%20t.pdf>
3. <https://www.amazon.com/Business-Law-Ethical-Corporate-Environment-ebook/dp/B00BCXPVJE>
4. <http://www.ebooks.com/subjects/business-business-law-ebooks/172/>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA005: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

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I Semester: MBA

COURSE OBJECTIVE

- To understand the basic statistical tools for analysis & interpretation of qualitative & quantitative data

COURSE OUTCOMES

The course should enable the students to understand:

- Conceptual overview of Research Methodology
- To apply, analyze various simple & advanced statistical tools
- To interpret data through statistical tools
- To know about various large sample tests
- To learn about Research Report preparation

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. Data Collection Methods & Tools: Types of Data, Sources and Instruments for data, Guidelines for questionnaire, Sampling and its application

UNIT-III Tabulation

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

UNIT-IV Statistical Tools

t-Distribution-properties and applications, testing for one and two means, paired t test. 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.

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.

(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.



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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Reference Books:

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

E-Resources:

1. <https://aditya30702.files.wordpress.com/2012/07/statistics-for-managers-using-microsoft-excel-gnv64.pdf>
2. <http://www.nprcet.org/mba/document/First%20Semester/BA7102%20STATISTICS%20FOR%20MANAGEMENT%20LT%20P%20C%203%201%200%204%20ODD.pdf>
3. <http://bookboon.com/en/statistics-and-mathematics-ebooks>
4. <http://www.ebay.com/bhp/statistics-for-managers-using-microsoft-excel>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA006A: INTELLECTUAL PROPERTY RIGHTS

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I Semester: MBA

COURSE OBJECTIVE

- To know about the importance of patents and copy rights

COURSE OUTCOMES

The course should enable the students to understand:

- Gain knowledge about types of intellectual property, international organizations, agencies and treaties.
- Safeguard the selecting and evaluating trade mark, trade mark registration processes.
- Understand about fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly.
- Apply different trade secret laws related to intellectual property rights.
- Develop trade mark law; copy right law, patent law and intellectual property audits.

UNIT-I INTRODUCTION TO INTELLECTUAL PROPERTY

Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.

UNIT-II TRADE MARKS

Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting and evaluating trade mark, trade mark registration processes.

UNIT-III LAW OF COPY RIGHTS AND PATENTS

Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law.

Law of patents: Foundation of patent law, patent searching process, ownership rights and transfer.

UNIT-IV TRADE SECRETS AND UNFAIR COMPETITION

Trade secrets law, determination of trade secrets status, liability for misappropriations of trade secrets, protection for submission, trade secrets litigation.

Unfair competition: Misappropriation right of publicity, False advertising.

UNIT-V NEW DEVELOPMENT OF INTELLECTUAL PROPERTY

New developments in trade mark law; copy right law, patent law, intellectual property audits. International overview on intellectual property, international trade mark law, copy right law, international patent law and international development in trade secrets law. Latest Amendments in Property Rights.

Reference Books:

- Deborah, E. Bouchoux, "Intellectual property right", cengage learning, 5th Edition, 2008.
- Prabuddha ganguli, "Intellectual property right - Unleashing the knowledge economy", Tata Mc Graw Hill Publishing Company Ltd, 7th Edition, 2009.
- Carlos M. Correa "Intellectual property rights, The WTO and Developing countries", Zed books, 4th Edition, 2006.



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

4. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
5. Carlos M. Correa- Intellectual property rights, The WTO and Developing countries-Zed books.
6. Intellectual property right, Deborah. E. Bouchoux, Cengage learning.

E-References:

1. <http://www.ebooks directory.com>
2. <http://Campus guides.lib.utah.edu>
3. <http://www.bookboon.com>
4. <http://www.freemagagement.co>



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20MBA006B: TECHNOLOGY MANAGEMENT

L	T	P	C
3	1	0	4

I Semester: MBA

COURSE OBJECTIVE

- To Understand the importance of technology in conduct of business

COURSE OUTCOMES

The course should enable the students to understand:

- Importance of Technological Innovation
- Importance of Research and development in technology management
- Forecasting of Technology
- Technological Forecasting
- Technology transfer

UNIT-I 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: research and development as a business, resource allocation to research and development, research and development strategy in the decision making process, selection and implementation of research and development strategy, research and development and competitive advantage, new product development techniques for creative problem solving.

UNIT-II FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT

Financial evaluation of research and development projects: the need for cost effectiveness, financial forecasts, risk as a factor in financial analysis, project selection formulae and allocation of resources, DCF and other techniques of evaluating research and development ventures.

UNIT-III RESEARCH AND DEVELOPMENT

Program 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

Transfer of technology: modes of technology transfer, price of technology transfer, negotiation for price of management of technology. Latest Amendments in Technology



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Reference Books:

1. Tarek Khalil, "Management of Technology —The Key to Competitiveness and Wealth", Tata McGraw Hill, Boston, 4th Edition, 2011.
2. V.K.Narayanan, "Managing Technology and Innovation for Competitive Advantage", Pearson Education, 3rd Edition, 2007.
3. Norma Harison and Samson, "Technology management – Text and cases", Tata McGraw Hill, 4th Edition, 2011.
4. Shane, "Technology Strategy for Managers and Entrepreneurs", Pearson, 5th Edition, 2015.
5. Khandwala, "Corporate Creativity", Tata McGraw Hill, 4th Edition, 2013.
6. Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology, 6e, Pearson

E-Resources:

1. <http://www.change-management.com/Prosci-Defining-Change-Management.pdf>
2. <http://www.tcs.com/SiteCollectionDocuments/White%20Papers/EntSol-Whitepaper-Change-Management-Theories-Methodologies-0213-1.pdf>.
3. http://www.nickols.us/four_strategies.pdf
4. [http://ifcext.ifc.org/ifcext/spiwebsite1.nsf/0/00DB06A86B84D253852576BA000E2AF0/\\$File/MoC%20Procedure.pdf](http://ifcext.ifc.org/ifcext/spiwebsite1.nsf/0/00DB06A86B84D253852576BA000E2AF0/$File/MoC%20Procedure.pdf)



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA006C: TOTAL QUALITY MANAGEMENT

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II Semester: MBA

COURSE OBJECTIVE

- To facilitate students understand the quality concepts and tools and techniques relating to total quality management

COURSE OUTCOMES

The course should enable the students to:

- Enrich the fundamental knowledge of six sigma principles of quality management for business performance improvement.
- Know the organization and selection of six sigma project and process measurement of data collection, summarization and measurement system evaluation.
- Provide the knowledge on process analysis and improvement for process improvement tools, six sigma, lean production and implementation planning.
- Analyze process control, design and verification of six sigma project for improvement of organizational culture and change management, enterprise leadership and knowledge 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

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



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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, Latest Amendments in Total Quality Management

Reference Books:

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 Education, 2015
5. Dr. S. Kumar , Total Quality Management, University Science Press, 2015
6. Kanishka Bedi: Quality Management, Oxford, 2015

E-References:

1. <http://www.sixsigmatutorial.com>
2. <http://www.scirp.org>
3. <http://www.sciencedirect.com>
4. <http://www.springerlink.com/content/f780526553631475>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA006D: PROJECT MANAGEMENT

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I Semester: MBA

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 OUTCOMES

The course should enable the students to:

- Evaluate a small or shorter term project in your workplace, such as running an event or an office move, implementing workplace changes, developing web sites, conducting trade work and managing office infrastructure changes.
- Understand a structured approach prepare a project plan, incorporating appropriate plans, schedules, a budget and specific outputs/deliverables for each step of the plan.
- Explain Scope, Cost, and Schedule baselines as a means of evaluating project progress and incorporating Earned Value measurement
- Demonstrate effective organizational leadership and change skills for managing projects, project teams, and stakeholders.

UNIT-I INTRODUCTION

Project management, what is project management, why project management, project lifecycle, project management research in brief, project management today, organization strategy and structure and culture, forma of organization structure, stake holder management, organization culture, creating a culture for project management.

UNIT-II PROJECT PLANNING

Project planning defining the project, approaches to project screening and selection, work breakdown structure, financial module, getting approval and compiling a project charter, setting up a monitoring and controlling process.

UNIT-III PROJECT EXECUTION

Initiating the project, controlling and reporting project objectives, conducting project evaluation. Managing risk four stage process, risk management an integrated approach, cost management, creating a project budget.

UNIT-IV LEADING PROJECT TEAMS

Building a project team, characteristics of a effective project team, achieving cross functional cooperation, virtual project teams, conflicts management, negotiations.

UNIT-V PERFORMANCE MEASUREMENT AND EVALUATION

Project control cycles, monitoring project performances, earned value management, human factors in project evaluation and control, project termination, types of project terminations, project management and future current and future trends in project management. Latest Amendments in Project Management



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Reference Books:

1. Gray, Larson, "Project Management", Tata McGraw Hill, 4th Edition, 2015.
2. Jeffery K.Pinto, "Project Management", Pearson Education, 4th Edition, 2015.
3. EnzoFrigenti, "Project Management", Kogan, 4th Edition, 2015.
4. EnzoFrigenti: "Project Management"- Kogan, Revised 4th Edition, 2015.
5. R. Panneerselvam, P. Senthilkumar: "Project Management", PHI, Revised 4th Edition, 2015.
6. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.

E-References:

1. <http://home.hit.no/~hansha/documents/theses/projectmanagement.pdf>
2. <http://gurukpo.com/Content/MBA/Project%20Mngg..pdf>
3. <http://www.pondiuni.edu.in/sites/default/files/Project%20Managementt200813.pdf>
4. http://www.adi.pt/docs/innoregio_pmanagement.pdf



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA007: INDUSTRIAL ANALYSIS AND REPORT - SEMINAR

L	T	P	C
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II Semester: MBA

COURSE OBJECTIVE:

- To recognize the scope, importance, classification, structure and function of an ecosystem.

COURSE OUTCOMES

The course should enable the students to:

- Understand Balance sheet of an organization.
- Analyze the profit and loss of an organization.
- Evaluate investment Portfolio of the organization.
- Analyze profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

UNIT - I Analysis of profitability ratios of an Industry

UNIT - II Analysis of structural ratios of an industry

UNIT - III Analysis of asset turnover ratios of an industry.

UNIT - IV Analysis of liquidity ratios of an industry.

UNIT - V Analyze Growth, Stability and stock Performance of an industry

Text Books:

1. Sinha Gokul," Financial Statement Analysis ",PHI,2nd Edition,2012.
2. Erich A.Helfert," Financial Analysis Tools and Techniques: A Guide for Managers",TMH,1st Edition,2014.

E-Resources:

1. http://www.indes.about.com/web_analytics.com
2. [http://www.managmentdecision.since.com/images.pdf.market%20analysis%20report%20\(example%20Research\).pdf](http://www.managmentdecision.since.com/images.pdf.market%20analysis%20report%20(example%20Research).pdf)



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA008: BASIC COMMUNICATION SKILLS FOR MANAGERS

L	T	P	C
0	0	2	2

I Semester: MBA

COURSE OBJECTIVE

- To understand the importance of basic English grammar and past, present and future speaking skills under in Business

COURSE OUTCOMES:

The course should enable the students to:

- The importance of basic English grammar in Business
- To develop writing skills and presentation
- Basic speaking skills in past, present and future
- Only speaking skills in Past, Present and Future tenses in business
- Communication and self development process.

UNIT-I Introduction

Introduction to Basic English skills in grammar, basic sentence formation, written and presentation skills required for managers.

UNIT-II Introduction to Articles

Introduction to articles, prepositions and vocabulary words (synonyms, antonyms) preparation for essays various occasions

UNIT-III Sentence Formation

Introduction various types of sentence formation, written and presentation skills required for managers.

UNIT-IV Presentations Skill

Oral and presentations skill for formation of tenses (**Past, Present and Future**)

UNIT-V Contemporary Aspects in English skills

Contemporary Aspects in English skills for proof reading how to create and use a style sheet

Reference Books:

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. Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011
6. Elevate english , Mc Graw Hill, www.ellevateenglish.com

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1. <http://www.abahe.co.uk/Free-En-Resources/English-for-Managers-Business-Correspondance.pdf>
2. http://www.pc-freak.net/international_university_college_files/Business%20Communication.pdf
3. <https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=8>
4. <https://www.goodreads.com/shelf/show/business-communication>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA009: HUMAN RESOURCE MANAGEMENT

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

- To understand various functions of HRM and able to manage the human resources of any organization effectively

COURSE OUTCOMES

The course should enable the students to understand:

- Utilize the available human resources in efficient and effective manner for the purpose of fulfillment of organizational goals.
- Understand the functions of human resource department for the purpose of effective evaluation of training and development.
- Create and maintain the quality of work life in the organizations for carrier planning and development.
- Maintain employee and management relationships effectively in the organization for problem solving and coordinating activities effectively.
- Develop grievance handling methods, guidelines for handling grievances and strategies to reach organizational goals.

UNIT-I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Objectives of human resource management, human resource objectives, human resource activities, challenges of human resource management, job analysis and design, uses of job analysis, methods of data collection, job description and specifications, job design, job rotation, job enlargement, job enrichment, strategic and human resource planning, human resource planning process, human resource information systems, Labour Legislations

UNIT-II RECRUITMENT AND SELECTION

The recruitment process, methods of recruiting, challenges of recruiting, selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview. Compensation Management and Job Evaluation

UNIT-III TRAINING AND DEVELOPMENT

Introduction to training, the training process, training methods, management development, individual, group. Organizational techniques, evaluation of training and development.

UNIT-IV PERFORMANCE APPRAISAL

The appraisal process, methods and potential problems in performance evaluation, the appraisal interview, the feedback interview, the role of appraisal in managing performance, career planning and development.



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UNIT-V INTEGRATION

Quality of work life, quality circles, industrial disputes ,causes and remedial measures, collective bargaining, the management of conflicts, sources of grievances, the grievance procedure, guidelines for handling grievances, welfare services, separation.

Reference Books:

1. Biswajeet Patt nayak , " Human Resource Management", Prentice hall of India, 2nd Edition, 2009.
2. Ashwathappa, "Human resource management", Himalaya Publications, 7th Edition, 2012.
3. Cynthia D. Fisher, Lyle F. Schoenfeld , "Human Resource Management", Wiley India Publishers, 3rd Edition, 2009.
4. Jyothi , " Human Resource Management", Pearson Education, 12th Edition, 2009.
5. R. Wayne Mondy, Robert M. Noe , "Human Resource Management", Pearson Education, 5th Revised Edition, 2009.
6. Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.

E-Resources:

1. <http://www.csb.gov.hk/english/publication/files/e-hrmguide.pdf>
2. <http://corostrandberg.com/wp-content/uploads/2009/12/csr-hr-management.pdf>
3. <https://www.free-ebooks.net/ebook/Human-Resources-Management-Course>
4. <http://www.e-booksdirectory.com/listing.php?category=439>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0010: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVES

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

COURSE OUTCOMES

The course should enable the students to understand:

- The course covers origin and application of OR
- Linear Programming Method
- Decision Theory and queuing theory
- Assignment Model
- Transportation Problem

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, Vogel's 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



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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. Latest Amendments in Quantitative Techniques

Reference Books:

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

E-Resources:

1. http://tn.upi.edu/pdf/Operations_Management.pdf
2. <https://notendur.hi.is/~kth93/3.20.pdf>
3. <http://ebooks.cambridge.org/ebook.jsf?bid=CBO9781139150002>
4. <http://www.ebook777.com/operations-research-11th-edition/>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0011: FINANCIAL MANAGEMENT

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

- To understand the basic decisions taken by a finance manager in a Corporate

COURSE OUTCOMES

The course should enable the students to:

- Provide support for decision making and to monitor their decisions for any potential financial implications.
- Learn and implement the financial management strategies for effective utilization of financial resources in optimum manner.
- Ensure the availability of relevant and reliable financial and non-financial information for the purpose of wealth and profit maximization.
- Focus on wealth maximization rather than profit maximization to achieve the objectives of finance function.

UNIT-I THE FINANCE FUNCTION

Nature and scope, functions, objectives and importance of financial management, evolution of finance function, new role in the contemporary scenario, profit maximization, wealth maximization and EPS maximization, role of financial manager, the agency relationship and costs, risk return trade off, concept of time value of money, future value and present value.

UNIT-II THE INVESTMENT DECISION

Investment decision process, developing cash flow, data for new projects, capital budgeting techniques: traditional and discounted cash flow methods: payback period method, average rate of return method, net present value method, profitability index method, internal rate of return method (problems), the net present value vs. internal rate return; 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.

UNIT-III CAPITAL STRUCTURE DECISIONS

Capital structure vs. financial structure: capitalization, financial leverage, operating leverage and composite leverage, earnings before interest and tax, Earning Per Share Analysis (problems). Indifference Point/Break even analysis of financial leverage, capital structure theories; The Modigliani miller Theory, NI, NOI theory and traditional theory: A critical appraisal (problems).

UNIT-IV DIVIDEND DECISION

Dividends and value of the firm, Relevance of dividends, MM hypothesis, Factors determining dividend policy, dividends and valuation of the firm, the basic models. Declaration and payment of dividends, bonus shares, rights issue, share-splits, and major forms of dividends: cash and bonus



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shares, The theoretical backdrop: dividends and valuation, Major theories centered on the works of Gordon and Walter models (problems). A brief discussion on dividend policies of Indian companies, working capital management: components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach.

UNIT-V MANAGEMENT OF CURRENT ASSETS

Management of cash, basic strategies for cash management, cash budget (problems), cash management techniques/processes; management of receivables and management of inventory (problems), the importance of current assets management in working capital planning, planning of working capital, financing of working capital through bank finance and trade credit, recommendations of Tandon and Daheja Committee on working capital, cases. Latest Amendments in Finance

Reference Books:

1. I.M. Pandey, "Financial Management", Vikas Publishing House Publications, 10th Edition, 2010.
2. Jonathan Berk, Peter DeMarzo and Ashok Thampy, "Financial Management", Pearson Publications, 4th Edition, 2010.
3. Brigham, E. F. and Ehrhardt, M. C., "Financial Management Theory and Practice", Thomson South-Western Publications, 10th Edition, 2006.
4. Vishwanath S. R., "Corporate Finance Theory and Practice", Sage Publications, 2nd Edition, 2007.
5. Prasanna Chandra, "Financial Management Theory and Practice", Tata McGraw Hill, 7th Edition, 2005
6. Arindam Banerjee, Financial Management, Oxford Publications, 2016.

E-Resources:

1. http://qu.edu.iq/ade/wp-content/uploads/2016/02/financial_management_www.accfite.com_.pdf
2. http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial_Mgt_2E.pdf
3. <http://www.freebookcentre.net/Business/Finance-Books.html>
4. <http://www.icaew.com/en/library/library-collection/ebooks/financial-management>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0012: MANAGEMENT INFORMATION SYSTEM AND ERP	L	T	P	C
	4	0	0	4

II Semester: MBA**COURSE OBJECTIVE**

- To understand the importance of information in an organization

COURSE OUTCOMES**The course should enable the students to:**

- Gain the knowledge to increase the effectiveness and decision making process for managers.
- Assess compression between computer system and decision support system to help the department in their daily work and solve problems.
- Provide alternatives to solve new and non-repeated problems in the business decision making process.
- MIS is helpful in controlling costs by giving information about idle time, labour turnover, wastages and losses and surplus capacity

UNIT-I INTRODUCTION

Management information system importance, definition, nature and scope of management information system, structure and classification of management information system, information and systems concept, types of information, information systems for competitive advantage.

UNIT-II BUSINESS APPLICATIONS OF INFORMATION SYSTEM

Electronic commerce, enterprise resource planning systems, decision support system, business intelligence and knowledge management system.

UNIT-III MANAGEMENT OF INFORMATION SYSTEM

Information system planning, system acquisition, systems implementation.
Evaluation and maintenance of information system, information system 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 and detailed system design.

UNIT-V INTRODUCTION TO CYBER CRIME

Cybercrime definition and origin of the word, cybercrime and information security, who are cyber criminals, classification of cyber criminals legal perspectives, Indian perspectives, cybercrimes and Indian ITA 2000, global perspective on cybercrime era. Latest Amendments in Information system



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Reference Books:

1. Ken Laudon, Jane P. Laudon, Management Information Systems, Pearson education, 15th Edition, 2015.
2. Jennifer L Bayuk, Jason Healey, Paul Rohmeyer, Marcus H.Sachs, Jeffrey Schmidt, Joseph Weiss, Cyber security Policy Guidebook, Wiley, 1st Edition, 2012.
3. A K Gupta, Sharma "Management of Systems" Macmillan, 1st Edition, 2012.
4. D P Goyal, Management Information Systems, Managerial Perspective, MacMillan, 3rd Edition, 2010.
5. S.A.Kelkar, Software Project Management-A Concise Study, PHI, 3rd Edition 2012
6. Management Information Systems, Kelkar, Prentice Hall India, 2012.

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1. <http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf>
2. <http://www.pitt.edu/~druzdzal/psfiles/dss.pdf>
3. <https://www.scribd.com/doc/252519209/Decision-Support-Systems-and-Intelligent-Systems-7th-Edition-Free-eBook-Download>
4. <http://link.springer.com/book/10.1007%2F978-3-540-48713-5>



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20MBA0013: MARKETING MANAGEMENT

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

- To understand the importance of marketing function in an organization

COURSE OUTCOMES

The course should enable the students to:

- Develop knowledge and understanding of key theories, concepts and models in marketing to guide the development and execution of marketing strategies.
- Analyze strategically focused integrated marketing communications plan based on research and analysis of a brand, its competition, and consumer behavior, using appropriate communications strategies.
- Understand comprehensive B2B and B2C marketing plans based on sound customer and competitive research, and that reflect an organization's domestic and international strategic vision
- Evaluate the impact of changing global, political, economic, competitive, environmental, cultural and social systems on marketing strategy development.

UNIT-I INTRODUCTION TO WORLD OF MARKETING

Importance, scope of marketing, core marketing concepts, marketing philosophies, marketing environment, marketing strategies and plans, developed vs. developing marketing; market research: definition of market research, marketing information system, commissioning market research, market research process, market research online, market research and ethics, international market research.

UNIT-II ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX

Consumer decision making, creating customer value, analyzing consumer markets, consumer behavior, cultural, social and personal factors, developing products and brands, product levels, classifying products, product range, line and mix, product life cycle, new product development.

UNIT-III DESIGNING A CUSTOMER DRIVEN STRATEGY

Market segmentation: segmentation of consumer market, business market, requirement for effective segmentation, market targeting.

Evaluating market segmentation, Selecting target market segmentation, positioning, positioning maps, positioning strategy.

UNIT-IV DISTRIBUTION DECISIONS, PROMOTIONS AND 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, marketing communication, communication process, communication promotion mix, factors affecting the promotion mix.



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UNIT-V PRICING DECISION AND PERSONAL COMMUNICATION

Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, rural marketing, balance of payments, relationship Marketing, digital marketing, social marketing, post modern marketing, market sustainability and ethics, global marketing. Latest Amendments in Marketing management

Reference Books:

1. Ramaswamy Namakumari, "Marketing Management", TMH, 5th Edition, 2013.
2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, "Principles of Marketing, South Asian perspective", Pearson Education, 13th Edition, 2012.
3. K.Karunakaran, "Marketing Management", Himalaya Publishing House, 2nd Edition, 2012.
4. RajanSaxena, "Marketing Management", TMH, 4th Edition, 2013.
5. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha "Marketing Management", Pearson Education, 13th Edition, 2012.
6. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

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2. <http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf>
3. http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf
4. http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals_of_Marketing.pdf



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0014: SUPPLY CHAIN MANAGEMENT

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

- To understand the importance logistics and competitive strategy in supply chain management

COURSE OUTCOMES

The course should enable the students to:

- Understand about logistics and competitive strategy in supply chain management.
- Analyze the cost and performance of the logistics.
- Aware of sourcing decisions and transportation in supply chain management.
- Emphasis on logistics and supply chain relationships.

UNIT-I LOGISTICS AND COMPETITIVE STRATEGY:

Competitive advantage , gaining competitive advantage through logistics, integrated supply chain, 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 and 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 supply chain management 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.



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Reference Books:

1. Donald J. Bowersox and David J.Closs: "Logistical Management" The Integrated Supply Chain Process, TMH, 2nd Edition, 2011.
2. Edward J Bradi, John J Coyle: "A Logistics Approach to Supply Chain Management, Cengage Learning, 3rd Edition, 2012.
3. Sunil Chopra and Peter Meindl: "Supply chain Management: Strategy, Planning and Operation", Pearson Education, 2nd Edition, 2013.
4. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, 2nd Edition, 2009
5. Deepak P, MiiindM.Oka: "Supply Chain Management" Everest Publishing House, 1st Edition, 2010.
6. Manish Bansal, Babita Singla: "Retail and Supply Chain Management ", Kalyani Publishers, New Delhi, 2012

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2. <http://Campus guides.lib.utah.edu>
3. <http://www.bookboon.com>
4. <http://www.freemagagement.com>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0015A: CONTEMPRARY MANAGEMENT PRACTICES

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

- To understand importance and scope of employee engagement, Models of employee engagement.

COURSE OUTCOMES

The course should enable the students to:

- Understand importance and scope of employee engagement, Models of employee engagement.
- Analyze the importance of Emotional Intelligence; Functions of Emotional Intelligence.
- Aware of the Micro and Macro levels of E-work. E-work and Indian Scenario.
- Discuss the importance of Quality of Work Life, Human, Technological and Organizational approach to Quality of Work Life

UNIT-I HRM IN THE PRESENT ERA

Meaning, importance and scope of employee engagement, Models of employee engagement; Building blocks of employee engagement.

UNIT-II EMOTIONAL INTELLIGENCE

Meaning and importance of Emotional Intelligence: Functions of Emotional Intelligence, Role of Emotional Intelligence in organizational effectiveness.

UNIT-III E-WORK

Meaning and importance of E-work: The Micro and Macro levels of E-work. E-work and Indian Scenario.

UNIT-IV MANAGING WORKFORCE DIVERSITY

importance of workforce diversity in MNCs: Modes of managing work force diversity; Role of culture and the role of HR manager;

UNIT-V QUALITY OF WORK LIFE

Meaning and importance of Quality of Work Life: Human, Technological and Organizational approach to Quality of Work Life; Quality Work Life in Indian ,Latest Amendments in Contemporary Management

Reference Books:

1. Mirza Saiyaddin, "Contemporary issues in HRM", Himalaya Publishing House, 3rd Edition, 2013
2. Afsaneh Nahavandi, Robert B.Denhardt, Janet V. Denhardt, Maris P. Aristigueta, "Organizational Behaviour", Sage Publications, 10th Edition 2015.
3. Laurie J. Mullins, "Management, and Organizational Behavior", Pearson Publications, 9th Edition 2012.
4. Stephen P. Robbins, Timothy A.Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16th Edition, 2017.
5. Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw hill, 8th Edition



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2011.

6. Biswajeet Pattanayak, Human Resource Management, 5e, 2018

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1. <http://www.sanfoundry.com/best.reference-books.com>
2. <http://www.managementhelp.org/management/theories.html>
3. [http://www.bayt.com/en/specialities/q/33147/what are.com](http://www.bayt.com/en/specialities/q/33147/what%20are.com)
4. <http://www.semesteratsea.org/spring2017.com>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0015B: CORPORATE GOVERNANCE

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

- To understand the growing importance of Corporate Governance in Indian and Global Context.

COURSE OUTCOMES

The course should enable the students to:

- Need for Corporate Governance in India
- Codes and Committees in Corporate Governance
- Role of Board in Corporate Governance
- 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. Latest Amendments in Corporate Governance



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Reference Books:

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 University Press, 2015.
4. N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.A. C.
5. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012.

A Real Look at Real World Corporate Governance

6. David F. Larcker, Brian Taya

A Real Look at Real World Corporate Governance

7. David F. Larcker, Brian Taya
8. A real look at corporate Governance David F. Larcker, Brian Tayan

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2. https://www.ivcc.edu/uploadedFiles/faculty/dockins/PSY_chapter_1.pdf
3. <http://www.blackwellpublishing.com/intropsych/pdf/chapter15.pdf>
4. http://college.cengage.com/psychology/sue/abnormal/8e/instructors/sue_irm.pdf



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0015C: BUSINESS RESEARCH METHODOLOGY

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

- To understand the basic research methodology and apply the tools for interpretation of quantitative and qualitative data

COURSE OUTCOMES

The course should enable the students to understand:

- Basics of Research Methodology and Research Design
- Data Collection methods and the tools for analysis and interpretation
- Importance of presentation of data analysis and report writing including referencing style
- Importance of multivariate analysis and techniques
- Report writing techniques

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 UNIVARIATE AND BIVARIATE TECHNIQUES FOR DATA ANALYSIS

Tabulation and Diagrammatic representation of data, Cumulative frequency table, Descriptive statistics, Measures of Central Tendencies, Dispersion, Skewness and Kurtosis. Cross tables, scatter plot, Correlation, Bi variate regression.

UNIT-IV MULTIVARIATE TECHNIQUES FOR DATA ANALYSIS

Multiple regression analysis, Discriminate analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modeling, Cluster Analysis and Conjoint Analysis.

UNIT-V REPORT WRITING AND PRESENTATION OF RESULTS

Introduction, 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 Ethics in business research, Latest Amendments in Research Methodology



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

Reference Books:

1. Jon C Carr , AtanuAdhikari, Mitch Griffin , Barry J. Babin, Business Research Methods Cengage Learning, 2012.
2. Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.
3. S. Sreejesh, Sanjay Mohapatra, Anusree, Business Research Methods: An Applied Orientation, Springer International Publishing, 2014.
4. Donald R Cooper , Pamela S. Schindler, Business Research Methods Tata McGraw Hill, 2013.
5. Deepak Chawla, Neena Sondhi, Research Methodology concepts and cases, Vikas Publications, 2e 2016.
6. P.C. Tulsian, Bharat Jhunhunwala, Business Statistics, S. Chand, 2016.

E-Resources:

1. <http://www.spinger.com/gp/economics.com>
2. http://www.en.wikipedia.rg/wiki/list_of_plitical_science.html
3. <http://www.search.gmx.net/abuteconomics/saveyour time.com>
4. http://www.archive.mu.ac.in/myweb_test/pliticalscience.com



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0015D: RURAL MARKETING

L	T	P	C
3	0	0	4

I Semester: MBA

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 OUTCOMES

- Students will be able to understand
- Rural Marketing opportunities
- Rural Economy and Environment
- Social and cultural aspects in rural India
- Innovations in rural marketing.
- Applications of rural marketing

UNIT-I Introduction to Rural Marketing

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 ,Latest Amendments in Rural Marketing



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

Reference Books:

1. Stephan Sorger, "Rural Marketing: Strategic Models and Metrics" Admiral Press. 3rd Edition, 2003.
2. Wayne L. Winston, "Rural Marketing: Data-Driven Techniques with Microsoft Excel", Wiley, 2nd edition, 2005.
3. Neil T Bendle, Paul Farris, Philip E Pfeifer, David J Reibstein, "Marketing Metrics - Manager's Guide to Measuring Marketing Performance", Pearson Education, 1st Edition, 1998.
4. Rajan Saxena, "Marketing Management", TMH, 4th Edition, 2013.
5. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha "Marketing

E-Resources:

1. http://www.in.zapmetasearch.com/marketing_analytics.com
2. <http://www.sas.com/marketing-analytics.html>
3. http://www.indes.about.com/web_analytics.com
4. http://www.uk.ask.com/web_analytics/visit-us.com



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(AUTONOMOUS)**

	L	T	P	C
20MBA0016: IT FOR MANAGERS- LAB	0	0	2	1

II Semester: MBA**COURSE OBJECTIVE**

- Understand the concept of information technology and its role in an organization

COURSE OUTCOMES**The course should enable the students to understand:**

- Understand the concept of information technology and its role in an organization.
- Apply data analysis in MS Excel.
- Identify hands on experience in working with MS Excel.
- Recognize different types of formulas and functions in MS Excel.
- Examine LaTeX documentation for AMS-LaTeX and Short Math Guide for LaTeX.

UNIT-I INTRODUCTION OF INFORMATION TECHNOLOGY

Concept of Information Technology and Information Systems, Role of Information Systems in an organization, Decision Support Systems (DSS), MS Excel as Spreadsheet based DSS - Features of MS Excel, Uses of MS Excel.

UNIT-II BASICS OF MS EXCEL

Worksheet Management, Cell referencing, Range – Naming and Building formulas, Auto sum feature in Excel, Basic operations in Excel - Sorting, Filters, Conditional Formatting, Working with Charts

UNIT-III WORKING WITH FUNCTIONS

Text Functions, Logical and Information Functions, Lookup Functions.

Date and Time Functions, Math and Statistical Functions, Financial Functions, Database Functions

UNIT-IV DATA ANALYSIS WITH MS EXCEL

Correlation, Regression - Linear, Exponential, Power curve, Multiple regression, Analysis of Variance - One - way Anova, Two - way Anova, What - if Analysis - Data Tables, Scenario Manager, Goal Seek, Creating Pivot Tables and Pivot Charts

UNIT-V An introduction to LaTeX

Introduction, LaTeX documentation, Getting LaTeX, Documentation for AMS-LaTeX, Short Math Guide for LaTeX, Mathematical Expression, Mini Project

Text Books:

- Gross Debra, "Succeeding in Business with Microsoft Excel - 2013: A Problem Solving Approach", Cengage Learning, 1st Edition, 2014.

Reference Books:

- Paul Mcfedries, "Excel 2013 Formulas and Functions", Pearson Education, , 1st Edition, 2013.
- Dodge Mark, Stinson Craig, "Microsoft Excel 2013 Inside Out", Prentice Hall of India, 1st Edition, 2013.
- Guy Hart Davis, How to do everything with Microsoft Office Excel, Tata McGraw Hill, Revised



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- 1st Edition, 2010.
- Lisa Miller, "MIS Cases: Decision Making with Application Software", Pearson Education, Revised
- 1st Edition, 2011.
- Giridhar Joshi, "Management Information Systems", Oxford University Press, Revised 1st Edition, 2013. Ajai.S. Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009

E-References:

1. <http://www.abebooks.com/servlet/SearchResults?isbn.pdf>.
2. <http://www.amazon.in/Succeeding-Business-Microsoft-Excel-2013>
3. <http://ctan.org/pkg/bibtopic>
4. [http://www. http://www.chegg.com/textbooks/succeeding-in-business](http://www.chegg.com/textbooks/succeeding-in-business)
5. [http://www. cengage.com.au/product/title/succeeding-in.](http://www.cengage.com.au/product/title/succeeding-in)



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0017: SOFTSKILLS FOR MANAGEMENT -SEMINAR

L	T	P	C
0	0	2	1

II Semester: MBA

COURSE OBJECTIVE

- To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities.

COURSE OUTCOMES

The course should enable the students to:

- Fundamentals of communication
- Help them honing oral, written and non-verbal communication skills
- To transform their communication abilities

UNIT – I

Purpose and process of communication; myths and realities of communication; paths of communication; oral communication; noise, barriers to communication; listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication.

UNIT – II

Presentation skills; prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews.

UNIT – III

Non verbal communication; gestures, handshakes, gazes, smiles, hand movements, styles of working, voice modulations, body sport for interviews; business etiquettes; business dining, business manners of people of different cultures, managing customer care.

UNIT – IV

Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes

UNIT-V

Business correspondence-business letter format, style of letter arrangement, types of letters, telex managers, facsimiles, electronic mail; diary writing; development resume. Latest Amendments in Soft skills.

E-Resources

1. <http://www.4newideas.com/pdf/Sample%20Market%20Research.pdf>
2. [http://www.managementdecisionsinc.com/images/PDF/Market%20Analysis%20Report%20\(Example%20Research\).pdf](http://www.managementdecisionsinc.com/images/PDF/Market%20Analysis%20Report%20(Example%20Research).pdf)
3. <http://www.4newideas.com/pdf/Sample%20Market%20Research.pdf>
4. [http://www.managementdecisionsinc.coReport%20\(Example%20Research\).pdf](http://www.managementdecisionsinc.coReport%20(Example%20Research).pdf)



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

	L	T	P	C
20MBA0018: PRODUCTION AND OPERATIONS MANAGEMENT	4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To understand the concepts of production and operations management in an organization and analytical methods

COURSE OUTCOMES

The course should enable the students to:

- Concepts of Operations management
- Product & process design, analysis
- Plant location and layout
- 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 and 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. Latest Amendments in Production



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

Reference Books:

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

E-Resources:

1. <http://web.itu.edu.tr/topcuil/ya/OR.pdf>
2. <http://textofvideo.nptel.iitm.ac.in/112106134/lec1.pdf>
3. <https://www.goodreads.com/shelf/show/operations-research>
4. https://books.google.co.in/books/about/Operations_Research.html?id=P9h42uyE72YC



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0019: DATA ANALYTICS

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE 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.

COURSE OUTCOMES

The course should enable the students to:

- Importance of Analytics
- Understanding the analytical tools
- Application of Analytical tools to solve business problems.
- Simulation
- Data mining

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 Discriminate 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.Latest Amendments in Data Analytics

Reference Books:

1. James Evans, Business Analytics, 2e, Pearson, 2019.
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



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(AUTONOMOUS)**

5. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.
6. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

E-Resources:

1. https://d1.islamhouse.com/data/en/ih_books/single/en_dataanalytics.pdf
2. <http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf>
3. http://www.pondiuni.edu.in/storage/dde/downloads/markiii_cb.pdf
4. <http://nptel.ac.in/courses/110105029/pdf%20sahany/Module-1-1.pdf>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0020M: DIGITAL MARKETING

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To know the importance of digital marketing and its applications to increase sales

COURSE OUTCOMES

The course should enable the students to:

1. Understand the importance of digital marketing and its applications to increase sales.
2. Analyze the setting up goal tracking in analytics like traffic sources, campaigns, keywords, landing pages, locations and so on.
3. Know returning of visitors for effective business with visitor and customer loyalty.
4. Design social networking with face book, blogging as a social medium and micro blogging with twitter.

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-III DIGITAL MARKETING PLAN

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

UNIT-IV SEARCH ENGINE MARKETING AND ONLINE ADVERTISING

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

UNIT-V SOCIAL MEDIA MARKETING

Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Micro blogging 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. Latest Amendments in Digital Markets

Reference Books:

1. Dave Chaffey; Fiona Ellis-Chadwick, "Digital marketing : strategy, implementation and practice", Harlow : Pearson, 1st Edition, 2014
2. Damian Ryan, "Understanding Digital Marketing: marketing strategies for engaging the digital generation", London ; Philadelphia : Kogan Page, 3rd Edition, 2015.
3. Ryan Deiss, Russ Henneberry, "Digital Marketing for Dummies", Tata McGraw, Hill, 5th Edition,



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2017.

4. Jan Zimmerman, Deborah Ng, "Social Media Marketing", Pearson, 4th Edition, 2017
5. Efraim Turban, Tae Lee, David King and H. Micheal Chung, "Electronic Commerce, Managerial Perspective", Pearson Education Asia, 1st Edition, 2001.
6. Chuck Hemann & Ken Burbary, Digital Marketing Analytics, Pearson, 2019

E-Resources:

1. http://www.iaapa.org/docs/handout-archive---ops/mon_khan_digital-marketing.pdf
2. https://www.mitodesign.com/pedroquitton/phd_knowledge_center/pdf/digitalmarketing.pdf
3. <http://www.quirk.biz/emarketingtextbook>
4. <https://www.amazon.com/eMarketing-essential-guide-digital-marketing-ebook/dp/B006CWHY2W>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0021M: ADVERTISING AND SALES MANAGEMENT

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

- To understand the importance of Sales Management
- Sales Planning and Budgeting
- Need for distribution channels and managing them
- Sales Promotion
- Sales Distribution

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 and 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, Latest Amendments In Advertisements.



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Reference Books:

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.
6. S.A. Chunawalla, Sales and Distribution Management, 3e, HPH. 2012

E-Resources:

1. <http://lib.dtc.ac.th/ebook/businessadministration/5183.pdf>
2. <http://www.johnstockmyer.com/enmu/452ch1.pdf>
3. <https://www.amazon.com/integrated-marketing-communication-creative-implementation-ebook/dp/b00lwkkka4>
4. <http://www.tandfebooks.com/doi/book/10.4324/9780203553916>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0022M: CONSUMER BEHAVIOR

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To understand the environmental influences on consumer behavior, perception and attitude of consumers

COURSE OUTCOMES

The course should enable the students to:

- Understand the environmental influences on consumer behavior, perception and attitude of consumers.
- Analyze the consumer decision making and marketing ethics towards consumers.
- Design primary market research studies for the mutual benefit of consumers and organizations.
- Enumerate marketing decisions keeping in mind the consumer behavior.

UNIT-I UNDERSTANDING CONSUMER BEHAVIOUR

Defining consumer behavior, why to study consumer behavior? Understanding consumer through research process, consumer behavior in a world of economic instability, rural consumer behavior, consumer segmentation, targeting and positioning, segmentation and 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 behavior.

UNIT-III CONSUMER AS AN INDIVIDUAL

Personality and self concept, consumer motivation, consumer perception.
Consumer attitudes and changing attitudes, consumer learning and information processing.

UNIT-IV CONSUMER DECISION MAKING PROCESSES

Problem recognition, search and evaluation, purchasing processes, post purchase behavior, 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.

Reference Books:

1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol GuercioTraver, "E-commerce-Business", Technology, Pearson, Low Price Edition.
3. Bharat Bhasker, "Electronic Commerce Framework, Technologies and Applications", 3rdn Edition. Tata McGraw, Hill.
4. David L. Loudon and Albert J.DellaBitta, "Consumer Behaviour", TMH, 4th Edition, 2011.
5. S. Ramesh kumar, "Cases in Consumer Behaviour", Pearson, 1st Edition, 2011.
6. Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 2015



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E-Resources:

- https://d1.islamhouse.com/data/en/ih_books/single/en_Consumer_Behavior.pdf
- <http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf>
- http://www.pondiuni.edu.in/storage/dde/downloads/markiii_cb.pdf
- <http://nptel.ac.in/courses/110105029/pdf%20sahany/Module-1-1.pdf>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA20F: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
	4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To understand the investment process, investment alternatives, Valuation of debt and equity.

COURSE OUTCOMES

The course should enable the students to:

- Indian Investment Environment
- Portfolio Analysis
- Bond valuation and management
- Equity valuation of Cash market and derivatives
- Performance evaluation of Portfolios.

UNIT-I INVESTMENT AND SECURITY ANALYSIS

Investment environment in India, overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process, Security analysis: fundamental analysis, technical analysis, efficient market hypothesis.

UNIT-II PORTFOLIO ANALYSIS

The returns and risks from investing Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model capital asset pricing model, arbitrage pricing theory.

UNIT-III BOND ANALYSIS AND VALUATION AND MANAGEMENT

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 AND DERIVATIVES

Equity analysis and valuation, balance sheet analysis equity valuation models, intrinsic value and market price, the p/e ratio and earnings multiplier approach, price/book value, price/ sales ratio, economic value added , overview of derivatives markets, option markets, option strategies and option valuation forward and future markets, strategies, stock index future, interest rate futures, swaps contracts.

UNIT-V MUTUAL FUNDS

Types of mutual funds schemes, structure, net asset value, risk and return, performance evaluation models Sharpe model, trey nor model, Jensen model, fame's decomposition. Trends in Indian mutual funds. Latest Amendments in Portfolio Management

Reference Books:

1. William. Sharpe, Gordon j Alexander and Jeffery V Bailey, "Fundamentals of Investments", Prentice Hall, 2nd Edition, 2012.
2. Reilly, Brown, "Analysis of Investment and Management of Portfolios", 10th Edition, Cengage, 1st



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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Edition, 2012.

3. ZVI Bodie, Alex Kane, Alan J Marcus, "Investments", TMH, 3rd Edition, 2012.
4. Donald E Fischer, Ronald J Jordan, "Security Analysis and Portfolio Management", 6th Edition, 2012.
5. Prasanna Chandra, "Investment analysis and Portfolio Management" 4th Edition, TMH, 2012.
6. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014

E-Resources:

1. http://164.100.133.129:81/econtent/Uploads/Security_Analysis_&_Portfolio_Management.pdf
2. <http://www.ucipfg.com/Repositorio/MATI/MATI-08/BLOQUE-ACADEMICO/Unidad-4/lecturas/4.pdf>
3. <http://www.ddegjust.ac.in/studymaterial/mba/fm-304.pdf>
4. <https://www.amazon.in/Security-Analysis-Portfolio-Management-Kevin-ebook/dp/B00K7YGOZ4>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA21F: FINANCIAL INSTITUTIONS, MARKETS AND SERVICES	L	T	P	C
	4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to

- Provide basic knowledge about the Finance concepts, markets and various services provided in those markets.
- Apply financial concepts, theories, and tools, and to evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions.
- Enrich the information about the roles of intermediaries and its regulating bodies.
- Understand factoring, leasing, venture capital concepts and aware on the importance of finance for economic well-being.

UNIT-I FINANCIAL SYSTEM

Financial system: growing importance of financial services in financial system, classification traditional and modern view, fund based and non fund based services, financial engineering, need for innovation, new financial products and services, an overview of Indian financial services sector scenario.

UNIT-II CONCEPT OF LEASING

Concept of leasing: classification, rationale, advantages of leasing, legal aspects, lease documentation and contract, tax and accounting aspects of leasing, financial evaluation of leasing, net present value (NPV) and internal rate of return (IRR) approaches, break even lease rental, lease v/s buy decisions. Hire purchase concept and features, legal and tax frame work, financial evaluation of hire purchase, hire purchase mathematics, flat and effective interest rates.

UNIT-III FACTORING

Factoring concept and features, classification, functions of factor, legal aspects, financial evaluation of factoring, decision analysis for factoring, factoring scenario in India. Bill discounting, concept and characteristics, process of bill discounting, legal aspects, parties involved and their legal obligations, financial aspects, calculation of discount charges and effective interest rates.

UNIT-IV VENTURE CAPITAL FINANCING

Venture capital financing, concept and features, venture capital funding process, funding and entry strategies of venture capital financing, structuring of venture capital financing, valuation of venture capital financing conventional valuation method, first Chicago method, revenue multiplier method, exit strategies of venture capital financing ,ventures capital financing scenario in India, regulatory frame work of venture capital financing.

UNIT-V MERCHANT BANKING



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Merchant banking concept and evolution, functions of merchant banking, eligibility norms, lead manager, underwriter, brokers and bankers to issue, registrar, portfolio managers, new issue management process and stages involved pricing of public issues, book building process, green shoe option, initial public offering, promoter's contribution, preferential issues, SEBI guidelines relating to new issues of securities, credit rating concept and advantages of ratings, types of ratings, symbols of ratings and grades. Latest Amendments in Financial Markets

Reference Books:

1. Meir Kohn, "Financial Institutions and Markets" Oxford University Press, 2nd Edition, 2009.
2. Khan. M.Y, "Financial Services", Tata McGraw-Hill, Pvt. Ltd., New Delhi , 5th Edition ,2010.
3. Gordon and Natarajan, "Financial Markets and Services", Himalaya publishing House, Mumbai ,7th Edition, 2009.
4. Vasant Desai, "Financial Markets and Financial Services", Himalaya publishing House, Mumbai, 1st Edition,2009.
5. Punithavathy Pandian, "Financial Services and Markets", Vikas Publishing House, 3rd Edition,2009.
6. L.M. Bhole: Financial Institutions and Markets, TMH, 2012

E-Resources:

1. <https://www.scribd.com/document/184434634/45790874-mba-3-sem-finance-notes-bangalore-university>.
2. <http://www.slideshare.net/venkykk/fifm-2013-final-financial-institutions-and-notes-as-per-bput-syllabus-for-mba-2nd>.
3. http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%203rd%20semester%20ebook%20materials/dmgt512_financial_institutions_and_services.pdf.
4. <http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf>.



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0022F: STRATEGIC MANAGEMENT ACCOUNTING

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To develop analytical and critical abilities related to management accounting and cost accounting

COURSE OUTCOMES

The course should enable the students to:

- Emphasis on developing analytical and critical abilities related to management accounting and cost accounting.
- Understand management and cost accounting principles, techniques and their applications to various decision making situations.
- Analyze the detailed cost concepts, cost structure and elements of costs of manufacturing and service organizations which have been facing dramatic changes in their business environment.
- Identify and describe the elements which are involved in decision making, planning and control for the purpose of maximizing profitability and minimizing cost.
- Be aware of different types of costing methodologies for cost reduction and cost control and elimination of wastage in the production process.

UNIT-I MANAGEMENT ACCOUNTING VS. COST ACCOUNTING

Definitions, nature, scope, objectives and functions of management accounting, importance and limitations of cost accounting and management accounting; differences between cost accounting, management accounting and financial accounting. Types of costing used in industries. Role of accounting information in planning and control, cost concepts and managerial use of classification of costs, the management process and accounting, cost analysis and control: direct and indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate (problems), introduction to activity based costing and life cycle 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 (problems), inter process profits, costing for byproducts and equivalent production, 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.

UNIT-III MAKE OR BUY DECISIONS

Key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.

Break even analysis: application of breakeven point for various business problems, meaning, significance and limitations of break even analysis and problems on break even point, inter firm comparison: need for inter firm comparison, types of comparisons, advantages.

UNIT-IV BUDGETARY CONTROL

Budget, definitions, advantages and disadvantages of budgetary control, steps in budgetary control, different types of budgets: flexible budget, sales budget, cash budget, production budget (problems), master budget, performance budgets, material vs. purchase budgets, zero based budgeting, introduction to cost audit and management audit.



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UNIT-V 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, Sales and Profit variance(problems), case studies. Latest Amendments in Strategic Management Accounting

Reference Books:

1. S.P.Jain and K.L.Narang, "Cost and Management Accounting", Kalyani Publishers, 7th Edition, 2014.
2. S.K.Gupta and R.K.Shama, "Advanced Management Accounting", Kalyani Publishers, 2nd Revised Edition, 2003.
3. M.N.Arora, "Cost & Management Accounting", Himalaya Publishing House, 1st Edition, 2004.
4. M.N.Arora, "Cost Accounting", Himalaya Publishing House, 1st Revised Edition, 2010.
5. M.E. ThukaramRao, "Management and Cost Accounting", New Age International Publisher, 1st Edition, 2007.
6. Manash Gupta, Cost Accounting Principles and Practice, Pearson Education,2006

E-Resources:

1. [http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20\(MODULE%20I%20PAPER%202\).pdf](http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20(MODULE%20I%20PAPER%202).pdf).
2. <https://www.cengagebrain.co.nz/content/9781408049044.pdf>
3. <https://www.free-ebooks.net/ebook/Cost-and-Management-Accounting>
4. <http://www.freebookcentre.net/Business/Accounting-Books.html>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0020H: PERFORMANCE MANAGEMENT	L	T	P	C
	4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To develop the employees in identifying the knowledge and skills required for performing the job efficiently

COURSE OUTCOMES

The course should enable the students to:

- Develop the employees in identifying the knowledge and skills required for performing the job efficiently.
- Understand the boosting the performance of the employees by the way of encouraging employee empowerment, motivation and effective reward mechanism.
- Identify the barriers of effective performance through constant monitoring, coaching and development interventions.
- Create a platform for several administrative decisions, strategic planning, succession planning, promotions and performance based payment.

UNIT-I PERFORMANCE MANAGEMENT AND REWARD SYSTEM

Performance management and reward systems in context, performance management process, performance management strategic planning.

UNIT-II PERFORMANCE MEASUREMENT

Defining performance and choosing a measurement approach, measuring results and behaviors, gathering performance information, implementing a performance management system.

UNIT-III PERFORMANCE MANAGEMENT SKILLS

Performance management and employee development.
Performance management skills. Case on Implementation of 360 degree feed back system.

UNIT-IV REWARD SYSTEMS

Reward systems and legal issues, managing team performance

UNIT-V PERFORMANCE RELATED CONCEPTS

Relevant performance related concepts: benchmarking, six sigma, competency mapping, balance scorecard, coaching and mentoring Pygmalion effect, job analysis. Latest Amendments in Performance Aspects

Reference Books

1. Herman Aguinis, "Performance Management", Pearson, 1st Edition, 2012.
2. Robert D Austin; Tom DeMarco; Timothy Lister "Measuring & Managing Performance in Organizations" Dorset House Publishing, cop. 2nd Edition, 1996.
3. Herman Aguinis, "Performance Management" , TMH, 3rd Edition, 2016.



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4. Dr. Daniels, "Performance Management, Dorset House Publishing, 5th Edition, 1982
5. LanceA, Berger Dorothy and R.Berger, "The Talent Management Hand Book", TMH, 2nd Edition, 2015.
6. Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

E-Resources:

1. <http://usfweb2.usf.edu/humanresources/talentmanagement/pdfs/overviewperformancemanagement.pdf>.
2. <https://www.ebsglobal.net/EBS/media/EBS/PDFs/Performance-Management-Course-Taster.pdf>
3. <http://www.free-management-ebooks.com/dldebk/dlap-perfman.html>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0021H: LEARNING AND DEVELOPMENT

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To know the emerging trends in training needs, career opportunities and integration of organizational development

COURSE OUTCOMES

The course should enable the students to:

- Identify the trends in training needs, career opportunities and integration of organizational development.
- Apply different methods of on- job training, off -job training and computer based training.
- Design the principles and procedures for various kinds of training activities.
- Understand the major role of training in talent management and competency mapping.
- Design the principles and procedures for various kinds of training activities.

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 NEED AND ANALYSIS

The training need analysis (TNA) model, training need analysis and design, organizational constraints, developing objectives, facilitation of learning and training transfer to the job, design theory.

UNIT-III TRAINING METHODS

Matching methods without comes, lectures and demonstrations.
Games and simulations, on the job training, computer based training (CBT).

UNIT-IV IMPLEMENTATION AND EVALUATION OF TRAINING

Development of training, implementation, transfer of training, major players in training and development, rational for evaluation, resistance to training evaluation, types of evaluation.

UNIT-V AREAS OF ORGANIZATIONAL TRAINING

Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

Reference books

1. P.Nick Blanchard, JamesW. Thacker, A.Anand Ram, "Effective Training", Pearson, 4th Edition, 2012
2. RolfLynton, UdayPareek, "Training for Development" SAGE Publications, 3rd Edition, 2012.
3. Jean Barb azette, "Training Needs Assessment Methods, Tools and Techniques", Wiley, 3rd Edition, 2014



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4. Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development", McGraw Hill, 2nd Edition, 2012
5. G. Pandu Naik, Training and Development, Excel Books, 2011.
6. Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010

E-Resources:

1. <http://serverlib.moe.gov.ir/documents/10157/42675/Employee+Training+and+Development.pdf>
2. <http://facta.junis.ni.ac.rs/eao/eao200702/eao200702-13.pdf>
3. <http://trainingstation.walkme.com/5-best-employee-training-books/>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0022H: EMPLOYEE RELATIONS

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To understand the industrial relations systems, characteristics of Indian IR system

COURSE OUTCOMES

The course should enable the students to:

- Understand the industrial relations systems, characteristics of Indian IR system.
- Know the role of state dispute settlement machinery and its instruments, legislation.
- Examine the collective bargaining, conciliation, arbitration, adjudication.
- Identify the role of wage policy and wage regulation machinery, wage legislation and payment of wages Act 1936
- Examine the collective bargaining, conciliation, arbitration, adjudication.

UNIT-I INDUSTRIAL RELATIONS

Introduction, Dunlop's Industrial relations systems, characteristics of Indian IR System; Trade Unions: Union Purpose. Trade union, functions, methods, Politics, types of unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for recognition. Rights of recognized Unions, unfair labour Practices: Case 1. Let us get back to work (p.no. 720, C.B.Mamoria) Case 2. A case of complicated multi-union manoeuvres (J.A. Kulkarni)

UNIT-II SETTLEMENT OF DISPUTES

Role of state dispute settlement machinery and its instruments, legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure. Case 1. Stop the shouting game please (p.no. 760, C.B.Mamoria) Case 2. The dish ends ltd. (p.no.07, J.A. Kulkarni)

UNIT-III COLLECTIVE BARGAINING

Collective bargaining, conciliation, arbitration, adjudication, The Industrial dispute Act 1947, labour welfare work, labour welfare officer, worker's participation. Case 1.who is to be blammed (p.no. 685, C.B.Mamoria)

UNIT-IV WAGE POLICY AND WAGE REGULATION

Wage policy and wage regulation machinery, wage legislation, payment of wages Act 1936, The payment of bonus Act,1965 Case 1. Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria) .

UNIT-V THE FACTORIES ACT 1948 AND MINES ACT 1952

The factories Act 1948, mines Act 1952, Industrial relations and technological change. Case 1. Organizations and unions working as partners (p.no. 738, C.B.Mamoria) ,Latest Amendments in Labour Laws

Reference Books:

1. Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House, 14th Edition, 2012.



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2. C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers 15th edition, 2012.
3. J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, “ case studies in amangement”, pearson, 10th Editioon, 2011.
4. Padhi “ Labour and Industrial Relations” PHI,8th Edition, 2012.
5. Arun Monappa,Ranjeet Nambudiri,Selvaraj “ Industrial Relations and Labour Laws”, 5th Editon, TMH,2012
6. P.K. Padhi: Labour and Industrial Laws, PHI, 2009.

E-Resources:

1. https://www.uk.ask.com/management_references/try_it
2. <https://www.shodhganga.intlibnet.ac.in/bitstream/10603/463/46313/8>
3. https://www.pondiuni.edu.in/storage/dde/download/hrmiii_irm.pdf
4. https://www.eh.wikipedia.org/wiki/industries_relations



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0020E: STARTUP MANAGEMENT

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To know the usefulness of decision support systems arising in the practice of industrial and systems engineering

COURSE OUTCOMES

The course should enable the students to:

- Understand the usefulness of decision support systems arising in the practice of industrial and systems engineering.
- Accomplish tasks of legal environment, approval for new ventures, taxes or duties payable for new ventures.
- Recognize financing with debt, funding startups with bootstrapping, crowd funding, strategic alliances.
- Improve support system for growth and sustainability of the venture.
- Recognize financing with debt, funding startups with bootstrapping, crowd funding, strategic alliances.

UNIT-I STARTUP OPPORRTUNITIES

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 STARTINGUP 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-

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.Latest Amendments In Start-ups



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Reference Books:

1. Kathleen R Allen, "Launching New Ventures, An Entrepreneurial Approach", Cengage Learning, 5th Edition, 2016.
2. Anjan Raichaudhuri, "Managing New Ventures Concepts and Cases", Prentice Hall International, 4th Edition, 2010.
3. S. R. Bhowmik & M. Bhowmik, "Entrepreneurship", New Age International, 5th Edition, 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, 2nd Edition, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2nd Edition, , Routledge, 2017.
6. Bruce R. Barringer, R.Duane Ireland, Entrepreneurship successfully, launching new ventures.Pearson,2019

E-Resources:

1. <https://www.inc.com/encyclopedia/business-information-sources.html>
2. <https://www.investopedia.com/terms/s/startup.asp>
3. https://en.wikipedia.org/wiki/Startup_company
4. <https://msdn.microsoft.com/en-us/library/hh708954.aspx>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0021E: MSME MANAGEMENT

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To enrich the export opportunities in MSMEs, Issues and challenges of MSMEs

The course should enable the students to:

- Enrich the export opportunities in MSMEs, Issues and challenges of MSMEs.
- Provide the Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship
- Women entrepreneurship.
- Analyze sources of financial support, development financial institutions and investment institutions.
- Ensures that the restructuring, revival and rehabilitation of MSME and problems of entrepreneurs.

UNIT-I INTRODUCTION FOR SMALL AND MEDIUM ENTREPRENEURSHIP (SME)

Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

UNIT-II SETTING OF SMES'

Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

UNIT-III INSTITUTIONS SUPPORTING MSMES:

Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies,

Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

UNIT-IV MANAGEMENT OF MSME

Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies, Evaluating entrepreneurial performance.

UNIT-V ROLE OF GOVERNMENT IN PROMOTING ENTREPRENEURSHIP:

MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Latest Amendments in MSME



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Reference Books:

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 3rd Edition, 2003.
2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 5th Edition, 2006.
3. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
4. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2nd Edition, 2013.
5. Aneet Monika Agarwal, Small and medium enterprises in transitional economies", challenges and opportunities, DEEP and DEEP Publications, 4th Edition, 2015
6. Norman H Scarborough, Jeffrey R. Cornwall, Essentials of Entrepreneurship and Small Business Management, Pearson, 2017.

E-Resources:

1. <https://msme.gov.in/sites/default/files/Sch-vol1-151214.pdf-.sri.pdf> <https://msme.gov.in/Media-and-press-release/e-book>
2. <https://www.pwc.in/assets/pdfs/publications-2011/innovation-msme-2011.pdf>
3. [www.dcmsme.gov.in/Terms%20of%20Reference%20\(ToR\).pdf](http://www.dcmsme.gov.in/Terms%20of%20Reference%20(ToR).pdf)



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0022E: FAMILY BUSINESS MANAGEMENT

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

- To analyze Family Business as a unique synthesis, Succession and Continuity

COURSE OUTCOMES

The course should enable the students to:

- Analyze Family Business as a unique synthesis, Succession and Continuity.
- Understand the Responsibilities of shareholders to the company - Effective Governance of the shareholder
- Illustrate life cycle stages influencing family business strategy and turning core competencies into competitive advantage.
- Compare traditional inventory policies to both material requirements planning and just-in-time manufacturing and also generates schedules using several different strategies.

UNIT-I INTRODUCTION TO FAMILY BUSINESS

Family Business as a unique synthesis, Succession and Continuity: The three generation rule, Building Family business that last, The systems theory model of Family Business, Agency Theory of Family business, The stewardship perspective of family business, Competitive Challenges and Competitive advantages of family businesses, The role of Genograms and family messages to understand the family system. Family emotional intelligence ,The ECI-U Model.

UNIT-II OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE

Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

UNIT-III SUCCESSOR DEVELOPMENT

Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power

UNIT-IV STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP

Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage.

The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

UNIT-V THE FUTURE OF FAMILY BUSINESS

New Leaders of the Evolution - Three states of evolution-Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.



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Reference Books:

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 3rd Edition, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall,4th Edition, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 5th Edition, 1997.
4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer,7th Edition, 2015.
5. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 3rd Edition, 2011.
6. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations, Edward and Elgar Publishing Limited, 2010.

E-Resources:

1. https://www.researchgate.net/.../304540682_List_of_References_for_Family_Business
2. <https://www.e-elgar.com/shop/books/business-and-management/family-business-bam>
3. https://www.sk.sagepub.com/reference/hdbk_familybusiness
4. <https://www.encyclopedia.com/reference/encyclopedias-almanacs.../family-business>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)**

20MBA0023: SUMMER INTERNSHIP-SEMINAR	L	T	P	C
	0	0	4	2

III Semester: MBA

COURSE OBJECTIVE

- To understand the product mix and strategies of the organization, structure of organization, reporting Systems and general administration of the organization

COURSE OUTCOMES

The course should enable the students to:

- Understand the product mix and strategies of the organization, structure of organization, reporting Systems and general administration of the organization.
- Analyze the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization.
- Know how to do the routine work which is related to job in the working organization.

APPROACH TO DECIDE SUMMER INTERNSHIP

Students should take covering letter/s, addressed to the organization/professional, before second mid of Second semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer Internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA.

Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, Petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model.

REPORTS

A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains.

Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.



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	L	T	P	C
20MBA0024: STRATEGIC MANAGEMENT	4	0	0	4

IV Semester: MBA

COURSE OBJECTIVE

- To provide a strategic orientation in conduct of the business

COURSE OUTCOMES

The course should enable the students to:

- Strategic management concepts
- Tools and Techniques for Strategic analysis
- Strategies for competing in globalised markets
- Strategy Evaluation and Control.
- 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 - Operational sing and institutionalizing strategy Strategies for competing in Globalizing markets and internet economy Organizational Values and their impact on strategy resource allocation, Planning systems for implementations

UNIT-IV TURN AROUND 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



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international context. Latest Amendments in Strategies

Reference Books:

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.

E-Resources:

1. <http://www.strategicteacher.com>
2. <http://www.ebsglobal.net/EBS/media/EBS/pdf>
3. <https://www.sloanreview.mit.edu/article/the-internet.com>
4. <http://www.books.google.co.in/books/about/international>



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	L	T	P	C
20MBA0025M: INTERNATIONAL MARKETING	4	0	0	4

IV Semester: MBA

COURSE OBJECTIVE

- To describe the importance of World Trade, Features, Opportunities and Challenges in International Marketing

COURSE OUTCOMES

The course should enable the students to:

- Describe the importance of World Trade, Features, Opportunities and Challenges in International Marketing
- Analyze International Trade and its barriers, trade in Goods & Services and International Trade Agreements.
- Evaluate the drivers of Global Consumers and Influences of the Global Consumer.
- Develop the Cultural and International Negotiations, E-Marketing channels organization
- &controlling of the global marketing program

UNIT-I INTRODUCTION TO INTERNATIONAL MARKETING

Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization – Reasons and Strategies.

UNIT-II GLOBAL ENVIRONMENTAL DRIVERS

WTO and Globalization: Issues, Types, Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

UNIT-III GLOBAL CUSTOMERS

Drivers of Global Consumers, Influences of the Global Consumer: Role of Culture, Elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.

UNIT-IV GLOBAL MARKETING

Globalization Drivers: Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies: Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

UNIT-V IMPLEMENTING GLOBAL MARKETING STRATEGIES

Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization &controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order. Latest Amendments in



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International markets

Reference Books:

1. Michael R. Czinkota, Ilkka A. Ronkainen, "International Marketing", Cengage publications, 10th Edition, 2017
2. Justin Paul, Ramneek Kapoor," International Marketing": Text and Cases, TMH, 2nd Edition, 2012
3. Philip R. Cateora John L Graham Prashant Salwan," International Marketing",TMH, 13th edition, 2011
4. Svend Hollensen, Madhumita Benerjee, "Global Marketing" , Pearson, 4th Edition, 2010
5. Rajagopal "International Marketing", Vikas, 2nd Edition, 2011
6. Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition-Oxford,2011

E-Resources:

1. <http://www.marketingteacher.com>
2. <http://www.ebsglobal.net/EBS/media/EBS/pdf>
3. https://www.sloanreview.mit.edu/article/the_internet.com
4. <http://www.books.google.co.in/books/about/international>



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20MBA0026M: CUSTOMER RELATIONSHIP MANAGEMENT

L	T	P	C
4	0	0	4

IV Semester: MBA

COURSE OBJECTIVE

- To understand the importance of Customer Relationship Management in Business

COURSE OUTCOMES

The course should enable the students to

- Students will be able to understand
- Need of CRM
- Building customer relations
- CRM process
- CRM structures
- 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 behavior 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

3 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



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Reference Books:

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.
4. Zikmund, Customer Relationship Management, Wiley 2012.
5. Paul Greenberg, CRM at the speed of light, 4e, TMH, 2009.
6. Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd, 2008.

E-Resources:

1. http://catalogue.pearsoned.ca/assets/hip/ca/hip_ca_pearsonhighered/samplechapter/0131204017.pdf
2. http://www.pondiuni.edu.in/storage/dde/downloads/markiii_rm.pdf
3. <https://www.welingkaronline.org/autoptlibrary/librarynotices/retailmanagement.pdf>
4. http://catalogue.pearsoned.ca/assets/hip/ca/hip_ca_pearsonhighered/samplechapter/0131204017.pdf



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20MBA0027M: MARKETING OF SERVICES

L	T	P	C
4	0	0	4

IV Semester: MBA

COURSE OBJECTIVE

- To develop employee's roles in service delivery and customer's roles in service delivery

COURSE OUTCOMES

The course should enable the students to

- Acquire the knowledge on role of services in modern economy, service and technology and characteristics of services compared to goods.
- Create importance and necessity of consumer behavior in services, consumer expectations in service
- Equip the service innovation and design-challenges, types of service innovations
- Develop employee's roles in service delivery and customer's roles in service delivery.
- Understand the integrated services marketing communications-need for coordination

UNIT-I FOUNDATIONS OF SERVICE MARKETING

What are Services? Why services marketing? Role of Services in modern economy, service and technology, characteristics of services compared to goods, services marketing mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

UNIT-II FOCUS ON THE CONSUMER

Consumer behavior in services, consumer expectations in service, consumer perceptions of service, understanding Consumer requirements-listening to customers through research, building customer relationships, service recovery.

UNIT-III ALIGNING SERVICE DESIGN AND STANDARDS

Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service development processes, customer defined service standards-factors, types, and development, physical evidence and the services cape.

UNIT-IV DELIVERING AND PERFORMING SERVICE

Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

UNIT-V MANAGING SERVICE PROMISES

Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions.Latest Amendments in Services Markeing

Reference Books:

1. Christoper lovelock,Jochen wirtz, Jayanta Chatterjee, "Services Marketing", 7th edition Pearson, 2015
2. Valarie A.Zeithaml & Mary Jo-Bitner, "Services Marketing Integrating customer focus



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across the firm”, TMH, Fifth edition, 2011.

3. John E.G.Bateson, K.Douglas Hoffman : Services Marketing, Cengage Learning, 4th Edition,2012.
4. Harsh V.Varma, “Services Marketing text and cases”, Pearson, 2nd Edition, 2012.
5. Vinnie Jauhari, Kirti Dutta, “Services- Marketing, Operations and Management” Oxford UniversityPress, 7th Edition, 2012.
6. K. Rama Mohana Rao, Services Marketing, Pearson, 2e, 2011.

E-Resources:

1. <https://www. www.ebsglobal.net/documents/course-tasters/...>
2. http://www. en.wikipedia.org/wiki/Services_marketing/pdf
<http:// www.ebsglobal.net/documents/course-tasters>
4. <http://www. jaipuria.edu.in/pgdm/wp-content/uploads/2013/07>



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20MBA0025F: INTERNATIONAL FINANCIAL MANAGEMENT	L	T	P	C
	4	0	0	4

IV Semester

COURSE OBJECTIVE

- Understand the overview, Importance, nature and scope of International Financial Management

COURSE OUTCOMES

The course should enable the students to:

- Understand the overview, Importance, nature and scope of International Financial Management.
- Recognize the fundamentals of BOP, Accounting components of BOP, factors affecting and International Trade flows
- Elucidate the functions and Structure of the Forex markets, major participants, types of transactions and settlements dates.
- Know about the foreign direct investment, international capital budgeting, international capital structure and cost of capital and international portfolio management.
- Understand the overview, Importance, nature and scope of International Financial 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

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 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.

Relationship between inflation, interest rates and exchange rates , purchasing power pari



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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 and import bank of India, recent amendments in EXIM policy, regulations and guidelines. Latest Amendments in International Financial Management

Reference Books:

1. Jeff Madura, "International Corporate Management," Cengage, 2nd Edition, 2012.
2. Alan C. Shapiro, "Multinational Financial Management", John Wiley publications, 5th Edition, 2012
3. Sharan. V, "International Financial Management" PHI Publications, 5th Edition,, 2012
4. P. G. Apte, "International Financial Management", TMH publications, 3rd Edition, 2012.
5. Madhu Vij," International Financial Management", Excel Publications, 4th Edition, 2012.
6. Madhu Vij: International Financial Management, Excel, 2012

E-Resources:

1. https://en.wikipedia.org/.../Journal_of_International_Financial_Management_and_Accounting.1467-646X (**web**).
2. <https://www.cengage.co.in/.../finance/international-financial-management/international-financial-management>.
3. <https://www.indiaclass.com/financial-management-reference-books>
4. <https://www.loc.gov/rr/business/BERA/issue7/finance.html>



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20MBA0026F: STRATEGIC INVESTMENT AND FINANCING DECISIONS

L	T	P	C
4	0	0	4

IV Semester

COURSE OBJECTIVE

- To evaluate the financial resources and different financial decisions

COURSE OUTCOMES

The course should enable the students to

- Understand the role of financial strategies and risk analysis in investment decisions.
- Evaluate the financial resources and different financial decisions.
- Apply Strategies to avoid risk in the business and to face uncertainties.
- Be aware of critical analysis of appraisal techniques, mergers and acquisitions basic issues.
- Evaluate the financial resources and different financial decisions

UNIT-I INVESTMENT DECISIONS UNDER CONDITIONS OF RISK UNCERTAINTY

Concepts of risk and uncertainty. Risk analysis in investment decisions. Risk adjusted rate of return, certainty equivalents, and 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 INVESTMENTS AND DISINVESTMENTS

Types of investments and disinvestments, project abandonment decisions, evidence of internal rate of return. Multiple internal rate of return, modified internal rate of return, pure, simple and mixed investments. Lorie savage paradox. Adjusted net present value 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 payback, bail out pay back, return on investment, equivalent annual cost, terminal value, single period constraints, multi period capital constraint and an unresolved problem.

Net present value 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, leasing vs. 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 basic issues, strategy , diversification and mergers and acquisitions , theories of mergers, types of mergers, cost of mergers, government guidelines for takeover, problems on mergers and acquisitions. Latest Amendments in Strategic Decisions



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Reference Books:

1. Harony, J. and I. Swary, "Quarterly Dividends and Earnings Announcements", AFA, 1st Edition, 1981.
2. Altman, E.I. and Kishore, "The Default Experience of U.S. Bonds", Salomon Center, 1st Edition, 1999.
3. Baumol, W.J. and R.E. Quandt, "Investment and Decision Rates under Capital Rationing - A Programming Approach", The Economic Journal, 1st Edition, 1965.
4. Baumol, William J, "the Transactions Demand for Cash: An Inventory Theoretic Approach" Oxford University Press, 1st Edition, 1952.
5. A.N. Sridhar, Strategic Financial Management, Shroff Publishers, 3e, 2018
6. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012

E-Resources:

1. <http://lib.mdp.ac.id/ebook/Karya%20Umum/Karya%20UmumStrategic%20Financial%20Management.pdf>
2. <http://bookboon.com/en/strategic-financial-management-ebook>.
3. <http://utab.ac.rw/books/1410447221.pdf>



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20MBA0027F: FINANCIAL DERIVATIVES AND RISK MANAGEMENT	L	T	P	C
	4	0	0	4

IV Semester**COURSE OBJECTIVE**

- To evaluate the Financial derivatives and risk Management practices

COURSE OUTCOMES

The course should enable the students to:

- a) Concepts of Risk Management b) Risk Management Measurement c) Risk Management using Forward and Futures d) Risk Management using Options and Swaps

UNIT-I Introduction to Risk Management

Risk Management Overview - Types of Risks -Impact of risk on organizations- scope of risk management- Risk Management Levels, Risk management process - risk models- Risk identification and measurement

UNIT-II Risk Management and Measurement

Risk Management Tools, Regulatory Framework - Capital Adequacy requirements - interest rate risk, liquidity risk, Market risk, credit risk, exchange rate risk, Value at Risk (VaR), Cash Flow at Risk (CaR).

UNIT-III Risk Management Techniques

Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity forward contract, Counterparty risk in the forward contract, Future Contracts, Cash Vs Physical Delivery, Pricing Future contracts, The role of expected future spot price, Impact of Financial market imperfections

UNIT-IV Risk Management Techniques - Options

Structure of Option Market, Types of Options, Option Strategies, exercise price and option values, Principles of Call option Pricing and put option pricing, Put - Call parity theorem, Option values and cash payouts, Option pricing, Arbitrage pricing and the Binomial Model, The Black- Scholes and Mertin Model.

UNIT-V Risk Management Techniques – SWAPS

SWAP Market and its Evolution, Pricing and valuing - Interest rate swap, Pricing and valuing - Currency Swap, Pricing and valuing - Equity Swap, Pricing and valuing – Commodity Swap, Swaptions

Text Books:

Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, 2013.

Reference Books:

R. Madhumathi & M. Ranganatham, Derivatives and Risk Management, Pearson, 2012.
George E Rejda, Principles of Risk Management and Insurance, Pearson, 2005.
Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 2003.



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Jayanth Rama Varma, "Derivatives and Risk Management", TMH.

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E-Resources:

- <http://www.ebooks directory.com>
- <http://Campus guides.lib.utah.edu>
- <http://www.bookboon.com>
- <http://www.freemagagement.com>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0025H: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

L	T	P	C
4	0	0	4

IV Semester

COURSE OBJECTIVE

- To know the cultural literacy and human resource information system in global business

COURSE OUTCOMES

The course should enable the students to:

- Understand the significance of international management and human resource planning.
- Know the cultural literacy and human resource information system in global business.
- Examine the qualities, communication abilities and interpersonal relations of Global literate leader.
- Identify the role of scientific management, humanistic psychology, organic theories of management and the practice of HRM in American organizations.
- Understand the significance of international management and human resource planning.

UNIT-I INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Introduction, objectives and scope of international human resource management, cultural and reality shock, international human resource management models, concept, pool's adaptation of Harvard model, the Brewster and Bournois model, case study, comparative employment policy, concept, significance, convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), individuality (INV), masculinity (MASC).

UNIT-II SOCIAL ENVIRONMENT AND STAFFING

Concept, social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques, case study, cultural literacy and human resource information system in global business, cultural awareness, essentials, advantages, cultural skills for co-operative advantages, human resource information system: concept, limitations and uses, designing of human resource information system, computerized skill inventories.

UNIT-III BUSINESS MANAGEMENT OF GLOBAL COMPANIES

Characteristics of global companies, Difference between domestic and global companies, H.R. strategy planning for global organizations, HRM approaches in global companies.

Developing Global Managers, Global literate leader: concept, essential qualities, communication and interpersonal relations, training, career development, succession planning, managerial stimulation's.

UNIT-IV HRM IN EUROPE AND JAPAN

Background of Europe, the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice, the parliament, the social charter, E.C. legislation procedure, case study; Japan's Employee management: Introduction, lifetime employment, characteristics, importance, limitations, the seniority wage system, relevance of Japanese management in Indian context, case study.



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UNIT-V THE AMERICAN APPROACH TO HRM

Scientific Management, Behavioral and humanistic psychology, organic theories of management, the practice of HRM in American organizations, encouragement of union avoidance, transforming unionized industrial relations, case study; International Compensation : Principles of international compensation, methods and practices of international compensation, international compensation and employee satisfaction, case study. Latest Amendments in HR

Reference Books:

1. Randall s. schuler and susan e Jackson, "Strategic Human Resource Management" Blackwell Publishing, 1st Edition, 1999.
2. Catherine Truss, David Mankin, Clare Kelliher, "Strategic Human Resource Management" Pearson Education, 2nd Edition, 2001.
3. Mark Saunders, Mike Millmore, Philip Lewis, Adrian Thornhill, Trevor Morrow "Strategic Human Resource Management" Pearson, 2nd Edition, 2007.
4. Catherine Truss, David Mankin, Clare Kelliher, "Strategic Human Resource Management" Harvard Business School Press, 2nd Edition, 1999.
5. Dave Ulrich, "Human Resource Champions", Harvard Business School Press, 1st Edition, 2001.
6. S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005

E-Resources:

1. <https://www.studynama.com/community/threads/465-international-human-resource-management-pdf-lecture-note-ebook-download-mba>
2. <https://www.scribd.com/doc/15744060/international-human-resource-management>
3. https://books.google.co.in/books/about/International_human_resource_management.htm?id=FciK
4. <https://6xtWfy0CFreemanagementebooks.com>
5. <http://bookboon.com/en/hrm-ebooks>



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20MBA0026H: LEADERSHIP AND CHANGE MANAGEMENT

L	T	P	C
4	0	0	4

IV Semester

COURSE OBJECTIVE

- To learn the concept of leadership and leadership styles and understand the necessity of leadership for changing organizational culture.

COURSE OUTCOMES

The course should enable the students to

- Learn the concept of leadership and leadership styles and understand the necessity of leadership for changing organizational culture.
- Adopt the organizational culture, leadership are geared towards to bring out the best in employees by communicating effectively about what needs to be done.
- Be aware of employee relations and management of change.
- Engage employees at every level early on, all successful change management initiatives start at the top, with a committed and well-aligned group of executives
- Learn the concept of leadership and leadership styles and understand the necessity of leadership for changing organizational culture.

UNIT-I INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP

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 gird, strengths, criticisms, applications.

UNIT-II CONTINGENCY LEADERSHIP

Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, path-goal theory, strengths, criticisms applications.

UNIT-III TRANSFORMATIONAL LEADERSHIP

A model of transformational leadership, how does transformational leadership defined, strengths, criticisms, applications.

Servant leadership, definition ten characteristics of servant leader, historical basis, strengths, criticisms and applications.

UNIT-IV ORGANIZATIONAL DESIGN AND CHANGE

Strategic level change, group and team level change, and individual level change. organizational structure, organizational culture and management of change, change communication, resistance to change, organizational learning, power, politics and organizational change, ethics and managing change, change agents and agency.



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UNIT-V EMPLOYEE RELATIONS AND MANAGING CHANGE

The management of change, technological change employee relations, involvement strategies, management of change, downsizing and the management of change, evaluating and promoting change. Latest Amendments in Change management

Reference Books:

1. Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy, Leadership Enhancing the lessons of experience, McGraw-Hill Irwin, 6th Edition, 2009.
2. Uday kumar Haldar, leadership and team building, Oxford, 1st edition, 2010.
3. Gary Yukl, Leadership in Organizations, Pearson, 6th edition, 2012.
4. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders Managing change, Pearson, 6th Edition, 2013
5. Nic Beech and Robert MacIntosh, Managing Change, Cambridge University Press, 2012.
6. Alfranch Nahavandi, The Art and science of Leadership, Pearson, 7e, 2018

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1. <https://www.goo.gl/b4641H>
2. <https://www.goo.gl/5STzR9>
3. <https://www.freebookcentre.net> › Business and Finance Books
4. <https://www.leadershipthoughts.com> › E book



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20MBA0027H: TALENT AND KNOWLEDGE MANAGEMENT

L	T	P	C
4	0	0	4

IV Semester

COURSE OBJECTIVE

- To know unique challenges and opportunities of Talent Management resulting from globalization.

COURSE OUTCOMES

The course should enable the students to

- Understand organizational impacts of knowledge management on people and organizational performance.
- Recognize a need to attract and retain for future knowledge capability.
- Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.
- Know unique challenges and opportunities of Talent Management resulting from globalization.
- Know unique challenges and opportunities of Talent Management resulting from globalization.

UNIT-I MEANING AND IMPORTANCE OF TALENT MANAGEMENT

Meaning and importance of talent management. Designing and building a talent reservoir, segmenting the talent reservoir. Talent management grid. Creating a talent management system. Institutional strategies for dealing with talent management.

UNIT-II COMPETENCY

Meaning, characteristics, types steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.

UNIT-III THE NATURE OF KNOWLEDGE MANAGEMENT

The nature of knowledge management alternative views of knowledge. types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. key processes in knowledge intensive firms.

UNIT-IV KNOWLEDGE MANAGEMENT

Framework of Hansen earl's seven schools of knowledge management alvesson and karreman's knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

UNIT-V ORGANIZATIONAL IMPACTS OF KNOWLEDGE MANAGEMENT

Organizational impacts of knowledge management on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization importance, types and timing, knowledge discovery systems. Latest Amendments in Knowledge management



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Reference Books:

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", Tata McGraw Hill, 1st Edition, 2004,
2. Ed by Larry Israelite, "Talent Management", ASTD Press, 1st Edition, 2004.
3. Sajjad M Jasmuddin, "Knowledge Management", Cambridge, 1st Edition, 2009.
4. Stuart Barnes, "Knowledge Management Systems", Cengage Learning, 1st Edition, 2002.
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", Pearson Education Inc., 2nd Edition, 2009.
6. Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.

E-Resources:

1. <https://www.pwc.com/us/en/people-management/publications/assets/talent-management-powering-strategic-initiatives-in-the-pmo.pdf>
2. https://www.researchgate.net/publication/220363070_Integrating_talent_and_knowledge_management_Where_are_the_benefits
3. <https://www.slideshare.net/.../an-overview-of-knowledge-management-and-talent-management>.
4. bookboon.com/en/talent-management-a-focus-on-excellence-eBooks



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0025E: ENTREPRENEURIAL FINANCE

L	T	P	C
4	0	0	4

IV Semester

COURSE OBJECTIVE

- To enrich the principles of entrepreneurial finance and role of entrepreneurial finance.

COURSE OUTCOMES

The course should enable the students to:

- Enrich the principles of entrepreneurial finance and role of entrepreneurial finance.
- Know the evaluation procedure of operating and financial performance by using ratio analysis..
- Provide the knowledge on implicit and explicit financial capital costs, financial markets, determining the cost of debt capital, investment risk .
- Understand the professional venture capital, venture investing cycle, determining the fund objectives and policies.
- Enrich the principles of entrepreneurial finance and role of entrepreneurial finance.

UNIT-I FINANCE FOR ENTREPRENEURS

Principles of entrepreneurial finance, role of entrepreneurial finance, the successful venture life cycle, finance 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, develop 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.



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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. Latest Amendments in Entrepreneurial Finance

Reference Books:

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

E-Resources:

1. <https://www.amazon.de/Entrepreneurial-Finance-Richard-L-Smith/dp/0471230723>
2. <https://www.amazon.com/Entrepreneurial-Finance-Richard-L-Smith/.../0471322873>
3. books.google.co.in/books?isbn=1305968352
4. <https://www.tandfonline.com/doi/abs/10.1080/13691066.2016.1259733>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0026E: ENTREPRENEURIAL MARKETING

L	T	P	C
4	0	0	4

IV Semester: MBA

COURSE OBJECTIVE

- Analyze best practices for product development managers, managing product and technology portfolios for shareholder value.

COURSE OUTCOMES

The course should enable the students to:

- Enrich the knowledge of high technology strategic context and product development strategies.
- Know marketing management and product platform and knowledge integration.
- Provide the knowledge on product development process and excellence in design and product reliability.
- Analyze best practices for product development managers, managing product and technology portfolios for shareholder value.
- Analyze best practices for product development managers, managing product and technology portfolios for shareholder value.

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. Latest Amendments in Entrepreneurial Finance

Reference Books:

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.



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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.

E-Resources:

- https://www.researchgate.net/.../287490612_Entrepreneurial_Marketing_in_Online_B.
- https://www.researchgate.net/.../264834375_Entrepreneurial_marketing_over_the_internet.
- www.loc.gov/rr/business/guide/guide2/get.html
- <https://www.emeraldinsight.com/doi/abs/10.1108/14715201011090602>



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0027E: CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

L	T	P	C
4	0	0	4

IV Semester

COURSE OBJECTIVE

- To enrich the knowledge of creative celebration, creative Personality and motivation, creative Environment, creative technology

COURSE OUTCOMES

The course should enable the students to:

- Enrich the knowledge of creative celebration, creative Personality and motivation, creative Environment, creative technology.
- Know the structuring of ill, defined problems, creative problem solving-models of creative problem solving mechanisms of divergent thinking.
- Provide the knowledge on creative intelligence abilities, a model of creative intelligence, convergent thinking ability, traits congenial to creativity.
- Design systems approach to innovation, innovation in the context of emerging economies, organizational factors affecting innovation at the firm level.
- Enrich the knowledge of creative celebration, creative Personality and motivation, creative Environment, creative technology

UNIT-I THE CREATIVITY PHENOMENON

Creative celebration, 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.



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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. Latest Amendments in Innovation

Reference Books:

- Pradip N Khandwalla, "Lifelong Creativity, An Unending Quest", Tata McGraw Hill, 5th Edition, 2004.
- Vinnie Jauhari, Sudanshu Bhushan, "Innovation Management, Oxford Higher Education", 7th Edition, 2014.
- , C. S. G. Krishnamacharyulu, R. Lalitha, "Innovation Management ", Himalaya Publishing House, 4th Edition, 2010.
- A.Dale Timpe, "Creativity", Jaico Publishing House, 3rd Edition, 2003.
- Brian Clegg, Paul Birch, "Creativity", Kogan Page, 7th Edition, 2009.
- Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018

E-Resources:

- www.open.edu/openlearn/money.../creativity...innovation/content-section---references
- https://www.researchgate.net/.../200746590_Entrepreneurial_Creativity_and_Innovation.
- <https://books.google.co.in/books?isbn=8184248024>
- www.fpspi.org/pdf/InnovCreativity.pdf



**MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT
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20MBA0028: PRE SUBMISSION PROJECT WORK- SEMINAR

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4	0	0	4

IV Semester

COURSE OBJECTIVE

The final project work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating research methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the project report.

COURSE OUTCOMES

The course should enable the students to:

- I. Put across his work on the main project.
- II. Under go for critical assessment and provide an opportunity to make any online corrections.
- III. Get incorporated with suggestions from the internal guide for better and improved work.
- IV. Know the documentation process of the project work.
- V. Know the overall conclusion for the project.



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20MBA0029: MAIN PROJECT VIVA AND VOCE

L	T	P	C
4	0	0	4

IV Semester

COURSE OBJECTIVE

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

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:

Objectives of the study, Hypotheses:

Scope of the study:

Research Methodology

Data Collection:

Primary Data:

Secondary Data:

Period of the study:

Sample:

Statistical Tools

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.

COURSE OUTCOMES

course should enable the students to:



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Student should be able to develop a research design for their topic of research.

Student will be able to understand the data requirements and collect data relevant for a research study.

Student will be able to analyze the organizational data and interpret results.

Student will be able to analyze the findings and suggestion of the topic.

Student will be able to give the overall conclusion of the topic.

NOTE: faculty should advise students to give only references to the websites and journals and not to directly download in the project report. Maximum 24% 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 Institute to give the marks as per the University guidelines 2019-20.