



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

NEW SUBJECT

22MBA001: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

I Semester: MBA

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Course Objectives:

- To enable students to understand the Evolution, Functions and Theories of Management
- To orient on the aspects of planning and decision-making using relevant management processes
- To impart knowledge on the processes of Organizing and Controlling with the help of various Types of Organization Structures
- To describe the various aspects of individual and group behaviors in an organizational setting
- To elaborate on the impact of leadership and motivation for employee high performance

Course Outcomes: Students will be able to:

- Gain understanding of the Concepts of Management, its Evolution, Functions and the Theories contributed by various Management Thinkers.
- Learn the process of planning, goal setting and the process of decision making with the help of various models.
- Learn the processes of Organizing and Controlling with the help of various Organizational Structures.
- Appreciate the relevance of Individual and group behaviour in an organization and the role of Culture and dynamics
- Identify different Leadership Styles, Skills and the Theories of Motivation

Unit – I: Introduction to Management: The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioral. Management Sciences Theories: Systems and Contingency Theory.

Unit – II: Planning and Decision Making: Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision-making Model.

Unit – III: Organizing and Controlling: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges.

Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.



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Unit – IV: Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.

Unit – V: Leadership and Motivation: Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics.

Motivation: Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor's Theory, ERG theory, McClelland's Needs Theory, Valance Theory.

Textbooks:

- K. Aswathappa, Organisational Behaviour, Himalaya Publications, 8e, 2021.
- Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 18e, 2018.
- Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
- Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
- Chandrani Singh, Aditi Ktri, Principles and Practices of Management and Organizational Behaviour, Sage Publications, 1e,2016.
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 1e, 2015.

References:

1. Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", Published by Pearson Education Inc.
2. Jon L Pierce and Donald G. Gardner, "Management and Organizational behavior", Cengage Learning India (P) Limited.
3. Richard Pettinger, "Organizational Behaviour", 2010Routledge.
4. DipakKumarBhattacharya,"OrganizationalBehavior,ConceptsandApplications",Oxford



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NEW SUBJECT

22MBA006A: INDIAN ETHOS AND MANAGEMENT ETHICS

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I Semester: MBA

Course Objectives:

The course enables the students

- To understand the need for business ethics to ensure sustained business stability.

Course Outcomes:

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

- Understand the significance of Indian ethos for Managerial Practices.
- Understand the commonalities between Traditional Indian Management System and Western Management System.
- Analyzing the contemporary approaches of Management Practices with spiritual concepts.
- Understanding the principles of ethics in best business practices. □ Evaluating the decision making process in Managerial practices.

UNIT: Introduction to Indian Ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible and Quran.

UNIT-II: Understanding Values in Business: Kautilya's Arthashastra, Indian Heritage in Business, Management Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture, Stress Management- Meditation for mental health, Yoga.

UNIT-III: Contemporary Approaches to Indian Ethos: Contemporary Approaches to Leadership- Joint Hindu Family Business- Leadership Qualities of Karta, Indian Systems of Learning - Gurukul System of Learning, Advantages-Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership.

UNIT-IV: Understanding the Ethical Needs: Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, and Kohlberg's six stages of moral development (CMD).



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UNIT-V: Ethical Dilemma: Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business.

Text Books:

1. Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.
2. C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
3. C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
4. A. C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018.

Reference Books:

1. Chakra borty S.K., "Management Transformation by Values", New Delhi, Sage Publication, 1990.
2. Chakra borty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
3. Fernando A.C., Business Ethics: An Indian Perspective, Pearson,2009.
4. Kautilya"s Arthasastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
5. Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai,2009.
6. Narayana G., "The Responsible Leader: A Journey through Gita", Ahmedabad, AMA 2000. Velasquez, Business Ethics, Concepts & Cases, 6th edition, PHI, 2009.



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NEW SEMINAR SUBJECT

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22MBA007: ANNUAL REPORT ANALYSIS**I Semester: MBA****Course Objective:**

- To show annual reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

Course Outcomes:

By the end of this mini project, students will be able to:

- Analyse balance sheet of an organization.
- Analyse profit and loss of an organization.
- Analyse investment portfolio of the organization.
- Analyse profitability ratios, as set turnover ratios, structural ratios and liquidity ratios. □ Forecast the future gaps in terms of changing objectives of the organization.

EXERCISES:

- ANALYSIS OF PROFITABILITY RATIOS.
- ANALYSIS OF STRUCTURAL RATIOS.
- ANALYSIS OF ASSET TURNOVER RATIOS.
- ANALYSIS OF LIQUIDITY RATIOS.
- ANALYSE GROWTH, STABILITY AND STOCK PERFORMANCE.

References:

- Refer Books Under Financial Accounting and Analysis, Financial Management.



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NEW SUBJECT

22MBA008: BASIC COMMUNICATION SKILLS

I Semester: MBA

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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.



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2. P. Subba Rao, B. Anita Kumar, C. HimaBindu, 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.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011
6. Elevate english , Mc Graw Hill, www.ellevateenglish.com

E-References:

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>



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NEW SUBJECT

22MBA13: ENTREPRENEURSHIP AND DESIGN THINKING

L T P C

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II Semester: MBA

Course Objectives:

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

Course Outcomes: Students will be able to:

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

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

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

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

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



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

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

Suggested Readings:

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



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NEW SUBJECT

22MBA0014A : PYTHON PROGRAMMING

II Semester: MBA

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Pre-requisites: NIL

Course Objectives:

- Handle Strings and Files in Python.
- Understand Lists, Dictionaries and Regular expressions in Python.
- Understand FILES, Multithread programming in Python.
- Understand GUI in Python.

Course Outcomes: The students should be able to

- Examine Python syntax and semantics and be fluent in the use of Python flow control and functions.
- Demonstrate proficiency in handling Strings and File Systems.
- Create, run and manipulate Python Programs using core data structures like Lists, Dictionaries.
- Develop programs using graphical user interface.

UNIT - I

Python Basics, Python Objects: Standard Types, Built-in Types, Internal Types, Standard Type Operators, Standard Type Built-in Functions, Categorizing the Standard Types, Unsupported Types.

Python Numbers: Introduction to Numbers, Integers, Floating Point Real Numbers, Complex Numbers, Operators, Built-in Functions.

UNIT - II

Conditionals and Loops-if, else, elif, for, while, break, continue, pass, List comprehensions, Generator expressions.

Sequences: Strings, Lists, and Tuples- Built-in Functions, Special features. Mapping and Set Types: Dictionaries, Sets- Built-in Functions.

UNIT-III

Files and Input / Output: File Objects, File Built-in Functions, File Built-in Methods, File Built-in Attributes, Standard Files, Command-line Arguments, File System, File Execution, Persistent Storage Modules, Related Modules.

Exceptions: Exceptions in Python, Detecting and Handling Exceptions, Context Management, Exceptions as Strings, Raising Exceptions, Assertions, Standard Exceptions, Creating Exceptions, Exceptions and the sys Module.



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UNIT-IV

Functions and Functional Programming –Calling Functions , Creating Functions, Passing Functions , Formal Arguments, Variable-Length Arguments, Functional Programming. **Modules**–

UNIT – V

Multithreaded Programming: Introduction, Threads and Processes, Python Threads, the Global Interpreter Lock, Thread Module, Threading Module.

GUI Programming: Introduction, Tkinter and Python Programming, Brief Tour of Other GUIs, Related Modules and Other GUIs.

TEXT BOOKS:

1. Core Python Programming, Wesley J. Chun, Second Edition, Pearson.

REFERENCE BOOKS:

1. Think Python, Allen Downey, Green Tea Press
2. Introduction to Python, Kenneth A. Lambert, Cengage
3. Python Programming: A Modern Approach, VamsiKurama, Pearson
4. Learning Python, Mark Lutz, O'Really.



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NEW SUBJECT

22MBA0015: INDUSTRIAL ANALYSIS AND REPORT - SEMINAR

COURSE

OBJECTIVE:

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II Semester: MBA

- 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:

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

E-Resources:

- http://www.indes.about.com/web_analytics.com
- [http://www.managment_decision_since.com/images.pdf.market%20analysis%20report%20\(example%20Research\).pdf](http://www.managment_decision_since.com/images.pdf.market%20analysis%20report%20(example%20Research).pdf)



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NEW SUBJECT

22MBA0016: STATISTICAL DATA ANALYSIS LAB–(LAB)

II Semester: MBA

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Course Objective: Develop ability to	0	0	2	2

- Understand the applications of information technology
- Know about the data organization and addressing business needs.

Course Out comes: At the end of the course, student will be able to ...

- Create word documents, create presentations in powerpoint
- Managing data on Excel spread sheet
- Analyze data with formulas
- Analyze data using Data Analysis tool Write reports in appropriate format

Module I: MS-Word – Creation of Document – Format Document – Text editing and saving –Organizing information with tables and outlines – Mail merge – Publishing documents on Web.

MS Power Point- Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, and People etc.

Module II: MS Excel-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.

Module III: Sample test for means-T-test, Z-test, ANOVA, one-way, two-ways.

Module IV: Correlation & Regression using Data Analysis tool.

Module V: Report writing according to the format suggested.

Textbooks:

1. CoxEtAll-2007 Microsoft Office System Step – By - Step, First Edition, Phi.
2. David Whigam – Business Data Analysis Using Excel, First Edition, Oxford University Press.

Reference Books:

1. Alexisleon, Tmh, 2008, Enterprise Resource Planning.
2. William.H.Dulton, The Oxford HandBook Of Internet Studies, Oxford.



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NEW SUBJECT

22MBA0018: BUSINESS ANALYTICS

III Semester: MBA

L	T	P	C
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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.



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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, WajidKhattack& Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
4. Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
5. Seema Acharya &Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

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>



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NEW SUBJECT

22MBA0019: PROJECT & OPERATIONS MANAGEMENT

III Semester: MBA

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Course Objectives:

The course enables the students

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

Course Outcomes:

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

- Understand the process of Operations Management
- Analyze Layout and Scheduling
- Understand Project management
- Analyze Project Planning and Appraisal
- Evaluate Project Planning and Control

UNIT-I:

Introduction to Operations Management: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow Shop, Job Shop, Batch Manufacturing, The Project, Productivity, Strategic Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Gross Domestic Product and its impact, World Class Manufacturing.

UNIT-II:

Layout and Scheduling: Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures. Introduction, Johnson's Problem, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and Machines Scheduling.

UNIT-III:

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

UNIT-IV:

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



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UNIT-V:

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

Text Books

1. Panneer selvam “Production and Operations Management” PHI,2012
2. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation, and review, 6e, Tata McGraw Hill, 2008.

Reference Books

1. H.Kaushal,Production/OperationsManagement,CaseStudySolutions,MacMillan,2012.
2. Ajay K Garg, Production and Operations Management, TMH,2012 3. DannySamson“OperationsManagement:IntegratedApproach”Cambridge,2012.
4. Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
5. J.K, Sharma: Operations Research, Macmillian,2013.
6. John M, Nicholas and Herman Steyn, Project Management for Engineering, Business, and Technology, 5e, Routledge,2017.
7. K.Nagrajan,Project Management,NewAgeInternationalPublishers,7e,2015.



MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

NEW SUBJECT

22MBA0021M: PRACTICAL APPROACH TO SERVICES MARKETING

III Semester: MBA

L T P C

Course Objectives:

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The course enables the students

- To understand about the concepts of Services Marketing.
- To focus on Consumer Behavior.
- To understand how to manage service processes.

Outcomes:

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

- Analyze deeper insight into the Marketing Management of companies offering Services as product.
- Understand the characteristics of services, understand consumer behaviour in services
- Apply Innovation and Quality in Services
- Analyze Service Operations
- Evaluate Service Promises

UNIT I:

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

UNIT II:

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

UNIT III:

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

UNIT IV:

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



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UNIT V:

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

TEXTBOOKS:

- ValarieA.Zeithaml &MaryJo-Bitner: Services Marketing–Integrating customer focus across the firm, TMH, 6e,2013.

REFERENCES:

- John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
- Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.
- Christopher Lovelock, Jochenwirtz, Jayanta C, Services Marketing, 7th edition Pearson 2015
- NimitChowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
- GovindApte: Services Marketing, Oxford Press, 2011.



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NEW SUBJECT

22MBA0020H: PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT

L	T	P	C
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III Semester: MBA

Course Objectives:

The course enables the students

- To acquire knowledge of Performance Management.
- To gain an understanding about performance management system.
- To understand Reward Systems and legal issues.

Course Outcomes:

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

- Understand the concepts of Performance Management
- Evaluate the metrics of Performance Management
- Analyze Performance and Employee Development
- Evaluate Reward Systems and High Performing Teams
- Apply Modern performance measurement frameworks

UNIT I: Introduction to Performance Management: Definition, Scope and Significance - Advantages of Performance Management - Organizational Structure - Impact of Organizational structure and Operational Problems Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.

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

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

UNIT IV: Reward Systems and Legal Issues and High Performing Teams: Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management - Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.



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UNIT V: Modern performance measurement frameworks: Bench Marking, Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS -Appraisal, Communication and Interview, Performance feedback and counseling, Talent Management.

Textbooks:

- Soumendra NarianBagchi, Performance Management, Cengage Learning, 2013

References:

- Herman Aguinis, Performance Management, Pearson Education, (2007).
- Lance A. Berger and Dorothy, The Talent Management Hand Book. Tata Mc-Graw Hill (2007).
- Rao T.V, Appraising and Developing Managerial Performance. Excel Books, (2007). Dixit Varsha, Performance Management. VrindaPubilcations Ltd., (2008).



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NEW SUBJECT

22MBA0021H: COMPENSATION & REWARD MANAGEMENT

III Semester: MBA

L	T	P	C
4	0	0	4

Course Objectives:

- It enables the student understand the concepts issues and challenges of compensation and reward management.

Course Outcomes:

- The student understands how to design the compensation for various levels of jobs in the organization, designing the compensation for special groups. Government and legal issues in compensation design.

Unit-I: Introduction

Compensation Management: Types of compensation-Compensation as Retention Strategy Compensation for Special Groups-Competency based Compensation-3P Concept in Compensation Management.

Reward Management: Concept-Developing Reward Policies – Concept of Reward System in Service Organizations

Unit-II: Designing Compensation System

Building Compensation System: Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys-Integrating Internal Job Structure with External Market Pay Rates - Building Pay Structures that Recognize Individual Contributions

Unit-III: Pay Structures

Pay Structure: Performance Based and Pay Based Structures - Designing Pay and Salary Structures - Salary Progression - Methods of Payment in Compensation - Comparison in Evaluation of Different Types of Pay Structures in India - Designing Pay Ranges and Bands in Public and Private sectors

Unit-IV: Benefits and Services

Employee Benefits: Concept and Nature of Benefits - Classification of Employee Benefits -Employee Benefit Programs (Statutory and Non Statutory) - Designing a Benefit Package –Concept of Voluntary Retirement Scheme (VRS)

Unit-V: Contemporary Strategic Compensation Challenges

International Compensation and Competitive Strategies: Executive Compensation Packages- Compensating Executives - Compensating the Flexible Workforce - Contingent Employees and Flexible Work Schedules - Compensation for Expatriates and Repatriates – Strategic Issues and Choices in Using Contingent and Flexible Workers –New trends in compensation.



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TEXT BOOK:

1. C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2nd Edition 2019.
2. D.P.Sahoo, Employee Relations, Text & Cases, 1e, Sage Publications, 2020.
3. Parul Gupta, Industrial Relations & Labour Laws for Managers, Sage Publications, 2019.
4. Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.
5. C.B. Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing

REFERENCES:

- George TMilkovich, Jerry M Newman, C S VenkataRatnam” TMH.
- BDSingh“Compensation and Reward Management” Excel Books.
- JosephJ. Martocchio“Strategic Compensation”Pearson.
- Kanchan Bhatia “Compensation Management ”Himalaya.
- Henderson“CompensationManagementinaKnowledgeBasedWorld”,Pearson.
- MichaleArmstrong”EmployeeReward”UniversityPress.



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NEW SUBJECT

22MBA0027H: HR ANALYTICS

L	T	P	C
4	0	0	4

Course Objectives:

- To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes.
- To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics.
- To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

Course Outcomes: The students will be able to

- Gain an understanding of the relevance of HR Analytics in the current business scenario.
- Have an understanding of the models of conducting HR Analytics and understanding of the methods of capturing, examining & purifying data for conduction of HR Analytics. □ Use MS Excel for conduction of HR Analytics for key HR Processes
- Appreciate the significance of Predictive and Prescriptive Analytics.

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

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

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

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

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



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TEXT BOOKS :

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



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NEW SUBJECT

22MBA0027M: MARKETING ANALYTICS

L	T	P	C
4	0	0	4

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

UNIT – III: CUSTOMER ANALYTICS: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer

Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.

UNIT – IV: PRICING ANALYTICS: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices



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to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

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

TEXT BOOKS:

- Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
- Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014. ▪ Chuck Hermann, Ken Burbary, Digital Marketing Analytics, Que Publishing, 2e, 2018.
- Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher education, 2021.
- Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
- Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

REFERENCES:

1. <https://www.youtube.com/watch?v=5MBEHY7Q0Ls> 2.
<https://www.youtube.com/watch?v=xFvbgddv7C4>

**NEW SUBJECT****22MBA0027F: FINANCIAL ANALYTICS****IV Semester**

L	T	P	C
4	0	0	4

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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



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

TEXT BOOK:

1. Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e,2022.
2. R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022.
3. Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.
4. N R Parasuraman, Financial Management-step by step approach, Cengage, 1e,2014. 5. Simon Bennings, Financial Modeling-Using Excel, MIT Press, Camberidge,3e
6. Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

REFERENCE BOOKS:

1. I. M. Pandey: Financial Management, Vikas, 2012
2. Brigham& Ehrhardt: Financial management, text and Cases, Cengage, 2012
3. MY Khan and PK Jain: Financial Management: Text, problems & Cases, TMH, 2012