



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

(AN AUTONOMOUS INSTITUTION)

(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)

Accredited by NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act, 1956

MBA R24 Course structure

S.NO	Course structure CATEGORY	Breakup of credits (Total 102 Credits)
1	COMMON SUBJECTS	60
2	OPEN ELECTIVES	06
3	PROFESSIONAL ELECTIVES	24
4	LABS	04
5	SUMMER INTERNSHIP SEMINAR	02
6	PROJECT PRE-SUBMISSION SEMINAR	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	24MB001	Management and Organizational Behaviour	Core	4	0	0	4	40	60	100
2	24MB002	Financial Accounting and Analysis	Core	4	0	0	4	40	60	100
3	24MB003	Business Economics	Core	4	0	0	4	40	60	100
4	24MB004	Business Law and Environment	Core	4	0	0	4	40	60	100
5	24MB005	Statistics for Management and Research Methodology	Core	4	0	0	4	40	60	100
6	Open Elective – I 24MB006	6A Indian Ethos and Values for Management 6B Business Process Reengineering 6C Cross Cultural Management 6D Project Management	OE	3	0	0	3	40	60	100
7	24MB007	Business Communication and Soft Skills - Lab	Lab	0	0	2	2	40	60	100
Total Credits				23	0	2	25	280	420	700

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	24MB008	Human Resource Management	Core	4	0	0	4	40	60	100
2	24MB009	Financial Management	Core	4	0	0	4	40	60	100
3	24MB010	Marketing Management	Core	4	0	0	4	40	60	100
4	24MB011	Quantitative Techniques for Management	Core	4	0	0	4	40	60	100
5	24MB012	Entrepreneurship and Design Thinking	Core	4	0	0	4	40	60	100
6	24MB013	Management Information System	Core	4	0	0	4	40	60	100
7	Open Elective – II 24MB014	14A Python 14B Disaster Management 14C Total Quality Management 14D Management of NGOs	OE	3	0	0	3	40	60	100
8	24MB015	Statistical Data Analysis Laboratory	Lab	0	0	2	2	40	60	100
Total Credits				27	0	2	25	320	480	800

II 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	24MB016	Supply Chain Management	Core	4	0	0	4	40	60	100
2	24MB017	Business Analytics	Core	4	0	0	4	40	60	100
3	24MB018	Production & Operations Management	Core	4	0	0	4	40	60	100
4	24MB019	MRKG/HRM/FIN/ENTP/SYS	PE	4	0	0	4	40	60	100
5	24MB020	MRKG/HRM/FIN/ENTP/SYS	PE	4	0	0	4	40	60	100
6	24MB021	MRKG/HRM/FIN/ENTP/SYS	PE	4	0	0	4	40	60	100
7	24MB022	Summer Internship - Seminar	Seminar	2	0	0	2	100	-	100
Total Credits				26	0	0	30	340	360	700

II 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	24MB023	Strategic Management	Core	4	0	0	4	40	60	100
2	24MB024	MRKG/HRM/FIN/ENTP/SYS	PE	4	0	0	4	40	60	100
3	24MB025	MRKG/HRM/FIN/ENTP/SYS	PE	4	0	0	4	40	60	100
4	24MB026	MRKG/HRM/FIN/ENTP/SYS	PE	4	0	0	4	40	60	100
5	24MB027	Pre submission of project work - Seminar	Seminar	0	0	2	2	100	-	100
6	24MB028	Main Project and Viva Voce	---	0	0	4	4	40	60	100
Total Credits				16	0	6	22	300	300	600

SEMESTER-I
OPEN ELECTIVE-I

Choose any one subject from the following

Course Code	Course Title
24MB006A	Indian Ethos and Values for Management
24MB006B	Business Process Reengineering
24MB006C	Cross Cultural Management
24MB006D	Project Management

SEMESTER-II OPEN
ELECTIVE-II

Choose any one subject from the following

Course Code	Course Title
24MB014A	Python
24MB014B	Disaster Management
24MB014C	Total Quality Management
24MB014D	Management of NGOs

SEMESTER-III PROFESSIONAL
ELECTIVES

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

PROFESSIONAL ELECTIVE-1	
24MB019M	Digital Marketing
24MB019F	Security Analysis and Portfolio Management
24MB019H	Performance Management & Employee Development
24MB019E	Startup Management
PROFESSIONAL ELECTIVE-2	
24MB020M	Sales and Promotion Management
24MB020F	Financial Institutions, Markets and Services
24MB020H	Leadership and Change Management
24MB020E	MSME Management
PROFESSIONAL ELECTIVE-3	
24MB021M	Consumer Behavior
24MB021F	Strategic Management Accounting
24MB021H	Employee Relations
24MB021E	Family Business Management

PROFESSIONAL ELECTIVES

PROFESSIONAL ELECTIVE-4	
24MB024M	International Marketing
24MB024F	International Financial Management
24MB024H	International Human Resource Management
24MB024E	Entrepreneurial Finance
PROFESSIONAL ELECTIVE-5	
24MB025M	Retailing Management
24MB025F	Banking, Insurance and Risk Management
24MB025H	Compensation and reward Management
24MB025E	Entrepreneurial Marketing
PROFESSIONAL ELECTIVE-6	
24MB026M	Marketing Analytics
24MB026F	Financial Analytics
24MB026H	HR Analytics
24MB026E	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		
24MB001	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 introduces the fundamental principles and functions of management, including planning, organizing, leading, and controlling. It explains the evolution of management theories and the application of systems and contingency approaches in organizations. The course also examines decision-making, organizational structure, and control mechanisms used to improve organizational performance. Additionally, it covers individual and group behavior, leadership styles, and motivation theories that influence employee performance and organizational effectiveness.

COURSE OBJECTIVES:

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

COURSE OUTCOMES: 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. <http://hbsp.harvard.edu/organizational-behavior/>
2. <http://hbsp.harvard.edu/catalog/collections/core-curriculum-organizational-behavior>
3. <http://hbsp.harvard.edu/catalog/collections/organizational-behavior-simulations>
4. <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
10. PowerPoint presentation
11. Drshya Siksha Sangrah (DSS) Videos



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COURSE CONTENT

FINANCIAL ACCOUNTING AND ANALYSIS								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB002	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: Definitions, meaning, Importance, limitations, objectives, functions of financial accounting and classification of accounts, principles of accounts, accounting concepts and conventions, the generally accepted accounting principles (GAAP), their implications on accounting system; advantages and limitations of double entry system, accounting cycle.

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

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

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

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

TEXT BOOKS:

- S.P. Jain and K.L. Narang, “Financial Accounting” Kalyani Publishers, 10th Revised Edition, 2010.
- S.P. Jain and K.L. Narang, “Cost & Management Accounting”, Kalyani Publishers, 10th Revised Edition, 2010.
- Shashi.K. Gupta and R.K. Sharma, “Advanced Management Accounting” Kalayani publishers, 2nd Revised Edition, 2003.
- S.N. Maheswari, “Financial Accounting”, IBH Publications, 7th Edition, 2015.
- Tulsian P.C., "Financial Accounting", Pearson Education, Revised 1st Edition, 2013.
Ashish K. Bhattacharya, Financial Accounting & Analysis, PHI,2012.

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
3. <http://www.free-management-ebooks.com/skills-finance.html>
4. <http://www.amazon.com/Financial-Reporting-Analysis-Lawrence-Revsine-book/dp/B005KLBRDS>

MATERIALS ONLINE:

12. Course template
13. Tutorial question bank
14. Tech talk and Concept Video topics
15. Open-ended experiments
16. Definitions and terminology
17. Assignments
18. Model question paper – I
19. Model question paper – II
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COURSE CONTENT

BUSINESS ECONOMICS								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB003	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:

- To provide an understanding of the basic concepts associated with Business Economics.
- To impart the knowledge of various aspects of Demand and Supply
- To highlight the importance of Production and Cost concepts in a Firm.
- To elaborate on the nature of various Market Structures.
- To enable the understanding of various Pricing Strategies

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:

1. http://www.youtube.com/watch?v=Ht_pSz9T_ig&list=PLVnh5qI6g-iqch75SzrXdoE-bR_D03317
2. http://www.google.co.in/books/edition/Managerial_Economics/9clcDwAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover
3. http://www.google.co.in/books/edition/Managerial_Economics_8th_Edition/H7FDDAAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover
4. http://www.google.co.in/books/edition/MANAGERIAL_ECONOMICS/Q53GDgAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover

MATERIALS ONLINE:

23. Course template
24. Tutorial question bank
25. Tech talk and Concept Video topics
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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	Total
24MB004	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. RSN Pillai, Bagavathi, Business Law, S. Chand, 2013
2. Indian Law and cyber-crime scenario in Indian-issues and Challenges in Cyber Crime
3. Justin Paul, “Business Environment: Text & Cases” TMH, 3/e, 2012

REFERENCE BOOKS:

- N.D. Kapoor, “Elements of Mercantile Law”. 2007, Sultan Chand & Co.
- Ravinder Kumar, Legal Aspects of Business, 4e, Cengage Learning, 2016.
- K. R. Bulchandani, “Business Law for Management”, 2009, HPH.
- P.P.S. Gogna, Company Law, S. Chand, 2016.
- RSN Pillai, Bagavathi, Legal Aspects of Business, S. Chand, 2016.
- Akhileshwar Pathak, Legal Aspects of Business, Tata Mc Graw Hill, 3e, 2011.
- Nina Godbole & Sunit Belapure, Cyber Security, Wiley India, 2012.
- K. Aswathappa, “Essentials of Business Environment”, 2009, HPH.
- S C Gupta, “Fundamentals of Statistics”, HPH, 2012

ELECTRONIC RESOURCES:

1. <http://youtu.be/oiyEQFxLAWM?si=8FgVmZ57qQiPHdL7>
2. <http://youtu.be/oiyEQFxLAWM?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
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COURSE CONTENT

STATISTICS FOR MANAGEMENT AND RESEARCH METHODOLOGY								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB005	CORE	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
Prerequisite: Basic concepts of research								

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 Methodology.
- To impart knowledge on concepts and types of Research Design; Data and its Collection methods along with various tools used for Data Collection.
- To demonstrate Tabulation and Graphical Representation of One, Two, Three-Dimensional Data; to introduce the concepts of Statistics and Small Sample Tests.
- To highlight the significance of Statistical Tools for analysis and interpretation of Qualitative & Quantitative data.
- To introduce the concepts of Time Series and Index Numbers and train on writing Research Reports effectively.

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:

1. Ranjit Kumar, Research Methodology: Step-by-step Guide for Beginners, sage, 4e,2022.
2. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e,2021.
3. Shashi.K. Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, Kalyani Publishers,6e, 2020.
4. Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019
5. Deepak Chawla, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016

6. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods Cengage Learning, 8e, 2016
7. P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S Chand Publishing, 2016.

REFERENCE BOOKS:

1. Levine, Stephan, krehbiel, Berenson, “Statistics for Managers using Microsoft Excel”, PHI, 1st edition, 2015
2. J. K Sharma, “Business Statistics”, Pearson Publications, 2nd Edition, 2015.

ELECTRONIC RESOURCES:

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

MATERIALS ONLINE:

34. Course template
35. Tutorial question bank
36. Tech talk and Concept Video topics
37. Open-ended experiments
38. Definitions and terminology
39. Assignments
40. Model question paper – I
41. Model question paper – II
42. Lecture notes
43. PowerPoint presentation
44. Drishya Siksha Sangrah (DSS) Videos



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COURSE CONTENT

BASIC COMMUNICATION SKILLS								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB008	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>
4. <https://www.goodreads.com/shelf/show/business-communication>

MATERIALS ONLINE:

45. Open-ended experiments



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COURSE CONTENT

INDIAN ETHOS AND VALUES FOR MANAGEMENT								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P		C	CIE	SEE
24MB006A	CORE	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 Indian philosophical foundations and cultural values and their relevance to management and ethical decision-making. It explores leadership principles derived from Indian scriptures, historical role models, and the integration of spirituality and mindfulness in managerial practices. The course also examines corporate social responsibility, sustainability, and ethical theories from Indian traditions and their application in modern organizations. Additionally, it addresses global ethical challenges, corporate governance, and the role of personal values in developing responsible and ethical leadership within organizations.

COURSE OBJECTIVES:

- To understand the fundamentals of Indian philosophy, culture, and ethical values such as Dharma and Karma in personal and professional life.
- To analyze leadership qualities and management principles from Indian scriptures, history, and spirituality.
- To examine Indian perspectives on Corporate Social Responsibility (CSR), sustainability, and ethical theories in management.
- To evaluate ethical issues in global business, marketing, finance, and corporate governance in multinational organizations.
- To develop self-awareness, personal values, and ethical leadership skills for creating responsible organizational environments.

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, Bibl and Quran in managerial practices
2. Examine Kautilya's Arthashastra, 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 PHILOSOPHY AND CULTURE: Overview of Indian philosophy and cultural heritage, Key schools of thought (e.g., Vedanta, Yoga, Buddhism), Concepts of Dharma and Karma, the role of values in personal and professional life Ethical dilemmas in management.

UNIT - II: LEADERSHIP AND MANAGEMENT IN INDIAN CONTEXT:

Leadership qualities in Indian scriptures and epics (e.g., Bhagavad Gita), Role models from Indian history and mythology, Understanding the connection between spirituality and business Mindfulness and its application in management.

UNIT - III: CORPORATE SOCIAL RESPONSIBILITY (CSR) AND SUSTAINABILITY:

Indian perspectives on CSR, Sustainability practices aligned with Indian ethos, Principles of yogic management, Mind-body wellness in the workplace. Study of ethical theories such as Niti Shastra and Artha Shastra, Application of these theories in modern management.

UNIT - IV: GLOBAL ETHICS AND MULTINATIONAL CORPORATIONS:

Ethical challenges in a global business environment, Cultural considerations in ethical decision-making, Ethical issues in marketing and advertising practices, Ethical marketing strategies, Ethical issues in financial reporting and accounting practices, corporate governance and financial ethics.

UNIT - V: PERSONAL VALUES AND LEADERSHIP:

Self-awareness and identifying personal values, aligning personal values with leadership styles, Techniques for self-reflection and self-assessment, Identifying and defining personal values, Strategies for creating an ethical work environment, Handling ethical challenges within organizations.

TEXT BOOKS:

1. **Indian Ethos and Business Ethics for Management** – B. N. Ghosh, McGraw-Hill Education. (Focuses on Indian philosophical values, ethics, leadership, and their application in modern management.)
2. **Indian Ethos in Management** – P. N. Chattopadhyay, Himalaya Publishing House. (Explains Indian cultural values, spirituality, and their relevance to managerial decision-making and leadership.)
3. **Foundations of Managerial Work: Contributions from Indian Thought** – S. K. Chakraborty, Himalaya Publishing House. (Integrates Indian philosophical ideas with management practices and ethical leadership.)
4. **Management Practices and Thoughts in Ancient India** – Various Authors, Himalaya Publishing House. (Discusses management principles derived from ancient Indian texts and traditions.)

REFERENCE BOOKS:

1. **The Difficulty of Being Good: On the Subtle Art of Dharma** – Gurcharan Das, Penguin Random House.
(Explores the concept of *Dharma* and ethical behavior using examples from Indian epics.)
2. **Arthashastra** – Kautilya (Chanakya).
(Ancient Indian treatise on governance, economics, strategy, and ethical administration.)
3. **Karma Yoga** – Swami Vivekananda.
(Discusses the philosophy of duty, work ethics, and service as a path to personal and social development.)
4. **Jnana Yoga** – Swami Vivekananda.
(Explains philosophical knowledge, spirituality, and the pursuit of wisdom in life and leadership.)

ELECTRONIC RESOURCES:

1. **NPTEL / SWAYAM – Ethics and Values in Management Courses**
<https://nptel.ac.in>
Online video lectures by IIT and IIM faculty on ethics, leadership, and management values.
2. **INFLIBNET e-PG Pathshala – Indian Culture and Management**
<https://ebooks.inflibnet.ac.in>
Provides academic modules on Indian culture, spirituality, and management values.
3. **Harvard Business Review (HBR)**
<https://hbr.org>
Research articles on global ethics, leadership, and corporate governance.
4. **Shodhganga – Indian Theses Repository**
<https://shodhganga.inflibnet.ac.in>
Access to doctoral theses and research work related to business ethics, CSR, and Indian management philosophy.

MATERIALS ONLINE:

46. Course template
47. Tutorial question bank
48. Tech talk and Concept Video topics
49. Open-ended experiments
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52. Model question paper – I
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COURSE CONTENT

BUSINESS PROCESS REENGINEERING								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB006B	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 Business Process Reengineering.								

COURSE OVERVIEW:

Business Process Reengineering (BPR) is a management approach that focuses on the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical performance measures such as cost, quality, service, and speed. The course provides students with knowledge about analyzing existing organizational processes and redesigning them to improve efficiency and competitiveness.

COURSE OBJECTIVES:

- Understand the concept and importance of Business Process Reengineering in modern organizations.
- Identify existing business processes and analyze inefficiencies.
- Learn methods for redesigning processes to improve productivity and performance.
- Understand the role of Information Technology in enabling BPR initiatives.
- Develop skills to manage organizational change during reengineering projects.

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

1. Describe fundamental concepts, dimensions, maturity levels within the CMMI framework.
2. Compare core phases, success factors across Hammer/Champy, Davenport, Manganeli/Klein BPR methodologies.
3. Analyse case studies identifying, prioritizing critical success factors, risks, barriers in BPR implementation.
4. Differentiate BPR from TQM, Six Sigma, 5S Technique, Benchmarking based on scope, application.
5. Evaluate significance of Information Technology, ERP systems in accelerating business transformation.

UNIT - I: PROCESS VIEW OF BUSINESS: Definition and Dimensions of Business Process, Generic Process Framework, the Capability Maturity Model Integration (CMMI), Design Process and Design Quality, Requirement Engineering, Design Concepts.

UNIT - II: BPR: METHODOLOGIES AND TECHNIQUES & APPLICATIONS Introduction and History of BPR, Definition and Benefits of BPR, BPR Model, BPR Methodology Selection Guidelines, Steps to implement BPR: Reengineering Approaches: a) Big Bang Approach, b) Incremental Approach, Evolutionary Approach, BPR Methodologies: a) Hammer/Champy Methodology, b) Davenport Methodology, c) Manganeli/Klein Methodology, d) Kodak Methodology; Comparison of various Methodologies. Case: Dabbawalla of Mumbai, A Case Analysis using BPR methodologies.

UNIT - III: CRITICAL SUCCESS FACTORS ANALYSIS: Reengineering Success Factors, Risks associated with BPR, Barriers to BPR, Case: Analysis on “Pillsbury: Customer Driven Reengineering”, Barriers Management, Case: “Walmart China- Supply Chain Transformation”.

UNIT - IV: BPR Vs. OTHER IMPROVEMENT APPROACHES: Optimization Techniques, Process Simplification, Case: “Aviation Spare Parts Supply Chain Management Optimization at Cathay Pacific Airways Ltd”. TQM: ISO 9000 – QMS/EMS/IMS, Quality Policy, Quality Manual, SIPOC, Procedure Manual, Work Sheets, Quality Audit, Six Sigma, QMS, ISO in Higher Education Institutions, IACBE Accreditation in Education, Restructuring, 5 S Technique, Benchmarking, Work Study, Knowledge Management.

UNIT - V: INFORMATION TECHNOLOGY AND BPR: Role of IT in Reengineering, Criticality of IT in Business Process, BPR Team Characteristics, Threads of BPR in Various Phases, Case: “Otis Elevator: Accelerating Business Transformation with IT”, BPR, SAP and ERP, Elements of ERP, Applications of ERP.

TEXT BOOKS:

- Roger S. Pressman “Software Engineering – A Practitioner’s Approach, 6th Edition. Tata Mc- Graw- Hill International Edition. 2005,
- Siddiqui Modi & Khwaja R.H., “The Acrobatics of Change”, 7th Reprint. Sage Publications India Pvt. Ltd. New Delhi, 2010.
- Jayanti Natarajan., “Business Process Reengineering”, TMH, New Delhi, 2002
- Kapoor Rajneesh, “Business Process Redesign”, Global Business Press, Delhi, 2001.

REFERENCE BOOKS:

- Richard Johnson Management “Processes for Quality Operations. Vision Books”, 2001.
- Dimitris, N. Chorafas, “Integrating ERP, CRM, Supply Chain Management and Smart Materials”, Auerbach Publications, May 2001.
- Radhakrishnan, S. Balasubramanian. “Business Process Reengineering, Text and Cases”, Prentice Hall of India, New Delhi, 2010.

ELECTRONIC RESOURCES:

1. <http://www.youtube.com/watch?v=ZtTM6iFwHgA>
2. <http://www.youtube.com/watch?v=YH0G4wfFSW4>
3. <https://books.google.co.in/books?id=mjvGTXgF16cC&printsec=frontcover>
4. <https://books.google.co.in/books?id=dbqTHjKL0RMC&printsec=frontcover>
5. <https://study.com/academy/lesson/video/what-is-reengineering-in-business-definition-examples-methodology.html>

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

CROSS CULTURAL MANAGEMENT								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
25MB006C	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 about Cross Cultural Management								

COURSE OVERVIEW:

This course provides a comprehensive understanding of cross-cultural management in the global business environment. It examines how national culture influences business practices, leadership styles, communication patterns, negotiation strategies, and team management. The course explores cultural dimensions, value orientations, organizational culture, intercultural communication barriers, and conflict management in international settings. It equips students with knowledge and skills required to effectively manage multicultural teams and operate in global organizations.

COURSE OBJECTIVES:

- To explain the importance of cross culture in the conduct of business.
- To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
- To explain the relationship between culture and organizations.
- To impart knowledge on cross-cultural business communications and identify barriers to intercultural interactions and international negotiations.
- To understand processes in international settings and approaches to cross-cultural team management.

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

1. Identify determinants, facets, levels, and national dimensions of culture influencing business practices.
2. Interpret cultural dimensions with dilemmas affecting managerial styles, value orientations in organizations.
3. Analyze organizational culture influencing leadership, strategy, marketing and corporate structure.
4. Evaluate communication patterns for negotiation behaviours within intercultural business contexts.
5. Develop intercultural competence enhancing collaboration and conflict resolution in international teams.

Unit – I: Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context. The Influence of National Culture on Business Culture. Business Cultures: East and West.

Unit – II: Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

Unit – III: Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.

Unit–IV: Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

Unit –V: Cross Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

TEXT BOOKS:

1. Marie-Joelle Browaeys and Roger Price, *Understanding Cross-Cultural Management*, 4th Edition, Pearson Education, 2019.
2. David C. Thomas, *Cross Cultural Management: Essential Concepts*, 4th Edition, Sage Publications, 2017.
3. Nigel Holden, *Cross Cultural Management: A Knowledge Management Perspective*, Prentice Hall, 2012.
4. Parissa Haghirian, *Multinational and Cross-Cultural Management*, Routledge, 2012.
5. Richard Mead, *International Management: Cross Cultural Dimensions*, 3rd Edition, Blackwell Publishing, 2015.

REFERENCE BOOKS:

1. **S. K. Chakraborty**, *Management Transformation by Values*, Sage Publications, New Delhi, 1990.
2. **Manuel G. Velasquez**, *Business Ethics: Concepts and Cases*, 6th Edition, PHI Learning, 2009.
3. **S. K. Chakraborty**, *Ethics in Management – Vedantic Approach*, Oxford University Press, 1995.
4. **Geert Hofstede, Gert Jan Hofstede & Michael Minkov**, *Cultures and Organizations: Software of the Mind*, McGraw Hill.
5. **Deresky Helen**, *International Management: Managing Across Borders and Cultures*, Pearson Education.

ELECTRONIC RESOURCES:

1. NPTEL Courses on Cross Cultural Management – <http://nptel.ac.in>
2. SWAYAM Online Courses – <http://swayam.gov.in>
3. Harvard Business Review Articles – <http://hbr.org>
4. TED Talks on Cultural Intelligence – <http://www.ted.com>
5. Hofstede Insights (Cultural Dimensions) – <http://www.hofstede-insights.com>
6. YouTube Lectures on International Business & Cross Cultural Management
7. Google Scholar for Research Articles – <http://scholar.google.com>

MATERIALS ONLINE:

57. Course template
58. Tutorial question bank
59. Tech talk and Concept Video topics
60. Open-ended experiments
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COURSE CONTENT

PROJECT MANGEMENT								
I SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB006D	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 research and statistics								

COURSE OVERVIEW:

The Project Management course introduces students to the concepts, principles, and practices required to successfully manage projects in organizations. It covers the project life cycle, including project initiation, planning, execution, monitoring, and termination. The course emphasizes tools such as Work Breakdown Structure (WBS), project budgeting, risk management, and earned value analysis. It also focuses on building effective project teams, leadership, conflict management, and stakeholder management. The course prepares students to apply project management techniques to achieve organizational goals in dynamic business environments.

COURSE OBJECTIVES:

- To understand the fundamental concepts of project management, including project life cycle and stakeholder management.
- To learn project planning and design techniques such as project selection, Work Breakdown Structure (WBS), and project charter preparation.
- To develop knowledge of project execution and control, including monitoring, risk management, cost management, and budgeting.
- To build leadership and team management skills for effective teamwork, coordination, and conflict resolution.
- To gain competency in project performance evaluation and closure, including control cycles and Earned Value Management (EVM).

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

1. Explain fundamental concepts, lifecycle, organizational structure with cultural factors shaping project management.
2. Design project plans through screening, selection, budgeting for monitoring frameworks.
3. Apply project execution techniques involving initiation, evaluation, risk assessment and cost management.

4. Demonstrate leadership capabilities in building teams, managing conflicts & facilitating cooperation within project environments.
5. Assess project performance using control cycles, earned value methods for evaluating metrics reflecting current trends.

UNIT - I: INTRODUCTION: Project management, what is project management, why project management, project lifecycle, project management research in brief, project management today, organization strategy and structure and culture, form a of organization structure, stake holder management, organization culture, creating a culture for project management.

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

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

UNIT -IV: LEADINGPROJECTTEAMS: Building a project team, characteristics of a effective project team, achieving cross functional cooperation, virtual project teams, conflicts management, negotiations.

UNIT -V: PERFORMANCE MEASUREMENT AND EVALUATION:

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

TEXT BOOKS:

1. Project Management: The Managerial Process – Erik W. Larson & Clifford F. Gray
2. Project Management: A Managerial Approach – Jack R. Meredith & Samuel J. Mantel Jr.
3. Gray, Larson, “Project Management”, TataMcGrawHill,4thedition,2015.
4. JefferyK.Pinto, “Project Management”, PearsonEducation,4thedition,2015.
5. EnzoFrigenti, “Project Management”, Kogan,4thedition,2015.
6. Project Management Institute, “A guide to the Project Management Body of Knowledge”, Project Management Institute, 5th edition, 2013.
7. GregHorine, “Project Management Absolute Beginner's Guide”, QUEPublishing,3rdedition, 2012.

REFERENCE BOOKS:

- Project Management: Strategic Design and Implementation – David I. Cleland & Lewis R. Ireland
- Successful Project Management – Gido Jack & James P. Clements
- Project Management: Planning, Scheduling and Controlling – K. K. Chitkara
- The Fast Forward MBA in Project Management – Eric Verzuh
- Fundamentals of Project Management – Joseph Heagney

ELECTRONIC RESOURCES:

1. <http://home.hit.no/~hansha/documents/theses/projectmanagement.pdf>
2. <http://gurukpo.com/Content/MBA/Project%20Mngg..pdf>
3. <http://www.pondiuni.edu.in/sites/default/files/Project%20Managementt200813.pdf>
4. http://www.adi.pt/docs/innoregio_pmanagement.pdf
5. <https://book.akij.net/eBooks/2018/March/5abcc35b666f7/a%20guide%20to%20the%20project%20management%20body%20of%20knowledge%206e.pdf>

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. Drshya Siksha Sangrah (DSS) Videos

I-II



MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

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COURSE CONTENT

HUMAN RESOURCE MANAGEMENT									
II SEMESTER									
Course Code	Category	Hours/Week				Credits	Maximum Marks		
		L	T	P	C		CIE	SEE	Total
24MB008	CORE	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:

1. Biswajeet Pattnayak, " Human Resource Management", Prentice Hall of India, 2nd Edition, 2009.
2. Ashwathappa, "Human resource management", Himalaya Publications, 7th Edition, 2012.
3. Cynthia D. Fisher, Lyle F. Schoenfeld, "Human Resource Management", Wiley India Publishers, 3rd Edition, 2009.
4. Jyothi, " Human Resource Management", Pearson Education, 12th Edition, 2009.
5. R. Wayne Mondy, Robert M. Noe, "Human Resource Management", Pearson Education, 5th Revised Edition, 2009.
6. Gary Dessler, BijuVarkkey, Human Resource Management, 4e, Pearson2017.

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.
- 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.

ELECTRONIC RESOURCES:

1. <https://youtu.be/ESFUGzdRTio?si=gA1rBevB6BpfVf0R>
2. <http://www.csb.gov.hk/english/publication/files/e-hrmguide.pdf>
3. <http://corostrandberg.com/wp-content/uploads/2009/12/csr-hr-management.pdf>
4. <https://www.free-ebooks.net/ebook/Human-Resources-Management-Course>
5. <http://www.e-booksdirectory.com/listing.php?category=439>

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
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COURSE CONTENT

FINANCIAL MANAGEMENT								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB009	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 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. 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: THE FINANCE FUNCTION

Nature and scope of financial management; functions, objectives, and importance of financial management; evolution of the finance function and its modern role; profit maximization, wealth maximization, and EPS maximization; role of the financial manager; agency relationship and agency costs; risk–return trade-off; concept of time value of money; future value and present value.

UNIT – II: INVESTMENT DECISIONS

Investment decision process; development of cash flow data for new projects; capital budgeting techniques traditional and discounted cash flow methods: payback period, average rate of return, net present value, profitability index, and internal rate of return (with problems); comparison of NPV and IRR and approaches for reconciliation; capital budgeting under risk and uncertainty; cost of capital concept and measurement; cost of debt, equity, preference shares, and retained earnings; weighted average cost of capital.

UNIT – III: CAPITAL STRUCTURE DECISIONS

Capital structure versus financial structure; capitalization; operating leverage, financial leverage, and composite leverage; earnings before interest and tax; earnings per share analysis (with problems); indifference point/break-even analysis of financial leverage; capital structure theories Modigliani Miller theory, NI approach, NOI approach, and traditional theory with critical appraisal (with problems).

UNIT – IV: DIVIDEND DECISIONS AND WORKING CAPITAL MANAGEMENT

Dividend policy and valuation of the firm; dividend declaration and payment; bonus shares, rights issue, and share splits; forms of dividends such as cash and bonus shares; dividend theories including Gordon and Walter models (with problems); dividend policies of Indian companies; introduction to working capital management components of working capital, gross versus net working capital, determinants of working capital needs, and the operating cycle approach.

UNIT – V: MANAGEMENT OF CURRENT ASSETS

Management of cash and strategies for cash management; preparation of cash budget (with problems); cash management techniques and processes; management of receivables and inventory (with problems); importance of current asset management in working capital planning; planning and financing of working capital through bank finance and trade credit; recommendations of the Tandon and Raheja Committees on working capital; case studies and latest amendments in finance.

TEXT BOOKS:

1. I.M. Pandey, “Financial Management”, Vikas Publishing House Publications, 10th Edition, 2010.
2. Jonathan Berk, Peter DeMarzo and Ashok Thampy, “Financial Management”, Pearson Publications, 4th Edition, 2010.
3. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, Thomson South-Western Publications, 10th Edition, 2006.
4. Vishwanath S. R., “Corporate Finance Theory and Practice”, Sage Publications, 2 nd Edition, 2007.
5. Prasanna Chandra, “Financial Management Theory and Practice”, Tata McGraw Hill, 7th Edition, 2005
6. 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.accfile.com_.pdf
- http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial_Mgt_2E.pdf
- <http://www.freebookcentre.net/Business/Finance-Books.html>
- <http://www.icaew.com/en/library/library-collection/ebooks/financial-management>

MATERIALS ONLINE

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COURSE CONTENT

MARKETING MANAGEMENT								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB0010	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 Marketing Management								

COURSE OVERVIEW:-

Marketing Management is a core course in the MBA programme that focuses on understanding the principles, concepts, and strategies used to identify customer needs and deliver value through effective marketing decisions. The course provides a comprehensive understanding of how organizations analyze markets, develop marketing strategies, and implement marketing programmes to achieve organizational objectives. The course introduces students to the fundamental concepts of marketing, including market analysis, consumer behavior, segmentation, targeting, positioning, and the development of marketing strategies. It emphasizes the role of marketing in creating customer value and building long-term relationships with customers in competitive and dynamic business environments.

COURSE OBJECTIVES:-

- To understand the fundamental concepts and principles of marketing and their role in achieving organizational goals in a competitive business environment.
- To develop knowledge of marketing philosophies, marketing environment, and market analysis for identifying opportunities and challenges in the marketplace.
- To analyze consumer behavior and market segmentation strategies to effectively identify and target potential customers.
- To understand the formulation and implementation of marketing strategies, including product, pricing, distribution, and promotion decisions.
- To develop skills in designing and managing marketing plans that creates customer value and build long-term customer relationships.

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

6. Explain key marketing concepts, philosophies and the fundamentals of market research within a global context.
7. Understand consumer behavior and product strategies for customer value-marketing opportunities.

8. Select market segmentation, targeting and positioning strategies for developing effective, customer-driven marketing plans.
9. Analyze distribution channels and promotional strategies for measuring their impact on the effectiveness of marketing communication.
10. 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, scope of marketing, core marketing concepts, marketing philosophies, marketing environment, marketing strategies and plans, developed Vs developing marketing; market research, definition of market research, marketing information system, commissioning market research, market research process, market research process, market research online, market research and ethics, international market research.

Unit – II:-Analyzing Marketing Opportunities Customer Value and Marketing Mix

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

Unit – III:-Designing a Customer Driven Strategy

Market segmentation segmentation of consumer market, business market, requirement for effective Segmentation, market targeting. Evaluating market segmentation, Selecting target market segmentation, positioning, positioning maps, positioning strategy.

Unit–IV: - Distribution Decisions, Promotions and Communication Strategies

Marketing channels, channel intermediates and functions, channel structure, channel for consumer Products, business and industrial products, alternative channel, channel strategy decisions.The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication, communication process, communication promotion mix, factors affecting the promotion mix.

Unit –V: - Pricing Decision and Personal Communication

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

TEXTBOOKS:-

1. Ramaswamy Namakumari,“Marketing Management”,TMH,5thEdition,2013.
2. Philip Kotler, Gray Armstrong, Prafulla.Y.Agnihotri, EhsanULHaque, “Principles of Marketing, South Asian perspective”, Pearson Education, 13thEdition, 2012.
3. K.Karunakaran, “Marketing Management”, Himalaya Publishing House, 2ndEdition, 2012.
4. Rajan Saxena, “Marketing Management”, TMH, 4th Edition, 2013.

REFERENCE BOOKS:-

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha“Marketing Management”, Pearson Education,13th Edition,2012.
2. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

ELECTRONIC RESOURCES:-

10. http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_mm.pdf
11. <http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf>
12. http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf
13. http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals_of_Marketing.pdf

MATERIALS ON LINE:-

12. Course template
13. Tutorial question bank
14. Tech talk and Concept Video topics
15. Open-ended experiments
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COURSE CONTENT

QUANTITATIVE TECHNIQUES FOR MANAGEMENT								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB0011	CORE	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
Prerequisite: Basic concepts of quantitative techniques								

COURSE OVERVIEW:

This course introduces Operations Research (OR) and its importance in managerial decision-making using scientific and quantitative techniques. It explains the scope, applications, and model building process of OR in solving business problems. The course covers optimization tools such as Linear Programming, Transportation, and Assignment Models for effective resource allocation. It also includes Decision Theory and Network Analysis (PERT & CPM) for project planning and decision-making under risk and uncertainty. Additionally, Queuing Theory and Game Theory are studied to analyze waiting line systems and competitive business situations.

COURSE OBJECTIVES:

- To understand the nature, scope, models, and applications of Operations Research in managerial decision-making.
- To develop the ability to formulate and solve Linear Programming and Transportation problems using appropriate methods.
- To apply assignment models and related techniques such as the Hungarian method and travelling salesman problem.
- To analyze decision-making situations using decision theory, decision trees, and network analysis techniques like PERT and CPM.
- To understand queuing theory, game theory concepts, and their applications in solving quantitative management problems.

COURSE OUTCOMES: Students will be able to

6. Explain operations research, its scope, applications, problem-solving methods, model types and development process
7. Describe the structure, assumptions, applications of Linear Programming and

Transportation Problem.

8. Use the Hungarian Method and other techniques for settling assignment problems.
9. Evaluate decisions under uncertainty, risk and certainty using decision trees for planning projects efficiently with PERT-CPM methods.
10. 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 short comings of OR Model.

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

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

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

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

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

TEXT BOOKS:

1. S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
2. R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015.
3. J. K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
4. Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.

5. Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
6. Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S. Chand ,2012

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: R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2012
3. Himalaya Publishing House.
4. Quantitative Analysis for Business Decision I – B. A. Vasu & D. Manikanthan Publisher: Vikas Publishing House.
5. Quantitative Analysis for Decision Makers – Mik Wisniewski, Farhad Shafti & Wee Meng Yeo Publisher: Pearson.
6. Operations Research and Management Quantitative Methods for Planning and Decision Making in Business and Economics Franz W. Peren & Thomas Neifer — Publisher: Springer

ELECTRONIC RESOURCES:

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

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

ENTREPRENEURSHIP AND DESIGN THINKING								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB0012	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 key strategic aspects of entrepreneurship by planning, market positioning, growth strategies and the managerial challenges.
3. Conduct feasibility studies, generate business models, explore government initiatives, competitor strategies for addressing entrepreneurial challenges and seize opportunities
4. Understand how Design Thinking helps in planning projects and solving problems by focusing on user needs and empathy
5. Evaluate techniques, prototyping and design-thinking methods for developing launch new ventures, lean startup - franchising approaches.

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-irtcuKsWUvf3g7sTxTfZo9w>
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:

23. Course template
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COURSE CONTENT

MANAGEMENT INFORMATION SYSTEM								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB0013	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 Computers and Management								

COURSE OVERVIEW:

This course introduces the concepts and significance of Management Information Systems (MIS) in supporting managerial decision-making and organizational performance. It explains the role of information systems in business applications such as e-commerce, enterprise resource planning, decision support systems, business intelligence, and knowledge management. The course also examines the planning, development, implementation, and management of information systems, including system development models and design approaches. In addition, it covers the development stages of information systems and requirement analysis techniques. The course concludes with an overview of cybercrime, cybersecurity threats, information security measures, and emerging technologies such as blockchain in protecting organizational information systems.

COURSE OBJECTIVES:

- To understand the concepts, importance, nature, and scope of Management Information Systems and different types of information.
- To explain business applications of information systems including e-commerce, ERP, decision support systems, and business intelligence.
- To understand the planning, acquisition, development models, implementation, evaluation, and maintenance of information systems.
- To analyze the stages, approaches, and tools involved in system analysis, requirement determination, and system design.
- To learn the basics of cyber space, cyber law, cyber crimes, information security threats, and network security measures.

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

1. Explain concepts, scope, structure, along with competitive significance within management information systems.
2. Differentiate major business applications across e-commerce, ERP, decision support, knowledge management systems.

3. Apply methodologies covering information system planning, acquisition, implementation, lifecycle management.
4. Design information systems using structured analysis, requirement determination, conceptual modeling techniques.
5. Evaluate cyber threats, legal frameworks, security controls ensuring information system integrity.

UNIT - I: INTRODUCTION

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

UNIT - II: BUSINESS APPLICATIONS OF INFORMATION SYSTEM

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

UNIT - III: MANAGEMENT OF INFORMATION SYSTEM

Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Lifecycle, V-Model, Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation & Maintenance.

UNIT - IV: BUILDING OF INFORMATION SYSTEMS

System development stages, system development approaches, systems analysis and design, requirement determination, strategies for requirement determination, structured analysis tools, system design, design objectives, conceptual design, design methods and detailed system design.

UNIT - V: INTRODUCTION TO CYBER CRIME

Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Blockchain.

TEXT BOOKS:

1. **Management Information Systems**, Kenneth C. Laudon & Jane P. Laudon, Pearson Education.
2. **Management Information Systems: Managing the Digital Firm**, Kenneth C. Laudon & Jane P. Laudon, Pearson Education.
3. **Management Information Systems**, James A. O'Brien & George M. Marakas, McGraw-Hill Education.
4. **Management Information Systems**, W. S. Jawadekar, McGraw-Hill Education.

REFERENCE BOOKS:

1. **Management Information Systems**, D. P. Goyal, Vikas Publishing House.

2. **Information Systems for Managers**, G. R. Murdick, R. G. Ross & J. R. Claggett, Prentice Hall.
3. **Business Information Systems**, Robert C. Nickerson, McGraw-Hill Education.
4. **Information Systems Management in Practice**, Barbara C. McNurlin & Ralph H. Sprague, Pearson Education.

ELECTRONIC RESOURCES:

1. **NPTEL / SWAYAM – Management Information Systems Courses**
<https://nptel.ac.in>
2. **MIT OpenCourseWare – Information Systems and Technology**
<https://ocw.mit.edu>
3. **INFLIBNET e-PG Pathshala – Information Systems Modules**
<https://epgp.inflibnet.ac.in>
4. **Harvard Business Review – Digital Transformation and Information Systems Articles**

MATERIALS ONLINE:

34. Course template
35. Tutorial question bank
36. Tech talk and Concept Video topics
37. Open-ended experiments
38. Definitions and terminology
39. Assignments
40. Model question paper – I
41. Model question paper – II
42. Lecture notes
43. PowerPoint presentation
44. Drishya Siksha Sangrah (DSS) Videos



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COURSE CONTENT

STATISTICAL DATA ANALYSIS LAB								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB0015	LAB	L	T	P	C	CIE	SEE	Total
		0	0	2	2	40	60	100
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:

45. Open-ended experiments
46. Lab Manuals



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COURSE CONTENT

PYTHON PROGRAMMING								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB014A	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 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

Standard Types, Built-in Types, Internal Types, Standard Type Operators, Standard Type Built-in Functions, Categorizing the Standard Types, Unsupported Types.

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

UNIT-II CONDITIONALS AND LOOPS

if, else, elif, for, while, break, continue, pass, List comprehensions, Generator expressions. **Sequences:** Strings Lists, and Tuples- Built-in Functions, Special features. Mapping and Set Types: Dictionaries, Sets- Built-in Functions.

UNIT-III FILES AND INPUT/OUTPUT

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

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

UNIT-IV FUNCTIONS AND FUNCTIONAL PROGRAMMING

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

UNIT-V MULTITHREADED PROGRAMMING

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

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

TEXT BOOKS:

1. Core Python Programming, Wesley J. Chun, Second Edition, Pearson.
2. Think Python, Allen Downey, Green Tea Press
3. Introduction to Python, Kenneth A. Lambert, Cengage
4. Python Programming: A Modern Approach, Vamsi Kurama, Pearson
5. Learning Python, Mark Lutz, O'Reilly.

REFERENCE BOOKS:

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

ELECTRONIC RESOURCES:

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

MATERIALS ONLINE:

47. Course template
48. Tutorial question bank
49. Tech talk and Concept Video topics
50. Open-ended experiments
51. Definitions and terminology
52. Assignments
53. Model question paper – I
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COURSE CONTENT

TOTAL QUALITY MANAGEMENT								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB0014C	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. Explain principles, philosophies, leadership traits, customer-focused strategies shaping total quality management.
2. Apply continuous improvement approaches encompassing PDCA cycle, Kaizen, Juran trilogy, benchmarking practices.

3. Interpret quality management systems emphasizing ISO standards, environmental management systems, quality function deployment, six sigma.
4. Analyse design-oriented quality tools comprising FMEA, total productive maintenance, communication models, product reliability methods.
5. Evaluate management tools utilizing process control charts, experimental designs, quality strategies within industrial contexts.

UNIT-I PRINCIPLES AND PRACTICES - I

Introduction - Quality Gurus - Benefits of TQM – Quality Dimensions-Products and Services, Leadership and TQM, characteristics of Quality leaders. The Deming Philosophy - Quality councils - Strategic Planning - Customer Satisfaction-Customer perception of Quality - service Quality - Customer Retention

UNIT-II PRINCIPLES AND PRACTICES - II

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

UNIT-III TOOLS AND TECHNIQUES - I

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

UNIT-IV TOOLS AND TECHNIQUES - II

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

UNIT – V MANAGEMENT TOOLS

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:

58. Course template
59. Tutorial question bank
60. Tech talk and Concept Video topics
61. Open-ended experiments
62. Definitions and terminology
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64. Model question paper – I
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COURSE CONTENT

MANAGEMENT OF NGOS								
II SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB014D	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_7WZFTXTWT7V77TS8JGVR
2. https://www.amazon.in/dp/B089YSNHP2/ref=cm_sw_r_apan_glt_DYY28P0BYB9QTE8Z7XS4.

MATERIALS ONLINE:

69. Course template
70. Tutorial question bank
71. Tech talk and Concept Video topics
72. Open-ended experiments
73. Definitions and terminology
74. Assignments
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II-I



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COURSE CONTENT

BUSINESS ANALYTICS								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB0017	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. Latest amendments in data analytics.

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 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:

80. Course template
81. Tutorial question bank
82. Tech talk and Concept Video topics
83. Open-ended experiments
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COURSE CONTENT

PROJECT & OPERATIONS MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB018	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 Operations and Project Management.								

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 fundamental concepts of operations management with reference to process design, production planning, process technologies, product life cycle relationships.
2. Apply scheduling, sequencing, layout planning, capacity balancing, and maintenance principles for effective control of production operations.
3. Analyze quality control systems using statistical tools, work study techniques, work measurement methods for performance improvement.
4. Evaluate materials management decisions using prioritization techniques, supplier assessment, make-or-buy considerations, waste management concepts.
5. Design inventory control strategies using stores management principles, inventory classification systems, value analysis for cost reduction.

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.\
3. H.Kaushal,Production/OperationsManagement,CaseStudySolutions,MacMillan,2012.
4. Ajay K Garg, Production and Operations Management, TMH,2012

REFERENCE BOOKS:

- 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, New Age International Publishers,7e,2015.

ELECTRONIC RESOURCES:

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

MATERIALS ONLINE:

91. Course template
92. Tutorial question bank
93. Tech talk and Concept Video topics
94. Open-ended experiments
95. Definitions and terminology
96. Assignments
97. Model question paper – I
98. Model question paper – II
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COURSE CONTENT

SUPPLY CHAIN MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB0016	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.
- 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 partnership

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. Altekhar, 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 Altekhar: Supply Chain Management, PHI Learning Ltd, New Delhi,2009
4. Deepak P, Milind M.Oak:“Supply Chain Management”EverestPublishingHouse, NewDelhi.
5. Manish Bansal, BabitaSingla: “Retail and Supply Chain Management”, Kalyani Publishers, New Delhi,2012

ELECTRONIC RESOURCES:

3. https://www.youtube.com/watch?v=Ht_pSz9T_ig&list=PLVnh5qI6g-iqch75SzrXdoE-bR_D033I7
4. <http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf>
5. <http://www.pitt.edu/~druzdzl/psfiles/dss.pdf>

MATERIALS ONLINE:

102. Course template
103. Tutorial question bank
104. Tech talk and Concept Video topics
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108. Model question paper – I
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COURSE CONTENT

STARTUP MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB019E	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. Anjan Raichaudhuri, “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								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB019F	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. Analyze equity valuation models, financial ratios for intrinsic value, review derivative markets and strategies options.
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, trey nor model, Jensen model, fame'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.
5. Prasanna Chandra, "Investment analysis and Portfolio Management" 4th Edition, TMH, 2012.
6. Punithavathy Pandian, Security Analysis &Portfolio Management, Vikas,2014

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:

12. Course template
13. Tutorial question bank
14. Tech talk and Concept Video topics
15. Open-ended experiments
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COURSE CONTENT

DIGITAL MARKETING								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB019M	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 Marketing								

COURSE OVERVIEW:

The Digital Marketing course provides an introduction to the concepts, tools, and strategies used to promote products and services through digital channels. It helps students understand how businesses use online platforms such as search engines, social media, websites, and online advertising to reach and engage customers. The course covers important areas including audience segmentation, search engine marketing (SEM), online advertising, social media marketing, and performance analysis. Students will learn how digital media can be used for customer acquisition, retention, and brand building, as well as how to measure and analyze the effectiveness of digital marketing campaigns.

COURSE OBJECTIVES:

- To understand the basic concepts and importance of digital marketing and its role in the modern business environment.
- To explain audience segmentation and consumer behaviour in the digital era.
- To learn the principles of search engine marketing and online advertising, including keywords, display ads, and payment models such as CPM and CPC.
- To understand the role of social media platforms like Facebook, LinkedIn, Twitter, and YouTube in marketing communication.
- To analyse digital marketing performance using tools for measuring website traffic, advertising effectiveness, and customer engagement.

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 practices.
 - 6.

UNIT-I: UNDERSTANDING DIGITAL MARKETING Introduction to Digital Marketing: Concept-Components- Need and Scope - Benefits – Digital Marketing Platforms and Strategies – Comparison of Marketing and Digital Marketing Digital Marketing Trends.

UNIT-II: MARKETING IN THE DIGITAL ERA SEGMENTATION Importance of Audience Segmentation - How different segments use Digital Media - Organizational Characteristics - Purchasing Characteristics - Using Digital Media to Reach-Acquisition and Retention of new customers –Digital Media for Customer Loyalty.

UNIT-III: SEARCH ENGINE MARKETING AND ONLINE ADVERTISING Search Engine Marketing: Importance of SEM - Understanding Web Search - Keywords –HTML tags-Inbound Links **Online Advertising:** Online Advertising vs. Traditional Advertising - Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click) – Display Ads – Choosing a Display Ad Format-Landing Page and its importance.

UNIT-IV: INTRODUCTION TO SOCIAL MEDIA MARKETING

Social Media Marketing: The Role of Social Media Marketing- Goals and Strategies- Identifying Target Audiences- Social Media Platforms and Social Network Sites- Micro blogging - Video Marketing - Content Marketing - Mobile Marketing on Social Networks – Tools for Managing the Social Media Marketing

UNIT-V: APPLICATION OF SOCIAL MEDIA MARKETING

Social Media Marketing: Social Networking with Face book - LinkedIn, Blogging as a social medium Micro blogging with Twitter - Social Sharing with YouTube - social media for Customer Reach - Acquisition and Retention - Measurement of Digital Media – Analyzing Digital Media Performance- Analyzing Website Performance – Analyzing Advertising Performance.

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.
1. Chuck Hemann & Ken Burbary, Digital, Pearson, 2e, 2018.
2. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
3. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
4. 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 Charlesworth 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. *Google Digital Garage*. Available at: <https://learndigital.withgoogle.com/digitalgarage>
2. HubSpot. *HubSpot Marketing Resources*. Available at: <https://www.hubspot.com/resources>
3. Digital Marketing Institute. *Digital Marketing Learning Resources*. Available at: <https://digitalmarketinginstitute.com>
4. Mailchimp. *Marketing Library*. Available at: <https://mailchimp.com/marketing-glossary>
5. Google Analytics Help Center. Available at: <https://support.google.com/analytics>

MATERIALS ONLINE:

113. Course template
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COURSE CONTENT

MSME MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB020E	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 knowledge of Micro, Small, and Medium Enterprise 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. Annet 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>
2. <https://www.pwc.in/assets/pdfs/publications-2011/innovation-msme-2011.pdf>
3. [www.dcmsme.gov.in/Terms%20of%20Reference%20\(ToR\).pdf](http://www.dcmsme.gov.in/Terms%20of%20Reference%20(ToR).pdf)

MATERIALS ONLINE:

124. Course template
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COURSE CONTENT

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB020F	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 Financial Institutions, Markets and Services.								

COURSE OVERVIEW:

This course introduces the role and functions of financial institutions, financial markets, and financial instruments in the financial system. It examines the operations of banks, non-banking financial companies (NBFCs), insurance companies, mutual funds, and other financial intermediaries. The course also covers capital markets, money markets, financial services, and regulatory frameworks governing the financial sector.

COURSE OBJECTIVES:

- Understand the structure and importance of the financial system.
- Study the functions and types of financial institutions.
- Explain the operations of money markets and capital markets.
- Understand different financial services and financial instruments.
- Analyze the role of financial markets in economic development.

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

MATERIALS ONLINE:

135. Course template
136. Tutorial question bank
137. Tech talk and Concept Video topics
138. Open-ended experiments
139. Definitions and terminology
140. Assignments
141. Model question paper – I
142. Model question paper – II
143. Lecture notes
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COURSE CONTENT

LEADERSHIP AND CHANGE MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB020H	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 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. Explain components, traits, skill-based approaches shaping leadership effectiveness.
2. Analyze contingency, path-goal leadership theories emphasizing situational variables, leadership styles.
3. Evaluate transformational, servant leadership models highlighting strengths, criticisms, applications.
4. Assess organizational design, culture, communication, power, politics influencing change processes.
5. Apply employee relation practices addressing technological change, downsizing, evaluation, promotion of change.

UNIT-I: INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP

Definition, components of leadership, trait approach to leadership, strengths, criticisms, applications, skills approach to leadership Ohio state studies, Michigan studies, Blake and mouton's leadership gird, strengths, criticisms, applications.

UNIT-II: CONTINGENCY LEADERSHIP

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

UNIT-III: TRANSFORMATIONAL LEADERSHIP

A model of transformational leadership, how does transformational leadership defined, strengths, criticisms, applications. Servant leadership, definition ten characteristics of servant leader, historical basis, strengths, criticisms and applications.

UNIT-IV: ORGANIZATIONAL DESIGN AND CHANGE

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

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, 2

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:

146. Course template
147. Tutorial question bank
148. Tech talk and Concept Video topics
149. Open-ended experiments
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COURSE CONTENT

SALES AND PROMOTION MANAGEMENT								
III Semester:								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB020M	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 Marketing and sales								

COURSE OVERVIEW:

This course provides an understanding of the concepts and practices involved in promotion, advertising, sales management, and distribution management. It explains the promotion mix, including advertising, sales promotion, personal selling, public relations, direct marketing, and online marketing strategies. The course also focuses on advertising planning, media selection, sales forecasting, sales force management, and sales promotion techniques. In addition, it examines distribution channels, channel management, and conflict resolution in distribution systems. Ethical and legal aspects related to advertising, sales promotion, and distribution are also discussed to develop responsible marketing practices.

COURSE OBJECTIVES:

- Understand the concepts and components of promotion mix and their role in marketing communication.
- Explain advertising strategies, media planning, and advertising effectiveness evaluation.
- Develop knowledge of sales management functions, including sales planning, forecasting, and sales force management.
- Analyze sales promotion strategies and their application during different stages of the product life cycle.
- Understand distribution channel design and management, including handling channel conflicts and managing intermediaries.

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

7. Explain concepts, evolution, components within promotion mix shaping promotional strategy.
8. Analyse advertising functions, media types, message design, budgeting, effectiveness measures.

9. Apply sales management principles covering selling processes, forecasting, salesforce management practices.
10. Evaluate sales promotion strategies influencing consumer behavior, product life cycle, ethical compliance.
11. Assess distribution channel structures, intermediary functions, channel strategies, conflict management mechanisms.

UNIT - I: PROMOTION

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

UNIT - II: ADVERTISING AND ADVERTISING MEDIA

- A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout.
- B) **Types of Media:** Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

UNIT - III: SALES MANAGEMENT

Importance, Types of Selling, Difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation.

UNIT - IV: SALES PROMOTION

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

UNIT - V: SALES DISTRIBUTION

Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, Channels for Rural Markets, Channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers. Managing Conflict, Reasons for Channel Conflicts. Managing International Channel of Distribution. Ethical issues in Sales and Distribution Management.

TEXT BOOKS:

1. Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.

2. George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated Marketing communication Perspective, McGraw Hill, 9e, 2017.
3. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
4. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016.

REFERENCE BOOKS:

- Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015.
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011.

ELECTRONIC RESOURCES:

6. National Programme on Technology Enhanced Learning – <https://nptel.ac.in> (Free video lectures and courses on marketing and management)
7. SWAYAM – <https://swayam.gov.in> (Online courses offered by Indian universities and institutions)
8. National Digital Library of India – <https://ndl.iitkgp.ac.in> (Access to books, journals, and academic resources)
9. Google Scholar – <https://scholar.google.com> (Research articles and scholarly publications in marketing and sales management)
10. Advertising Standards Council of India – <https://ascionline.in> (Guidelines and regulations related to advertising practices in India)

MATERIALS ONLINE:

157. Course template
158. Tutorial question bank
159. Tech talk and Concept Video topics
160. Open-ended experiments
161. Definitions and terminology
162. Assignments
163. Model question paper – I
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COURSE CONTENT

FAMILY BUSINESS MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB021E	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
Contact Classes:45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
Prerequisite: Basic concepts of Family Business								

COURSE OVERVIEW:

This course provides an understanding of family businesses and their unique structure combining family, ownership, and business systems. It examines succession planning, governance, and challenges in ensuring continuity across generations. The course also focuses on successor development, leadership, and strategic planning for sustaining competitive advantage. Finally, it discusses the future evolution and long-term sustainability of family businesses in a competitive environment.

COURSE OBJECTIVES:

- To understand the concept, structure, and unique characteristics of family businesses and their competitive advantages.
- To examine ownership challenges, shareholder responsibilities, and governance structures in family businesses.
- To analyze the development of next-generation leaders and succession planning in family enterprises.
- To study strategic planning and entrepreneurship for sustaining and regenerating family businesses across generations.
- To understand organizational change, leadership evolution, and strategies for ensuring the long-term future of family businesses.

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 focusing 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 businesses that last; the systems theory model of family business; agency theory of family business; the stewardship perspective of family business; competitive challenges and competitive advantages of family businesses; role of genograms and family messages in understanding 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 and challenges; managing succession challenges; enterprise sustainability; twelve elements of strategic fit and their implications for family firms.

UNIT – III: SUCCESSOR DEVELOPMENT

Characteristics of next-generation leaders; attributes, interests, and abilities of next-generation members for responsible leadership; next-generation personalities; managing interdependence; CEO as an architect of succession and continuity; types of CEO roles; spouse’s role in leadership transition and transfer of power.

UNIT – IV: STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP

Life cycle stages influencing family business strategy; converting core competencies into competitive advantage; the unique vision of family-controlled businesses; strategic regeneration; the business rejuvenation matrix; entrepreneurship in family businesses.

UNIT – V: THE FUTURE OF FAMILY BUSINESS

New leaders in the evolution of family businesses; three stages of evolution; continuity and culture; cultural change and transformation; the change formula; organizational development approaches to change; commitment planning; organic competencies and the future of business; sustaining growth through competition; institutionalizing change.

TEXT BOOKS:

1. Ernesto J. Poza, Mary S. Daugherty, Family Business, 4e, Cengage Learning, 3rd Edition, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 4th Edition, 2010
3. Laura Hougaz Entrepreneurs in Family Business Dynasties: Stories of Italian
4. Australian Family Business over 100 years, Springer, 7th Edition, 2015.
5. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 3rd Edition, 2011

REFERENCE BOOKS:

1. Family Business Management: Concepts and Practice – A. Bakr Ibrahim & Willard H. Ellis, 2nd Edition, 2006, Kendall/Hunt Publishing
2. Managing the Family Business: Theory and Practice – Thomas Zellweger, 1st Edition, 2017, Edward Elgar Publishing
3. Entrepreneurial Family Businesses: Innovation, Governance, and Succession – Veland Ramadani, Esra Memili, Ramo Palalić & Erick P. C. Chang, 1st Edition, 2020, Springer

ELECTRONIC RESOURCES:

11. [https:// nptel.ac.in/courses/110105141](https://nptel.ac.in/courses/110105141)
12. <https://www.classcentral.com/course/swayam-family-business-199645>
13. [https:// www.ifc.org/content/dam/ifc/doc/mgrt/family-business-governance-handbook.pdf](https://www.ifc.org/content/dam/ifc/doc/mgrt/family-business-governance-handbook.pdf)
14. [https:// www.coursera.org/learn/leadership-in-the-family-business?utm_source=chatgpt.com](https://www.coursera.org/learn/leadership-in-the-family-business?utm_source=chatgpt.com)

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

STRATEGIC MANAGEMENT ACCOUNTING								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB021F	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 Management Accounting.								

COURSE OVERVIEW:

Strategic Management Accounting (SMA) is an advanced area of management accounting that focuses on providing financial and non-financial information to support strategic decision-making and long-term business planning. The course helps students understand how accounting information can be used to analyze competitors, evaluate strategies, and improve organizational performance.

COURSE OBJECTIVES:

- To Understand the concept and importance of Strategic Management Accounting.
- To Analyze how accounting information supports strategic decision-making.
- To Learn various strategic cost management techniques.
- To Evaluate organizational performance using strategic accounting tools.
- To Develop the ability to link financial data with business strategy.

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:

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:

- [https://www.scribd.com/document/184434634/45790874-mba-3-sem-finance notes-Bangalore-university](https://www.scribd.com/document/184434634/45790874-mba-3-sem-finance-notes-Bangalore-university).
- <http://www.slideshare.net/venkykk/fifm-2013-final-financial-institutions-and-notes-as-per-bput-syllabus-for-mba-2nd>.
- http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%203rd%20semester%20ebook%20materials/dmgt512_financial_institutions_and_services.pdf

MATERIALS ONLINE:

168. Course template
169. Tutorial question bank
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COURSE CONTENT

CONSUMER BEHAVIOR								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB021M	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 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:

1. David L. Loudon and Albert J.DellaBitta, "Consumer Behaviour", TMH, 4th Edition, 2011.
2. S. Ramesh kumar, "Cases in Consumer Behaviour", Pearson, 1st Edition, 2011.
3. 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:

- 179. Course template
- 180. Tutorial question bank
- 181. Tech talk and Concept Video topics
- 182. Open-ended experiments
- 183. Definitions and terminology
- 184. Assignments
- 185. Model question paper – I
- 186. Model question paper – II
- 187. Lecture notes
- 188. PowerPoint presentation
- 189. Drishya Siksha Sangrah (DSS) Videos

II-II



MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT

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COURSE CONTENT

STRATEGIC MANAGEMENT								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB023	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 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. List fundamental concepts, processes in strategic management with environmental scanning and competitive analysis.
2. Outline the tools and techniques for strategic analysis used in rating industry conditions for tailoring strategies.
3. Identify strategy implementation principles to align organizational structure, culture and resources with strategic goals.
4. Inspect turnaround & diversification strategies to acknowledge strategic change and competitive advantage in complex business scenarios.
5. Design strategic control systems for measuring performance and drive effective strategy execution.

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:

190. Course template
191. Tutorial question bank
192. Tech talk and Concept Video topics
193. Open-ended experiments
194. Definitions and terminology
195. Assignments
196. Model question paper – I
197. Model question paper – II
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COURSE CONTENT

PRE-SUBMISSION PROJECT WORK- SEMINAR								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB0027	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



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COURSECONTENT

ENTREPRENEURIAL FINANCE								
IV SEMESTER								
CourseCode	Category	Hours/Week			Credits	MaximumMarks		
24MB024E	Professional Elective	L	T	P	C	CIE	SEE	Total
		4	0	-	4	40	60	100
ContactClasses:60	TutorialClasses:Nil	PracticalClasses:Nil			TotalClasses: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. Analyze valuation of early-stage ventures using discounted cash flow, earnings multiplier and venture capital methods.
4. Apply financial planning tools across the venture life cycle for short-term and long-term decision-making.

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. Coursetemplate
2. Tutorialquestionbank
3. TechtalkandConceptVideotopics
4. Open-endedexperiments
5. Definitionsandterminology
6. Assignments
7. Modelquestionpaper–I
8. Modelquestionpaper–II
9. Lecturenotes
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COURSE CONTENT

INTERNATIONAL FINANCIAL MANAGEMENT								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB024F	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: - Understanding of financial statements, accounting principles, and financial analysis.								

COURSE OVERVIEW:-

The International Financial Management course focuses on financial decision-making in a global business environment. The course provides knowledge about how multinational corporations (MNCs) manage financial resources across different countries, considering international trade, foreign exchange markets, and global financial systems. It helps students understand the complexities involved in managing finance in international business operations.

COURSE OBJECTIVES:-

- To understand the global financial environment and the role of international financial markets, institutions, and instruments in facilitating cross-border trade and investment.
- To develop knowledge of foreign exchange markets and understand exchange rate determination, currency systems, and foreign exchange risk management.
- To analyze international investment and financing decisions made by multinational corporations (MNCs).
- To examine the impact of global economic, political, and regulatory factors on international financial management decisions.
- To understand the techniques of managing foreign exchange risk through hedging strategies such as forward, futures, options, and swaps.

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: -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:

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

REFERENCE BOOKS:

1. Jeff Madura, International Corporate Management, engage, 13e, 2016.
2. S. Eun Choel and Resnick Bruce: International Financial Management, TMH, 2012

3. Sharan.V,International Financial Management6e,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_D3CPTZ93T5W5TFD9C_WPY?_encoding=UTF8&psc=1.

MATERIALS ONLINE:

201. Course template
202. Tutorial question bank
203. Tech talk and Concept Video topics
204. Open-ended experiments
205. Definitions and terminology
206. Assignments
207. Model question paper – I
208. Model question paper – II
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COURSE CONTENT

INTERNATIONAL HUMAN RESOURCE MANAGEMENT											
IV SEMESTER											
Course Code	Category	Hours/Week				Credits			Maximum Marks		
		L	T	P	C	CIE	SEE	Total			
24MB024H	Professional Elective	4	-	-	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=Fci
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
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COURSE CONTENT

INTERNATIONAL MARKETING								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB024M	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 Marketing								

COURSE OVERVIEW:

The International Marketing course focuses on understanding marketing activities in the global business environment. It explains how organizations expand beyond domestic markets and operate in international markets influenced by economic, political, cultural, technological, and legal factors. The course introduces the importance of global trade, international marketing strategies, and the process of entering foreign markets. It also discusses global consumer behavior, international marketing research, and market entry modes.

Students will learn about global marketing mix decisions including product, pricing, promotion, and distribution strategies in different countries. The course also highlights export procedures, export documentation, and negotiation strategies in international business. Overall, the course helps students develop knowledge about planning, implementing, and controlling global marketing programs in the context of globalization and international trade.

COURSE OBJECTIVES:

- To understand the concepts, scope, and importance of international marketing and the role of global trade in economic development.
- To analyze global environmental factors such as political, economic, social, technological, and legal environments influencing international marketing.
- To study global consumer behavior and international marketing research for identifying opportunities and selecting suitable target markets.
- To examine global marketing strategies and the international marketing mix, including product, pricing, promotion, and distribution decisions.
- To understand export procedures, export documentation, and implementation of global marketing strategies in international markets.

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

12. Evaluate international marketing principles through comparison of domestic and global practices, and analysis of entry and expansion strategies.
13. Analyze global environmental factors and trade frameworks that influence international marketing strategies.
14. Explore global markets through investigation of consumer behavior, cultural influences, regional strengths & weaknesses, entry strategies and international business challenges.
15. 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.

UNIT-III GLOBAL CUSTOMERS

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

UNIT-IV GLOBAL MARKETING

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

UNIT-V IMPLEMENTING GLOBAL MARKETING STRATEGIES

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

TEXT BOOKS:

1. Michael R. Czinkota, Ilkka A. Ronkainen, “International Marketing”, Cengage publications, 10th Edition, 2017
2. Justin Paul, Ramneek Kapoor,” International Marketing”: Text and Cases, TMH, 2 nd Edition, 2012
3. Philip R. Cateora John L Graham Prashant Salwan,” International Marketing”,TMH, 13th edition, 2011

REFERENCE BOOKS:

1. Svend Hollensen, Madhumita Benerjee, “Global Marketing” , Pearson, 4th Edition, 2010
2. Rajagopal “International Marketing”, Vikas, 2nd Edition, 2011
3. Kiefer Lee, Steve Carter-Global Marketing Management-3rdedition-Oxford,2011

E-Resources:

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

MATERIALS ONLINE:

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COURSE CONTENT

ENTREPRENEURIAL MARKETING								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB025E	Professional Elective	L	T	P	C	CIE	SEE	Total
				4	0	0	4	40
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:

15. <https://www.youtube.com/watch?v=9kq8CSZ-fcQ>
16. <https://www.youtube.com/watch?v=EmTCuCyqYeo&list=PLKyB9RYzaFRgIKBm4GPMKcVqxppzCjTG8&index=2>
17. <https://www.youtube.com/watch?v=OakD44mZrhU>
18. <https://www.youtube.com/watch?v=BLHdIiv0Ksw&list=PLKyB9RYzaFRgIKBm4GPMKcVqxppzCjTG8&index=5>

MATERIALS ONLINE:

212. Course template
213. Tutorial question bank
214. Tech talk and Concept Video topics
215. Open-ended experiments
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217. Assignments
218. Model question paper – I
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COURSE CONTENT

BANKING, INSURANCE AND RISK MANAGEMENT								
IV Semester: MBA								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB025F	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 banking, insurance and risk management								

COURSE OVERVIEW:

The course on **Banking, Insurance and Risk Management** provides a comprehensive understanding of the structure, functions, and regulatory framework of the banking and insurance sectors, along with modern risk management practices. It equips students with knowledge of financial institutions, financial services, and risk mitigation techniques essential for effective financial decision-making in today's dynamic business environment.

COURSE OBJECTIVES:

- To understand the fundamentals of banking and insurance systems and their role in the financial system and economic development.
- To explain the structure, functions and services of commercial banks including modern banking practices and regulations.
- To provide knowledge about insurance principles and operations, including different types of insurance such as life, health and general insurance.
- To develop an understanding of risk and risk management concepts, including identification, measurement and management of various financial and operational risks.
- To examine regulatory frameworks and policies governing banking and insurance sectors in India.

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

1. Explain structure, operations, products, technological dimensions shaping Indian banking systems.
2. Analyze regulatory frameworks, reform measures, performance challenges within Indian banking sector.
3. Describe concepts, principles, contractual features defining insurance and its various branches.
4. Evaluate legal frameworks, institutional roles, regulatory mechanisms governing insurance operations.

5. Apply risk management processes, identification methods, measurement techniques for business decisions.

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 framework 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

TEXT BOOKS:

1. Scott Harrington Gregory Niehaus“RiskManagement and Insurance“, July2017.
2. Mohan Prakash N.R.“Banking, Risk&InsuranceManagement“in2016.
3. Prof.Roy“Bankingandriskmanagement“in2016.
4. R.K.Mishra, Inder Sekhar Yadav“Risk Management in Banking,Insurance andFinancial Services “, in 2015.
5. Varshney, P.N,“BankingLawandPractice”,SultanChandandSons,25thRevisedEdition, 2014.
6. Reddy KS and Rao RN,“Banking and Insurance”,Paramount publishers,9thedition,2013.

REFERENCE BOOKS:

1. Scott E. Harringam Gregory R. Nichanus,“Risk Management and Insurance”, TMH, 2ndedition, 2009.
2. George E.Rejda, “Principles of risk Management and Insurance”,Pearson Education Publications, 9th edition, 2009.
3. G.Koteshwar,“RiskManagement Insurance and Derivatives”,Himalaya Publications, 5th edition, 2008.

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>.

MATERIALS ONLINE:

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COURSE CONTENT

COMPENSATION & REWARD MANAGEMENT								
III SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
		L	T	P		C	CIE	SEE
24MB025H	Professional Elective	4	-	-	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. Explain theoretical, economic, behavioral dimensions shaping compensation systems within strategic frameworks.
2. Analyze wage, salary administration practices, job evaluation techniques, compensation structures across organizations.
3. Apply performance appraisal outcomes linking incentives, fringe benefits, compensation decisions.
4. Evaluate performance-based pay systems, executive compensation plans, managerial remuneration models.
5. Design compensation strategies aligning employee value, contribution, teamwork, contemporary workplace trends

UNIT-I: INTRODUCTION TO COMPENSATION MANAGEMENT

Compensation, theoretical dimension, economic and behavioral; designing the pay model strategic compensation plan; wage and salary administration at the macro level.

UNIT – II: WAGE AND SALARY ADMINISTRATION

Wage and salary administration at the micro level job evaluation, definition, traditional and new techniques; compensation structure, Indian practices; wage boards, pay commissions, compensation management in multinational organizations.

UNIT- III: CONCEPTS OF EMPLOYEE BENEFITS

Incentives, fringe benefits; establishing a link with performance appraisal and compensation management. Performance linked compensation; benefits and services.

UNIT-IV: PERFORMANCE BASED PAY

Managerial remuneration pays commission; performance-based pay system incentives, executives' compensation plan and package

NIT -V: COMPENSATION STRATEGIES

Compensation strategy: Recognizing the worth and value of employee's knowledge and skill, rewarding employees' contributions and results achieved, supporting team work, compensation package according to current lifestyle and new thinking in the new millennium.

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. Richard.i. Henderson, "Compensation Management in a Knowledge Based World", Prentice- hall, 1st Edition, 2001.

REFERENCE BOOKS:

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

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_ZNQ8DCMHCC5RRF0GY W8Z.
6. https://www.amazon.in/dp/B00AQKYRRQ/ref=cm_sw_r_apan_glt_5JDG8ADGJ1DH81KHB ZXW.

MATERIALS ONLINE:

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33. Drishya Siksha Sangrah (DSS)

COURSE CONTENT

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB026E	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 knowledge of management principles and analytical thinking skills.								

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. A. Dale Timpe, "Creativity", Jaico Publishing House, 3rd Edition, 2003.
4. Brian Clegg, Paul Birch," Creativity", Kogan Page, 7th Edition, 2009.
5. Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018

REFERENCE BOOKS:

1. A. Dale Timpe, "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

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COURSE CONTENT

FINANCIAL ANALYTICS								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB026F	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:

19. <https://www.youtube.com/watch?v=7IJZDUIRDng>
20. <https://www.youtube.com/watch?v=Yelqc4wZ1fM>
21. <https://www.youtube.com/watch?v=i0az1n2JXWE>
22. 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		
		L	T	P		C	CIE	SEE
24MB026H	ELECTIVE	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. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.

UNIT – II: UNDERSTANDING HR ANALYTICS: CONDUCTING HR/WORKFORCE ANALYTICS: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

UNIT – III: ANALYTICS FOR KEY HR PROCESSES USING MS EXCEL: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.

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

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

TEXT BOOKS:

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

REFERENCE BOOKS:

- Sund mark, Lyndon “Doing HR Analytics: Handbook with R examples. First Edition, Lyndon Sund mark publication, USA.
- Ramesh Soundrrajan, Kul deep Singh,” Winning on HR Analytics “First Edition, Sage publications.
- Pratush Banerjee, Jatin Pandey, Manish Guptha, “Practical Applications of HR Analytics” First Edition, Sage publications.

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:

34. Course template
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COURSE CONTENT

MARKETING ANALYTICS								
IV SEMESTER								
Course Code	Category	Hours/Week			Credits	Maximum Marks		
24MB026M	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 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 behaviour 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.
- Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
- Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

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:

256. Course template
257. Tutorial question bank
258. Tech talk and Concept Video topics
259. Open-ended experiments
260. Definitions and terminology
261. Assignments
262. Model question paper – I
263. Model question paper – II
264. Lecture notes
265. PowerPoint presentation