



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-COURSE STRUCTURE (R22) Applicable From 2022-23 Admitted Batch

S. No	Category	Breakup of credits (Total 102 credits)
1	Programme Core	56
2	Professional Elective	26
3	Open Elective	08
4	Project Work, Seminar and Summer Internship	08
6	Labs	04
	Total Credits	102



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I YEAR I SEMESTER

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

I YEAR II SEMESTER

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



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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	22MBA017	Supply Chain Management	Core	4	0	0	4	40	60	100
2	22MBA018	Business Analytics	Core	4	0	0	4	40	60	100
3	22MBA019	Project & Operations Management	Core	4	0	0	4	40	60	100
4	22MBA020	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
5	22MBA021	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
6	22MBA022	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
7	22MBA023	Summer Internship - Seminar	Seminar	0	0	2	2	100	-	100
Total Credits				24	0	2	26	340	360	700

II YEAR 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	22MBA024	Strategic Management	Core	4	0	0	4	40	60	100
2	22MBA025	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
3	22MBA026	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
4	22MBA027	MRKG/HRM/FIN/ENTP	PE	4	0	0	4	40	60	100
5	22MBA028	Pre submission of project work - Seminar	Seminar	0	0	2	2	100	-	100
6	22MBA029	Main Project and Viva Voce	---	0	0	4	4	40	60	100
Total Credits				16	0	6	22	300	300	600



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SEMESTER-I

OPEN ELECTIVE-I

Choose any one subject from the following

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

SEMESTER-I

OPEN ELECTIVE-II

Choose any one subject from the following

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



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SEMESTER-III

PROFESSIONAL ELECTIVES

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

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



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SEMESTER-IV

PROFESSIONAL ELECTIVES

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



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I-I



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22MBA001: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

I Semester: MBA

L	T	P	C
4	0	0	4

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 behaviours in an organizational setting
- To elaborate on the impact of leadership and motivation for employee high performance

Course Outcomes: Students will be able to:

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

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



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Unit – IV: Organizational Behaviour: Individual and Group Behaviour: Importance of Organizational Behaviour, 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.

Textbooks:

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

References:

- Jennifer George and Gareth Jones "Understanding and Managing Organizational Behavior", Published by Pearson Education Inc.
- Jon L Pierce and Donald G. Gardner, "Management and Organizational behavior", Cengage Learning India (P) Limited.
- Richard Pettinger, "Organizational Behaviour", 2010Routledge.
- Dipak Kumar Bhattacharya, "Organizational Behavior, Concepts and Applications", Oxford



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22MBA002: BUSINESS ECONOMICS

L	T	P	C
4	0	0	4

I Semester: MBA

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: Students will be able to

- Understand the Concepts and Principles of Business Economics.
- Learn various concepts and practical applications of Demand and Supply viz. Laws, Types, Elasticity, Forecasting and Equilibrium.
- Learn concepts and applications related to Production and Cost of a firm.
- Learn the features of various Market Structures along with the Decision-making with regards to Price and Output in Short and Long Terms.
- Understand the concepts of Pricing Practices, Theory of Firm and Managerial & Behavioral Theories of a Firm

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, Types of Demand. Elasticity of Demand, Types, 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, Isoquants and Isocosts, Returns to Scale, Economies of Scale, Innovations and Global Competitiveness. Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short-run and Long-run, Short-run vs. Long-run Costs, Average Cost Curves, Break Even Analysis.



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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.

Reference Books:

- D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
- Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.
- Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e, 2020.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e, 2018.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
- P. N. Chopra, Managerial Economics, Kalyani Publishers, 1e, 2018.

E- Resources

1. <http://2012books.lardbucket.org/pdfs/managerial-economics-principles.pdf>
2. http://library.wub.edu.bd/assets/images/repository/Managerial_Economics.pdf
3. Leslie Sklair, Globalization: Capitalism and its Alternative, Oxford University Press, 2002.
4. <http://www.studynama.com/community/threads/485-Managerial-economics-ebook-lecture-notes-pdfdownload-for-MBA-students>



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22MBA003: FINANCIAL ACCOUNTING AND ANALYSIS

L	T	P	C
4	0	0	4

I Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to understand:

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

UNIT-I INTRODUCTION TO ACCOUNTING

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

UNIT-II THE ACCOUNTING PROCESS

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

UNIT-III INVENTORY VALUATION

Meaning, objectives of inventory valuation, methods, merits and demerits of inventory valuation methods like FIFO method, LIFO method, weighted average method, simple average method (problems). **Issue of shares:** entries for issue of shares at par, issue of shares at discount and premium, calls in arrears, forfeiture of shares, reissue of forfeiture of shares (problems).

UNIT-IV FINANCIAL ANALYSIS

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



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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:

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

E- Resources:

1. http://www.koledza.lv/best/download/biblioteka/Finacial_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>



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22MBA004: BUSINESS LAW & ENVIRONMENT

L	T	P	C
4	0	0	4

I Semester: MBA

Course Objectives:

The course enables the students

- To understand Legal and regulatory framework for doing business in India.
- To understand different types of business environments which they should review before taking managerial decisions.

Course Outcomes:

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

- Understand the formalities involved in incorporating a company and the nuances related to the Law of Contract.
- Understand the implications of direct and indirect taxes, negotiable instruments Act and also about the Cyber Laws.
- Understand the issues related to the industrial policy and regulation and their amendments from time to time.
- Understand the terminology of the planning, commission and Union Budget.
- Gain knowledge on Capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act which will be useful for them to take decisions to ensure growth and sustainability of the organizations.

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 cybercrime 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).



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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.

Textbooks:

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

References:

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



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22MBA005: RESEARCH METHODOLOGY & STATISTICAL ANALYSIS

L T P C

4 0 0 4

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: Students will be able to:

- Gain a conceptual overview of Research and the relevant concepts to Research.
- Learn the different types of Research Designs, Data Collection Tools and Procedures.
- Use different methods of representing data through Graphs and Tables; gain an overview of Statistics and relevant concepts and conduct Small Sample Tests.
- Learn to solve mathematical problems related to ANOVA (One-way and Two-way), Correlation and Regression.
- Learn the application of Time Series and Index Numbers; appreciate the need for preparing and presenting a structured Research Report.

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



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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, Discriminate 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. **Index Numbers:** Introduction, Characteristics and Uses of Index Numbers, Types of Index Numbers, Unweighted Price Indexes, Weighted Price Indexes, Tests of Adequacy and Consumer Price Indexes. 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:

- Ranjit Kumar, Research Methodology: Step-by-step Guide for Beginners, sage, 4e, 2022.
- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e, 2021.
- Shashik. Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, Kalyani Publishers, 6e, 2020.
- Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019 □
Deepak Chawla, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods Cengage Learning, 8e, 2016.
- P.C. Tulsian, Bharat Jhunjunwala, Business Statistics, S. Chand Publishing, 2016.



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22MBA006A: INDIAN ETHOS AND MANAGEMENT ETHICS

L	T	P	C
4	0	0	4

I Semester: MBA

Course Objectives:

The course enables the students

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

Course Outcomes:

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

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

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

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

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

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



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

Text Books:

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

Reference Books:

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



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22MBA006B: CONTEMPORARY MANAGEMENT PRACTICES

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I HRM IN THE PRESENT ERA

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

UNIT-II EMOTIONAL INTELLIGENCE

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

UNIT-III E-WORK

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

UNIT-IV MANAGING WORKFORCE DIVERSITY

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

UNIT-V QUALITY OF WORK LIFE

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

Reference Books:

- Mirza Saiyaddin, "Contemporary issues in HRM", Himalaya Publishing House, 3rd Edition, 2013
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, "Organizational Behaviour", Sage Publications, 10th Edition 2015.
- Laurie J. Mullins, "Management, and Organizational Behavior", Pearson Publications, 9th Edition 2012.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16th Edition, 2017.
- Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw hill, 8th Edition 2011.



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6. BiswajeetPattanayak, Human Resource Management, 5e,2018

E-Resources:

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



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22MBA006C: TOTAL QUALITY MANAGEMENT

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I PRINCIPLES AND PRACTICES - I

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

UNIT-II PRINCIPLES AND PRACTICES - II

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

UNIT-III TOOLS AND TECHNIQUES - I

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



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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

Reference 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. Sridharabhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M Charantimath Total Quality Management, Pearson Education, 2015
5. Dr. S. Kumar , Total Quality Management, University Science Press, 2015
6. KanishkaBedi: Quality Management, Oxford,2015

E-References:

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



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22MBA006D: DISASTER MANAGEMENT

L	T	P	C
4	0	0	4

I Semester: MBA

Course Objectives:

- Develop ability to Build capability which reduce disaster risks
- Contribute to better and more targeted public health based on relief disasters.

Course Outcomes:

At the end of the course, student will be able to:

- Develop and understand the emergency management.
- Understand the emergency/Disaster Management Cycle. □ Analyze endogenous hazards □ Explore exogenous hazards.
- Identify the approaches to disaster management,

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

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

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

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



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Erosion: Mechanics & forms of Soil Erosion - Factors/causes of Soil Erosion-Conservation measures of Soil Erosion.

UNIT-V: Emerging approaches in Disaster Management- Three stages Chemical hazards/disasters:

Release of toxic chemicals, nuclear explosion-Sedimentation processes Sedimentation processes: - Global Sedimentation problems Regional Sedimentation problems – Sedimentation & Environmental problems – Corrective measures of Erosion & Sedimentation.

Biological hazards /disasters: Population Explosion-Pre-disaster Stage (preparedness)-Emergency Stage-Post Disaster stage–Rehabilitation.

TEXTBOOKS:

1. R.B. Singh (Ed) Disaster Management, Rawat Publication, New Delhi, 2000.
2. H.K. Gupta (Ed) Disaster Management, Universities Press, India, 2003.

REFERENCES:

1. Savinder Singh Environmental Geography, Prayag Pustak Bhawan, 1997.
2. Kates, B.I & White, G. F the Environment as Hazards, Oxford, New York, 1978.
3. R.B. Singh, Space Technology for Disaster Mitigation in India (INCED), University of Tokyo, 1994.



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22MBA007: ANNUAL REPORT ANALYSIS

L T P
C 0 0 2

I Semester: MBA

Course Objective:

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

Course Outcomes:

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

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

EXERCISES:

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

References:

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



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22MBA008: BASIC COMMUNICATION SKILLS

I Semester: MBA

L	T	P	C
0	0	2	2

COURSE OBJECTIVE

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

COURSE OUTCOMES:

The course should enable the students to:

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

UNIT-I Introduction

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

UNIT-II Introduction to Articles

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

UNIT-III Sentence Formation

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

UNIT-IV Presentations Skill

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

UNIT-V Contemporary Aspects in English skills

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

Reference Books:

- Ober Newman, Communicating in Business, Cengage Learning, 2015.
- P. Subba Rao, B. Anita Kumar, C. HimaBindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.



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

E-References:

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



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I-II



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22MBA009: HUMAN RESOURCE MANAGEMENT

II Semester: MBA

L	T	P	C
4	0	0	4

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to understand:

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

UNIT-I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

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

UNIT-II RECRUITMENT AND SELECTION

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

UNIT-III TRAINING AND DEVELOPMENT

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

UNIT-IV PERFORMANCE APPRAISAL

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



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UNIT-V INTEGRATION

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

Reference Books:

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

E-Resources:

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



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22MBA0010: MARKETING MANAGEMENT

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

- To understand the importance of marketing function in an organization

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I INTRODUCTION TO WORLD OF MARKETING

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

UNIT-II: ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX

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

UNIT-III DESIGNING A CUSTOMER DRIVEN STRATEGY

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



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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

Reference Books:

1. Rama swamy Namakumari, "Marketing Management", TMH, 5th Edition, 2013.
2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, "Principles of Marketing, South Asian perspective", Pearson Education, 13th Edition, 2012.
3. K.Karunakaran, "Marketing Management", Himalaya Publishing House, 2nd Edition, 2012.
4. RajanSaxena, "Marketing Management", TMH, 4th Edition, 2013.
5. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha "Marketing Management", Pearson Education, 13th Edition, 2012.
6. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.
- 7.

E-Resources:

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



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22MBA0011: FINANCIAL MANAGEMENT

L	T	P	C
4	0	0	4

II Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I THE FINANCE FUNCTION

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

UNIT-II THE INVESTMENT DECISION

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

UNIT-III CAPITAL STRUCTURE DECISIONS

Capital structure vs. financial structure: capitalization, financial leverage, operating leverage and composite leverage, earnings before interest and tax, Earning Per Share Analysis (problems).

Indifference Point/Break even analysis of financial leverage, capital structure theories; The Modigliani miller Theory, NI, NOI theory and traditional theory: A critical appraisal (problems).



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UNIT-IV DIVIDEND DECISION

Dividends and value of the firm, Relevance of dividends, MM hypothesis, Factors determining dividend policy, dividends and valuation of the firm, the basic models. Declaration and payment of dividends, bonus shares, rights issue, share-splits, and major forms of dividends: cash and bonus shares, The theoretical backdrop: dividends and valuation, Major theories centered on the works of Gordon and Walter models (problems). A brief discussion on dividend policies of Indian companies, working capital management: components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach.

UNIT-V MANAGEMENT OF CURRENT ASSETS

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

Reference Books:

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

E-Resources:

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



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22MBA0012: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

II Semester: MBA

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COURSE OBJECTIVES

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

COURSE OUTCOMES

The course should enable the students to understand:

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

UNIT-I INTRODUCTION TO OPERATIONS RESEARCH

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

UNIT-II LINEAR PROGRAMMING METHOD

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

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

UNIT-III ASSIGNMENT MODEL

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



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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

Reference Books:

1. S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
2. R. Pannerselvam, Operations Research, Prentice Hall International , 3e, 2012
3. J. K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
4. Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
5. Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013
6. Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S. Chand ,2012

E-Resources:

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



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22MBA13: ENTREPRENEURSHIP AND DESIGN THINKING

L T P C

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Course Objectives:

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

Course Outcomes: Students will be able to:

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

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

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

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

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

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.



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

Suggested Readings:

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



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22MBA0014A: PYTHON PROGRAMMING

II Semester: MBA

LT P C

Pre-requisites: NIL

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Course Objectives:

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

Course Outcomes: The students should be able to

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

UNIT - I

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

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

UNIT - II

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

Sequences: Strings, Lists, and Tuples- Built-in Functions, Special features.

Mapping and Set Types: Dictionaries, Sets- Built-in Functions.

UNIT-III

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

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



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UNIT-IV

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

UNIT – V

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

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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



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22MBA0014B:

FUNDAMENTALS OF CORPORATE SOCIAL RESPONSIBILITY

II Semester: MBA

Course objectives:

- Develop ability to build fulfilment of social goals.
- Minimize the negative impact on society and on environment

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Course Outcomes:

At the end of the course, student will be able to

- Know the history and evolution of CSR.
- Understand international frame work for corporate social responsibility.
- Know legislation frame work in India and the world.
- Know market based pressure Sand incentives and civil society pressure □ Identify the key stake holders of CSR.

UNIT-I: Introduction to CSR:

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

UNIT-II: International frame work for corporate social Responsibility

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

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

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

UNIT-IV: The Drivers of CSR in India

Market based pressure and incentives civil society pressure, the regulatory environment in IndiaCounter trends.Performanceinmajorbusinessandprograms.VoluntarismJudicialactivism.



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UNIT-V Identifying key stake holders of CSR

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

TEXTBOOKS

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

REFERENCEBOOKS:

2. Lelouche, Idowu and Filho Innovative CSR
3. Sanjay K Agarwal, Corporate Social Responsibility in India
4. Hand book on Corporate Social Responsibility in India, CII.



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22MBA0014C: E-BUSINESS

II Semester: MBA

L	T	P	C
4	0	0	4

Course objectives:

Develop ability to

- Understand the concepts of electronic business
- Understand the business applications

Course Outcomes:

At the end of the course, student will be able to

- Understand the new internet economy business– e-business CO2. Understand three-business structure
- Create e-business plans in the organization. CO4.Know e-business applications
- Understand the concepts of network and website security

UNIT-I: Electronic Business

Understanding new Internet Economy and Business-E-business an e-commerce-Features of E-Business Advantages of E-Business – Business Environment – Establishing E-Business. *Case: Barnes & Noble and Amazon. Com (Ref1-Kulkarni).*

UNIT-II: E - Business Models

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

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

UNIT-III: Creating E-Business plans

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

Case" FLOP (ref1: Kulkarni)

UNIT-IV: E-Business Applications

Characteristics o E-Business applications-Project palming approach for E-Business applications- Application Integration-application in various domains.

Case Nokia (Ref 1 Kulkarni)

UNIT-V securing your e-business

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

Case: Asmi Agencies-e-market (Ref1 Kulkarni)



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TEXTBOOKS:

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

REFERENCEBOOKS:

1. Napieretal"Creatinga Winning E-Business"Cengage, 2012.
2. Parad Diwan, Sunil Sharma: e-commerce A Manager's Guidetoe-business, Excel, 2015.
3. EliasMAwad,ElectronicCommerce,PHI,2012



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22MBA0014D: MANAGEMENT OF NGOS (OPEN ELECTIVE-1)

II Semester: MBA

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Course Objective:

Develop ability to

- Understanding the concepts and practices of NGO Management
- Understand the steps in the formation of Non-Government Organization.

Course Outcome:

At the end of the course, student will be able to

- Understand of the concepts, as well as practices of NGO management.
- Build-up on existing knowledge on the appropriate procedures and practices involved in managing an NGO.
- Strengthen the existing capacities in specific contexts and settings to improve the functioning of an NGO.
- Understanding Common Property Resources
- Analyze Sustainability of Non-Profit Sectors

UNITI: Understanding Non-Profit Management

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

UNITII: 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.



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TEXTBOOKS

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

REFERENCEBOOKS

1. Anita braham ,Formation and Management of NGOs: Snehlata Chandra ,Non-governmental Organizations – Guidelines for NGO's management in India-
2. ByM.Ovasdi,ManagementofNon-GovernmentalOrganisations:TowardsaDevelopedCivilSociety
3. IanSmillie, John M. Hailey, Managing for Change: Leadership, Strategy and Management in Asian NGOs–



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22MBA0015: INDUSTRIAL ANALYSIS AND REPORT - SEMINAR

II Semester: MBA

L T P C

COURSE OBJECTIVE:

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT - I Analysis of profitability ratios of an Industry

UNIT - II Analysis of structural ratios of an industry

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

UNIT - IV Analysis of liquidity ratios of an industry.

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

Text Books:

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

E-Resources:

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



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22MBA0016: STATISTICAL DATA ANALYSIS LAB-(LAB)

II Semester: MBA

	L	T	P	C
Course Objective: Develop ability to	0	0	2	2
• Understand the applications of information technology				
• Know about the data organization and addressing business needs.				

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

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

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

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

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

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

Module IV: Correlation & Regression using Data Analysis tool.

Module V: Report writing according to the format suggested.

Textbooks:

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

Reference Books:

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



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II-I



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22MBA0017: SUPPLY CHAIN MANAGEMENT

III Semester: MBA

L	T	P	C
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Course Objectives:

The course enables the students

- To Understand growing importance of Supply Chain Management
- To Understand SCM Costs, Performance & Benchmarking in SCM □ To Understand Sourcing, Transportation & Global aspects in SCM.

Course Outcomes:

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

- Understand the Logistics and Competitive strategies
- Analyze Measuring logistics costs and Performance
- Evaluate Logistics and Supply chain relationships & Logistics performance indicators
- Apply Sourcing, Transporting and Pricing of the Products □ Understand Managing the Global Supply Chains

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:



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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.

TEXTBOOKS:

1. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013

REFERENCES:

1. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
4. Deepak P, Milind M. Oak: “Supply Chain Management” Everest Publishing House, New Delhi.
5. Manish Bansal, Babita Singla: “Retail and Supply Chain Management”, Kalyani Publishers, New Delhi, 2012



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22MBA0018: BUSINESS ANALYTICS

III Semester: MBA

L	T	P	C
4	0	0	4

COURSE OBJECTIVE

- To understand the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I INTRODUCTION TO DATA ANALYTICS

Introduction to Data- Importance of Analytics- Data for Business Analytics –Big Data - Business Analytics in Practice. Data Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, Exploring data using pivot tables.

UNIT-II DESCRIPTIVE STATISTICAL MEASURES

Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association. Probability distribution and Data Modeling – Discrete Probability distribution, Continuous Probability distribution, Random sampling from Probability Distribution, Data Modeling and Distribution fitting.

UNIT-III PREDICTIVE ANALYTICS

Karl Pearson Correlation Techniques - Multiple Correlation-Spearman's Rank correlation-Simple and Multiple regression-Regression by the method of least squares – Building good regression models – Regression with categorical independent variables - - Linear Discriminate Analysis-One way and Two Way ANOVA

UNIT-IV DATA MINING

Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning –cluster analysis, Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.



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UNIT-V SIMULATION

Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis. Latest Amendments in Data Analytics **Reference**

Books:

1. James Evans, Business Analytics, 2e, Pearson, 2019.
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
3. Thomas Eri, WajidKhattack& Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
4. Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
5. Seema Acharya &Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

E-Resources:

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



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22MBA0019: PROJECT & OPERATIONS MANAGEMENT

III Semester: MBA

L	T	P	C
4	0	0	4

Course Objectives:

The course enables the students

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

Course Outcomes:

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

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

UNIT-I:

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

UNIT-II:

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

UNIT-III:

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

UNIT-IV:



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

UNIT-V:

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

Text Books

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

Reference Books

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



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22MBA0020M: DIGITAL MARKETING

III Semester: MBA

L	T	P	C
4	0	0	4

Course Objectives:

- The objective of this course is to understand the importance of digital marketing, Social Media Marketing and the applications.

Course Outcomes:

- The Applications of Digital Marketing in the Globalized Market
- Channels of Digital Marketing
- Digital Marketing Plan
- Search Engine Marketing
- Online Advertising
- The Process of Social Media Marketing

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 Effort.

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



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Retention - Measurement of Digital Media – Analyzing Digital Media Performance-Analyzing Website Performance – Analyzing Advertising Performance.

Text Books:

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

REFERENCES:

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



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II-II



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22MBA0021M: PRACTICAL APPROACH TO SERVICES MARKETING

IV Semester: MBA

L T P C

Course Objectives:

4 0 0 4

The course enables the students

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

Outcomes:

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

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

UNIT I:

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

UNIT II:

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

UNIT III:

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

UNIT IV:

Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply,



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Participants in Services - Employee's roles in Service Delivery, Customer's roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

UNIT V:

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

TEXTBOOKS:

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

REFERENCES:

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



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22MBA0022M: CONSUMER BEHAVIOR

III Semester: MBA

L	T	P	C
4	0	0	4

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I UNDERSTANDING CONSUMER BEHAVIOUR

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

UNIT-II ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOUR

Influence of culture, sub culture, social class, social group, family and personality, cross cultural consumer behavior.

UNIT-III CONSUMER AS AN INDIVIDUAL

Personality and self concept, consumer motivation, consumer perception.

Consumer attitudes and changing attitudes, consumer learning and information processing.

UNIT-IV CONSUMER DECISION MAKING PROCESSES

Problem recognition, search and evaluation, purchasing processes, post purchase behavior, models of consumer decision making, consumers and the diffusion of innovations.

UNIT-V CONSUMERISM AND ETHICS

Roots of consumerism, consumer safety, consumer information, consumer responsibilities, marketer responses to consumer issues, marketing ethics towards consumers.

REFERENCE BOOKS:

1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol GuercioTraver, "E-commerce-Business", Technology, Pearson, Low Price Edition.



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3. Bharat Bhasker, “Electronic Commerce Framework, Technologies and Applications”, 3rdn Edition. Tata McGraw, Hill.
4. David L. Loudon and Albert J.DellaBitta, “Consumer Behaviour”, TMH, 4th Edition, 2011.
5. S. Ramesh kumar, “Cases in Consumer Behaviour”, Pearson, 1st Edition, 2011.
6. Dheeraj Sharma, JagadishDeth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 2015

E-Resources:

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



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22MBA20F: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I INVESTMENT AND SECURITY ANALYSIS

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

UNIT-II PORTFOLIO ANALYSIS

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

UNIT-III BOND ANALYSIS AND VALUATION AND MANAGEMENT

Types of bonds, interest rates, term structure of interest rates, measuring bond yields, yield to maturity, yield to call, yield to maturity, holding period return. Bond pricing theorems, bond duration, active and passive bond management strategies, bond immunization, bond volatility, bond convexity.

UNIT-IV EQUITY VALUATION AND DERIVATIVES

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

UNIT-V MUTUAL FUNDS



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Types of mutual funds schemes, structure, net asset value, risk and return, performance evaluation models Sharpe model, treynor model, Jensen model, fama's decomposition. Trends in Indian mutual funds. Latest Amendments in Portfolio Management

Reference Books:

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

E-Resources:

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



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22MBA21F: FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to

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

UNIT-I FINANCIAL SYSTEM

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

UNIT-II CONCEPT OF LEASING

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

UNIT-III FACTORING

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

UNIT-IV VENTURE CAPITAL FINANCING

Venture capital financing, concept and features, venture capital funding process, funding and entry strategies of venture capital financing, structuring of venture capital financing, valuation of venture capital financing



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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

Reference Books:

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

E-Resources:

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



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22MBA0022F: STRATEGIC MANAGEMENT ACCOUNTING

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I MANAGEMENT ACCOUNTING VS. COST ACCOUNTING

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

UNIT-II COSTING FOR SPECIFIC INDUSTRIES

Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses (problems), inter process profits, costing for byproducts and equivalent production, introduction, application of marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price.

UNIT-III MAKE OR BUY DECISIONS

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



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Break even analysis: application of breakeven point for various business problems, meaning, significance and limitations of break even 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

Reference Books:

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

E-Resources:

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



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22MBA0020H: PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT

L	T	P	C
4	0	0	4

III Semester: MBA

Course Objectives:

The course enables the students

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

Course Outcomes:

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

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

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

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

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

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



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

Textbooks:

- Soumendra NarianBagchi, Performance Management, Cengage Learning, 2013

References:

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



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22MBA0021H: COMPENSATION & REWARDMANAGEMENT

III Semester: MBA

L	T	P	C
4	0	0	4

Course Objectives:

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

Course Outcomes:

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

Unit-I: Introduction

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

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

Unit-II: Designing Compensation System

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

Unit-III: Pay Structures

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

Unit-IV: Benefits and Services

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

Unit-V: Contemporary Strategic Compensation Challenges

International Compensation and Competitive Strategies: Executive Compensation Packages- Compensating



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

TEXT BOOK:

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

REFERENCES:

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



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22MBA0022H: EMPLOYEE RELATIONS

III Semester: MBA

L	T	P	C
4	0	0	4

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I INDUSTRIAL RELATIONS

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

UNIT-II SETTLEMENT OF DISPUTES

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

UNIT-III COLLECTIVE BARGAINING

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

UNIT-IV WAGE POLICY AND WAGE REGULATION

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



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UNIT-V THE FACTORIES ACT 1948 AND MINES ACT 1952

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

Reference Books:

1. Mamoria, Mamoria, Gankar “Dynamics of Industrial Relations” Himalaya Publishing House, 14th Edition, 2012.
2. C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers 15th edition, 2012.
3. J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, “ case studies in amangement”, pearson, 10th Editioon, 2011.
4. Padhi“ Labour and Industrial Relations” PHI,8th Edition, 2012.
5. ArunMonappa,RanjeetNambudiri,Selvaraj “ Industrial Relations and Labour Laws”, 5thEditon, TMH,2012
6. P.K. Padhi: Labour and Industrial Laws, PHI,2009.

E-Resources:

1. [https://www.uk.ask.com/management references/try_ it](https://www.uk.ask.com/management%20references/try_it)
2. <https://www.shodhganga.intlibnet.ac.in/bitstream/10603/463/46313/8>
3. [https://www.pondiuni.edu.in/storage/dde/download//hrmiii_irm.pdf](https://www.pondiuni.edu.in/storage/dde/download/hrmiii_irm.pdf) 4.
4. https://www.eh.wikipedia.org/wiki/industries_relations



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22MBA0020E: STARTUP MANAGEMENT

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I STARTUP OPPORRTUNITIES

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

UNIT-II STARTUP CAPITAL REQUIREMENTS AND LEGAL ENVIRONMENT

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

UNIT-III STARTINGUP FINANCIAL ISSUES

Feasibility Analysis, The cost and process of raising capital, Unique funding issues of a high-tech ventures. Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- 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-up



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Reference Books:

1. Kathleen R Allen, "Launching New Ventures, An Entrepreneurial Approach", Cengage Learning, 5th Edition, 2016.
2. Anjan Raichaudhuri, "Managing New Ventures Concepts and Cases", Prentice Hall International, 4th Edition, 2010.
3. S. R. Bhowmik & M. Bhowmik, "Entrepreneurship", New Age International, 5th Edition, 2007.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation - A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2nd Edition, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2nd Edition, , Routledge, 2017.
6. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures. Pearson, 2019

E-Resources:

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



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22MBA0021E: MSME MANAGEMENT

L	T	P	C
4	0	0	4

III Semester: MBA

COURSE OBJECTIVE

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

The course should enable the students to:

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

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

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

UNIT-II SETTING OF SMES'

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

UNIT-III INSTITUTIONS SUPPORTING MSMEs:

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

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

UNIT-IV MANAGEMENT OF MSME

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

UNIT-V ROLE OF GOVERNMENT IN PROMOTING ENTREPRENEURSHIP:

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



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Development Board (NEDB). Latest Amendments in MSME

Reference Books:

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

E-Resources:

1. <https://msme.gov.in/sites/default/files/Sch-vol1-151214.pdf> <https://msme.gov.in/Media-andpress-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)



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22MBA0022E: FAMILY BUSINESS MANAGEMENT

III Semester: MBA

L	T	P	C
4	0	0	4

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I INTRODUCTION TO FAMILY BUSINESS

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

UNIT-II OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE

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

UNIT-III SUCCESSOR DEVELOPMENT

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



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STRATEGIC PLANNING AND TRANSGENERATIONAL

UNIT IV ENTREPRENEURSHIP

Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage. The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix – entrepreneurship.

UNIT-V THE FUTURE OF FAMILY BUSINESS

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

Reference Books:

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

E-Resources:

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



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20MBA0023: SUMMER INTERNSHIP-SEMINAR

III Semester: MBA

L	T	P	C
0	0	4	2

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

APPROACH TO DECIDE SUMMER INTERNSHIP

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

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

REPORTS

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

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



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II-II



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22MBA0024: STRATEGIC MANAGEMENT

L	T	P	C
4	0	0	4

IV Semester: MBA

COURSE OBJECTIVE

- To provide a strategic orientation in conduct of the business

COURSE OUTCOMES

The course should enable the students to:

- Strategic management concepts
- Tools and Techniques for Strategic analysis □ Strategies for competing in globalised markets □ Strategy Evaluation and Control.
- Strategy Evaluation and Control

UNIT-I INTRODUCTION

Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

UNIT-II TOOLS AND TECHNIQUES FOR STRATEGIC ANALYSIS

Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

UNIT-III STRATEGY IMPLEMENTATION

Strategy and Structure, Strategy and Leadership Strategy and culture connection - Operational sing and institutionalizing strategy Strategies for competing in Globalizing markets and internet economy Organizational Values and their impact on strategy resource allocation, Planning systems for implementations

UNIT-IV TURN AROUND STRATEGIES

Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures -Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation



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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

Reference Books:

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
3. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
4. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
5. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
6. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH,2009.

E-Resources:

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



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22MBA0025M: INTERNATIONAL MARKETING

L	T	P	C
4	0	0	4

IV Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I INTRODUCTION TO INTERNATIONAL MARKETING

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

UNIT-II GLOBAL ENVIRONMENTAL DRIVERS

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

UNIT-III GLOBAL CUSTOMERS

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

UNIT-IV GLOBAL MARKETING

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



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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

Reference Books:

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



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22MBA0026M: CUSTOMER RELATIONSHIP MANAGEMENT

IV Semester: MBA

L	T	P	C
4	0	0	4

COURSE OBJECTIVE

- To understand the importance of Customer Relationship Management in Business

COURSE OUTCOMES

The course should enable the students to

- Students will be able to understand
- Need of CRM
- Building customer relations
- CRM process
- CRM structures
- Planning and Implementation of CRM.

UNIT-I Introduction to CRM

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

UNIT-II Building Customer Relations

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

UNIT-III CRM Process

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

UNIT-IV CRM Structures

Elements of CRM – CRM Process – Strategies for Customer acquisition

Customer Retention and Development – Strategies for Customer Retention, Models of CRM – G- SPOT Model, KOEL's Model, Web Qual Audit Model, ONYX Model - CRM road map for business applications.

UNIT-V CRM Planning and Implementation

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM –Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and



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advantages of e CRM, Functional Components of e CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages

Reference Books:

1. G. Shainesh, Jagdish, N.Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan2005.
2. Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
3. Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books,2011.
4. Zikmund, Customer Relationship Management, Wiley2012.
5. Paul Greenberg, CRM at the speed of light, 4e, TMH,2009.
6. Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd,2008.

E-Resources:

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



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22MBA0027M: MARKETING ANALYTICS

	L	T	P	C
Course Objectives:	4	0	0	4

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

Course Outcomes: Students will be able to

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

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

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

UNIT – III: CUSTOMER ANALYTICS: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.

UNIT – IV: PRICING ANALYTICS: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver



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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.

REFERENCES:

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



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22MBA0025F: INTERNATIONAL FINANCIAL MANAGEMENT

IV Semester: MBA

L	T	P	C
4	0	0	4

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I INTRODUCTION

An overview, importance, nature and scope of international financial management, domestic FM Vs. IFM, International Business Methods, recent changes and challenges in international financial management.

UNIT-II INTERNATIONAL FLOW OF FUNDS

Balance of Payments (BOP), fundamentals of BOP, Accounting components of BOP, factors affecting international trade flows, agencies that facilitate international flows. Indian BOP trends.

International Monetary System: Evolution, gold standard, Bretton Woods's system, the flexible exchange

UNIT-III FOREIGN EXCHANGE MARKET

Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency futures and options markets, overview of the other markets, Euro currency market, Euro credit market, Euro bond market, international stock market.

UNIT-IV EXCHANGE RATES

Measuring exchange rate movements, factors influencing exchange rates. Government influence on exchange rates, exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates, purchasing power.

UNIT – V ASSET – LIABILITY MANAGEMENT



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Foreign direct investment, international capital budgeting, international capital structure and cost of capital. international portfolio management. International financing: Equity, Bond financing, parallel loans , international cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, export and import bank of India, recent amendments in EXIM policy, regulations and guidelines. Latest Amendments in International Financial Management

Reference Books:

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

E-Resources:

1. https://en.wikipedia.org/.../Journal_of_International_Financial_Management_and_Accounting.1467646X (web).
2. https://www.cengage.co.in/.../finance/international-financial-management/international_finance_management.
3. <https://.www.indiaclass.com/financial-management-reference-books> 4. <https://www.loc.gov/rr/business/BERA/issue7/finance.html>



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22MBA0026F: FINANCIAL DERIVATIVES AND RISK MANAGEMENT

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IV Semester

Course Objective:

- To orient on the concepts of Risk Management, measurements and risk management strategies using derivatives.
- To provide understanding of various risk measurement tools.
- To impart knowledge of various aspects in derivatives market.
- To elucidate various aspects in Risk Management.
- To provide understanding of various techniques in Risk Management.

Course Outcome: Students will be able to:

- Understand risk management and derivatives.
- Learn the relevance of Basel norms, types of risks.
- Learn various aspects about Derivatives Market in India. □ Understand the uses of options strategies.
- Examine the importance of SWAP Market

Unit – I: Introduction to Derivative Markets: Derivative Market, Types of Derivatives, Development and Growth of Derivative Markets, Factors influencing the Growth of Derivatives Market in India, Regulations of Derivative Market. **Forward and Future Contracts:** Forward Contract, Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity Forward Contract, Counterparty Risk in the Forward Contract, Difference between Forward and Spot Market, **Futures Contract:** Future Contract Design, Physical Settlement, Delivery Options and Cash Settlement, Future Market, Global Futures Market size, Commodity Futures, Equity Futures, Stock Index Futures, Currency Futures, Futures on Government Bonds, Notes and Bills, Cost of Carry Model for Futures and Forwards.

Unit – II: Introduction to Risk Management: Risk Management, Scope of Risk Management, Benefits of Risk Management, Classification of Risks: Systematic Risk and Unsystematic Risk, Business Risk, Financial Risk. Financial Markets, Market Risk: Price Risk, Currency Risk, Liquidity Risk, Interest Risk, Credit and Counterparty Risk, Operational Risk, Model Risk, Risk Management Process.

Unit – III: Risk Measurement Tools: Capital Adequacy Ratio, Basel Norm: Basel Accord I, II & III, Need and Scope of studying Basel Norms, **Types of risk:** Interest Rate Risk, Market Risk, Credit Risk, Operational Risk, Exchange Rate Risk, Liquidity Risk. **Value at Risk (VaR), Cash Flow at Risk:** Applications and Problems on VaR & CaR.



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Unit – IV: Risk Management Techniques – Options Contract: Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing, **Put - Call Parity Theorem:** Option Pricing, Arbitrage Pricing. **Binomial Pricing Model: The Black- Scholes Options Pricing Model,** Uses of Options Strategies.

Unit – V: Risk Management Techniques – SWAPS Contract: SWAP Market and its Evolution, **Interest Rate Swap:** Structure of a Typical Interest Rate Swap, Pricing and Valuation of Interest Swaps, Interest Rate Swap Strategies, Interest Rate Swaps in India. **Currency Swaps:** Currency Swaps Stature, Currency Swaps Pricing and Valuing Currency Swap, Currency Swap in India, **Equity Swap:** Equity Swap Pricing and Valuing of Equity Swap, Equity Swap Strategies, Pricing and Valuing of Commodity Swap, Carbon Credit, Weather Derivatives.

Text Books:

Don MC hance, Robert Brooks, An Introduction to Derivatives and RiskManagement,9e, 2013.

Reference Books:

R.Madhumathi&M.Ranganatham,DerivativesandRiskManagement,Pearson,2012. George E Rejda, Principles of Risk Management and Insurance, Pearson,2005.

René M. Stulz, Risk Management & Derivatives, Cengage Learning, 2003.



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22MBA0027F: FINANCIAL ANALYTICS

IV Semester

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Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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



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

TEXT BOOK:

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

REFERENCE BOOKS:

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



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22MBA0025H: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

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IV Semester

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT-I INTERNATIONAL HUMAN RESOURCE MANAGEMENT

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

UNIT-II SOCIAL ENVIRONMENT AND STAFFING

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

UNIT-III BUSINESS MANAGEMENT OF GLOBAL COMPANIES

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

Developing Global Managers, Global literate leader: concept, essential qualities, communication and



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interpersonal relations, training, career development, succession planning, managerial stimulation's.

UNIT-IV HRM IN EUROPE AND JAPAN

Background of Europe, the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice, the parliament, the social charter, E.C. legislation procedure, case study; Japans 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 an 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:

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

E-Resources:

1. <https://www.studynama.com/community/threads/465-international-human-resource-managementpdf-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>



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22MBA0026H: LEADERSHIP AND CHANGE MANAGEMENT

IV Semester

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to

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

U N I T I I N T R O D U C T I O N A N D S K I L L S A P P R O A C H T O L E A D E R S H I P

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.

U N I T II C O N T I N G E N C Y L E A D E R S H I P

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

U N I T III T R A N S F O R M A T I O N A L L E A D E R S H I P

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.



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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.

U N EMPLOYEE RELATIONS AND MANAGING CHANGE

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

Reference Books:

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

E-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



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22MBA0027H: HR ANALYTICS

Course Objectives:

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

Course Outcomes: The students will be able to

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

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

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

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

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

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



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TEXT BOOKS :

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



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22MBA0025E: ENTREPRENEURIAL FINANCE

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IV Semester

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT- FINANCE FOR ENTREPRENEURS

Principles of entrepreneurial finance, role of entrepreneurial finance, the successful venture life cycle, finance through venture lifecycle, life cycle approach for teaching, entrepreneurial finance. Developing business idea, business model. Screening venture opportunities: Pricing / Profitability considerations, financial, harvest Considerations. Financial Plans and projections.

UNIT- ORGANIZING AND OPERATING THE VENTURE

Financing a new venture, seed, startup and first round financing sources. Financial boot strapping, business angel funding, first round financing opportunities. Preparing and using financial statements: Obtaining and recording the resources to start and build a new venture, asset and liabilities and owners equity in business, sale expenses and profits internal operating schedules, statement of cash flows, operating break even analysis. Evaluating operating and financial performance using ratio analysis.

UNIT- FINANCIAL PLANNING

Financial planning throughout the venture's life cycle, short term cash planning tools, projected monthly financial statements. Types and costs of financial capital: Implicit and explicit financial capital costs, financial markets, determining the cost of debt capital, investment risk, estimating the cost of equity capital, weighted average cost of capital.

UNIT- VENTURE VALUATION

Valuing early stage ventures, venture worth, basic mechanics of valuation, develop the projected financial statements for a discounted cash flow valuation, accounting Vs equity valuation cash Flow. Venture capital valuation methods: Basic venture capital valuation method, earnings multiplier, and discounted dividends.



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UNIT- FINANCING FOR THE GROWING VENTURE

Professional venture capital, venture investing cycle, determining the fund objectives and policies, organizing the new fund, soliciting investments in the new fund, capital call, conducting due diligence and actively investing, arranging harvest or liquidation, other financing alternatives: Facilitators, consultants and intermediaries, banking and financial institutions, foreign investors, state and central government financing programmes. Receivables lending and factoring mortgage lending, venture leasing. Latest Amendments in Entrepreneurial Finance

Reference Books:

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

E-Resources:

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



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22MBA0026E: ENTREPRENEURIAL MARKETING

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IV Semester: MBA

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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

UNIT- INTRODUCTION TO ENTREPRENEURIAL MARKETING

Meaning, characteristics, functions, marketing challenges, marketing mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

UNIT- 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- GROWTH STRATEGIES AND MODELS

Growth Strategies, concept and forms, internal, external, and co operative growth strategies. Growth models, life cycle and phase model, integrated life-cycle model (evolutionary), grainer's growth model (revolutionary), and complexity management (process) model.

UNIT- ENTREPRENEURIAL MARKET DEVELOPMENT STRATEGIES

Positioning, segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.



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Concept, guerrilla marketing, ambush / free ride marketing. Tools of entrepreneurial marketing , Buzz, Social Media, Viral Marketing. Latest Amendments in Entrepreneurial Finance.

Reference Books:

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

E-Resources:

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



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22MBA0027E: CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

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IV Semester

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

- Enrich the knowledge of creative cerebration, creative Personality and motivation, creative Environment, creative technology.
- Know the structuring of ill, defined problems, creative problem solving-models of creative problem solving mechanisms of divergent thinking.
- Enrich the knowledge of creative cerebration, creative Personality and motivation, creative Environment, creative technology

UN 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

UN MASTERING CREATIVE PROBLEM SOLVING:

IT-

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.

UN CREATIVE INTELLIGENCE

IT-

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

UNI INNOVATION MANAGEMENT



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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.

UN MICRO AND MACRO PERSPECTIVES OF INNOVATION

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

Reference Books:

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

E-Resources:

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



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22MBA0028: PRE-SUBMISSION PROJECT WORK- SEMINAR

IV Semester

COURSE OBJECTIVE

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

COURSE OUTCOMES

The course should enable the students to:

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



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22MBA0029: MAIN PROJECT VIVA AND VOICE

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IV Semester

COURSE OBJECTIVE

Aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment

Stage I: RESEARCH METHODOLOGY [Chapter I of the Main Report] -

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing

STAGE I of the project topic:

Chapter I

- Brief Introduction, Review of literature, Research Gaps:
- Objectives of the study, Hypotheses:
- Scope of the study:
- Research Methodology
- Data Collection:
- Primary Data:
- Secondary Data:
- Period of the study:
- Sample:
- Statistical Stools

Stage II:

STATISTICAL ANALYSIS - [Chapter II of the main report]

Approach: Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools using Excel, SPSS, MINI TAB, or R and make a **Seminar Presentation**. This will be the **CHAPTER II: Data Analysis** of the main report



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Stage III:

MAIN PROJECT REPORT AND VIVA [Chapter III of the Main Report].

In addition to the above two stages the students should write the third chapter on Data Interpretation, Conclusion & Suggestions and submit the final report by including the following

COURSE OUTCOMES

The course should enable the students to:

- Student should be able to develop a research design for their topic of research.
- Student will be able to understand the data requirements and collect data relevant for a research study.
- Student will be able to analyze the organizational data and interpret results.
- Student will be able to analyze the findings and suggestion of the topic.
- Student will be able to give the overall conclusion of the topic.

NOTE: faculty should advise students to give only references to the websites and journals and not to directly download in the project report. Maximum 24% can be downloaded and rest should be original.

After the submission of the report by consolidating the work done in stage 1, 2 and 3, an external viva will be held by the Institute to give the marks as per the University guidelines 2019-20.