

Established: 2009

ICET Code: MLRS

Academic Regulations, Course Structure & Detailed Syllabus under Autonomous Status

Master of Business Administration (MBA)

Choice Based Credit System (CBCS)

(R22 Course structure and Syllabus)

(Applicable for the batches admitted from 2022-2023)



MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

[Autonomous]

(An UGC Autonomous Institution, Approved by AICTE and Affiliated to MLRITM Hyderabad)
Accredited by NAAC with 'A' Grade, Recognized under the section 2(1) & 12 (B) of UGC
Act 1956

Dundigal Village, Qutbullapur (M), Hyderabad-500043

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MARRI LAXMAN REDDY **INSTITUTE OF TECHNOLOGY AND MANAGEMENT**

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MBA – Master of Business Administration

Course Structure (R22)

Applicable From 2022-23 Admitted Batch

Structure Breakup

S.NO	CATEGORY	Breakup of credits <i>(Total 102 Credits)</i>
1	COMMON SUBJECTS	56
2	OPEN ELECTIVES	08
3	PROFESSIONAL ELECTIVES	26
4	LABS	04
5	SEMINARS	02
6	PROJECT SUBMISSION	02
7	PROJECT VIVA	04
TOTAL		102

I YEAR I SEMESTER

S. No.	Course Code	Course Title	Course Area	Hours Per Week			Credits	Scheme of Examination		
				L	T	P		Maximum Marks		
								Internal (CIE)	External (SEE)	Total
1	22MBA001	Management & Organizational Behaviour	Core	4	0	0	4	40	60	100
2	22MBA002	Business Economics	Core	4	0	0	4	40	60	100
3	22MBA003	Financial Accounting and Analysis	Core	4	0	0	4	40	60	100
4	22MBA004	Business Law and Environment	Core	4	0	0	4	40	60	100
5	22MBA005	Research Methodology & Statistical Analysis	Core	4	0	0	4	40	60	100
6	Open Elective – I 22MBA006	6A Indian Ethos and Management Ethics 6B Contemporary Management Practices 6C Total Quality Management 6D Disaster Management	OE	4	0	0	4	40	60	100
7	22MBA007	Annual Report Analysis -Seminar	Seminar	0	0	2	1	100	-	100
8	22MBA008	Business Communication Skills - Lab	Lab	0	0	2	2	40	60	100
Total Credits				23	0	4	27	380	420	800

I YEAR II SEMESTER

S. No.	Course Code	Course Title	Course Area	Hours Per Week			Credits	Scheme of Examination		
				L	T	P		Maximum Marks		
								Internal (CIE)	External (SEE)	Total
1	22MBA009	Human Resource Management	Core	4	0	0	4	40	60	100
2	22MBA010	Marketing Management	Core	4	0	0	4	40	60	100
3	22MBA011	Financial Management	Core	4	0	0	4	40	60	100
4	22MBA012	Quantitative Techniques for Management	Core	4	0	0	4	40	60	100
5	22MBA013	Entrepreneurship and Design Thinking	Core	4	0	0	4	40	60	100
6	Open Elective – II 22MBA014	14A Python 14B Fundamentals of Corporate Social Responsibility 14C E-Business 14D Management of NGOs	OE	4	0	0	4	40	60	100
7	22MBA015	Industry Analysis and Report - Seminar	Seminar	0	0	2	1	100	---	100
8	22MBA016	Statistical Data Analysis - Lab	Lab	0	0	2	2	40	60	100
Total Credits				24	0	4	27	380	420	800

II YEAR III SEMESTER

S. No.	Course Code	Course Title	Course Area	Hours Per Week			Credits	Scheme of Examination		
				L	T	P		Maximum Marks		
								Internal (CIE)	External (SEE)	Total
1	22MBA017	Supply Chain Management	Core	4	0	0	4	40	60	100
2	22MBA018	Business Analytics	Core	4	0	0	4	40	60	100
3	22MBA019	Project & Operations Management	Core	4	0	0	4	40	60	100
4	22MBA020	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
5	22MBA021	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
6	22MBA022	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
7	22MBA023	Summer Internship - Seminar	Seminar	0	0	2	2	100	-	100
Total Credits				24	0	2	26	340	360	700

II YEAR IV SEMESTER

S. No.	Course Code	Course Title	Course Area	Hours Per Week			Credits	Scheme of Examination		
				L	T	P		Maximum Marks		
								Internal (CIE)	External (SEE)	Total
1	22MBA024	Strategic Management	Core	4	0	0	4	40	60	100
2	22MBA025	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
3	22MBA026	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
4	22MBA027	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
5	22MBA028	Pre submission of project work - Seminar	Seminar	0	0	2	2	100	-	100
6	22MBA029	Main Project and Viva Voce	---	0	0	4	4	40	60	100
Total Credits				16	0	6	22	300	300	600

OPEN ELECTIVE-I

Choose any one subject from the following

Course Code	Course Title
22MBA006A	Indian Ethos and Management Ethics
22MBA006B	Contemporary Management Practices
22MBA006C	Total Quality Management
22MBA006D	Disaster Management

SEMESTER-I

OPEN ELECTIVE-II

Choose any one subject from the following

Course Code	Course Title
22MBA014A	Python
22MBA014B	Fundamentals of Corporate Social Responsibility
22MBA014C	E-Business
22MBA014D	Management of NGOs

SEMESTER-III PROFESSIONAL ELECTIVES

Choose any one group of specialization for each semester from the following

PROFESSIONAL ELECTIVE-1	
22MBA020M	Digital Marketing
22MBA020F	Security Analysis and Portfolio Management
22MBA020H	Performance Management & Employee Development
22MBA020E	Start up Management
PROFESSIONAL ELECTIVE-2	
22MBA021M	Practical Approaches to Services Marketing
22MBA021F	Financial Institutions, Markets and Services
22MBA021H	Compensation and Reward Management
22MBA021E	MSME Management
PROFESSIONAL ELECTIVE-3	
22MBA022M	Consumer Behavior
22MBA022F	Strategic Management Accounting
22MBA022H	Employee Relations
22MBA022E	Family Business Management

PROFESSIONAL ELECTIVES

PROFESSIONAL ELECTIVE-4	
22MBA025M	International Marketing
22MBA025F	International Financial Management
22MBA025H	International Human Resource Management
22MBA025E	Entrepreneurial Finance
PROFESSIONAL ELECTIVE-5	
22MBA026M	Customer Relationship Management
22MBA026F	Financial Derivatives and Risk Management
22MBA026H	Leadership and Change Management
22MBA026E	Entrepreneurial Marketing
PROFESSIONAL ELECTIVE-6	
22MBA027M	Marketing Analytics
22MBA027F	Financial Analytics
22MBA027H	HR Analytics
22MBA027E	Creativity Innovation and Entrepreneurship

I-I



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COURSE CONTENT

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA001	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Management								

COURSE OVERVIEW:

This course provides a comprehensive foundation in management principles and organizational behaviour. It introduces the management process, managerial roles, and the evolution of classical, behavioural, and modern management theories. The course develops skills in planning and decision-making, including goal setting and participative decision models. It examines organizing and controlling functions with emphasis on organizational design, authority relationships, and performance control tools such as the Balanced Scorecard and benchmarking. The course also explores individual and group behaviour, focusing on personality, perception, diversity, group dynamics, and team building. Leadership traits, styles, and major leadership theories are analyzed. Key motivation theories such as Maslow, Herzberg, McGregor, ERG, McClelland, and Expectancy theory are critically discussed. Overall, the course prepares students for effective managerial performance in dynamic organizational environments.

COURSE OBJECTIVES:

1. To provide a strong conceptual foundation in the principles, functions, and evolution of management thought.
2. To develop students' ability to formulate plans and apply systematic decision-making techniques in organizational contexts.
3. To enable learners to design appropriate organizational structures and apply effective controlling mechanisms for performance improvement.
4. To enhance understanding of individual and group behaviour in organizations, including personality, perception, diversity, and team dynamics.
5. To equip students with knowledge of leadership approaches and motivational theories for improving employee performance and organizational effectiveness.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Explain the fundamental concepts of management, its evolution and classical - contemporary management theories.
2. Analyze the processes of planning and decision-making in organizations using suitable models and frameworks.
3. Design organizational structures and control mechanisms that align with business goals and adapt for dynamic environments.

4. Interpret individual and group behaviour in organizational settings by fostering effective teamwork and diversity management.
5. Evaluate leadership and motivation theories by choosing suitable styles, techniques for performance influence.

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 Behavioural. Management Sciences Theories: Systems and Contingency Theory.

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

UNIT – III: ORGANIZING AND CONTROLLING: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges.

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

UNIT – IV: ORGANIZATIONAL BEHAVIOR: INDIVIDUAL AND GROUP BEHAVIOR: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behaviour, 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.

TEXT BOOKS:

1. Stephen P. Robbins & Mary Coulter — *Management*, 14th Edition, Pearson Education, **2018**.
2. Harold Koontz & Heinz Weihrich — *Essentials of Management*, 10th Edition, McGraw Hill, **2015**.
3. P. Subba Rao — *Principles of Management and Organizational Behavior*, Himalaya Publishing House, **2019**.
4. K. Aswathappa — *Organizational Behavior*, 12th Edition, Himalaya Publishing House, **2019**.

REFERENCE BOOKS:

1. Fred Luthans — *Organizational Behavior*, 13th Edition, McGraw Hill Education, **2015**.
2. Ricky W. Griffin — *Management*, 12th Edition, Cengage Learning, **2016**.
3. John R. Schermerhorn Jr. — *Management*, 12th Edition, Wiley India, **2014**.
4. Ivancevich, Konopaske & Matteson — *Organizational Behavior and Management*, 11th Edition, McGraw Hill, **2014**.

ELECTRONIC RESOURCES:

1. **Harvard Business Publishing – Organizational Behaviour Resources**
<http://hbsp.harvard.edu/organizational-behavior/>
2. **Harvard Business Publishing – Core Curriculum: Organizational Behaviour**
☞ <http://hbsp.harvard.edu/catalog/collections/core-curriculum-organizational-behavior>
3. **Harvard Business Publishing – Organizational Behaviour Simulations**
☞ <http://hbsp.harvard.edu/catalog/collections/organizational-behavior-simulations>
4. **Harvard Business Publishing – Case Method Resources**
☞ <http://hbsp.harvard.edu/cases/>
5. <http://www.youtube.com/watch?v=TCt5-yolDr8&pp=ygUGbWxyaXRt>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
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COURSE CONTENT

BUSINESS ECONOMICS								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA002	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of economics								

COURSE OVERVIEW:

This course is designed to help students understand the economic objectives of firms and support optimal decision-making. Managerial Economics examines both microeconomic and macroeconomic factors, including market conditions, population growth, and overall economic growth. The course covers key topics such as production management, demand and supply analysis, cost of production, market structures, pricing methods, pricing strategies, and output decisions. It also introduces the application of mathematical and statistical tools to analyze economic data and facilitate informed managerial decision-making.

COURSE OBJECTIVES:

- Identify the core principles and basic concepts of business economics.
- Explain the key determinants of demand and supply and their interaction in establishing market equilibrium
- Calculate and interpret various measures of production and cost to identify optimal production levels and cost efficiencies.
- Explain various market structures and their impact on firm conduct, performance and pricing decisions.
- Justify optimal pricing strategies for different market conditions, considering both economic theory and practical business implications.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Apply economic principles, opportunity cost, Marginalism in business decision-making processes
2. Demonstrate the concepts of demand & supply, elasticity, market equilibrium and apply demand forecasting in business decisions.
3. Classify production - cost functions, returns to scale for break-even analysis and managerial decisions.
4. Judge the price-output decisions in different market structures and their impact on firms' behavior.

5. Design various pricing strategies, theoretical foundations of the firm and international pricing practices

Unit – I: Introduction to Business Economics: Definition, Nature and Scope, Relationship with Other Disciplines, Business Decision-making Process, Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-Marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty.

Unit – II: Theory of Demand and Supply: (a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Demand Schedule and Demand Curve. Movement along and shift in Demand Curve. Types of Demand, Exceptions to the Law of Demand. Elasticity of Demand, Types of Elasticity of Demand, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium.

Unit – III: Production and Cost Analysis: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquant and Iso-cost curves, Returns to Scale, Economies of Scale, Indifference Curve. Innovations and Global Competitiveness. Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short- run and Long-run, Short-run vs. Long-run Costs, Average Cost Curves, Break Even Analysis (with problems).

Unit – IV: Market Structures- Pricing and Output decisions: Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – both the Long-run and the Short-run.

Unit – V: Pricing Strategies: Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioral Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping.

TEXT BOOKS:

- Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e, 2018.
- HLAhuja, Business Economics, S. Chand&Co,13e, 2019.
- D.M. Mithani, Managerial Economics, Himalaya Publishing House,9e,2022.
- Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e, 2020.

REFERENCE BOOKS:

- PL Mehta, Managerial Economics, Sultan Chand & Sons,
- Suma Damodaran, Managerial Economics, Oxford Publications,2e,2018.
- Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications,2e,2022.
- D M Mithani “Managerial Economics: Theory and Applications”, Himalaya Publication house, Hyderabad, 2 nd edition, 2016.

ELECTRONIC RESOURCES:

- http://www.youtube.com/watch?v=Ht_pSz9T_ig&list=PLVnh5qI6g-iqch75SzrXdoE-bR_D033I7
- http://www.google.co.in/books/edition/Managerial_Economics/9clcDwAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover
- http://www.google.co.in/books/edition/Managerial_Economics_8th_Edition/H7FDDAAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover
- http://www.google.co.in/books/edition/MANAGERIAL_ECONOMICS/Q53GDgAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

FINANCIAL ACCOUNTING AND ANALYSIS								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA003	CORE	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic Concepts of Accounting								

COURSE OVERVIEW:

Financial statements are essential for business organizations to interpret and analyze the financial growth of companies. This course focuses on the objectives and importance of financial accounting, accounting concepts and conventions, and the recording of transactions under the double-entry system. It covers the accounting process, including the preparation of journals, ledgers, trial balances, and final accounts, enabling students to understand the earning capacity and financial position of a business. The course also emphasizes the appreciation and use of financial statements as a means of business communication, and introduces analytical techniques such as inventory valuation, funds flow analysis, and cash flow statement preparation.

COURSE OBJECTIVES:

- To acquaint the students with various fundamental concepts and principles of accounting.
- To know the accounting process including journal entries, ledger posting and trial balance preparation in various managerial decisions.
- To compute depreciation and goodwill using appropriate valuation methods.
- To analyze financial statements using horizontal and vertical analysis techniques.
- To evaluate the financial performance of a company using various accounting ratios.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Define key elements of financial accounting, its categories, guiding principles, GAAP standards and procedural steps.
2. Prepare financial records, final accounts and depreciation calculations
3. Construct accounting principles for preparing inventory valuation, share issuance and financial statements.
4. Evaluate cash flow and funds flow statements for confirming operational cash and accounting profits.
5. Formulate financial statements through ratio analysis with different methods

Unit – I: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and Conventions. Generally Accepted Accounting Principles (GAAP), their Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle.

Unit – II: The Accounting Process: Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments, Rectification of Errors.

Accounting from Incomplete Records, Advantages and Disadvantages of Single Entry and Double Entry System, Preparation of Accounts, and Ascertainment of Profit from Incomplete Records,

Unit – III: Inventory Evaluation: Valuation of Assets, Tangible vs. Intangible Assets. Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting.

Unit – IV: Financial Analysis: Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid Costs. Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement, Horizontal Analysis and Vertical Analysis of Company.

Unit – V: Financial Statements and Ratio Analysis: Analysis and Interpretation of Financial Statements, Liquidity, Leverage, Solvency and Profitability Ratios, Valuation Ratios, Du Pont Chart, Accounting Standards Issued by ICAI, Focus on INDAS, International Financial Reporting Standards (IFRS).

TEXT BOOKS:

- S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, Vikas Publishing House, 5e, 2022.
- Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.
- Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 2022.
- Raj Kumar Sah, Financial Accounting, Cengage Learning, 2e, 2020.

REFERENCE BOOKS:

- Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, 2015.
- V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015.

ELECTRONIC RESOURCES:

1. http://www.koledza.lv/best/download/biblioteka/Financial_Accounting.pdf.
2. http://www.tutorialspoint.com/accounting_basics/accounting_basics_tutorial.pdf.

MATERIALS ONLINE:

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COURSE CONTENT

BUSINESS LAW AND ENVIRONMENT								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P		C	CIE	SEE
22MBA004	CORE	4	-	-	4	40	60	100
		Contact Classes:60		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 60
Prerequisite: Basic understanding of business environment and legal systems.								

COURSE OVERVIEW:

This course is designed to provide students with knowledge of the legal and regulatory framework governing business operations in India. The course introduces fundamental legal principles related to company formation, contracts, sale of goods, negotiable instruments, and digital transactions. It also focuses on the impact of government policies, economic reforms, and regulatory mechanisms on business operations. Further, the course emphasizes business regulations, environmental laws, and sustainability practices to enable students to understand legal compliance and responsible business decision-making in the contemporary business environment.

COURSE OBJECTIVES:

- To impart knowledge on the legal and regulatory framework for incorporating business in India.
- To familiarize students with the key principles of Law of Contract and the Sale of Goods Act.
- To study Negotiable Instruments and RBI guidelines on Digital Transactions.
- To interpret reforms undertaken by the Government with respect to challenges in the business environment.
- To impart knowledge of different legal regulations and environmental laws related to business.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. List the key provisions of the Companies Act 2013 on incorporation, governance and company closure.
2. Explain the law of contract and its essential elements for remedies by breach
3. Apply the key aspects of special contracts and cybercrimes that are related toward challenges in the Indian context.
4. Determine the characteristics of negotiable instruments, endorsements, and GST acts
5. Analyze economic, technological and socio-cultural environments that are impacting business

Unit – I: Introduction to Companies Law: Companies Act, 2013:

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

Unit – II: Introduction to 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.

Unit – III: Law relating to special Contracts and Cyber Crimes:

Indemnity and guarantee, Contract of Agency, Sale of goods Act-1930: General Principles, Conditions & Warranties, Performance of Contract of Sale. 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 Cybercrime.

Unit – IV: Negotiable Instruments Act – 1881

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

Unit – V: Introduction to Business Environment

Business and its Environment–An introduction to Economic Environment–Perspectives on the Economic Problem–The Technological Environment–The Social and Cultural Environment – Corporate Social Responsibility.

TEXT BOOKS:

1. Legal Aspects of Business, Cengage Learning, 6th Edition, 2024.
2. Business Environment: Text and Cases, Himalaya Publications, 13th Edition, 2022.
3. Legal Aspects of Business, TMH, 7th Edition, 2019.
4. Business Legislation for Management, Vikas Publishing House, 9th Edition, 2024.
5. Legal Aspects of Business, Sage Publications, 1st Edition, 2022.

REFERENCE BOOKS:

1. Legal Aspects of Business, Vikas Publishing, 2nd Edition, 2019.
2. Legal Aspects of Business, Vijay Nicole Imprints, 2nd Edition, 2023.

ELECTRONIC RESOURCES:

1. <http://youtu.be/oivEQFxLAWM?si=8FgVmZ57qQiPHdL7>
2. <http://youtu.be/oivEQFxLAWM?si=8FgVmZ57qQiPHdL7>
3. http://onlinecourses.nptel.ac.in/noc26_mg30/preview?utm_source=chatgpt.com
4. http://archive.nptel.ac.in/courses/110/105/110105159/?utm_source=chatgpt.com
5. http://kongunadu.digimat.in/nptel/courses/video/110107145/L20.html?utm_source=chatgpt.com

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and concept video topics
4. Open-ended experiments / case discussions
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentations
11. Drishya Siksha Sangrah (DSS) Videos



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COURSE CONTENT

RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA005	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of research and statistics								

COURSE OVERVIEW:

This course provides a comprehensive foundation in business research and statistical analysis. It begins with an introduction to research concepts, scope, ethics, variables, and the overall research process. It then examines research design, sampling techniques, data collection methods, measurement, scaling, reliability, and validity. The course further develops analytical skills through data classification, tabulation, graphical representation, measures of central tendency and dispersion, hypothesis testing, and small sample tests. Advanced topics such as ANOVA, chi-square tests, correlation, regression, discriminant and factor analysis are also covered. Finally, it introduces time series analysis and emphasizes effective research report writing, documentation, and referencing in business management research.

COURSE OBJECTIVES:

- To introduce the basic concepts of research and measurement of variables.
- To impart knowledge on research design and various data collection tools and methods for research process.
- To describe Tabulation and graphical representation of One, Two, Three-Dimensional Data and various small sample tests.
- To study the significance of statistical tools for analysis and interpretation of Qualitative & Quantitative data
- To introduce the concepts of time series analysis and report writing.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Outline the key concepts, types, measurements, process, variables and ethical aspects of business research.
2. Summarize credible research using appropriate frameworks, methods, sampling, and data collection techniques
3. Apply statistical techniques for data tabulation, graphical representation, central tendency, dispersion and small sample tests.
4. Interpret data using mathematical methods like ANOVA, correlation and regression.

5. Develop time series breakdown using trend investigation and index numbers for a research report with relevant data.

Unit – I: Introduction to Research: Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, 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, Characteristics of Good Research Design, Sampling and its Applications. Data Collection Methods & Tools: Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.

Unit – III: a) Tabulation of Univariate, Bivariate and Multivariate Data, Data Classification and Tabulation, Diagrammatic and Graphical Representation of Data. One-Dimensional, Two-Dimensional and Three-Dimensional Diagrams and Graphs. Introduction to Statistics, Measurement of Central Tendency and Dispersion. **b) Small Sample Tests:** t-Distribution, Properties and Applications, Testing for One and Two Means, Paired t-Test, Hypothesis Formulation and Testing.

Unit – IV: a) Analysis of Variance: One-Way and Two-Way ANOVA (with and without Interaction). Chi-Square Distribution: Test for a Specified Population Variance, Test for Goodness of fit, Test for Independence of Attributes. **b) Correlation Analysis:** Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Linear and Multiple Regression Analysis, Discriminant Analysis, Exploratory Factor Analysis.

Unit-V: Time Series Analysis and Report Writing:

Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. 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.

TEXT BOOKS:

- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e, 2021.
- Gerald Keller, Statistics for Management and Economics, Cengage, 12e, 2025
- S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 8e, 2023
- P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand Publishing, 2016.

REFERENCE BOOKS:

- Donald R. Cooper & Pamela S. Schindler – *Business Research Methods* (Tata McGraw Hill)
- Shashi K. Gupta & P. Rangi – *Research Methodology: Methods, Tools & Techniques* (Kalyani Publishers)
- Deepak Chawla & Neena Sondhi – *Research Methodology: Concepts & Cases* (Vikas Publishing)
- S.P. Gupta – *Statistical Methods* (Sultan Chand & Sons)

- Gerald Keller – *Statistics for Management and Economics* (Cengage Learning)

ELECTRONIC RESOURCES:

- <http://socialresearchmethods.net/kb/>
- <http://www.coursera.org/browse/social-sciences/research>
- <http://www.edx.org/learn/data-analysis>
- <http://www.khanacademy.org/math/statistics-probability>
- <http://nptel.ac.in/courses>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
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COURSE CONTENT

INDIAN ETHOS AND MANAGEMENT ETHICS								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA006A	OPEN ELECTIVE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic Knowledge of Commerce and Management								

COURSE OVERVIEW:

This course focuses on the integration of traditional Indian values, philosophies, and ethical principles into the modern context of business and management. It aims to instill an understanding of how ancient Indian wisdom can be applied to contemporary management practices.

COURSE OBJECTIVES:

1. The various schools of Indian philosophy and the cultural heritage that has shaped Indian values.
2. The importance of values in personal and professional life.
3. The skills in ethical decision-making by drawing from Indian ethical principles and theories.
4. The cultural sensitivity and an appreciation for diversity in the context of global business operations.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Evaluate Indian ethos, management principles, lessons from ancient texts namely Vedas, Mahabharata, Bible and Quran in managerial practices
2. Examine Kautilya's Artha shastra, Indian heritage, work ethos, value-based management, stress management through meditation and yoga in business practices.
3. Examine the contemporary approaches in Indian management practices with respect of spiritual concepts.
4. Analyze ethical principles, theories, codes, various approaches in business decision-making
5. Resolve ethical dilemmas in business areas such as finance, marketing, HRM and international business using ethical decision-making.

UNIT-I: 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 Artha shastra, 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).

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. 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 Artha sastra, King, Governance, and Lawin 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, AMA2000.
7. Velasquez, Business Ethics, Concepts & Cases, 6thedition, PHI,2009.

ELECTRONIC RESOURCES:

1. <http://www.bookboon.com>
2. <http://www.freemagagement.com>
3. <http://www.emeraldinsight.com>
4. <https://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pd>

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

CONTEMPORARY MANAGEMENT PRACTICES								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA006B	OPEN ELECTIVE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Management								

COURSE OVERVIEW:

This course provides an understanding of modern Human Resource Management practices and emerging workplace trends. It focuses on employee engagement, emotional intelligence, digital work environments, workforce diversity, and quality of work life. The course helps students understand how organizations manage human resources effectively in today's dynamic and global business environment.

COURSE OBJECTIVES:

- To understand the concept and importance of modern Human Resource Management practices, especially employee engagement and its role in organizational success.
- To develop knowledge of Emotional Intelligence and its application in improving leadership, teamwork, and organizational effectiveness.
- To examine the concept of E-work and digital workplaces, including their impact on organizations and the Indian work environment.
- To understand the importance of workforce diversity in multinational organizations and learn the role of HR managers in managing diverse employees effectively.
- To study the concept of Quality of Work Life (QWL) and analyze human, technological, and organizational approaches to improving employee well-being.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Outline the importance and scope of employee engagement, its models in Human Resource Management.
2. Organize the functional importance and role of Emotional Intelligence in organizational effectiveness.
3. Distinguish Micro and Macro level of E-works and its importance in Indian Scenario
4. Assess the importance of workforce diversity, role of culture and HR manager.
5. Develop strategies for workforce diversity and Quality of Work Life in Indian and modern management contexts.

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

TEXT 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 Behavior", 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. Biswajeet Pattanayak, Human Resource Management, 5e, 2018

REFERENCE BOOKS:

1. Laurie J. Mullins, "Management, and Organizational Behavior", Pearson Publications, 9th Edition 2012.
2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16th Edition, 2017.
3. Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw hill, 8th Edition 2011.

ELECTRONIC RESOURCES:

1. <http://www.sanfundry.cm/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>

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

TOTAL QUALITY MANAGEMENT								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA006C	Open Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic knowledge of management principles, elementary statistics, and fundamental concepts of production/operations management.								

COURSE OVERVIEW:

This course provides an understanding of the principles and practices of Total Quality Management (TQM), including quality philosophies, leadership, customer satisfaction, continuous improvement techniques, supplier partnerships, quality management systems such as ISO standards, and modern quality tools like Six Sigma, FMEA, SPC, and benchmarking. It also covers management tools, quality strategies, and the application of quality management practices in industrial and service organizations.

COURSE OBJECTIVES:

- To understand the fundamental principles, philosophies, and concepts of Total Quality Management (TQM) and the contributions of quality gurus.
- To learn continuous improvement techniques and quality practices such as PDCA cycle, Kaizen, benchmarking, and supplier partnership for organizational excellence.
- To familiarize students with quality management systems including ISO 9000, ISO 14000 standards, and auditing procedures.
- To develop knowledge of quality tools and techniques such as SPC, Six Sigma, FMEA, QFD, and experimental design for process improvement.
- To apply quality management principles and management tools for improving productivity and quality in manufacturing and service industries.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Master TQM principles, leadership traits, strategic frameworks, customer focus, service excellence, retention, and key Quality Gurus philosophies
2. Evaluate Supply chain process improvement techniques, supplier collaboration strategies, performance metrics, cost-quality analysis and its benchmarking
3. Learn IT-driven quality systems, ISO frameworks, auditing, environmental standards, health-

safety practices, customer-centric design and Six Sigma methodology

4. Distinguish Qualitative tools by Design, FMEA and TPM on enhancement of product quality for reliability.
5. Evaluate quality strategies for Indian industries using key analytical tools.

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

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

UNIT – V MANAGEMENT TOOLS

Management Tools – Introduction - Forced field Analysis - Tree diagram -Process decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control – Process Capability- Experimental Design-Hypothesis -Orthogonal Design -Two factors and Full Factors-Quality Strategy for Indian Industries - Quality Management in India, Latest Amendments in Total Quality Management

TEXT BOOKS:

1. Joel E Ross : Total Quality Management, 3e, CRC press, 2015
2. Dale H. Bester feild, Carlon Bester feild: Total Quality Management, Pearson Education, 2015
3. Sridhar Bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M Charanti math Total Quality Management, Pearson Education, 2015
5. Dr. S. Kumar, Total Quality Management, University Science Press, 2015
6. Kanishka Bedi: Quality Management, Oxford,2015

REFERENCE BOOKS:

- Susanne Chishti and Janob Barberis, The Fintech Book, Wiley
- David L. Shrier and Alex Pentlan, Global Fintech, The MIT Press, 2022.

ELECTRONIC RESOURCES:

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

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
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COURSE CONTENT

DISASTER MANAGEMENT								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA006D	Open Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic knowledge of geography and environmental studies with an understanding of natural processes and human environment interactions.								

COURSE OVERVIEW:

This course provides an understanding of environmental hazards and disasters, including their types, causes, distribution, impacts, and mitigation measures. It covers natural and human-induced hazards such as earthquakes, volcanoes, cyclones, floods, droughts, and soil erosion, along with concepts of human ecology and environmental stress. The course also introduces modern approaches to disaster management and strategies for reducing environmental risks and improving resilience.

COURSE OBJECTIVES:

- To understand the basic concepts of environmental hazards, disasters, and environmental stress and their relationship with human ecology.
- To identify different types of natural and human-induced environmental hazards and disasters and their causes and distribution.
- To analyze the impacts of endogenous and exogenous hazards such as earthquakes, volcanoes, cyclones, floods, and droughts on the environment and society.
- To study methods of hazard mitigation, disaster preparedness, and human adjustment strategies for reducing environmental risks.
- To develop an understanding of modern disaster management approaches and environmental conservation measures such as soil erosion control and sedimentation management.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Analyze environmental hazards, disasters, stress through landscape, ecosystem, and perceptual approaches in the context of human ecology
2. Classify the various types of environmental hazards and disasters into natural, man-induced, planetary and extra-planetary categories.
3. Analyze the causes, effects and management of endogenous hazards, encompassing volcanoes, earthquakes & landslides.

4. Mitigate exogenous environmental hazards & disasters exemplified by cyclones, floods, droughts and soil erosion.
5. Design emerging approaches for disaster management preparedness and response with appropriate measures.

UNIT-I: Environmental Hazards & Disasters: Meaning of Environmental hazards, Environmental Disasters and Environmental stress. Concept of Environmental Hazards, Environmental stress & Environmental Disasters. Different approaches & relation with human Ecology - Landscape Approach - Ecosystem Approach – Perception approach – Human ecology & its application in geographical researches.

UNIT-II: Types of Environmental hazards & Disasters: Natural hazards and Disasters - Man induced hazards & Disasters - Natural Hazards – Planetary Hazards / Disasters - Extra Planetary Hazards / disasters - Planetary Hazards – Endogenous Hazards-Exogenous Hazards

UNIT-III: Endogenous Hazards: Volcanic eruption – Earthquakes – landslides – Volcanic Hazards/Disasters-Causes and distribution of Volcanoes - Hazardous effects of volcanic eruptions - Environmental impacts of volcanic eruptions - Earthquake Hazards / disasters - Causes of Earthquakes - Distribution of earthquakes-Hazardous effects of - earthquakes – Earthquake Hazards in India – Human adjustment, perception & mitigation of earthquake.

UNIT-IV: Exogenous hazards/disasters- Infrequent events-Cumulative atmospheric hazards / disasters. Infrequent events: Cyclones - Lightning – Hailstorms. Cyclones: Tropical cyclones & Local storms - Destruction by tropical cyclones & local storms (causes, distribution human adjustment, perception & mitigation) Cumulative atmospheric hazards/ Disasters: -Floods -Droughts- Cold waves – Heat waves Floods: -Causes of floods-Flood hazards India. Flood control measures (Human adjustment, perception & mitigation) Droughts:- Impacts of droughts-Drought hazards in India-Drought control measures-Extra Planetary Hazards/Disasters-man induced Hazards/Disasters- Physical hazards /Disasters-Soil erosion Soil Erosion: Mechanics & forms of Soil Erosion - Factors/causes of Soil Erosion-Conservation measures of Soil Erosion

UNIT-V: Emerging approaches in Disaster Management- Three stages Chemical hazards/disasters: Release of toxic chemicals, nuclear explosion-Sedimentation processes Sedimentation processes: - Global Sedimentation problems Regional Sedimentation problems – Sedimentation & Environmental problems – Corrective measures of Erosion & Sedimentation. Biological hazards /disasters: Population Explosion-Pre-disaster Stage (preparedness)-Emergency Stage-Post Disaster stage–Rehabilitation.

TEXT BOOKS:

1. Rivera, Jason D., ed. “Disaster and Emergency Management Methods: Social Science Approaches in Application”, Routledge, 8th Edition, 2021.
2. Kapoor, Mukesh. “Disaster management”, Saurabh Publishing House, 6th Edition, 2020.
3. Elvas, Luís B., "Disaster Management in Smart Cities", Smart Cities, 4th Edition, 2021.

4. D.R Khullar, "Environment & Disaster Management", 3rdEdition, 2021.
5. Brebbia, C. A., ed. "Disaster Management", WIT Press, 6thEdition, 2018.
6. Frumkin, Howard, ed. "Environmental health: from global to local", John Wiley & Sons, 11thEdition, 2016.

REFERENCE BOOKS:

1. Manual on natural disaster management in India, M C Gupta, NIDM, New Delhi
2. R K Bhandani, "An overview on natural & man-made disasters and their reduction", CSIR, New Delhi
3. World Disasters Report, International Federation of Red Cross and Red Crescent, Switzerland, 2009.
4. Coppola D P, "Introduction to International Disaster Management", Elsevier Science (B/H), London, 2007.

ELECTRONIC RESOURCES:

1. https://www.iare.ac.in/sites/default/files/lecture_notes/dm%20notes.pdf
2. <http://www.cbse.nic.in/natural%20hazards%20&%20disaster%20management.pdf>
3. <http://196.223.158.148/bitstream/handle/123456789/619/Improving%20Disaster%20Management.pdf?sequence=1&isAllowed=y>
4. https://books.google.co.in/books?hl=en&lr=&id=s6oxEraqWWwC&oi=fnd&pg=PP1&dq=disaster+MANAGEMENT&ots=tTefaw793r&sig=2SXMNkQHRieKKXn4dLFRg0ljkQY&redir_esc=y#v=onepage&q=disaster%20MANAGEMENT&f=false

MATERIALS ONLINE:

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COURSE CONTENT

ANNUAL REPORT ANALYSIS								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA007	Seminar	L	T	P	C	CIE	SEE	Total
		-	-	2	1	100	-	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 30			Total Classes: 30			
Prerequisite: Basic knowledge of financial accounting and fundamental concepts of financial management and business mathematics.								

COURSE OVERVIEW:

This course focuses on the analysis and interpretation of corporate annual reports to evaluate a company's financial performance and position. It covers the calculation and analysis of key financial ratios including profitability, liquidity, structural, and asset turnover ratios, along with assessment of growth, stability, and stock performance to support informed financial decision-making.

COURSE OBJECTIVES:

- To understand the structure and components of corporate annual reports and their importance in financial analysis.
- To develop the ability to calculate and interpret key financial ratios including profitability, liquidity, structural, and asset turnover ratios.
- To analyze the financial performance and financial position of companies using annual report data.
- To evaluate the growth and stability of companies through trend and ratio analysis.
- To assess stock performance and support investment decision-making using information from annual reports.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Find profitability ratios by analyzing a company's ability to generate profits.
2. Interpret structural ratios for knowing the composition and relationships of financial statement components.
3. Choose asset turnover ratios for measuring company efficiency.
4. Analyze liquidity ratios for finding a company's ability on meeting short-term obligations.
5. Evaluate growth, stability and stock performance by gauging a company's financial health and market position.

EXERCISES:

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

REFERENCE BOOKS:

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

MATERIALS ONLINE:

1. Online materials
2. Open-ended experiments



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COURSE CONTENT

BASIC COMMUNICATION SKILLS								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P		C	CIE	SEE
22MBA008	LAB	L	T	P	C	CIE	SEE	Total
		-	-	2	2	40	60	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes:30			Total Classes: 30			
Prerequisite: Basic Proficiency in English								

COURSE OVERVIEW:

Business Communication Lab is designed to develop professional communication competencies required in modern business environments. The course integrates written, oral, digital, and interpersonal communication skills with practical laboratory exercises. It emphasizes business writing, report preparation, presentations, employability skills, and contemporary communication practices such as social media communication, cross-cultural interaction, and e-business communication.

The lab-oriented approach ensures experiential learning through drafting, presentations, resume preparation, mock interviews, report writing, and real-time business communication simulations. The course prepares students for corporate roles by enhancing clarity, professionalism, and strategic communication ability.

COURSE OBJECTIVES:

- To explain the various modes of communication and their application in business.
- To impart knowledge on business writing skills and improve the readability of written communication.
- To outline the importance of writing business reports and proposals.
- To explain the necessary employability skills.
- To orient students on contemporary aspects of business communication.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Develop effective written and presentation skills in English for managerial communication
2. Apply correct usage of articles, prepositions and vocabulary for enhancing essay writing.
3. Classify various types of sentences for effective written and presentation skills.
4. Incorporate correct tenses in oral and presentation communication.
5. Exhibit proficiency in proofreading practices, style sheet conventions with precision throughout

English written communication

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

TEXT BOOKS:

- Ober Newman, Communicating in Business, Cengage Learning, 2015.
- P. Subba Rao, B. Anita Kumar, C. HimaBindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
- Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.

REFERENCE BOOKS:

1. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011
3. Elevate English , Mc Graw Hill, www.ellevateenglish.com

ELECTRONIC RESOURCES:

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>

<https://www.goodreads.com/shelf/show/business-communication>

MATERIALS ONLINE:

1. Open-ended experiments
2. Lab Manuals

I-II



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COURSE CONTENT

HUMAN RESOURCE MANAGEMENT								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA009	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic understanding of Human resource Management								

COURSE OVERVIEW:

This course is designed to introduce students to the concepts, significance and strategic role of Human Resource Management in organizations. It covers talent acquisition, training and development, performance management systems, compensation and reward structures, employee welfare measures, industrial relations, grievance handling, labour legislations and workplace safety. The course also includes modern HR practices such as HR analytics, AI in HRM, e-HRM and diversity management to ensure effective HR governance in dynamic business environments.

COURSE OBJECTIVES:

- To introduce the concepts, significance and role of Human Resource Management in an Organization.
- To impart knowledge on the aspects of Talent acquisition and Management.
- To provide insights into the design and implementation of training, development and Performance appraisal systems that align with individual and organizational goals.
- To highlight the significance of effective Compensation, Rewards and Employee Welfare measures in Organizations along with the relevant Acts.
- To familiarize students with employee relations frameworks, grievance redressal mechanisms, separation policies and essential labour laws governing workplace safety and health.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Understand the core principles of HRM, their key objectives, functions, job analysis and their role in driving organizational success.
2. Explain the fundamental concepts of recruitment, selection, compensation and job evaluation processes within HRM
3. Apply appropriate training methods, techniques for enhancing individual, group and organizational development.

4. Analyze performance appraisal methods & interview processes for establishing challenges in improving performance management.
5. Evaluate approaches on industrial relations through grievance handling, conflict resolution and work-life quality improvement.

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.

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.

TEXT BOOKS:

- Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 17e, 2023.
- P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.
- Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.

REFERENCE BOOKS:

- K. Aswathappa, Human Resource Management: Text and Cases, TMH, 8e, 2017.
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2016.

ELECTRONIC RESOURCES:

1. <https://youtu.be/ESFUGzdRTio?si=gA1rBevB6BpfVFoR>
2. https://www.youtube.com/playlist?list=PLLy_2iUCG87BVz2k0wfcBAkN6BlxD7S3s
3. https://onlinecourses.nptel.ac.in/noc26_mg30/preview?utm_source=chatgpt.com
4. https://archive.nptel.ac.in/courses/110/105/110105159/?utm_source=chatgpt.com
5. https://kongunadu.digimat.in/nptel/courses/video/110107145/L20.html?utm_source=chatgpt.com

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and concept video topics
4. Open-ended experiments / case discussions
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentations
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COURSE CONTENT

MARKETING MANAGEMENT								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0010	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic Marketing Concepts, Communication and Analytics								

COURSE OVERVIEW:

The primary goal of Marketing Management is to equip MBA students with a strong understanding of marketing principles and how these are applied in real-world business contexts. Students learn how to analyze markets, understand customer behavior, shape marketing strategies, and manage key marketing decisions that drive business success

COURSE OBJECTIVES:

- To enable understanding of the core concepts of marketing, marketing environment and process of Marketing Research.
- To educate on the aspects of analyzing market opportunities, customer value and marketing mix.
- To elucidate on designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
- To outline the significance of Distribution decisions, Promotion & Communication strategies.
- To highlight the importance of pricing decisions & contemporary marketing topics.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Explain key marketing concepts, philosophies and the fundamentals of market research within a global context.
2. Understand consumer behavior and product strategies for customer value-marketing opportunities.
3. Select market segmentation, targeting and positioning strategies for developing effective, customer-driven marketing plans.
4. Analyze distribution channels and promotional strategies for measuring their impact on the effectiveness of marketing communication.
5. Evaluate pricing and marketing strategies for appraise of their ethical, economic-global impact across personal, digital communication platforms.

Unit – I: Introduction To World Of Marketing: Importance and Scope of Marketing, Core Marketing Concepts, Market Place, Marketing in Practice, Marketing Environment, Marketing Strategies and Plans, The New Marketing Realities, Marketing Analytics: An Introduction.

Market Research, Marketing Research Process, Marketing Information Systems. Marketing Research and Ethics, International Marketing Research.

Unit – II: Analysing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision-making, Building Customer Value, Analyzing Consumer Markets, Consumer Behaviour, Cultural, Social & Personal Factors, Developing Products & Brands, Product Levels; Classifying Products, Product Range, Product Line & Product Mix, Product Life Cycles, New Product Development, New Service Development, Stages of Product/ Service innovation development, The Process of Adoption, Branding.

Unit – III: Designing a Customer Driven Strategy: Market Segmentation, Targeting, Positioning Process, Segmentation of Consumer Market, Business Market, Requirement for Effective Segmentation, Market Targeting, Evaluating Market Segmentation, Selecting Target Market, Segmentation, Positioning and Repositioning, Positioning Maps, Product Positioning Strategies.

Unit – IV: Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel Intermediates and Functions, Channel Structure, Channel for Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotional Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Direct and Online Marketing. Marketing Communication: Communication Process, Communication Promotion Mix, Factors Affecting the Promotion Mix.

Unit–V: Pricing Decisions & Personal Communication: Importance of Price, Cost Determinant of Price, Markup Pricing, Profit Maximization Pricing, Break-even Pricing, Pricing Strategies, Ethics of Pricing Strategy, Product Line Pricing, Word of Mouth, Rural Marketing, Bottom of the Pyramid, Relationship Marketing, Retail Marketing, Digital marketing, social media and Mobile Marketing, Market Sustainability and Ethics, Global marketing, Green Marketing.

TEXT BOOKS:

1. G.Shainesh, Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N.Sheth, Marketing Management, Pearson,16e, 2022.
2. Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, Pearson Education, 2020.
3. Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018.
4. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016

REFERENCE BOOKS:

- Mukesh Chaturvedi & A.V. Shukla, Marketing - A New Age Perspective, 1e, Vikas Publishing, 2025.
- Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publications,3e, 2016.
- Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, Sage

Publications, 5e, 2021.

ELECTRONIC RESOURCES:

- https://www.youtube.com/results?search_query=Marketing+Management+by+R+HARISH+CHANDRA+MLRITM
- <https://www.youtube.com/watch?v=-6EqOX7oriA&list=PLlhSIFdZcUWj8GBTJMzaIHLw1qo755kz&index=6>
- <https://www.youtube.com/watch?v=JI-Xq10BP50>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and concept video topics
4. Open-ended experiments / case discussions
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COURSE CONTENT

FINANCIAL MANAGEMENT								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P		C	CIE	SEE
22MBA0011	CORE	4	-	-	4	40	60	100
		Practical Classes: Nil			Total Classes:60			
Contact Classes: 60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes:60			
Prerequisite: Basic concepts of financial management								

COURSE OVERVIEW:

This syllabus provides a comprehensive overview of Financial Management principles and practices. It explains the nature and evolution of the finance function, emphasizing wealth maximization, risk–return trade-off, and time value of money. It covers investment decisions, including capital budgeting techniques such as NPV and IRR, cost of capital, and decision-making under risk and uncertainty. The course also discusses capital structure theories, leverage analysis, and dividend policies based on models of Gordon, Walter, and MM. Finally, it focuses on working capital management, including cash, receivables, inventory management, and short-term financing to ensure liquidity and profitability balance in organizations.

COURSE OBJECTIVES:

- To introduce the fundamental concepts, objectives and the evolving role of financial management within a business entity.
- To explain the various capital budgeting techniques in order to recommend long-term investment proposals.
- To elucidate different theories and factors influencing capital structure decisions to determine an optimal mix of debt and equity financing.
- To summarize various dividend theories and policies to determine the appropriate distribution of earnings to shareholders while considering firm value.
- To elucidate the importance of working capital management.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Define financial management by exploring its nature, scope, objectives, and key concepts exemplified by the time value of money and the risk-return trade-off.
2. Explain how businesses use capital budgeting techniques in making investment decisions,

incorporating the cost of capital and strategies for managing risk and uncertainty.

3. Apply capital structure concepts and leverage analysis for evaluation of financing decisions using various capital structure theories of EBIT-EPS review.
4. Evaluate how dividend decisions affect firm value using theoretical models for investigating the factors that influence dividend policy and working capital management.
5. Evaluate strategies for managing current assets, cash receivables by inventory on working capital planning and financing methods.

Unit – I: The Finance Function: Nature and Scope, Evolution of Finance Function, Its New Role in the Contemporary Scenario, Goals of Finance Function, Profit Maximization and Wealth Maximization, the Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model.

Unit – II: The Investment Decision: Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow, Data for New Projects, Capital Budgeting Techniques: Traditional and DCF Methods. The NPV vs. IRR Debate, Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty. Cost of Capital: Concept and Measurement of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital. Importance of Cost of Capital in Capital Budgeting Decisions.

Unit – III: Capital Structure Decisions: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Break-even Analysis of Financial Leverage, Capital Structure Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.

Unit – IV: Dividend Decisions: Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, the Basic Models, Forms of Dividend. Declaration and Payment of Dividends. Bonus Shares, Rights Issue, Share- splits, Major Forms of Dividends, Cash and Bonus Shares. Dividends and Valuation. Major Theories centered on the works of Gordon, Walter and Lintner, Dividend Policies of Indian companies.

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 Raheja committee on working capital, cases. Latest Amendments in Finance.

TEXT BOOKS:

- Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.

- M.Y Khan, P K Jain, Financial Management-Text and Problems, Mc Graw Hill, 8e, 2019.
- I M Pandey, Financial Management, Vikas Publications, 11e, 2015.
- James C Vanhorne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi, 12e, 2011.
- Eugene F. Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
- Arindam Banerjee, Financial Management, Oxford Publications, 2016.

REFERENCE BOOKS

1. **Financial Management: Theory and Practice** – Prasanna Chandra
2. **Financial Management: Text and Problems** – M.Y. Khan & P.K. Jain
3. **Principles of Corporate Finance** – Richard A. Brealey & Stewart C. Myers
4. **Fundamentals of Financial Management** – Eugene F. Brigham & Joel F. Houston
5. **Financial Management** – I.M. Pandey
6. **Corporate Finance** – Jonathan Berk & Peter DeMarzo

ELECTRONIC RESOURCES

- http://qu.edu.iq/ade/wpcontent/uploads/2016/02/financial_management_www.accfiler.com_.pdf
- http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial_Mgt_2E.pdf

MATERIALS ONLINE

1. University LMS Notes
2. PPT Slides on Financial Management
3. Case Studies on Capital Budgeting
4. E-Journals (Finance & Accounting)
5. RBI Bulletins
6. Annual Reports of Indian Companies
7. Excel Templates for NPV & IRR
8. Recorded Video Lectures
9. Question Banks & MCQs
10. Drishya Siksha Sangrah (DSS) Videos



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COURSE CONTENT

QUANTITATIVE TECHNIQUES FOR MANAGEMENT								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0012	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of quantitative techniques								

COURSE OVERVIEW:

This course introduces the fundamentals of Operations Research, focusing on scientific decision-making, model building, and the role of quantitative and qualitative analysis in managerial problem solving. It covers Linear Programming techniques for optimal resource allocation, including graphical and simplex methods, along with duality and real-world applications. The course also explains Assignment and Transportation models to optimize allocation and distribution problems efficiently. Decision Theory and Network Analysis are included to support decision-making under uncertainty and to plan, schedule, and control projects using PERT and CPM techniques. Finally, it introduces Queuing Theory and Game Theory to analyze waiting line systems and competitive decision situations for better strategic outcomes.

COURSE OBJECTIVES:

- To explain the nature, scope, and significance of Operations Research in decision-making.
- To illustrate the structure and formulation of Linear Programming Problems.
- To demonstrate the methods for solving assignment and transportation problems.
- To explain decision-making processes under risk and uncertainty using network analysis techniques.
- Explain queuing models and game theory concepts in operations management.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Explain operations research, its scope, applications, problem-solving methods, model types and development process.
2. Describe the structure, assumptions, applications of Linear Programming and Transportation Problems.
3. Use the Hungarian Method and other techniques for settling assignment problems.
4. Evaluate decisions under uncertainty, risk and certainty using decision trees for planning projects efficiently with PERT-CPM methods.
5. Analyze various queuing models and game theory concepts, service structures, queue disciplines

for optimizing resource allocation through strategic decision-making.

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 Models, Process for Developing an Operations Research Model, Practices, Opportunities and Shortcomings of using an OR Model.

Unit – II: Linear Programming Method: Structure of LPP, Assumptions of LPP, Application 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.

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.

Transportation Problem: Mathematical Model of Transportation Problem, Methods for Finding Initial Feasible Solution: Northwest Corner Method, Least Cost Method, Vogels Approximation Method, Test of Optimality by Modi Method, Unbalanced Supply and Demand, Degeneracy and its Resolution.

Unit – IV: Decision Theory: Introduction, Ingredients of Decision Problems. Decision-making under Uncertainty, Cost of Uncertainty under Risk, under Perfect Information, Decision Tree, Construction of Decision Tree.

Network Analysis: Network Diagram, PERT, CPM, Critical Path Determination, Project Completion Time, Project Crashing.

Unit – V: Queuing Theory: Queuing Structure and Basic Component of a Queuing Model, Distributions in Queuing Model, Different Queuing Models with FCFS, Queue Discipline, Single and Multiple Service Station with Finite and Infinite Population. Game Theory, Saddle Point, Value of the Game.

TEXT BOOKS:

- Mik Wisniewski, Dr Farhad Shafti, Quantitative Analysis for Decision Makers, Pearson,7e,2019.
- Miguel Ángel Canela, Inés Alegre, Alberto Ibarra, Quantitative Methods for Management: A Practical Approach, Springer International Publishing,1e,2019.
- James E. Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset, Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publishing,1e,2021.
- R. Pannervelam, Operations Research, Prentice Hall International, 3e, 2015.
- N.V.S. Raju, Operations Research: Theory and Practice, CRC Press, 2020.

REFERENCE BOOKS:

1. Quantitative Analysis for Business Decisions – Harold Bierman, Charles P. Bonini & Warren H.

Hausman — Publisher: R. D. Irwin.

2. Quantitative Analysis for Business Decisions – K. Shridhara Bhat — Publisher: Himalaya Publishing House.
3. Quantitative Analysis for Business Decision I – B. A. Vasu & D. Manikanthan — Publisher: Vikas Publishing House.
4. Quantitative Analysis for Decision Makers – Mik Wisniewski, Farhad Shafti & Wee Meng Yeo — Publisher: Pearson.

ELECTRONIC RESOURCES:

- <https://unidesktesting.motion.ac.in/uguarantuub/P1R9854/astraeny/P6R3390113/quantitative-analysis-for-business-decisions-notes.pdf>
- <https://www.geektonight.com/quantitative-techniques-for-business-decisions-pdf/>
- <https://anyflip.com/ynwo/acfr/basic>
- https://freebooksummary.com/quantitative-technique-for-business?utm_source=chatgpt.com
- https://onlinecourses-archive.nptel.ac.in/noc19_mg15/preview

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and concept video topics
4. Open-ended experiments / case discussions
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentations
11. Drshya Siksha Sangrah (DSS) Videos



COURSE CONTENT

ENTREPRENEURSHIP AND DESIGN THINKING								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0013	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic business and problem-solving knowledge.								

COURSE OVERVIEW:

The course aims to develop the knowledge and skills required to organize and undertake entrepreneurial activities, analyze business situations, and effectively plan ventures. It also focuses on enhancing the ability to evaluate risk, understand the characteristics and patterns of entrepreneurship development, and strengthen entrepreneurial and managerial potential.

COURSE OBJECTIVES:

- To explain the qualities, skills, competencies of entrepreneurs and their role in economic development.
- To outline various strategic perspectives and their applicability for different types of ventures.
- To elucidate on the opportunities and challenges of entrepreneurship.
- To orient the students on the significance of principles and process of Design Thinking.
- To educate on the development of Prototypes, testing ideas and implementing Design Thinking.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Explain the entrepreneurial mindset, traits and competencies that drive entrepreneurship's role in economic development.
2. Describe the structure, assumptions, applications of Linear Programming and Transportation Problems.
3. Use the Hungarian Method and other techniques for settling assignment problems..
4. Evaluate decisions under uncertainty, risk and certainty using decision trees for planning projects efficiently with PERT-CPM methods.
5. Analyze various queuing models and game theory concepts, service structures, queue disciplines for optimizing resource allocation through strategic decision-making.

Unit – I: Understanding Entrepreneurial Mindset: The Evolution of Entrepreneurship, Qualities,

Skills, Functions of Entrepreneurs, Types of Entrepreneurs, Approaches to Entrepreneurship, Process Approach, Role of Entrepreneurship in Economic Development.

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

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

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

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

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

TEXT BOOKS:

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

REFERENCE BOOKS:

- Chandramouli Subramanian, Thyagarajan Paramsivan & Sankaran Venkataramani, Design

Thinking –A hands on Approach,1e, Universities Press, 2025.

- D F Kuratko and T V Rao, Entrepreneurship-A South-Asian Perspective, Cengage Learning, 1e, 2012. 3. Poornima M Charantimath, “Entrepreneurship Development and Small Business Enterprises “, Pearson Publications, 2nd edition, 2012.

ELECTRONIC RESOURCES:

1. <https://www.youtube.com/watch?v=J-yI6lX2TrQ&list=PLVnh5qI6g-irteuKsWUvf3g7sTxTfZo9w>
2. <https://play.google.com/books/reader?id=uUdLAgAAQBAJ&hl=en&pg=GBS.PR6>
3. <https://play.google.com/store/books/details?id=-RE8BAAAQBAJ>
4. <https://play.google.com/books/reader?id=HhI8BAAAQBAJ&hl=en&pg=GBS.PP1>
5. <https://play.google.com/books/reader?id=sarDDAAAQBAJ&hl=en&pg=GBS.PP1>
6. <https://play.google.com/books/reader?id=5PXgDAAAQBAJ&hl=en&pg=GBS.PP1>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and concept video topics
4. Open-ended experiments / case discussions
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentations
11. Drshya Siksha Sangrah (DSS) Videos



COURSE CONTENT

PYTHON PROGRAMMING								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0014A	Open Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic knowledge of computers and internet fundamentals								

COURSE OVERVIEW:

This course provides an understanding of the concepts, evolution, and business environment of electronic commerce. It explains various e-commerce business models, digital infrastructure, and payment systems used in the digital economy. The course covers logistics, supply chain management, and fintech innovations supporting online business operations. It also focuses on e-marketing strategies, social commerce, and opportunities in rural and emerging markets. Government initiatives and digital transformation in India are discussed to understand the growth of e-commerce. The course further introduces legal and regulatory aspects to enable informed and responsible digital business decision-making.

COURSE OBJECTIVES:

- To Handle Strings and Files in Python.
- To Understand Lists Dictionaries and Regular expressions in Python.
- To Understand FILES, Multithread programming in Python.
- To Understand GUI in Python.
- To develop Python programs with conditionals and loops.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Explain Python's foundational concepts encompass object types, operators, built-in functions and numerical operations that drive programming in Python.
2. Explain the use of conditionals, loops, list comprehensions, generator expressions and built-in functions for sequences, mappings set types in Python.
3. Work with files and handle errors in Python using built-in tools, context managers and custom exceptions.
4. Explore how functions work in Python, manage arguments, use functional programming ideas and review how modules help organize code.
5. Assess multithreading concepts and Python's threading modules, explore GUI application development using Tkinter and other Python GUI frameworks

UNIT– I: PYTHONBASICS, PYTHON OBJECTS

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

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

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.

UNIT-IV: FUNCTIONS AND FUNCTIONAL PROGRAMMING

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

UNIT–V: MULTI THREADED PROGRAMMING

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, WesleyJ.Chun, Second Edition, Pearson.
2. Think Python, Allen Downey, Green Tea Press
3. Introduction to Python, KennethA. Lambert, Cengage
4. Python Programming: A Modern Approach, Vamsi Kurama, Pearson
5. Learning Python, MarkLutz,O'Reilly.

REFERENCE BOOKS:

1. Think Python, Allen Downey, Green Tea Press
2. Introduction to Python , KennethA. Lambert, Cengage
3. Python Programming: A Modern Approach, Vamsi Kurama, Pearson
4. Learning Python, MarkLutz,O'Really.

ELECTRONIC RESOURCES:

- <https://www.youtube.com/watch?v=7L7tub-zRIo> — *E-Commerce Full Course for Beginners (Explained)*
- https://www.youtube.com/playlist?list=PLZ1A0Gpn_vH_NT5zPVp18nGe_W9LqBEo6 — *E-Commerce Tutorials (UI/UX, Business Models, Digital Marketing)*

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
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7. Model question paper – I
8. Model question paper – II
9. Lecture notes
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COURSE CONTENT

FUNDAMENTALS OF CORPORATE SOCIAL RESPONSIBILITY								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P		C	CIE	SEE
22MB0014B	Open Elective	4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic understanding of business studies, corporate governance, and social responsibility concepts.								

COURSE OVERVIEW:

This course introduces the concept, evolution, and importance of Corporate Social Responsibility (CSR) in modern business practices. It explains the relationship between CSR, sustainability, stakeholder management, and corporate governance. The course also examines international CSR frameworks such as the Millennium Development Goals and Sustainable Development Goals. Students will study the legal provisions of CSR in India under the Companies Act, 2013 and the factors driving CSR initiatives. The course also discusses stakeholder roles, current CSR trends, and case studies of major CSR initiatives for sustainable development.

COURSE OBJECTIVES:

- To understand the concept, evolution, and importance of Corporate Social Responsibility in business and society.
- To examine international frameworks and global initiatives related to CSR and sustainable development, such as the Millennium Development Goals and Sustainable Development Goals.
- To study the legal framework and regulations governing CSR in India, particularly the provisions under the Companies Act, 2013.
- To analyze the drivers, policies, and stakeholder roles involved in implementing CSR initiatives in organizations.
- To evaluate CSR practices through case studies and understand CSR as a strategic tool for sustainable development.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Explore Corporate Social Responsibility principles and practices in India by focusing on sustainability on stakeholder engagement
2. Examine global CSR frameworks, specifically MDGs, SDGs, UN Global Compact, OECD guidelines and ILO principles.
3. Apply CSR legislation in India and globally, focusing on Section 135 of the Companies Act 2013, Schedule VII activities and governance requirements.

4. Examine the major drivers of CSR in India, namely market forces, civil society influence, regulatory conditions, voluntarism and judicial activism.
5. Examine how government, non-profit organizations and corporations contribute to sustainable development through CSR.

UNIT-I: Introduction to CSR:

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

UNIT-II: International frame work for corporate social Responsibility

Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) GlobalCompact2011.UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

UNIT-III: CSR- Legislation in India & the world

Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

UNIT-IV: The Drivers of CSR in India

Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

UNIT-V Identifying key stake holders of CSR

Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations. Review current trends and opportunities in CSR.CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

TEXT BOOKS:

1. Marks Schwartz Corporate Social Responsibility: An Ethical Approach
2. Wayne Visser and Nick Tolhurst- The World Guide to CSR

REFERENCE BOOKS:

- Lelouche, Idowu and Filho Innovative CSR
- Sanjay K Agarwal, Corporate Social Responsibility in India

- Hand book on Corporate Social Responsibility in India, CII.

ELECTRONIC RESOURCES:

5. <http://www.bookboon.com>
6. <http://www.freemagagement.com>
7. <http://www.emeraldinsight.com>
8. <https://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
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4. Open-ended experiments
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COURSE CONTENT

E-BUSINESS								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0014C	Open Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic knowledge of computers and internet fundamentals								

COURSE OVERVIEW:

This course provides an understanding of the concepts, evolution, and business environment of electronic commerce. It explains various e-commerce business models, digital infrastructure, and payment systems used in the digital economy. The course covers logistics, supply chain management, and fintech innovations supporting online business operations. It also focuses on e-marketing strategies, social commerce, and opportunities in rural and emerging markets. Government initiatives and digital transformation in India are discussed to understand the growth of e-commerce. The course further introduces legal and regulatory aspects to enable informed and responsible digital business decision-making.

COURSE OBJECTIVES:

- To understand the evolution of e-commerce and evaluate key success factors shaping the Indian e-commerce market.
- To identify various e-commerce business models and explain the digital infrastructure that supports them.
- To examine the digital payment systems and evaluate the role of logistics in e-commerce success. 4. To discuss examples of successful Indian e-commerce companies.
- To explore modern digital marketing techniques and examine opportunities in rural e-commerce.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Define the concepts of electronic business, e-commerce, features, advantages, and the business environment for establishing e-business.
2. Explain various e-business structures, models, design-considerations, and IT infrastructure requirements.
3. Develop e-business plans, e-marketing approaches, sales strategies and website management using software tools & techniques.
4. Assess characteristics of e-business applications and project planning, along with integration

across diverse domains.

5. Review risk management approaches, business continuity plans, and security practices for effective e-business operations

UNIT-I: Electronic Business

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

Case: Barnes & Noble and Amazon. Com (Ref1-Kulkarni).

UNIT-II: E - Business Models

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

Case: B2C model at Aradhana Tours. (Ref 1Kulkarni)

UNIT-III: Creating E-Business plans

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

Case” FLOP (ref1: Kulkarni)

UNIT-IV: E-Business Applications

Characteristics of E-Business applications-Project planning approach for E-Business applications- Application Integration-application in various domains.

Case Nokia (Ref 1 Kulkarni)

UNIT-V securing your e-business

Risk Management- business continuity planning-Network and web site security-web site Defacement-Security audit and Penetration Testing.

Case: Asmi Agencies-e-market (Ref1Kulkarni)

TEXT BOOKS:

1. Kulkarnietal. “E-Business”Oxford, 2012.
2. Dave Chaffey, e-business & e- commerce management- strategy, implementation and Practice, 5th edition, Pearson, 2015.

REFERENCE BOOKS:

1. Kulkarnietal. “E-Business”Oxford, 2012.
2. Dave Chaffey, e-business & e- commerce management- strategy, implementation and Practice, 5th edition, Pearson, 2015.

ELECTRONIC RESOURCES:

- <https://www.youtube.com/watch?v=7L7tub-zRIo> — *E-Commerce Full Course for Beginners (Explained)*
- https://www.youtube.com/playlist?list=PLZlA0Gpn_vH_NT5zPVp18nGe_W9LqBEo6 — *E-Commerce Tutorials (UI/UX, Business Models, Digital Marketing)*
- <https://www.statista.com/topics/871/online-shopping/> — *Statista – E-Commerce Market Statistics and Trends*

- <https://www.investindia.gov.in/team-india-interactive-map/digital-economy> — *Invest India – Digital Economy & E-Commerce Insights*
- <https://www.rbi.org.in/Scripts/PublicationsView.aspx?id=19737> — *RBI Report: Digital Payments and UPI Statistics*

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

MANAGEMENT OF NGOS								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0014D	Open Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic knowledge of management principles and an understanding of social sector or non-profit organizations.								

COURSE OVERVIEW:

This course provides an understanding of the structure, functions, and management of Non-Governmental Organizations (NGOs) and other non-profit entities. It explains the legal frameworks governing NGOs in India such as the Societies Registration Act, 1860, Indian Trusts Act, 1882, Cooperative Societies Act, 1912, and Companies Act, 1956. The course also examines funding structures from national and international organizations and the role of government and multilateral agencies. It focuses on the management of common property resources and traditional property rights. The course further highlights sustainability strategies and innovative approaches for strengthening the non-profit sector.

COURSE OBJECTIVES:

- To understand the concepts, functions, and changing role of Non-Governmental Organizations (NGOs) in the development sector.
- To study the legal and regulatory framework governing NGOs in India, including the Societies Registration Act, 1860, Indian Trusts Act, 1882, and Cooperative Societies Act, 1912.
- To examine the funding structures of NGOs from national and international organizations, including government and multilateral institutions.
- To understand the management of common property resources and traditional property rights in relation to community development.
- To analyze strategies for sustainability and innovative approaches for strengthening and developing the non-profit sector.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Discuss the evolving landscape of non-profit entities and their recognition as civil society organizations

2. Explain legal frameworks governing non-profit organizations with various relevant Indian Acts.
3. Understand funding structures from national - international sources, foreign aid, NGO operations and government spending in the social sector
4. Analyze traditional property rights and resource management practices which are related by common property systems
5. Evaluate the sustainability of the non-profit sector through CSR funding, innovative strategies and organizational interventions

UNIT-I: Understanding Non-Profit Management

Changing Scenario of Non-Profit Entity, Acceptance of Nonprofit Entity as Civil Society Organization

UNIT-II: Society Registration Act, 1860

The Indian Trust Act, 1882, Cooperative Societies Act, 1912, and Section 25 of the Company Act, 1956

UNIT-III: Funding Structure from Foreign and National Organization

Foreign Aid and NGOs in India, Social Sector Spending by Government, Bi-Lateral and Multi -Lateral Institutions in India

UNIT-IV: Understanding Common Property Resources

Tradition Property Rights, Common Property Resource Management

UNIT-V: Sustainability of Non-Profit Sectors

CSR as an Instrument of Funding for the further Non-Profit Sectors, Innovative Approach and Interventions by Non - Profit Entities.

TEXT BOOKS:

- David Lewis, The Management of Non-Governmental Organizations-
- Michael Edwards, Alan Fowler, The Earth scan reader on NGO management

REFERENCE BOOKS:

- Anita Abraham, Formation and Management of NGOs: Snehlata Chandra ,Non-governmental Organizations –Guidelines for NGO’s management in India-
- ByM.Ovasdi,ManagementofNon-GovernmentalOrganisations:TowardsaDevelopedCivilSociety
- Ian Smillie, John M. Hailey, Managing for Change: Leadership, Strategy and Management in Asian NGOs–

ELECTRONIC RESOURCES:

1. https://www.amazon.in/dp/B089ZCQ4KB/ref=cm_sw_r_apan_glt_7WZFTXTWT7V77TS8JGV
R
2. https://www.amazon.in/dp/B089YSNHP2/ref=cm_sw_r_apan_glt_DYY28P0BYB9QTE8Z7XS
4.

MATERIALS ONLINE:

1. Course template

2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
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COURSE CONTENT

INDUSTRIAL ANALYSIS AND REPORT - SEMINAR								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0015	Seminar	L	T	P	C	CIE	SEE	Total
		-	-	2	1	100	-	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 30			Total Classes: 30			
Prerequisite: Basic knowledge of financial accounting and fundamental concepts of financial management and business mathematics.								

COURSE OVERVIEW:

This seminar focuses on analyzing the financial performance and overall health of an industry using key financial ratios and performance indicators. The course develops practical skills in industry-level financial analysis, interpretation of financial statements, and evaluation of industry growth and stability.

COURSE OBJECTIVES:

- To analyze the profitability of an industry using various profitability ratios such as gross profit ratio, net profit ratio, and return on investment.
- To evaluate the financial structure of an industry by using structural ratios like debt-equity ratio and proprietary ratio.
- To examine the efficiency of asset utilization in an industry through asset turnover ratios.
- To assess the liquidity position of an industry by analyzing current ratio, quick ratio, and other liquidity measures.
- To study the growth, stability, and stock market performance of an industry in order to understand its long-term financial strength and investment potential.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Understand key profitability ratios that measure industry financial performance.
2. Explain the structural ratios and their significance in examining the financial stability of an industry.
3. Apply asset turnover ratios for monitoring how efficiently an industry utilizes its assets.
4. Analyze liquidity ratios for assessing an industry's short-term financial health and ability to meet obligations
5. Evaluate the growth, stability and stock performance of an industry using financial - market monitoring techniques.

EXERCISES:

1. Analysis of profitability ratios of an Industry
2. Analysis of structural ratios of an industry
3. Analysis of asset turnover ratios of an industry.
4. Analysis of liquidity ratios of an industry.
5. Analyze Growth, Stability and stock Performance of an industry

REFERENCE 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.

MATERIALS ONLINE:

1. Open-ended experiments
2. Lab Manuals



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COURSE CONTENT

STATISTICAL DATA ANALYSIS LAB								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P		C	CIE	SEE
22MBA0016	LAB	0	0	2	2	40	60	100
		Practical Classes: 30			Total Classes: 30			
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 30			Total Classes: 30			
Prerequisite: Basic knowledge of computers, MS Office applications, and fundamental statistics concepts.								

COURSE OVERVIEW:

This course provides practical training in data analysis and statistical techniques using computer applications. The lab focuses on developing skills in MS Word, MS PowerPoint, and MS Excel for data management, statistical analysis, and professional report preparation. Students will learn to organize, analyze, and present data effectively using spreadsheet tools and statistical methods.

COURSE OBJECTIVES:

- To develop skills in preparing professional documents and presentations using MS Word and MS PowerPoint.
- To enable students to organize and analyze data using MS Excel through worksheets, formulas, functions, charts, and macros.
- To apply statistical techniques such as T-test, Z-test, and ANOVA for analyzing sample data.
- To perform correlation and regression analysis using Excel Data Analysis tools for interpreting relationships between variables.
- To develop the ability to prepare structured statistical reports based on data analysis following standard formats.

COURSE OUTCOMES: After Completion of the course, students should be able to

1. Master key features of MS Word & MS PowerPoint for creating, formatting, designing documents and presentations.
2. Outline the primary features of MS Excel, covering worksheet setup, cell formatting, formula - function creation, macro development, data management, and chart creation
3. Apply statistical tests—T-test, Z-test and ANOVA—for hypothesis testing on sample means
4. Analyze variable relationships using correlation and regression techniques with the Data Analysis tool

5. Evaluate data and statistical findings for generating structured reports aligned with prescribed formats

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.

TEXT BOOKS:

1. Gross Debra, "Succeeding in Business with Microsoft Excel - 2013: A Problem Solving Approach", Cengage Learning, 1st edition, 2014.
2. Paul Mcfedries, "Excel 2013 Formulas and Functions", Pearson Education, 1st edition, 2013.
3. Dodge Mark, Stinson Craig, "Microsoft Excel 2013 Inside Out", Prentice Hall of India, 1st edition, 2013.

REFERENCE BOOKS:

1. Giridhar Joshi, "Management Information Systems", Oxford University Press, Revised 1st edition, 2013.
2. Lisa Miller, "MIS Cases: Decision Making with Application Software", Pearson Education, Revised 1st edition, 2011.
3. Guy Hart Davis, "How to do everything with Microsoft Office Excel", Tata McGraw Hill, Revised 1st edition, 2010.

ELECTRONIC RESOURCES:

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>

MATERIALS ONLINE:

1. Open-ended experiments
2. Lab Manuals

II-I



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COURSE CONTENT

SUPPLY CHAIN MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA017	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Supply chain Management								

COURSE OVERVIEW:

The course brings the knowledge in terms of basic concept of supply chain concepts and logistics. The course also gives exposure on competitive advantage and its uses and supply chain management and its focus areas and also to know the measurement of logistics performance and various kinds of cost drivers associated in logistics performance, the course also gives the focus on supply chain and logistics relationships and strategies applied in benchmarking. The course provides the knowledge about the various sourcing decisions and transporting methods and pricing of products and finally how to get the competitive advantage in the area of logistics by managing global logistics and global supply chains.

COURSE OBJECTIVES:

- To provide understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain.
- To impart knowledge on the various functions of logistics management.
- To educate on designing the supply chain network.
- To clarify the significance of establishing global supply chain. 5. To highlight the role of information technology in supply chain.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Explain logistics principles, supply chain strategies that enhance competitive advantage and improve customer service metrics
2. Illustrate logistics costing and performance principles, focusing on total cost with profitability.
3. Develop logistics & supply chain relationship for enhancing benchmark practices and performance measurement.
4. Analyze sourcing, transportation and pricing strategies, estimate product development for commercialization processes.
5. Evaluate global supply chain frameworks and challenges impacting international logistic partnerships.

UNIT I:

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

UNIT II:

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

UNIT III:

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

UNIT IV:

Sourcing, Transporting and Pricing Products: 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 V:

Managing global Supply Chains: 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.

TEXT BOOKS:

1. Sunil Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.
2. IMT Ghaziabad, Advanced Supply Chain Management, Sage Publications, 2021.
3. K Sridhara Bhat, Logistics & Supply Chain Management, HPH,1e,2017
4. Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
5. Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning, 1e, 2005.

REFERENCE BOOKS:

1. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi,JohnJ Coyle: “A Logistics Approach to Supply Chain Management, C engage Learning, New Delhi, 2012.
3. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi,2009
4. DeepakP, MilindM.Oak:“SupplyChainManagement”EverestPublishingHouse, NewDelhi.
5. Manish Bansal, BabitaSingla: “Retail and Supply Chain Management”, Kalyani Publishers, New Delhi,2012

ELECTRONIC RESOURCES:

- https://www.youtube.com/watch?v=Ht_pSz9T_ig&list=PLVnh5qI6g-iqch75SzrXdoE-

bR_D033I7

- <http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf>
- <http://www.pitt.edu/~druzdzet/psfiles/dss.pdf>

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

BUSINESS ANALYTICS								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0018	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic knowledge of statistics, quantitative techniques, and computer applications.								

COURSE OVERVIEW:

This course provides a comprehensive understanding of Data Analytics and its applications in business decision-making. It introduces fundamental concepts of data, visualization techniques, and statistical methods for summarizing and exploring data. The course covers descriptive and probability-based analytical tools for data modeling and interpretation. It emphasizes predictive analytics techniques such as correlation, regression, and ANOVA for forecasting and decision support. Students will also learn data mining methods including classification, clustering, and association analysis. The course further introduces simulation techniques and risk analysis to support strategic and managerial decision-making.

COURSE OBJECTIVES:

- To orient on the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.
- To explain the different descriptive statistical measures.
- To impart knowledge on the aspects of predictive analytics.
- To provide understanding of the scope of data mining, regression trees, logistical regression.
- To elaborate on various applications of simulation in business.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Explain core principles of data analytics, analytical approaches, big data, visualization tools and statistical techniques.
2. Explore statistical approaches for population-sample analysis, covering descriptive statistics, probability distributions and data modeling
3. Apply statistical methods - correlation, regression, Spearman's rank and ANOVA for inference
4. Analyze data mining techniques, clustering, association rules, classification and prediction methods for effective data exploration - reduction.
5. Examine simulation models namely Monte Carlo and decision trees for risk assessment in

decision-making

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 Technique, Multiple Correlation, Spearman's Rank Correlation, Simple and Multiple Regression, Regression by the Method of Least Squares, Building Good Regression Models. Regression with Categorical Independent Variables, Linear Discriminant Analysis, One-Way and Two-Way ANOVA.

Unit – IV: Data Mining: Scope of Data Mining, Data Exploration and Reduction, Unsupervised Learning, Cluster Analysis, Association Rules, Supervised Learning, Partition Data, Classification Accuracy, Prediction Accuracy, K-Nearest Neighbors, Classification and Regression Trees, Logistics Regression.

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

TEXT 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.

REFERENCE BOOKS:

- Applied Multivariate Statistical Analysis, Richard A. Johnson & Dean W. Wichern, Pearson Education.
- Practical Statistics for Data Scientists, Peter Bruce & Andrew Bruce, O'Reilly Media, 2e, 2020.
- Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach & Vipin Kumar, Pearson, 2e, 2018.
- Business Intelligence and Analytics, David Loshin, Morgan Kaufmann, 2012.

- Machine Learning for Absolute Beginners, Oliver Theobald, Scatterplot Press, 2017.
- Data Analytics Made Accessible, Anil Maheshwari, CreateSpace Independent Publishing, 2015.

ELECTRONIC RESOURCES:

1. <https://nptel.ac.in/courses/110106064> — NPTEL: Business Analytics
2. <https://nptel.ac.in/courses/106106179> — NPTEL: Data Mining
3. <https://swayam.gov.in/> — SWAYAM Online Courses (Analytics & Statistics)
4. <https://www.kaggle.com/learn> — Kaggle Data Analytics Courses
5. <https://www.analyticsvidhya.com/> — Analytics Vidhya (Indian Analytics Community)
6. <https://towardsdatascience.com/> — Data Science Articles

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

PROJECT & OPERATIONS MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA0019	CORE	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic knowledge of management and quantitative techniques.								

COURSE OVERVIEW:

This course introduces the principles and practices of Operations and Project Management. It covers production systems, facility layout, scheduling techniques, project planning and appraisal, and project control methods. The course also emphasizes strategic decision-making, quality management, and modern approaches such as Agile and Lean practices.

COURSE OBJECTIVES:

- To understand the fundamentals and strategic role of Operations Management.
- To apply layout design and scheduling techniques effectively.
- To understand key concepts and processes of Project Management.
- To evaluate projects using appraisal and risk analysis methods.
- To apply project planning, control, and modern management practices.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Explain operations management, production systems, productivity, strategic management and GDP's impact
2. Explain the principles of various layouts, types, designs and procedures with necessary rules in dispatching.
3. Formulate project management principles and implement projects across various sectors using systems approach.
4. Analyze project planning frameworks, appraisal methods that influence technical and risk related factors.
5. Assess project planning, controlling techniques, scheduling approaches in project management.

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.

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:

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

ELECTRONIC RESOURCES:

1. http://tn.upi.edu/pdf/Operations_Management.pdf
2. <https://notendur.hi.is/~kth93/3.20.pdf>

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

STARTUP MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA020E	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic understanding of Principles of Strat Up Management								

COURSE OVERVIEW:

This course provides an understanding of startup opportunities and the process of building new ventures in the modern entrepreneurial environment. It covers idea generation, venture choices, and the role of the entrepreneurial ecosystem, with special reference to entrepreneurship in India and government initiatives supporting startups. The course also explains startup capital requirements, financial planning, and the legal environment for new ventures. It further examines funding sources, growth strategies, sustainability, and exit planning for startups.

COURSE OBJECTIVES:

- To understand startup opportunities and the entrepreneurial ecosystem.
- To learn the capital requirements and legal environment for new ventures.
- To analyze financial issues and funding sources for startups.
- To study strategies for startup survival, growth, and sustainability.
- To understand exit strategies and planning for business harvest.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Understand key concepts of the new industrial revolution, startup ideation, entrepreneurial ecosystems and government initiatives supporting entrepreneurship in India.
2. Identify capital needs, estimate startup cash flows, secure legal approvals, and comply with tax obligations for launching a new venture
3. Apply financial principles for conducting feasibility analysis, raising capital, leveraging funding options equity, debt, bootstrapping, crowdfunding, strategic alliances
4. Analyze the stages of startup growth, challenges in venture scaling, reasons for failure, strategies for sustainability and leadership succession in new ventures.
5. Evaluate startup exit strategies bankruptcy, business sale, acquisition, IPO, liquidation and their implications for entrepreneurs & stakeholders.

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- strategic alliances.

UNIT-IV STARTUP SURVIVAL AND GROWTH

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

UNIT-V PLANNING FOR HARVEST AND EXIT

Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation. Latest Amendments In Start-ups

TEXT BOOKS:

1. Kathleen R Allen,” Launching New Ventures, An Entrepreneurial Approach”, Cengage Learning, 5thEdition, 2016.
2. AnjanRaichaudhuri, “Managing New Ventures Concepts and Cases”, Prentice Hall International, 4th Edition, 2010.
3. S. R. Bhowmik& M. Bhowmik, “Entrepreneurship”, New Age International, 5thEdition, 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.

REFERENCE BOOKS:

1. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur’s Road Map, 2nd Edition, , Routledge, 2017.
2. Bruce R. Barringer, R.Duane Ireland, Entrepreneurship successfully, launching new ventures.Pearson,2019

ELECTRONIC 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>

MATERIALS ONLINE:

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COURSE CONTENT

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT								
III Semester: MBA								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA20F	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes: 60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes:60			
Prerequisite: Basic concepts of security analysis and portfolio management								

COURSE OVERVIEW:

This course provides knowledge of investment analysis and portfolio management. It introduces the investment environment in India, security analysis techniques, and portfolio theories. The course also covers bond valuation, equity analysis, derivatives markets, and mutual fund performance evaluation. It helps students understand investment decision-making and portfolio management strategies in financial markets.

COURSE OBJECTIVES:

- To understand the investment environment in India and the fundamentals of security analysis.
- To explain portfolio theories, risk–return concepts, and portfolio selection models.
- To analyze bond valuation, interest rate structure, duration, and bond management strategies.
- To examine equity valuation methods and the role of derivatives and option strategies in financial markets.
- To evaluate mutual fund schemes and their performance using different financial models.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Describe India's investment environment & alternatives, security analysis fundamentals and the efficient market hypothesis.
2. Explain various principles, theories, approaches, selection and models for portfolio analysis.
3. Employ bond theories, duration and convexity in bond portfolio management.
4. Analyze equity valuation models, financial ratios for intrinsic value, review derivative markets and strategies options.
5. Evaluate the performance of different mutual fund schemes using various models, trend reviews and incorporation of amendments in portfolio management.

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, treynor model, Jensen model, fama's decomposition. Trends in Indian mutual funds. Latest Amendments in Portfolio Management.

TEXT 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 Edition, 2012.
3. ZVI Bodie, AlexKane, Alan J Marcus, "Investments", TMH, 3rd Edition, 2012.
4. Donald E Fischer, Ronald J Jordan, " Security Analysis and Portfolio Management", 6thEdition, 2012.

REFERENCE BOOKS

1. **Prasanna Chandra, "Investment analysis and Portfolio Management" 4th Edition, TMH, 2012.**
2. **Punithavathy Pandian, Security Analysis &Portfolio Management, Vikas,2014**

ELECTRONIC 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>

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P	C	CIE	SEE	Total
22MBA020H	Professional Elective	4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of performance management & employee development								

COURSE OVERVIEW:

This course introduces the concepts, processes, and frameworks involved in managing employee and organizational performance. It covers the fundamentals of performance management including planning, appraisal, mentoring, and strategic alignment. The course also examines communication of performance expectations, measurement techniques, metrics, and performance information systems. It highlights the role of performance management in employee development, reward systems, legal considerations, and the creation of high-performing teams. Additionally, it explores modern performance measurement frameworks and contemporary issues affecting performance management in changing organizational environments.

COURSE OBJECTIVES:

- To understand the concepts, scope, and importance of performance management in organizations.
- To learn methods of setting performance expectations and measuring employee performance using appropriate metrics.
- To analyze the role of performance management in employee development and the responsibilities of HR professionals.
- To examine reward systems, legal issues, and strategies for building high-performing teams.
- To evaluate modern performance measurement frameworks and contemporary practices used in performance management.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Explain performance management's definition, scope, significance, advantages and organizational structure's impact
2. Design effective performance measurement systems, expectation settings and metrics tracking
3. Implement performance management frameworks and employee appraisal systems, showcasing HR expertise
4. Analyze different contingent pay plans, pay structures, legal principles and strategies for building

- leading high performing teams in organizations.

5. Examine the impact of organizational change, culture and strategy on 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.

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.

TEXT BOOKS:

1. Soumendra NarianBagchi, Performance Management, Cengage Learning, 2013
2. Herman Aguinis, Performance Management, Pearson Education, (2007).
3. Lance A. Berger and Dorothy, The Talent Management Hand Book. Tata Mc-Graw Hill (2007).
4. Rao T.V, Appraising and Developing Managerial Performance. Excel Books, (2007).
5. Dixit Varsha, Performance Management. VrindaPubilcations Ltd., (2008).

REFERENCE BOOKS:

1. Rao T.V, Appraising and Developing Managerial Performance. Excel Books, (2007).
2. Dixit Varsha, Performance Management. VrindaPubilcations Ltd., (2008).

ELECTRONIC RESOURCES:

1. <https://www.pdfdrive.com/employee-training-development-5th-edition-e163863603.html>

2. <https://www.pdfdrive.com/training-and-development-and-employee-performance-in-districtassemblies-e117414389.html>

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

DIGITAL MARKETING								
III Semester: MBA								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P	C	CIE	SEE	Total
22MBA020M	Professional Elective	4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Digital Marketing								

COURSE OVERVIEW:

This course provides an understanding of digital marketing concepts, tools, and strategies in the modern business environment. It covers major digital channels such as search engines, social media, email, mobile, and online advertising. The course emphasizes digital marketing planning, audience targeting, SEM, online advertising models, and performance measurement to support data-driven decision-making.

COURSE OBJECTIVES:

1. To provide a strong foundation in the concepts, scope, and strategic importance of digital marketing.
2. To develop students' ability to utilize various digital marketing channels for customer reach, acquisition, and retention.
3. To enable learners to design, write, and implement comprehensive digital marketing plans.
4. To build analytical skills in Search Engine Marketing, online advertising, and performance measurement.
5. To equip students with practical knowledge of social media marketing and emerging digital marketing trends.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Define digital marketing concepts, benefits, platforms, and key differences from traditional marketing approaches.
2. Explain audience dynamics, digital media usage for customer acquisition, retention and loyalty across market segments.
3. Apply search engine marketing techniques, keyword strategies, ad formats and payment models for optimizing landing pages.
4. Examine social media marketing strategies through target group analysis, platform selection and content management.
5. Evaluate the application of social media marketing across various platforms for customer reach, acquisition and retention in advertising performance.

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

Marketing in the Digital Era: Segmentation: Importance of Audience Segmentation, Use of Digital Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using Digital Media for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty.

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

Unit – IV: Search Engine Marketing (SEM) and Online Advertising: Importance of SEM, Understanding Web Search: Key Words, HTML Tags, Inbound Links. Online Advertising vs. Traditional Advertising. Payment Methods of Online Advertising: CPM (Cost-per-Thousand) and CPC (Cost-per-click). Display of Ads: Choosing a Display Ad Format, Landing Page and its Importance.

Unit – V: Social Media Marketing: Understanding social media, Social Networking with Facebook, LinkedIn, Blogging as a Social Medium, Microblogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

TEXT BOOKS:

1. Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021.
2. Annmarie Hanlon, Digital Marketing: Strategic Planning & Integration, Sage Publications, 1e, 2019.
3. Chuck Hemann & Ken Burbary, Digital Marketing Analytics, Pearson, 2e, 2018.
4. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
5. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
6. Vandana Ahuja, Digital marketing, Oxford University Press 2015

REFERENCE BOOKS:

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

6. Arup Varma, Pawan S.Budhwar, Angelo S.DeNisi, Digital Marketing, Wiley, 2016.

ELECTRONIC RESOURCES:

1. Google Digital Garage — Fundamentals of Digital Marketing
↳ <https://learndigital.withgoogle.com/digitalgarage/course/digital-marketing>
2. HubSpot Academy — Digital Marketing Certification
↳ <https://academy.hubspot.com/courses/digital-marketing>
3. Meta Blueprint — Social Media Marketing Courses
↳ <https://www.facebook.com/business/learn>
4. SEMrush Academy — Digital Marketing Courses
↳ <https://www.semrush.com/academy/>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
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10. PowerPoint presentation
11. Drishya Siksha Sangrah (DSS) Videos



COURSE CONTENT

MSME MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA021E	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: knowledge of Entrepreneurship Development concepts.								

COURSE OVERVIEW:

This course provides an understanding of Small and Medium Entrepreneurship (SME) and the role of Micro, Small, and Medium Enterprises (MSMEs) in the Indian economy. It covers business opportunities, procedures for establishing small enterprises, and the challenges faced by MSMEs. The course also explains financial and institutional support systems available for entrepreneurs, management practices in MSMEs, and the role of government policies and agencies in promoting entrepreneurship and supporting the growth and development of small businesses.

COURSE OBJECTIVES:

- To understand the concepts and importance of SMEs and MSMEs in economic development.
- To identify business opportunities and learn the procedures for establishing small enterprises.
- To examine financial and institutional support systems available for MSMEs.
- To understand management practices and challenges faced by MSME entrepreneurs.
- To analyze the role of government policies and institutions in promoting entrepreneurship.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Identify core concepts, definitions, roles and contributions of SMEs within the Indian economy by analyzing employment generation, export potential related challenges
2. Describe business opportunity recognition by outlining formalities, location selection, environmental considerations and available incentives for SMEs led by women enterprises
3. Assess financial and institutional support for MSMEs through funding sources and mechanisms driving entrepreneurial growth
4. Investigate management challenges in MSMEs by examining product diversification, client relations, credit systems, non-performing assets and industrial sickness
5. Examine government policies and agencies in MSME development by measuring effectiveness of policy frameworks, implementation outcomes, and legislative reforms

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

TEXT 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.

REFERENCE BOOKS:

1. Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications, 4th Edition, 2015
2. Norman H Scarborough, Jeffrey R. Cornwall, Essentials of Entrepreneurship and Small

Business Management, Pearson,2017.

ELECTRONIC 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](https://msme.gov.in/Media-and-press-release/e-book)
2. <https://www.pwc.in/assets/pdfs/publications-2011/innovation-msme-2011.pdf>
3. [ww.dcmsme.gov.in/Terms%20of%20Reference%20\(ToR\).pdf](http://ww.dcmsme.gov.in/Terms%20of%20Reference%20(ToR).pdf)

MATERIALS ONLINE:

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COURSE CONTENT

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES								
III Semester: MBA								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA021F	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Fintech								

COURSE OVERVIEW:

This course provides an understanding of the financial services sector and its role in the financial system. It covers key financial services such as leasing, hire purchase, factoring, bill discounting, venture capital financing, and merchant banking. The course also explains financial innovation, valuation techniques, regulatory frameworks, and recent developments in financial markets, enabling students to understand modern financial services and their practical applications.

COURSE OBJECTIVES:

- To understand the structure and importance of the financial system and financial services in India.
- To explain the concepts, features, and financial evaluation of leasing and hire purchase.
- To analyze factoring and bill discounting services along with their financial and legal aspects.
- To examine venture capital financing, funding processes, valuation methods, and regulatory frameworks.
- To understand the functions of merchant banking, credit rating, and regulations related to new issues in financial markets.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Outline India's financial landscape, covering fund-based services, non-fund-based offerings and emerging financial products
2. Explain leasing, hire purchase, financial analysis and lease vs. buy decisions.
3. Apply factoring principles, bill discounting methods and manage financial & legal considerations
4. Examine venture capital financing, valuation, deal structuring, entry - exit strategies and India's regulatory framework.
5. Evaluate merchant banking services, regulatory requirements and market implications

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

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

TEXT 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.

REFERENCE BOOKS:

1. Vasant Desai, "Financial Markets and Financial Services", Himalaya publishing House, Mumbai, 1st Edition, 2009.
2. Punithavathy Pandian, "Financial Services and Markets", Vikas Publishing House, 3rd Edition,2009.
3. L.M. Bhole: Financial Institutions and Markets, TMH,2012

ELECTRONIC 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>.

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COURSE CONTENT

COMPENSATION & REWARD MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA021H	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of compensation and reward management.								

COURSE OVERVIEW:

This course explains the concepts and practices of compensation and reward management in organizations. It focuses on designing compensation systems, pay structures, employee benefits, and strategic compensation practices to attract, motivate, and retain employees.

COURSE OBJECTIVES:

- To understand the basic concepts of compensation and reward management.
- To learn how to design effective compensation systems.
- To examine different pay structures and salary systems.
- To understand employee benefits and benefit programs.
- To analyze contemporary issues and trends in strategic compensation.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Identify compensation types, competency-based models, 3P framework and reward principles in service organizations
2. Explain the process of building an internally consistent and market-competitive compensation system using job analysis, job valuation, and compensation surveys.
3. Apply knowledge of designing pay and salary structures, performance-based pay, salary progression, pay bands, by comparing different compensation methods used in India.
4. Design comprehensive employee benefit packages, statutory & non-statutory programs and evaluate voluntary retirement schemes
5. Develop global compensation strategies, executive packages and solutions for flexible or contingent workforces, addressing emerging trends

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.

TEXT BOOKS:

1. Dr. Vinay Ojha” Compensation and Reward Management”, 7th edition, 2019.
2. Pradip Kumar Das “Compensation and Reward Management”, “Himalaya publishing house “, in 2019.
3. George Milkovich,” Compensation and Reward Management” “McGraw-Hill Higher Education,”2019.
4. Sharma RC “Compensation and Reward Management” in 2017.
5. Ojha Vinay “Compensation and Reward Management,” in 2016.
6. Richard.i. Henderson, “Compensation Management in a Knowledge Based World “, Prentice- hall, 1st Edition, 2001.

REFERENCE BOOKS:

1. Thomas. P. Plannery, David, “People Performance and Pay”, Free Press, 1st Edition,2002.
2. Michael Armstrong, “Hand book of Reward Management”, Crust Publishing House, 2nd Edition, 2003.
3. Joseph.J. Martocchio, “Strategic Compensation - A Human Resource ManagementApproach”, Prentice Hall, 4th Edition, 2005.

ELECTRONIC RESOURCES:

1. <https://www.scribd.com/doc/94052058/human-resource-management-notes>
2. www.studynama.com › ... › mba/pgdmhr lecture notes, ebooks and handouts
3. <https://www.studynama.com/community/threads/348-compensation-management-pdf-notesebook-download-for-mba-hr-students>
4. <http://www.eiilmuniversity.co.in/downloads/compensation-management.pdf>.
5. https://www.amazon.in/dp/B0082BYR8U/ref=cm_sw_r_apan_glt_ZNQ8DCMHCC5RRF0GYW8Z.
6. https://www.amazon.in/dp/B00AQKYRRQ/ref=cm_sw_r_apan_glt_5JDG8ADGJ1DH81KHBZXW.

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
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COURSE CONTENT

PRACTICAL APPROACH TO SERVICES MARKETING								
III Semester: MBA								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P	C	CIE	SEE	Total
22MBA021M	Professional Elective	4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of practical approach to services marketing								

COURSE OVERVIEW:

This course provides an understanding of Services Marketing concepts, consumer behavior in services, service innovation, quality management, and service operations. It focuses on managing service delivery, customer relationships, service promises, and marketing strategies to achieve service excellence in a competitive environment.

COURSE OBJECTIVES:

- To understand the fundamentals and characteristics of services and the services marketing mix.
- To analyze consumer behavior, expectations, and satisfaction in service settings.
- To examine service innovation, service quality models, and service excellence practices.
- To develop knowledge of managing service operations, demand, supply, and service delivery processes.
- To understand strategies for managing service promises through pricing, promotion, distribution, and people management.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Define the fundamental concepts, characteristics, classifications and marketing mix of services, along with the impact of technology and challenges in the services sector.
2. Explain consumer behavior in services, including customer expectations, perceptions, satisfaction, feedback and strategies for service recovery.
3. Apply concepts of service innovation and quality management, including the Gaps Model, service standards and designing physical evidence and services capes.
4. Analyze service operations by evaluating service processes, blueprinting, demand-supply management, roles of employees and customers, service guarantees and ethical considerations.
5. Evaluate strategies for managing service promises through distribution, people management, pricing and promotion, ensuring effective coordination to align service delivery with customer expectations.

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.

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.

TEXT BOOKS:

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

REFERENCE BOOKS:

- Christopher Lovelock, Jochenwartz, 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.

ELECTRONIC RESOURCES:

- <https://www.studynama.com/community/threads/338-Brand-management-pdf-lecture-notes-ebook-download-for-mba-students>.
- http://www.kvimis.co.in/sites/kvimis.co.in/files/ebook_attachments/Keller%20Strategi c%20Brand%2.
- [https://www.scribd.com/doc/17045977/product-and-brand-management-a-concise-](https://www.scribd.com/doc/17045977/product-and-brand-management-a-concise)

note-on- everything-about-product-and-brand-management.

- <http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%204th>
- [%20semester%20ebook%20materials/dmgt508_product_and_brand_management.pdf](#).

MATERIALS ONLINE:

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COURSE CONTENT

FAMILY BUSINESS MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA022E	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Family business management.								

COURSE OVERVIEW:

This course provides an understanding of family business management and its unique characteristics. It examines the structure, governance, and challenges faced by family-owned enterprises, including succession planning and ownership issues. The course also focuses on successor development, strategic planning, transgenerational entrepreneurship, and the long-term sustainability of family businesses. It further explores leadership transitions, organizational change, and strategies for ensuring continuity and growth across generations.

COURSE OBJECTIVES:

- To understand the concept and characteristics of family businesses.
- To examine ownership challenges and governance in family firms.
- To study the process of successor development and leadership transition.
- To analyze strategic planning and entrepreneurship in family businesses.
- To understand strategies for continuity, growth, and sustainability of family enterprises.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Describe characteristics of family businesses, containing succession theories, system models, agency - stewardship perspectives, emotional intelligence factors and genogram applications in business dynamics.
2. Differentiate ownership - governance challenges in family businesses by distinguishing shareholder and managerial roles while focussing strategic fit elements that support enterprise sustainability.
3. Apply next-generation leadership concepts by selecting key attributes, managing interdependent relationships and elucidate CEO-family dynamics in succession planning
4. Analyze life cycle stages of family businesses by valuating strategic regeneration efforts, core competencies and entrepreneurial actions that contribute competitive advantage.

5. Evaluate transformation strategies in family businesses by reviewing leadership transitions, cultural change processes, organizational development methods and mechanisms for institutionalizing.

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 – Entrepreneurship.

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.

TEXT 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.

REFERENCE BOOKS:

1. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 3rd Edition, 2011.
2. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations, Edward and Elgar Publishing Limited, 2010.

ELECTRONIC 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>

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COURSE CONTENT

STRATEGIC COST AND MANAGEMENT ACCOUNTING								
III Semester: MBA								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA022F	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	-	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Strategic Cost and Management Accounting								

COURSE OVERVIEW:

This course introduces the concepts and techniques of cost and management accounting used for planning, control, and decision-making in organizations. It covers cost classification, costing methods for different industries, cost analysis for managerial decisions, budgetary control, and standard costing techniques. The course also emphasizes the role of accounting information in improving operational efficiency and strategic management.

COURSE OBJECTIVES:

- To understand the concepts, scope, and differences between cost accounting, management accounting, and financial accounting.
- To explain various costing methods and their application in different industries.
- To apply cost analysis techniques for managerial decisions such as make-or-buy and product mix selection.
- To understand the preparation and use of budgets for planning and control.
- To analyze standard costing and variance analysis for effective cost control and performance evaluation.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Identify the scope, objectives and functions of management-cost accounting, differentiating cost from financial accounting
2. Describe costing methods and loss treatment for cost control
3. Calculate break-even points and apply decision-making tools for product mix selection & profit planning
4. Assess budget types, budgetary control processes, advantages and limitations
5. Evaluate standard costing variances in material, labour, sales and profit through case-based

comparison with costing techniques

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 breakeven analysis and problems on breakeven 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.

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

TEXT BOOKS:

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

REFERENCE BOOKS:

1. M.N.Arora, "Cost & Management Accounting", Himalaya Publishing House, 1st Edition, 2004.
2. M.N.Arora, "Cost Accounting", Himalaya Publishing House, 1st Revised Edition, 2010.
3. M.E. ThukaramRao, "Management and Cost Accounting", New Age International Publisher, 1st Edition, 2007.
4. Manash Gupta, Cost Accounting Principles and Practice, PearsonEducation,2006

ELECTRONIC 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>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
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COURSE CONTENT

EMPLOYEE RELATIONS								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA022H	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Employee Relations								

COURSE OVERVIEW:

This course introduces the concepts and practices of Industrial Relations, including trade unions, dispute settlement mechanisms, collective bargaining, wage regulation, and labor laws. It also covers the role of government, labor welfare measures, and recent developments in labor legislation.

COURSE OBJECTIVES:

- To understand the concepts and systems of industrial relations.
- To examine the role and functions of trade unions.
- To analyze methods of dispute settlement and collective bargaining.
- To study wage policies and wage-related legislation.
- To understand major labor laws and recent amendments in labor legislation.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Understand fundamental concepts of industrial relations, characteristics, structure of trade unions and unfair labor practices.
2. Explain state machinery's role in dispute settlement, legal frameworks, causes of disputes, right of strike and grievance procedures.
3. Apply knowledge of collective bargaining, conciliation, arbitration, adjudication and provisions under Industrial Disputes Act.
4. Analyze wage policies, regulation mechanisms, legislation impact on industrial relations and worker welfare.
5. Evaluate labor welfare initiatives and worker participation in industrial relations.

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: State 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 Strikes, 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, Workers' Participation. Case 1: Who is to be Blamed (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.

TEXT BOOKS:

1. Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House, 14th Edition, 2012.
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, 10thEdition, 2011.
4. Padhi " Labour and Industrial Relations" PHI,8th Edition, 2012.

REFERENCE BOOKS:

- ArunMonappa,RanjeetNambudiri,Selvaraj " Industrial Relations and Labour Laws", 5thEditon, TMH,2012
- P.K. Padhi: Labour and Industrial Laws, PHI,2009.

ELECTRONIC 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.ch.wikipedia.org/wiki/industries_relations

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

CONSUMER BEHAVIOR								
III Semester: MBA								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P	C	CIE	SEE	Total
22MBA022M	Professional Elective	4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of consumer behaviour								

COURSE OVERVIEW:

This course introduces the fundamental concepts of consumer behavior and examines how individuals and groups make purchasing decisions. It explores psychological, social, cultural, and economic factors influencing consumers. The course also covers consumer decision-making processes, segmentation strategies, rural consumer markets, and the ethical responsibilities of marketers. By understanding these aspects, students learn how organizations analyze consumer needs and develop effective marketing strategies.

COURSE OBJECTIVES:

- To understand the concept and importance of consumer behavior.
- To analyze environmental and social factors influencing consumer behavior.
- To examine individual factors such as motivation, perception, attitudes, and personality.
- To study consumer decision-making processes and behavior after purchase.
- To understand consumerism, consumer rights, and ethical marketing practices.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Outline consumer behavior principles, research processes and segmentation techniques for sustainable rural economies.
2. Explain the impact of all socio-cultural, family and personality factors on consumer behaviour.
3. Assess various factors such as personality, motivation and perception for examining consumer behaviour.
4. Determine problem recognition, evaluation, pre&post purchasing behaviour, decision models for a consumer decision making process.
5. Examine the origins of consumerism, safety, information, marketer responses and marketing ethics in addressing consumer protection issues.

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.

TEXT 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.

REFERENCE BOOKS:

- David L. Loudon and Albert J.DellaBitta, "Consumer Behaviour", TMH, 4th Edition, 2011.
- S. Ramesh kumar, "Cases in Consumer Behaviour", Pearson, 1st Edition, 2011.
- Dheeraj Sharma, JagadishDeth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning,2015

ELECTRONIC RESOURCES:

- https://dl.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>

MATERIALS ONLINE:

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COURSE CONTENT

SUMMER INTERNSHIP								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA023	Seminar	L	T	P	C	CIE	SEE	Total
		-	-	4	2	100	-	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 45			Total Classes: 45			
Prerequisite: Basic concepts of management								

COURSE OVERVIEW:

The Summer Internship course provides students with practical exposure to real-world business environments. Students engage with organizations, professionals, or entrepreneurs to understand business operations, decision-making, and challenges. The internship helps students apply theoretical knowledge, develop analytical and problem-solving skills, and gain insights into business practices across industries. Through observation and hands-on experience, students enhance creativity, critical thinking, and the ability to propose solutions for organizational issues, preparing them for future managerial roles.

COURSE OBJECTIVES:

- Enable students to gain practical exposure by engaging with business organizations or professionals in real-world environments.
- Develop students' ability to analyze organizational structures, operations, and business models through observation and participation.
- Bridge the gap between theoretical learning and practical business applications across different sectors and industries.
- Foster professional behavior, communication, and ethical responsibility in dealing with corporate or professional settings.
- Encourage creative thinking and problem-solving by identifying challenges and proposing realistic solutions during internship experiences.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Develop a strategy for securing a summer internship by drafting a personalized cover letter and choosing relevant organizations - professionals for outreach
2. Explain the role of networking, faculty support, and proactive efforts in obtaining internships across sectors like banking, healthcare, hospitality, NGOs, and entrepreneurship
3. Apply effective communication and professional etiquette when approaching organizations or professionals to secure internships, and participate in field visits to observe diverse business models

4. Analyze the operations, challenges, business models of organizations visited during the internship, differentiating between theoretical knowledge and real-world business practices.
5. Evaluate the internship experience by preparing a detailed report and presentation that synthesizes observations, organizational processes and proposes creative solutions for challenges faced by host organizational professionals

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.

II-II



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COURSE CONTENT

STRATEGIC MANAGEMENT								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P		C	CIE	SEE
22MBA024	CORE	4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Strategic Management								

COURSE OVERVIEW:

The course develops the strategic thinking and decision-making abilities, especially in relation to understanding the employability of various strategies in different situations of the business world considerably more complex in the changing scenario. Both the challenges and opportunities facing organizations of all sizes are greater than ever. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario, which can be answered with the context of this course.

COURSE OBJECTIVES:

- To enable strategic orientation in conduct of the business.
- To explain to students about different tools and techniques of strategic analysis.
- To educate on strategy implementation, planning systems for implementation.
- To provide understanding of various turnaround and diversification strategies.
- To elucidate qualitative and quantitative benchmarking to evaluate performance.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Understand the importance of strategic management process.
2. Learn various market life cycle models for strategic analysis.
3. Learn Strategies for competing in global markets and internet economy.
4. Appreciate the need for having appropriate Turnaround and Diversification Strategies.
5. Understand the aspects of 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. Evaluating Company's Resources and Competitive Capabilities by using 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 zing and Institutionalizing Strategy, Strategies for Competing in Global Markets and Internet Economy, Organizational Values and their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation.

Unit – IV: Turnaround and Diversification Strategies: Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Alliances and Cooperatives, Diversification Strategy: Why Firms Diversify, Different Types of Diversification Strategies, the Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation.

Unit – V: Strategy Evaluation and Control: Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context. Latest Amendments in Strategies.

TEXT BOOKS:

- Michael A Hitt, R Duane Ireland, Robert E. Hoskisson, Strategic Management: Competitiveness & Globalization – Concepts and Cases, Cengage, 12e, 2024.
- Dr. C.B. Gupta, Strategic Management: Texts and Cases, S Chand, 2023
- Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
- Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory and Practice, Sage Publications, 3e, 2020.
- Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017.

REFERENCE BOOKS:

- V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books, 1e, 2012
- Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
- S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

ELECTRONIC 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>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
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COURSE CONTENT

ENTREPRENEURIAL FINANCE								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA025E	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes: 60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes:60			
Prerequisite: Basic concepts of entrepreneurial finance								

COURSE OVERVIEW:

This course provides a comprehensive understanding of entrepreneurial finance across the venture lifecycle from idea generation and business model development to growth and exit. It covers venture screening, financial planning, funding sources (seed, angel, venture capital), and financial statement analysis. Students learn valuation techniques such as Discounted Cash Flow and venture capital methods. The course also explains cost of capital, risk assessment, and financing alternatives including leasing, factoring, and government schemes. Emphasis is placed on practical financial decision-making, performance evaluation, and managing funding strategies to ensure sustainable growth and successful venture harvest.

COURSE OBJECTIVES:

- To highlight the importance of Entrepreneurial Finance.
- To elucidate how companies Organize and Operate the Venture.
- To impart knowledge of various aspects in financial planning.
- To provide understanding of various aspects in venture valuation.
- To discuss the aspects of financing the growing ventures.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Understand core concepts of entrepreneurial finance, venture life cycle and business idea screening covering pricing, profitability strategies
2. Assess financing options seed funding, bootstrapping, angel investing and financial statements for supporting operational decisions in new ventures
3. Apply financial planning tools across the venture life cycle for short-term and long-term decision-making.
4. Analyze valuation of early-stage ventures using discounted cash flow, earnings multiplier and venture capital methods.

5. Determine funding sources venture capital, banking, government programs, leasing and align financing strategy with the venture's growth stage

Unit – I: Finance for Entrepreneurs: Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance, The Successful Venture Lifecycle, Financing through Venture Lifecycle, Lifecycle 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 Bootstrapping, 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 Breakeven Analysis. Evaluating Operating and Financial Performance using Ratio Analysis.

Unit – III: Financial Planning: Financial Planning throughout the Venture's Lifecycle, Short Term Cash Planning Tools, Projected Monthly Financial Statements. Types and Costs of Financial Capital: Implicit and Explicit Financial Capital Costs, Financial Markets, Determining the Cost of Debt Capital, Investment Risk, Estimating the Cost of Equity Capital, Weighted Average Cost of Capital.

Unit – IV: Venture Valuation: Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of Valuation, Developing the Projected Financial Statements for a Discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier and Discounted Dividends.

Unit – V: Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the Fund Objectives and Policies, Organizing the New Fund, Soliciting Investments in the new Fund, Capital Call, Conducting Due-diligence and Actively Investing, Arranging Harvest or Liquidation, Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing. . Latest Amendments in Entrepreneurial Finance

TEXT BOOKS:

- Leach, Melicher, Entrepreneurial Finance, South-Western College Pub, 5e, 2022.
- Marco Da Rin Thomas Hellman, Fundamentals of Entrepreneurial Finance, Oxford Publishers, 1e, 2020.
- M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious

Entrepreneur 3e, Tata Mc Graw Hill, 2014.

- Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

REFERENCE BOOKS:

- Entrepreneurial Finance – J. Philip Harrison & Harold L. Hart
- Entrepreneurial Finance – Janet Kiholm Smith & Richard L. Smith
- Venture Capital and Private Equity – Justin Camp
- Financial Management for Entrepreneurs – Steven Rogers
- Principles of Corporate Finance – Brealey, Myers & Allen
- Small Business Financial Management – Longenecker et al.

ELECTRONIC 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>

MATERIAL RESOURCES:

1. Course template
2. Tutorial question bank
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COURSE CONTENT

INTERNATIONAL FINANCIAL MANAGEMENT								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA025F	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of International Financial Management								

COURSE OVERVIEW:

International Financial Management (IFM) is a course that examines financial decision-making in a global business environment. It focuses on managing foreign exchange risk, international investments, cross-border financing, and multinational corporate financial strategies. The course prepares students to understand how global markets, exchange rate fluctuations, and international financial systems affect business operations and financial performance.

COURSE OBJECTIVES:

- To provide an understanding about MNC Financial Management.
- To elucidate various aspects of Balance of Payments.
- To enlighten on various aspects of the Foreign Exchange Market.
- To discuss the methods of Measuring exchange rate movements.
- To help understand Asset-Liability Management and International Financing.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Define fundamental concepts, nature, scope of international financial management, distinctions from domestic finance, international business methods and recent global financial challenges
2. Explain components of the Balance of Payments, its relevance with international trade and the evolution of the international monetary system with key agencies.
3. Apply foreign exchange market knowledge by combining currency quotations, performing arbitrage - speculation and utilizing currency futures & options for hedging
4. Analyze factors affecting exchange rate movements, with inflation, interest rates, purchasing power parity, exchange rate systems and government currency interventions
5. Evaluate strategies for international asset-liability management covering capital budgeting, portfolio management, financing, trade finance, risk assessment, payment methods and EXIM policy application.

Unit – I: Introduction: An Overview, Importance, Nature and Scope of International Financial Management, Domestic FM vs. IFM, International Business Methods, Recent Changes and Challenges in International Financial Management.

Unit – II: International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting Components of BOP, Factors affecting International Trade Flows, Agencies that facilitate International Flows. Indian BOP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's System, the Flexible Exchange Rate Regime, Evaluation of Floating Rates, the Current Exchange Rate arrangements, the Economic and Monetary Union (EMU) and Developments.

Unit – III: Foreign Exchange Market: Function and Structure of the Forex Markets, Major Participants, Types of Transactions and Settlements Dates, Foreign Exchange Quotations. Process of Arbitrage, Speculation in the Forward Market. Currency Futures and Options Markets, Overview of the other markets, Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Market.

Unit – IV: (a) Exchange Rates: Measuring exchange rate movements, factors influencing exchange rates. Government influence on exchange rates, exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates, purchasing power.

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

TEXT BOOKS:

- Cheol Eun, Bruce Resnick, Tuugi Chuluun, International Financial Management, TMH,9e,2021.
- P.G. Apte, Sanjeevan Kapshe, International Financial Management, TMH ,8e,2020.
- Alan C. Shapiro, Multinational Financial Management, John Wiley,11e, 2019.

REFERENCE BOOKS:

- Jeff Madura, International Corporate Management, Cengage, 13e,2016.
- S. Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
- Sharan.V, International Financial Management 6e, PHI, 2014.

ELECTRONIC 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>.
5. https://www.amazon.in/dp/B00K7YG378/ref=cm_sw_r_apan_glt_D3CPTZ93T5W5TFD9CWPY?_encoding=UTF8&psc=1.

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
4. Open-ended experiments
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
10. PowerPoint presentation
11. Drishya Siksha Sangrah (DSS) Videos



COURSE CONTENT

INTERNATIONAL HUMAN RESOURCE MANAGEMENT								
I Semester: MBA								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA025H	CORE	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes: 60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic knowledge of Human Resource Management and International Business concepts.								

COURSE OVERVIEW:

This course provides an understanding of Human Resource Management in the global business environment. It explains the objectives, scope, and models of International Human Resource Management and the impact of culture on HR practices. The course also discusses international staffing, recruitment, training, and employee motivation techniques in multinational organizations. It highlights the role of cultural awareness and Human Resource Information Systems (HRIS) in managing global employees. The subject further explains HR strategies in global companies and the development of global managers and leaders. It also examines HRM practices in Europe, Japan, and the American approach to HRM. Finally, the course covers international compensation practices and recent developments in HR.

COURSE OBJECTIVES:

- To understand the concept, scope, models, and cultural aspects of International Human Resource Management.
- To study the social environment, international staffing, recruitment, training, and HR information systems in global organizations.
- To analyze HR strategies in global companies and the development of global managers and leaders.
- To examine HRM practices and employee management systems in Europe and Japan.
- To understand the American approach to HRM and principles of international compensation.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Describe basic concepts, objectives and models of International Human Resource Management.
2. Explain the influence of social environment and cultural literacy on global HR practices.
3. Apply global HRM strategies for effective international workforce management.
4. Compare human resource systems of Europe and Japan with relevance to the Indian context
5. Evaluate international compensation strategies and their effectiveness

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 stimulations.

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 Employee management: Introduction, lifetime employment, characteristics, importance, limitations, the seniority wage system, relevance of Japanese management in Indian context, case study.

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

TEXT BOOKS:

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

REFERENCE BOOKS:

- Aswathappa, K. & Dash, S., International Human Resource Management, McGraw Hill.

ELECTRONIC 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.html?id=Fc
4. <https://6xtWfy0CFreemanagementebooks.com>
5. <http://bookboon.com/en/hrm-ebooks>

MATERIALS ONLINE:

1. Course template
2. Tutorial question bank
3. Tech talk and concept video topics
4. Open-ended experiments / case discussions
5. Definitions and terminology
6. Assignments
7. Model question paper – I
8. Model question paper – II
9. Lecture notes
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COURSE CONTENT

INTERNATIONAL MARKETING								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA025M	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite:-Basic Concepts of Marketing Management								

COURSE OVERVIEW:

This course provides an understanding of marketing in the global business environment and the importance of international trade. It explains the concept, scope, opportunities, and challenges of international marketing along with the factors that motivate firms to enter global markets. The course also examines global environmental factors, trade policies, market research, and market entry strategies used by international companies. It discusses the development of global marketing strategies, marketing mix decisions, pricing, and product life cycle in international markets. Finally, the course focuses on implementation of global marketing strategies, export procedures, documentation, and recent developments in international markets.

COURSE OBJECTIVES:

- To understand the concept, scope, and importance of international marketing and global trade.
- To analyze the global business environment and international trade policies affecting marketing decisions.
- To study international market research, market selection, and global market entry strategies.
- To understand the international marketing mix, pricing strategies, and product life cycle in global markets.
- To examine the implementation of global marketing strategies, export procedures, and documentation in international trade.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Evaluate international marketing principles through comparison of domestic and global practices, and analysis of entry and expansion strategies.
2. Analyze global environmental factors and trade frameworks that influence international marketing strategies.
3. Explore global markets through investigation of consumer behavior, cultural influences, regional strengths & weaknesses, entry strategies and international business challenges.

4. Analyze global marketing strategies through examination of segmentation, product positioning, pricing, distribution channels, promotional approaches and the influence of globalization drivers on the marketing mix.
5. Design effective global marketing strategies through cross-cultural negotiation, organization of e-marketing channels, management of export procedures and application of current international trade amendments.

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., 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 International markets

TEXT BOOKS:

- Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, Cengage, 10e, 2017.
- Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e, 2012.
- Prateek Maheshwari, International Marketing, Wiley, 8e, 2017.

REFERENCE BOOKS:

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

ELECTRONIC 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>

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

ENTREPRENEURIAL MARKETING								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA026E	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Marketing Management and Fundamentals of Entrepreneurship								

COURSE OVERVIEW:

This course provides an understanding of marketing practices used by entrepreneurs to identify and exploit business opportunities. It explains the concepts, characteristics, and challenges of entrepreneurial marketing along with market research and demand forecasting. The course also focuses on enterprise growth, growth strategies, and models used by organizations to expand their business. It highlights entrepreneurial market development strategies such as segmentation, positioning, pricing, distribution, and customer relationship building. Finally, the course introduces various entrepreneurial marketing tools like guerrilla marketing, viral marketing, and social media marketing along with recent developments in entrepreneurial finance.

COURSE OBJECTIVES:

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

COURSE OUTCOMES: After completion of the course, students should be able to

1. Define key concepts in entrepreneurial marketing containing characteristics, marketing mix and basic market research techniques.
2. Explain different forms, types of enterprise growth, organizational structures and perform SWOT & portfolio analysis for entrepreneurial ventures.
3. Apply growth-strategic models for business planning and expansion.
4. Analyze market development strategies for entrepreneurial ventures.
5. Explore innovative entrepreneurial marketing techniques for market impact.

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

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

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

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

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

TEXT BOOKS:

- Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
- Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
- Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies with Growth Ambitions, Garant Publishers, 2011

REFERENCE BOOKS: -

- Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
- Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing Global Perspectives, Emerald Group Publishing, 2013.
- Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.

ELECTRONIC RESOURCES:

- <https://www.youtube.com/watch?v=9kq8CSZ-fcQ>
- <https://www.youtube.com/watch?v=EmTCuCyqYeo&list=PLKyB9RYzaFRgIKBm4GPMKcVqxppzCjTG8&index=2>
- <https://www.youtube.com/watch?v=OakD44mZrhU>
- <https://www.youtube.com/watch?v=BLHdIIv0Ksw&list=PLKyB9RYzaFRgIKBm4GPMKcVqxppzCjTG8&index=5>

MATERIALS ONLINE:

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COURSECONTENT

FINANCIAL DERIVATIVES AND RISK MANAGEMENT								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA026F	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes: 60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes:60			
Prerequisite: Basic Concepts of risk management & financial derivatives								

COURSE OVERVIEW

This course provides an understanding of the banking, insurance, and risk management sectors. It explains the structure of the Indian banking system, banking products, and modern banking services such as e-banking and mobile banking. The course also covers banking regulations, the role of the Reserve Bank of India, and recent reforms in the banking sector. It introduces the concept, principles, and types of insurance along with the regulatory framework governing the insurance industry. Finally, the course explains the concept of risk, types of risks in business, and techniques used for effective risk management along with recent developments.

COURSE OBJECTIVES:

- To understand the concept, structure, and functions of the banking system in India.
- To study banking regulations, the role of RBI, and reforms in the Indian banking sector.
- To understand the concept, principles, and types of insurance and their importance.
- To examine the regulatory framework and business environment of the insurance sector.
- To understand the concept of risk, types of risks, and techniques used in risk management.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Describe the fundamental concepts of derivative markets with contract types, pricing models and financial instruments, within both domestic & global frameworks
2. Analyze the role of risk management in financial markets by diagnosing key types of financial risks and evaluating institutional strategies for risk mitigation
3. Apply risk assessment tools, Basel Norms for financial risk examination, capital adequacy and banking stability.
4. Analyze option contract structures, valuation models, pricing relationships for pinpointing strategic and arbitrage opportunities.

5. Design and implement effective SWAP strategies and pricing models for diverse instruments, pertaining them to practical scenarios in both Indian and global markets

UNIT-I: INTRODUCTION TO BANKING BUSINESS

Introduction to Banking sectors, History of banking business in India, Structure of Indian banking system, Types of accounts, advances and deposits in a bank New Dimensions and products, E-Banking, Mobile, Banking, Net Banking, CRM, cheque system and KYC System.

UNIT-II: BANKING REFORMS AND REGULATIONS

Banking regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and credit control system, Role of commercial banks and its functions, Banking sector reforms in India and deficiencies in Indian banking including problems accounts and Non-Performing Assets.

UNIT-III: INTRODUCTION TO INSURANCE

Introduction to insurance, Need and importance of Insurance, principles of Insurance, characteristics of insurance contract. Branches of insurance and types of insurance, life insurance and its products: Role of Agents and brokers.

UNIT-IV: INSURANCE BUSINESS ENVIRONMENT

Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.

UNIT-V: INTRODUCTION TO RISK MANAGEMENT

Introduction to Risk, meaning and types of risk in business and individual, Risk management process, methods, Risk identification and measurement, Risk management techniques, non insurance methods. Latest Amendments in Derivatives

TEXT BOOK:

1. Dhanesh K. Khatri, Derivatives and Risk Management, Macmillan, 1e,2012
2. Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 1e,2003.
3. Sanjay Mehrotra, Durga Bhavani Jammula, Financial Management and Risk Management – Derivative Startegies, Pen and Paper Academy,2025
4. Prakash B Yaragol, Financial Derivatives- Text and Cases, vikas Publishing, 2024
5. John C Hull, Risk Management and Financial Institutions, Wiley, 5e,2018.
6. Jayanth Rama Varma, Derivatives and Risk management, Tata McGraw Hill, 1e, 2011.

REFERENCE BOOKS:

- Scott E. Harringam Gregory R. Nichanus,” Risk Management and Insurance”, TMH, 2nd Edition, 2009.
- Geroje E. Rejda, “Principles of risk Management and Insurance”, Pearson Education Publications, 9th Edition, 2009.
- G. Koteswar, “Risk Management Insurance and Derivatives”, Himalaya Publications, 5th Edition, 2008.
- Mark S. Dorfman, “Risk Management and Insurance”, Pearson Publications, 9th Edition, 2009.

ELECTRONIC RESOURCES:

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

MATERIAL RESOURCES:

1. Course template
2. Tutorial question bank
3. Tech talk and Concept Video topics
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COURSE CONTENT

LEADERSHIP AND CHANGE MANAGEMENT								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA026H	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic understanding of management principles and organizational behavior.								

COURSE OVERVIEW:

This course provides an understanding of leadership concepts and approaches used in organizations. It explains different leadership theories such as trait, skills, contingency, and transformational leadership and their applications in management. The course also highlights the concept of servant leadership and the qualities of effective leaders. It focuses on organizational design, culture, and the process of managing organizational change. Finally, the course discusses employee relations, technological change, and strategies for implementing and evaluating change in organizations.

COURSE OBJECTIVES:

- To understand the concept, components, and different approaches to leadership.
- To examine contingency leadership theories and their application in organizations.
- To understand transformational and servant leadership and their role in effective management.
- To analyze organizational design, culture, and the process of managing organizational change.
- To study employee relations and strategies for implementing and evaluating change in organizations.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Analyze traits, skills and behavioral leadership models by reprising core principles, strengths and limitations for real-world organizational scenarios.
2. Explain the principles of contingency and path-goal theories with different leadership styles.
3. Apply the concepts of transformational and servant leadership for modern organizational settings.
4. Evaluate change at strategic, team - individual levels and measure impact of structure, culture, ethics on change outcomes
5. Assess change strategies resistance, downsizing, relations and propose measurable employee involvement methods for lasting impact

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 grid, 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.

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.

TEXT BOOKS:

1. Organization Development, Donald L. Anderson, Sage Publications, 5e, 2021.
2. Change Management and Organization Development, Ratna Raina, Sage Publications, 1e, 2018.
3. Leadership: Theory and Practice, Peter G. Northouse, Sage Publications, 1e, 2016.
4. Leadership, Personal Effectiveness and Team Building, Ranjana Mittal, Vikas Publications, 2015.
5. Leading Change, John P. Kotter, Harvard Business Review Press, 2012.
6. Organizational Change, Barbara Senior & Jocelyne Fleming, Pearson Publications, 3e, 2010.

REFERENCE BOOKS:

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

ELECTRONIC RESOURCES:

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

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

CUSTOMER RELATIONSHIP MANAGEMENT								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA026M	Professional Elective	L	T	P	C	CIE	SEE	Total
		3	0	-	3	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basics of Customer Relationship Management.								

COURSE OVERVIEW:

This course provides an understanding of the concepts, evolution, and importance of Customer Relationship Management in modern organizations. It explains how businesses build and maintain long-term relationships with customers using customer data, analysis, and effective communication strategies. The course focuses on CRM processes, customer life cycle, customer value, and strategies for customer acquisition and retention. It also discusses various CRM models, structures, and their applications in business organizations. Finally, the course highlights CRM planning, implementation, analytical and operational CRM tools, and the role of technology such as data warehousing and data mining in CRM.

COURSE OBJECTIVES:

- To understand the concept, evolution, and importance of Customer Relationship Management in organizations.
- To analyze customer behavior, customer value, and strategies for building strong customer relationships.
- To study the CRM process and its role in marketing and business organizations.
- To examine different CRM models and strategies for customer acquisition, retention, and development.
- To understand CRM planning, implementation, and the use of CRM tools and technologies such as e-CRM, data warehousing, and data mining.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Explain concepts, evolution, goals, components, benefits, strategic significance, applications, and challenges of CRM in consumer - business markets.
2. Build customer relationships by analyzing profiles, behaviors and lifecycle stages for guiding effective CRM strategies.
3. Implement CRM processes & tools for boosting customer relationships and marketing impact in retail.

4. Examine key CRM models in developing strategies on customer acquisition, retention and development across different business contexts.
5. Describe strategic CRM planning, challenges, tools of analytical - managerial functions and components with CRM software packages.

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- CRMA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector

UNIT-IV: CRM Structures

Elements of CRM – CRM Process – Strategies for Customer acquisition Customer Retention and Development – Strategies for Customer Retention, Models of CRM – G- SPOT Model, KOEL's Model, Web Qual 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

TEXT BOOKS:

1. Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh – Customer Relationship Management: Emerging Concepts, Tools and Applications, Tata McGraw-Hill.
2. Francis Buttle and Stan Maklan – Customer Relationship Management: Concepts and Technologies, Routledge.
3. V. Kumar and Werner J. Reinartz – Customer Relationship Management: Concept, Strategy, and Tools, Springer.
4. Kristin Anderson and Carol Kerr – Customer Relationship Management, McGraw-Hill.
5. Alok Kumar Rai – Customer Relationship Management: Concepts and Cases, PHI Learning.

REFERENCE BOOKS:

- G. Shainesh, Jagdish, N.Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan2005.
- Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
- Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books,2011.

- Zikmund, Customer Relationship Management, Wiley2012.
- Paul Greenberg, CRM at the speed of light, 4e, TMH,2009.
- Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd,2008.

ELECTRONIC 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/librarnotices/retailmanagement.pdf>

MATERIALS ONLINE:

1. Course template
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4. Open-ended experiments
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COURSE CONTENT

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA027E	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic Concepts of Accounting								

COURSE OVERVIEW:

This course focuses on creativity and innovation as essential elements for problem solving and organizational development. It explores the nature of creativity, creative thinking processes, and factors that influence creative behavior. The course also examines creative problem-solving techniques, creative intelligence, and ways to overcome barriers to creativity. In addition, it introduces innovation management concepts, types of innovation, and organizational approaches to developing innovative ideas. The course further discusses innovation systems, leadership roles in innovation, and emerging trends in open innovation and technology communities.

COURSE OBJECTIVES:

- To understand the concept, nature, and importance of creativity and innovation.
- To develop skills in creative thinking and creative problem-solving techniques.
- To examine the role of creative intelligence, motivation, and environment in creativity.
- To analyze innovation management concepts and different types of innovation.
- To understand organizational and systemic perspectives influencing innovation.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Explore creativity concepts personality, motivation, environment, technology, and evaluation criteria
2. Examine problem-solving models drawing upon divergent and convergent thinking for complex challenges
3. Design strategies to overcome creative blocks and build environments that foster constructive intelligence
4. Assess innovation types incremental, radical and ideation methods for opening innovative product development theories
5. Formulate innovation strategies using micro-macro frameworks, leadership roles and organizational dynamics in global contexts.

UNIT-I THE CREATIVITY PHENOMENON

Creative cerebration, creative Personality and motivation, creative Environment, creative technology, creativity training, puzzles of creativity, spiritual and social roots of creativity, essence, elaborative and expressive creativities, quality of creativity, existential, entrepreneurial and empowerment creativities criteria for evaluating creativity, credible evaluation, improving the quality of our creativity.

UNIT-II MASTERING CREATIVE PROBLEM SOLVING:

Structuring of ill, defined problems, creative problem solving-models of creative problem solving mechanisms of divergent thinking, useful mechanisms of convergent thinking, techniques of creativity problem solving.

UNIT-III CREATIVE INTELLIGENCE

Creative intelligence abilities , A model of creative intelligence, convergent thinking ability, traits congenial to creativity, creative personality and forms of creativity, motivation and creativity, blocks to creativity, fears and disabilities, strategies for unblocking-,energy for your creativity, designing creative organic environment.

UNIT-IV INNOVATION MANAGEMENT

Concept of innovation, levels of innovation, incremental Vs radical innovation, inbound and outbound ideation- open and other innovative ideation methods, theories of outsourcing new product development: Transaction cost, resource based, resource dependence, knowledge based theories.

UNIT-V MICRO AND MACRO PERSPECTIVES OF INNOVATION

Systems approach to innovation, innovation in the context of emerging economies, organizational factors affecting innovation at the firm level, leadership and Innovations, open innovation, innovation framework, innovations developed by open technology communities. Latest Amendments in Innovation

TEXT BOOKS:

1. Pradip N Khandwalla, "Lifelong Creativity, An Unending Quest", Tata McGraw Hill, 5th Edition, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan," Innovation Management, Oxford Higher Education",7th Edition, 2014.
3. , C. S. G. Krishnamacharyulu, R. Lalitha, "Innovation Management ", Himalaya Publishing House, 4thEdition, 2010.

REFERENCE BOOKS:

1. A.DaleTimpe, "Creativity", Jaico Publishing House, 3rd Edition, 2003.
2. Brian Clegg, Paul Birch," Creativity", Kogan Page, 7th Edition, 2009.

3. Paul Trott, Innovation Management and New Product Development, 4e, Pearson,2018

ELECTRONIC RESOURCES:

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

MATERIALS ONLINE:

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COURSE CONTENT

FINANCIAL ANALYTICS								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA027F	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	0	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: -Basic Understanding of financial statements								

COURSE OVERVIEW:

Enable understanding of core tools and techniques used in financial evaluation and analytics. Provide grounding in time value of money, risk & return, and capital budgeting techniques. Develop knowledge of equity and bond valuation. Help analyse financial statements, investment decisions, and evaluate financial performance.

COURSE OBJECTIVES:

- 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 OUTCOMES: After completion of the course, students should be able to

1. Identify fundamental financial analysis tools, trend analysis, key financial ratios, cash flow components and spreadsheet-based reporting formats.
2. Explain Time Value of Money, relationship between risk & return, calculation of standard deviation and holding period using spreadsheet functional formulas.
3. Use capital budgeting techniques for assessing long-term investment decisions, and develop spreadsheet models, simulate capital budgeting scenarios, incorporating risk adjustments and cost of capital
4. Calculate equity valuations harnessing CAPM, SML and Beta, supported by industry - technical analysis, statistical tools for measuring portfolio risk in different market conditions
5. Design advanced bond valuation models—immunization, multi-period returns and bond beta estimation—proving spreadsheets for supporting financial decision-making

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

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

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

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

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

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

TEXT BOOKS:

- Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e, 2022.
- R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI, 7e, 2022.
- Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.

REFERENCE BOOKS:

- N R Parasuraman, Financial Management-step by step approach, Cengage, 1e, 2014.
- Simon Bennings, Financial Modeling-Using Excel, MIT Press, Cambridge, 3e
- Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

ELECTRONIC RESOURCES:

- <https://www.youtube.com/watch?v=7IJZDUIRDng>
- <https://www.youtube.com/watch?v=Yelqc4wZ1fM>
- <https://www.youtube.com/watch?v=i0az1n2JXWE>
- https://www.youtube.com/watch?v=kQN_y15fmlA

MATERIALS ONLINE:

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COURSE CONTENT

HR ANALYTICS								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA027H	ELECTIVE	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Human resources and Analytics								

COURSE OVERVIEW:

This course is designed to help students as an emerging and highly relevant field that integrates human resource management with data analysis and evidence-based decision making. The course is designed to provide students with conceptual understanding as well as practical skills required to analyze workforce data, interpret HR metrics, and support strategic decision-making in organizations.

COURSE OBJECTIVES:

- To explain the evolution of HRM to HR Analytics and its role in achieving business outcomes.
- To introduce HR analytics models, data types, and data preparation methods.
- To demonstrate how MS Excel is used for analyzing key HR functions.
- To provide an overview of tools for descriptive and diagnostic HR analytics.
- To introduce predictive and prescriptive techniques and tools in HR analytics.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Explore HR Analytics, evolution, importance, scope and connection to business outcomes in the big data era
2. Explain models & methods for conducting HR analytics, types of HR data, scales of measurement, methods for capturing and cleaning HR data.
3. Apply HR analytics techniques, exercising MS Excel across HR functions, recruitment, training, performance appraisal, employee engagement and compensation management
4. Analyze HR data using descriptive analytics tools and create dashboards for interpreting - visualizing key HR metrics & trends.
5. Evaluate workforce trends, recommend solutions using predictive and prescriptive analytic techniques .

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. Four Levels of Analysis: Descriptive, Diagnostic, Predictive and Prescriptive. 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: LAMP Model, HC Bridge Model, Bersin’s HR Analytics Maturity Model and HR Value Chain Model. Process of conducting 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: Conduction of HR Analytics for key metrics under HR Processes viz. (i) Recruitment & Selection, (ii) Training & Development, (iii) Performance Appraisal, (iv) Talent Management, (v) Employee Engagement, (vi) Compensation Management and (vii) Expatriate Management.

Unit – IV: Descriptive & Diagnostic HR Analytics: Overview of Select Tools for Conduction HR Analytics: (i) Statistical tools: MS Excel, SPSS & PSPP; (ii) Programming Languages: R & Python; (iii) Visualization Tools: MS Excel, Tableau & Power BI. 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. Introduction and scope of diagnostic HR analytics, descriptive vs diagnostic analytics, basic diagnostic techniques: root cause analysis, hypothesis testing for chi square, correlation analysis and regression.

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, Tools for conduction of prescriptive analysis: Decision Trees and What-If Scenarios. Future of HR Analytics.

TEXT BOOKS:

- Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
- Swati Dhir & Suparna Pal, Human Resource Analytics: Theory and Application Techniques, Cengage, 2021.

REFERENCE BOOKS:

- Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
- Ramesh Soundarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
- Nishant Uppal, Human Resource Analytics, Pearson, 2021

ELECTRONIC RESOURCES:

1. <https://www.shrm.org/in/enterprise-solutions/enterprise-bask/people/learning-and-development>
2. <https://www.innomatics.in/free-hr-analytics-training>
3. <https://iirfranking.com/online-courses/course-details/hr-analytics-course>
4. <https://www.aihr.com/hr-resources/hr-dashboard-practice-dataset-tutorial-excel>

MATERIALS ONLINE:

1. Course template
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COURSE CONTENT

MARKETING ANALYTICS								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P	C	CIE	SEE	Total
22MBA027M	Professional Elective	4	0	-	4	40	60	100
Contact Classes:60	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 60			
Prerequisite: Basic concepts of Marketing								

COURSE OVERVIEW:

This course introduces the concepts and applications of Marketing Analytics in data-driven decision making. It focuses on analyzing marketing data using tools such as MS Excel to generate insights for business decisions. The course covers techniques for summarizing and visualizing marketing data, customer analytics, pricing analytics, and market segmentation. It also explores analytical methods for evaluating promotions and advertising effectiveness. Overall, the course helps learners understand how data analysis can improve marketing strategies, customer understanding, and business performance.

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: After completion of the course, students should be able to

1. Summarize the scope & significance of marketing analytics, differentiating it from marketing research and explaining data organization methods
2. Analyze marketing and demographic datasets with Excel for evaluation of customer behavior and product performance
3. Calculate Customer Lifetime Value and conduct sensitivity analysis through Excel-based customer analytics
4. Optimize pricing scenarios and demand estimation for complementary products with Excel Solver
5. Develop marketing strategies through segmentation and promotional analytics with assessment of promotional effectiveness using various models

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 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.

REFERENCE BOOKS:

- Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
- Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

ELECTRONIC RESOURCES:

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

MATERIALS ONLINE:

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COURSE CONTENT

PRE-SUBMISSION PROJECT WORK- SEMINAR								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
22MBA028	SEMINAR	L	T	P	C	CIE	SEE	Total
		-	-	2	2	100	-	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 25			Total Classes: 25			
Prerequisite: Basic skills of field survey								

COURSE OVERVIEW:

The Pre-Submission Project Work Seminar enables students to review and present the progress of their MBA project, particularly research methodology and data analysis, prior to final submission. It provides an academic platform for critical evaluation and constructive feedback to strengthen methodological rigor and analytical clarity. The course supports refinement of the project and enhances presentation, critical thinking, and report-preparation skills.

COURSE OBJECTIVES:

- To familiarize students with the stages of MBA project work, including research methodology formulation, data analysis, and report preparation.
- To enable students to develop and present progress on research design and analytical work prior to final report writing.
- To provide an opportunity for critical evaluation of project progress through seminar presentation and academic review.
- To facilitate constructive feedback that supports refinement and improvement of the project report.
- To strengthen students' ability to integrate insights gained during review into the completion of a comprehensive final project.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Demonstrate effective presentation skills by showcasing research methodology and data analysis progress for professional audience
2. Articulate research findings and project insights clearly, persuasively during the pre-submission seminar
3. Apply domain-specific research techniques for formulating methodology and analyze data relevance by the chosen business problem
4. Evaluate feedback received during the seminar for improved clarity and impact on refining the final project report
5. Integrate research methodology and analytical outcomes for a cohesive project report aligned with academic and industry standards



COURSE CONTENT

MAIN PROJECT VIVA AND VOCE								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P	C	CIE	SEE	Total
22MBA029	---	-		4	4	40	60	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 45			Total Classes: 45			
Prerequisite: All the Courses								

COURSE OVERVIEW:

The aim of this course begins with an emphasis on project planning and formulation, guiding students in selecting relevant and challenging topics aligned with their specialization. Participants delve into extensive literature reviews, market analyses, and feasibility studies to develop a robust foundation for their projects. The course emphasizes the importance of critical thinking, creativity, and innovation in approaching business challenges.

COURSE OBJECTIVES:

- The specializations required to solve real-world business problems.
- Analytical, research, and decision-making skills developed through a comprehensive applied project.
- Functional concepts from finance, marketing, operations, human resources, and strategy for business analysis.
- Communication, presentation, and interpersonal skills relevant to professional and organizational contexts.
- Problem-solving abilities strengthened by proposing actionable solutions or strategies.

COURSE OUTCOMES: After completion of the course, students should be able to

1. Formulate research methodology by objectives, hypotheses, scope and data sources aligned with career goals
2. Use statistical tools, process primary and secondary data for informed business decisions
3. Present research findings and data analysis effectively in a seminar setting structured communication techniques
4. Interpret analytical results for drawing conclusions and propose actionable recommendations in the final project report
5. Demonstrate professional communication skills during viva by articulating project insights and responding to feedback

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.

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.