



## **MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**(Autonomous Institution – UGC, Govt. of India)**

**Sponsored by CMR Educational Society**

(Affiliated to JNTU, Hyderabad, Approved by AICTE - Accredited by NBA & NAAC – 'A' Grade - ISO 9001:2008 Certified)

Maisammaguda, Dhulapally (Post Via Hakimpet), Secunderabad – 500100, Telangana State, India.

Contact Number: 040-23792146/64634237, E-Mail ID: [mrcet2004@gmail.com](mailto:mrcet2004@gmail.com), website: [www.mrcet.ac.in](http://www.mrcet.ac.in)

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## **MASTERS PROGRAMME**

### **DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION**

### **COURSE STRUCTURE AND SYLLABUS**

**(Batches admitted from the academic year 2015 - 2016)**

**Note:** *The regulations hereunder are subject to amendments as may be made by the Academic Council of the College from time to time. Any or all such amendments will be effective from such date and to such batches of candidates (including those already pursuing the program) as may be decided by the Academic Council.*

## **PRELIMINARY DEFINITIONS AND NOMENCLATURES**

\*"Autonomous Institution /College" means an institution/college designated as autonomous institute / college by University Grants Commission (UGC), as per the UGC Autonomous College Statutes.

\*"Academic Autonomy" means freedom to a College in all aspects of conducting its academic programs, granted by the University for promoting excellence.

\*"Commission" means University Grants Commission.

\*"AICTE" means All India Council for Technical Education.

\*"University" the Jawaharlal Nehru Technological University, Hyderabad.

\*"College" means Malla Reddy College of Engineering & Technology, Secunderabad unless indicated otherwise by the context.

\*"Program" means:

Master of Business Administration degree program

PG Degree Program: MBA

\*"Branch" means specialization in a program like MBA Degree program.

\*"Course" or "Subject" means a theory or practical subject, identified by its course – number and course-title, which is normally studied in a semester.

\*T–Tutorial, P–Practical, D–Drawing, L–Theory, C–Credits

## FOREWORD

The autonomy is conferred on Malla Reddy College of Engineering & Technology (MRCET) by UGC based on its performance as well as future commitment and competency to impart quality education. It is a mark of its ability to function independently in accordance with the set norms of the monitoring bodies like UGC and AICTE. It reflects the confidence of the UGC in the autonomous institution to uphold and maintain standards it expects to deliver on its own behalf and thus awards degrees on behalf of the college. Thus, an autonomous institution is given the freedom to have its own curriculum, examination system and monitoring mechanism, independent of the affiliating University but under its observance.

Malla Reddy College of Engineering & Technology (MRCET) is proud to win the credence of all the above bodies monitoring the quality in education and has gladly accepted the responsibility of sustaining, and also improving upon the values and beliefs for which it has been striving for more than a decade in reaching its present standing in the arena of contemporary technical education. As a follow up, statutory bodies like Academic Council and Boards of Studies are constituted with the guidance of the Governing Body of the College and recommendations of the JNTU Hyderabad to frame the regulations, course structure and syllabi under autonomous status.

The autonomous regulations, course structure and syllabi have been prepared after prolonged and detailed interaction with several experts drawn from academics, industry and research, in accordance with the vision and mission of the college which reflects the mindset of the institution in order to produce quality engineering graduates to the society.

All the faculty, parents and students are requested to go through all the rules and regulations carefully. Any clarifications, if needed, are to be sought at appropriate time and with principal of the college, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The Cooperation of all the stake holders is sought for the successful implementation of the autonomous system in the larger interests of the institution and brighter prospects of engineering graduates.

***“A thought beyond the horizons of success committed for educational excellence”***

PRINCIPAL



## **MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

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### **VISION**

- ❖ To become a model institution in the fields of Engineering Technology and Management.
- ❖ To have a perfect synchronization of the ideologies of MRCET with challenging demands of International Pioneering Organizations

### **MISSION**

- ❖ To establish a pedestal for the integral innovation, team spirit, originality and competence in the students, expose them to face the global challenges and become pioneers of Indian vision of modern society

### **QUALITY POLICY**

- ❖ To implement best practices in Teaching and Learning process for both UG and PG courses meticulously.
- ❖ To provide state of art infrastructure and expertise to impart the quality education.
- ❖ To groom the students to become intellectually creative and professionally competitive.
- ❖ To channelize the activities and tune them in heights of commitment and sincerity, the requisites to claim the never ending ladder of SUCCESS year after year.

**For more information: [www.mrcet.ac.in](http://www.mrcet.ac.in)**

**PROGRAMME STRUCTURE****MBA I YEAR I SEMESTER**

Subject Code	Subject Titles	L	T/P	C	Max. Marks	
					INT	EXT
R15MBA01	Management Fundamentals	3	-	3	25	75
R15MBA02	Managerial Economics	3	-	3	25	75
R15MBA03	Financial Accounting and Analysis	3	1	3	25	75
R15MBA04	Research Methodology and Statistical Analysis	3	1	3	25	75
R15MBA05	Organizational Behaviour	3	-	3	25	75
R15MBA06	<u>Open Elective I:</u>					
	1. Business Law and Regulation	3	-	3	25	75
R15MBA07	2. Company Law					
R15MBA08	3. Taxation					
R15MBA09	<u>Open Elective II:</u>					
	1. Business Environment	3	-	3	25	75
R15MBA10	2. International Business					
R15MBA11	3. E-Banking					
R15MBA12	Business Communication & Soft Skills	3	1	3	25	75
	<b>Total</b>	<b>24</b>	<b>3</b>	<b>24</b>	<b>200</b>	<b>600</b>

**MBA I YEAR II SEMESTER**

Subject Code	Subject Titles	L	T/P	C	Max. Marks	
					INT	EXT
R15MBA13	Human Resource Management	3	-	3	25	75
R15MBA14	Financial Management	3	1	3	25	75
R15MBA15	Marketing Management	3	-	3	25	75
R15MBA16	Quantitative Analysis for Business Decisions	3	1	3	25	75
R15MBA17	Production and Operations Management	3	1	3	25	75
R15MBA18	<u>Open Elective III:</u>					
	1. Management Information Systems	3	-	3	25	75
R15MBA19	2. Project Management					
R15MBA20	3. Information Technology Enable Services					
R15MBA21	<u>Open Elective IV:</u>					
	1. Business Ethics and Corporate Governance	3	-	3	25	75
R15MBA22	2. Human Values & Professional Ethics					
R15MBA23	3. Technology & Innovation Management					
R15MBA24	Personal Effectiveness	3	1	3	25	75
	<b>Total</b>	<b>24</b>	<b>4</b>	<b>24</b>	<b>200</b>	<b>600</b>

**MBA II YEAR I SEMESTER**

Subject Code	Subject Titles	L	T/P	C	Max. Marks	
					INT	EXT
R15MBA25	Strategic Management	3	-	3	25	75
R15MBA26	Entrepreneurship	3	-	3	25	75
	Elective-1 (Marketing/Finance/HR/Systems)	3	-	3	25	75
	Elective-2 (Marketing/Finance/HR/Systems)	3	-	3	25	75
	Elective-3 (Marketing/Finance/HR/Systems)	3	-	3	25	75
	Elective-4 (Marketing/Finance/HR/Systems)	3	-	3	25	75
	Elective-5 (Marketing/Finance/HR/Systems)	3	-	3	25	75
	Elective-6 (Marketing/Finance/HR/Systems)	3	-	3	25	75
	<b>Total</b>	<b>24</b>	<b>-</b>	<b>24</b>	<b>200</b>	<b>600</b>

**MBA II YEAR II SEMESTER**

Subject Code	Subject Titles	L	T/P	C	Max. Marks	
					INT	EXT
R15MBA27	Statistical Data Analysis-Case Study	-	3	2	-	100
R15MBA28	Annual Report Analysis-Case Study	-	3	2	-	100
R15MBA29	Business Best Practices-Case Study	-	3	2	-	100
R15MBA30	Innovative Entrepreneurship-Case Study	-	3	2	-	100
R15MBA31	Project Work & Viva-Voce	-	-	16	50	150
	<b>Total</b>	<b>-</b>	<b>12</b>	<b>24</b>	<b>50</b>	<b>550</b>
	<b>Grand Total</b>	<b>72</b>	<b>19</b>	<b>96</b>	<b>650</b>	<b>2350</b>

1. Specializations are offered in the second year MBA programme.
2. Dual specialization system is followed in this college. The student has to choose any two out of the four specializations offered. The specializations do remain the same across the semesters. The four specializations offered are:
  - A). Finance;
  - B). Human Resources;
  - C). Marketing; and
  - D). Information Systems.
3. The courses available under each specialization are given hereunder.
4. From each chosen specialization the student has to select minimum four elective courses in the II year I semester as major and another two elective courses as minor from any of the given specialisations. The elective courses offered under each specialization in each semester are given hereunder.

**Specialization-Wise Elective Courses Offered in the Second Year MBA First Semester****MARKETING ELECTIVE**

Subject Code	Subject Titles	L	C	Max. Marks	
				INT	EXT
R15MBA32	Consumer Behaviour	3	3	25	75
R15MBA33	Sales and Distribution	3	3	25	75
R15MBA34	Integrated Marketing Communications	3	3	25	75
R15MBA35	Services Marketing	3	3	25	75
R15MBA36	Retailing Management	3	3	25	75
R15MBA37	International Marketing	3	3	25	75

**FINANCE ELECTIVE**

Subject Code	Subject Titles	L	C	Max. Marks	
				INT	EXT
R15MBA38	Security Analysis and Portfolio Management	3	3	25	75
R15MBA39	Financial Institutions, Markets & Services	3	3	25	75
R15MBA40	Strategic Investment and Financing Decisions	3	3	25	75
R15MBA41	International Financial Management	3	3	25	75
R15MBA42	Cost & Management Accounting	3	3	25	75
R15MBA43	Financial Derivatives	3	3	25	75

**HR ELECTIVE**

Subject Code	Subject Name	L	C	Max. Marks	
				INT	EXT
R15MBA44	Performance Management	3	3	25	75
R15MBA45	Training & Development	3	3	25	75
R15MBA46	Management of Industrial Relations	3	3	25	75
R15MBA47	Management of Change	3	3	25	75
R15MBA48	Compensation & Reward Management	3	3	25	75
R15MBA49	Leadership	3	3	25	75

**SYSTEMS ELECTIVE**

Subject Code	Subject Name	L	C	Max. Marks	
				INT	EXT
R15MBA50	Business Intelligence	3	3	25	75
R15MBA51	Enterprise Resource Planning	3	3	25	75
R15MBA52	Decision Support Systems	3	3	25	75
R15MBA53	E-Business	3	3	25	75
R15MBA54	Cyber Security	3	3	25	75
R15MBA55	Information System Control and Audit	3	3	25	75

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA01 MANAGEMENT FUNDAMENTALS**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Learning Outcome:**

- The students should be able to learn the history of management and the contributions of important management researchers.
- The students should be able to understand the relevance of environmental scanning, planning and how to take decisions.
- The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

**Unit-I**

**A Brief History of Management:** Classical Theory-Scientific Management, Administrative Theory, Behavioural Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

**Unit-II**

**Creative Problem Solving and Decision Making:** Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze Alternatives and Select the Most Feasible, Plan, Implement the Decision and Control.

Case 1: The Coca- Cola Company (Robert N Lussier page no: 117)

**Unit-III**

**Planning:** Introduction, features of planning, principles of planning, importance of planning, forms of planning guidelines for effective planning, steps in planning process.

Case 2: Dunkin's Donuts (Robert N Lussier page no: 151)

**Unit-IV**

**Organizing and Delegating Work:** Principles of Organizing, Authority, Organizational Design, Job Design, Organizing Yourself and Delegating. Relation between Authority, Power and Influence. Leadership and Trait Theory, Behavioural Leadership Theories, Situational Approaches to Leadership,

Case 3: Hitachi (Robert N Lussier page no: 197)

Case 4: Steve Jobs, Apple (Robert N Lussier page no: 348)

**Unit-V**

**Communication and Controlling:** Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message



Transmission Channels. Organizational and Functional Area Control Systems, Establishing Control Systems.

Case 5: Well Point (Robert N Lussier page no: 384)

Case 6: Chen Clothes Manufacturing (Robert N Lussier page no: 488)

**TEXT BOOK:**

- Robert N Lussier, Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012. For PPT, Case Solutions Faculty may visit: [login.cengage.com](http://login.cengage.com)
- **Journals:** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, HBR.
- **Business Game:** Mikes Bikes – Intro: (Principles of Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.150/- per year-better buy and play).

Mikes Bikes-Intro is a general business simulation game which is designed for the Introduction to business/Principles of Management. This game has been developed to suit students with no prior business experience. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

**REFERENCES:**

- Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
- Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
- V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
- K.Anbuvelan, Principles of Management, University Science Press, 2013.
- Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
- Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.
- Andrew DuBrin, Management Essentials, Cengage Learning, 2012.
- Stephen P.Robbins, Sanghamitra Bhattacharyya, David A. Decenzo, Madhushree Nanda Agarwal, Fundamentals of Management Essential Concepts and Application, 6th Edition, Pearson, 2011.
- Rajeesh Viswanathan, Principles of Management Concepts & Cases, Himalaya Publishing House (HPH), 2010.
- Dr. Vandana Jain, Management Theory & Practice (With case studies), IBH, 2012.
- Sachin S Vernekar, Venkatasubramanian, Preety Wadhwa, Case Studies in Management, HPH, 2012
- R.Sarya Raju, & A.Parthasarathy, Management Text & Cases, PHI,2010.
- Maheswari, Business Organization and Management, IBH, 2011.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA02 MANAGERIAL ECONOMICS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To enable students acquire knowledge to understand the economic environment of an organization.

**Learning Outcome:** Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

**Unit-I**

**Introduction to ME:** Definition, Nature and Scope, ME as an inter-disciplinary, Basic economic principles-The concept of opportunity cost, Production possibility curve, Incremental Concept, Scarcity, Marginalism, Equi-marginalism, Time perspective, Discounting Principle.

Case 1: The objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15)

Case 2: Dabur India Limited Growing Big and Global (Geetika, 2<sup>nd</sup> Edition page no 64)

**Unit-II**

**Theory of Demand:** Demand analysis, law of demand, movement in demand curve, shift in the demand curve, Elasticity of demand, Types & Significance of Elasticity of demand, measurement techniques of Price Elasticity, demand forecasting and its techniques, consumers Equilibrium, cardinal utility approach, indifference curve approach, consumer surplus.

Case 3: Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore page no 195)

Case 4: The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

**Unit-III**

**Production Analysis:** Production function, Production function with one/two variables, Cobb-Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

Case 5: Substitutability between Gasoline consumption and driving times (Dominick Salvatore page no 265)

Case 6: How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278)

**Unit-IV**

**Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.

Case 7: Out Sourcing to India: way to Fast Track (Geetika page no 272)

Case: 8 The Shape of the long –Run Average cost curves in various industries (Dominick Salvatore page no 265)

### **Unit-V**

**Market Structure and Pricing Practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing philosophy

Case 9: Pricing of innovative product (H.Kaushal Macmillan page no 78)

Case 10: Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no 369)

### **TEXT BOOK:**

- H. L. Ahuja, Managerial Economics, S. Chand, 2012
- Yogesh Maheshwari, Managerial Economics, PHI, 2012

### **REFERENCES**

- 'Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
- W.Bruce Allen, Managerial Economics Theory, Applications, and Cases Viva 7<sup>th</sup> Edition 2011.
- Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
- Geetika, Managerial Economics 2<sup>nd</sup> Edition, TMH, 2012,
- G S Gupta, Managerial Economics, 2<sup>nd</sup> Edition, TMH, 2012.
- Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
- A,R.Aryasri: Managerial Economics and Financial Analysis, McGraw-Hill, 2011.
- H Kaushal & L Palsreve , Managerial Economics Macmillan, 2012
- H.Kaushal, Managerial Economics, Macmillan, 2011.
- Managerial Economics 'Craig H.Petersen 4<sup>th</sup> Edition Pearson,2012
- D.N. Dwivedi, Managerial Economics, Vikas, 2012
- Mc Guigam, Moyer, Harris, Managerial Economics, Cengage, 2012
- Mark Hisschey, Managerial Economics, Cengage, 2011.
- D.M.Mithani, Managerial Economics, HPH, 2012.
- Atmanand, Managerial Economics, Excel, 2012.
- Justin Paul, Leena, Sebastian, Managerial Economics, Cengage, 2012
- Ivan PNG Managerial Economics, Routledge, 2013

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY****MBA I-SEM****R15MBA03 FINANCIAL ACCOUNTING AND ANALYSIS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

**Learning Objectives:** To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

**Unit-I**

**Introduction to Accounting:** Importance, Objectives and Principles, GAAP-Accounting Concepts and conventions; Double entry system - recording business transactions - Classification of accounts - Accounting cycle - Users of accounting information

**Unit-II**

**The Accounting Process:** Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Cash Book and other Subsidiary books.

**Unit-III**

**Depreciation:** Concept–Depreciation of Fixed Assets -Methods of depreciation–their impact on measurement of business Accounting–Straight line method, Written down value method (problems).

**Shares and Debentures:** Entries for Issue of shares, forfeiture - Issue of shares at Discount and premium. Issue and Redemption of Debentures

**Unit-IV**

**Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Preparation and analysis of cash flow statement and funds flow statement.

**Unit-V**

**Financial Analysis-II:** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios - Du Pont Chart –Accounting Standards Issued by ICAI-IFRS-Creative-Window Dressing and limitations of financial statements. Accounting Packages: Importance, uses, Introduction to Tally-features.

**TEXT BOOK:**

- Dhanesh K.Khatri "Financial Accounting & Analysis", Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
- **Journals:** Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance.

**REFERENCES:**

- PK Jain and K.L. Narang, Kalyani Publications 2012
- Narayana Swamy, "Financial Accounting & Analysis" PHI, 2012.
- V.Rajasekharam "Financial Accounting & Analysis" Pearson Education, New Delhi, 2012
- Ranjan Kumar Bal: "Financial Accounting & Analysis", S.Chand, New Delhi, 2012
- Maheswari, Financial Accounting, IBH, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA04 RESEARCH METHODOLOGY & STATISTICAL ANALYSIS**

**(Students must read text book along with cases. Faculty are free to choose any other cases)**

**Course Aim:** To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

**Learning Outcome:** Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA programme. They will be able to analyse the data statistically.

**Unit-I**

**Research Methodology:** Introduction-Topic-Review of Literature-Research Gaps-Research Questions-Objectives-Hypotheses-Scope of the study-Period of the study-Sampling Techniques-Data Collection-Primary data –Questionnaire design-Secondary data-Data Analysis-Limitations of the study-Appendix-References

**Unit-II**

**Tabulation, Graphical Presentation of Data:** Histogram, Diagrammatic representation of data: Bar diagram, Multiple Bar diagram, Sub-divided Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median and Mode. Measures of Dispersion: Range, Standard deviation and Variance, Coefficient of variation, Measure of Skewness.

**Unit-III**

**Linear Correlation and Regression Analysis:** Covariance, Pearson's Correlation Coefficient, Scatter plot, Spearman's rank Correlation Coefficient, Regression lines.

**Unit-IV**

**Parametric and Non- Parametric Hypothesis Testing:** Procedure for Testing of Hypothesis, One Sample t-test for the Population Mean, Two Sample t-test for independent Samples, Paired Sample t-test. F-test for two population Variances (Variance ratio test), ANOVA One Way Classification, ANOVA two way Classification, Chi Square test of association, Chi Square test of independence.

**Unit-V**

**Time Series and Data Analysis:** Fitting a trend line to a time series, Method of least Squares and Method of Moving Averages, Measure of Seasonal Variation.

**TEXT BOOK**

- Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.

**REFERENCES:**

- J.K.Sharma" Business Statistics-Problems and Solutions" Pearson, 2010.
- P N Arora" Comprehensives Statistics Methods" S. Chand, 2012.
- Sharma" Business Statistics" Pearson, 2012.
- Priti R Majhi, Praful K Khatua, Research Methodology, HPH, 2013
- Donald R Cooper et. al., Business Research Methods, TMH, 11/e 2013.
- Zikmund, Business Research Methods, Cengage, 2012.
- S C Gupta, "Fundamentals of Statistics", HPH, 2012
- C B Gupta " An introduction to Statistical Methods" Vikas, 2012
- S L Gupta 'Business Research Methods" TMH, 2012.
- Pannerselvam" Research Methodology" PHI, 2012.
- Ranjit Kumar "Research Methodology" Sage, 2012.
- R P Hooda "Statistics" Vikas, 2012
- Newbold" Statistics for Business and Economics" Pearson, 2012.
- Levin, Rubin, Rastogi & Siddiqui, "Statistics for Management" Pearson, 2013
- Mukul Gupta & Deepa Gupta "Research Methodology" PHI, 2013.
- Bhardwaj : Mathematics and Statistics for Business, Excel, 2013.
- Uwe Flick, Introducing Research Methodology, Sage, 2011
- David M Levine, Stephen, Kathryn A Szabat, Statistics for Managers, PHI, 2013
- Wayne I Winston, Excel Data Analysis and Business Modeling, PHI, 2013
- Derek, L Waller, Statistics for Business, Routledge, 2013.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA05 ORGANISATIONAL BEHAVIOUR**

**(Students must read text book along with cases. Faculty are free to choose any other cases)**

**Course Aim:** To understand the dynamics of organizational behaviour.

**Learning outcome:** To understand how employees behave in organizations. Students should be able to correct their individual behaviour and group behaviour. They will also be able to motivate and lead employees towards achievement of organizational mission and objectives.

**Unit-I**

**Nature and Importance of Organizational Behaviour:** Foundation of OB; Conceptual Model for O.B. –Organization System in Global Environment – Importance of Interpersonal Skills, Challenges & Opportunities for OB, Developing OB. Model – Approaches to O.B.

Case 1: Work Force Diversity

**Unit-II**

**Individual Behaviour** – Diversity – Biographical Characteristics Ability – Implementing Diversity Management – Strategies – Attitudes & Job Satisfaction, Personality – Theories of Personality – Perception – Process of Perception – Perception & Individual Decision Making – Motivation from concepts to Applications.

**Unit-III**

**Group Behaviour** – Foundations of Group Behaviour – Defining and Classifying Groups – Stages of Group Development – Group Properties – Roles – Norms – Status, Size and Cohesiveness – Group Decision Making – Understanding Work Teams – Types of Teams – Creating Effective Teams.

**Unit-IV**

**Leadership and Motivation Theories:** Leadership Theories – Challenges to Leadership Construct – Finding and Creating Effective Leaders – Power & Politics. Maslow's Hierarchy of Needs, Two- factor theory of Motivation, Alderfer's ERG theory, McClelland's need based Motivational Model.

**Unit-V**

**Foundation of Organizational Structure:** Conflicts & Negotiations – Organization Structure – Organization Change & Stress Management – Self Management – Managing Careers.

Case 2: Boundary less Organization (Stephen P. Robbins page no 529)

Case 3: The Stress of Caring (Stephen P. Robbins page no 595)

Case 4: Organizational Behaviour ABC.

Case 5: Understanding Market Research Company (Stephen P. Robbins)

Case 6: Team Management: The Leo Burnett Company Virtual Team Management (Gerard H.Seijts Page no 161)

**TEXT BOOK:**

- Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson 14th Edition, 2012.
- **Journals:** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI; Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**REFERENCES FOR CASES:**

- Mirza S Saiyadain, Cases in Organizational Behavior , TMH,2011
- Gerard H.Seijts, Cases in Organizational Behavior, Sage,2008.
- Dr. Anjali Ghanekar, Organizational Behaviour Concepts & Cases, Everest, 19<sup>th</sup> Edition, 2013.
- Nelson, Quick and Khandelwala, ORGB, 2/e, Cengage, 2012.

**REFERENCES:**

- P.G. Aquinas: Organizational Behaviour Concepts, Realities, Application & Challenges, 2<sup>nd</sup> Edition, Excel Books 2012.
- Laurie Mullins, "Management and Organizational Behaviour", Pearson, 2013.
- Fred Luthans, Organizational Behaviour, 12th Edition, TMH, 2013.
- Nelson, ORGB, Cengage, 2nd Edition, 2012.
- Chandra Sekhar Dash, "Organizational Behaviour" International Book House, 2013.
- Jennifer M George, Gareth R Jones "Understanding and Managing Organizational Behaviour" Pearson, 2009.
- Moorhead, Griffin "Managing Organizational Behaviour" Cengage, 2013.
- K Aswathappa, "Organizational Behaviour" HPH, 2012
- Sushma Khanna "Udai Pareek's Understanding Organizational Behaviour" Oxford, 2012.
- Avinash K Chitale, Rajendra Prasad Mohanty, Nishith Rajaram Dubey, "Organizational Behaviour" PHI, 2013.
- Dr. Mousumi S Bhattacharya : Emotional Intelligence, Excel, 2013.
- Richard Pettinger, Organizational Behaviour – Performance management in practice, Routledge, 2011.
- Jai B.P.Sinha, Culture and Organizational Behaviour, Sage, 2008.



**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA06 BUSINESS LAW AND REGULATION**

**(Students must read text book along with cases. Faculty are free to choose any other cases)**

**Course Aim:** The aim of this course is to enable students understand legal and regulatory framework for doing business in India.

**Learning Outcome:** After going through the text and case lets in terms of various court judgments, the students should be able to understand the formalities involved in incorporating a company and the nuances related to the Law of Contract. The student will also be able to know the implications of direct and indirect taxes, negotiable instruments Act and also about the cyber laws.

**Unit-I**

**Law of Contract:** Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Contracts-II: Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

**Unit-II:**

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,

**Unit-III**

Discharge of Parties. Direct and Indirect Tax: Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment year –Assesses, Gross Total Income, Procedure for advance payment of tax and tax deducted at source. Assessment procedure. Consumer Protection Act 1986, Definitions, Nature and Scope of remedies available to the consumers, Basic concepts of VAT

**Unit-IV**

Cyber Crime and the Legal Landscape-the world-Why do we need cyber laws in the Indian context-Indian IT act-challenges to Indian Law and cyber crime scenario in India. (Refer Nina Godbole & Sunit, Foreign Investment Promotional Board (FIPB), FDI in E-commerce and Retail, Entry-related issues.

**Unit-V**

Companies Act, 1956: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

**TEXT BOOK:**

- RSN Pillai, Bagavathi, Business Law, S.Chand, 2013.

**REFERENCES:**

- K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
- Akhileshwar Pathak: Legal Aspects of Business, TMH, 4/e, 2013.
- Nina Godbole & Sunit Belapure “Cyber Security” Wiley India 2012.
- Ravinder Kumar “Legal Aspects of Business”, 2nd Edition Cengage Learning, 2012.
- Kuchal: Business Law, Vikas, 2011
- Tulsian: Business Law, TMH, 2012.
- S S Gulshan, Business Law, 4<sup>th</sup> edition, Excel Books, 2012
- S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.
- C L Bansal, Business and Corporate Laws, Excel Books, 2011.
- Tejpal Sheth, Business Law, Pearson, 2012
- P.K.Padhi, Legal Aspects of Business, PHI, 2013
- Satish B Mathur, Business Law, TMH, 2012

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA07 COMPANY LAW**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The course is designed to understand the formation, management and activities of the companies. This course aims to impart the students, the corporate management, control, possible abuses, the remedies and government regulation of corporate businesses.

**Learning Objective:** The students can learn how to incorporate a company, its consequences, management, control of companies. They get exposure to overall company affairs.

**Unit-I**

**Introduction:** Nature and form of business enterprise; types of business enterprises; Company: Meaning, Definition and Nature. Historical development of corporate concepts; Emergence of Principles of Limited Liability and Development of Company Law in India. Concept of corporate personality; Corporate Veil and its lifting. Working and Administration of Company Law.

**Unit-II**

**Incorporation and its Consequences:** Types of Companies and their Incorporation; Memorandum and Articles of Association and their alteration; Registered Office; Publication of Name; Commencement of Business; Effect of Incorporation. Re-registration and registration of Unregistered Joint-Stock Companies. Promoters: Meaning and Importance; Position, Duties and Liabilities.

**Unit-III**

**Management and Control of Companies:** Directors: Appointment/Re-appointment, Qualifications, Disqualifications, Remuneration, Vacation of Office, Retirement, Resignation and Removal; Loans to Directors; Powers and Duties; Office or place of profit; Role of Directors; Contracts in which directors are interested. Managing and Whole-time Directors and Manager.

**Unit-IV**

**Meetings of Directors and Committees:** Frequency, Convening, and Proceedings of Board/Committee Meetings; Tele and Video conferencing of Board/Committee(s); Resolution by Circulation; Minutes and Evidence. General meetings: Kinds of Meetings; Law, Practice and Procedure relating to convening and proceedings at general and other meetings – notice, quorum, proxy, voting including voting through electronic means, resolutions, circulation of member's resolution

**Unit-V**

**Company Secretary:** Appointment, Role and Responsibilities; Company Secretary as a principal officer. Company Secretary as a Key Managerial Personnel

**TEXT BOOKS:**

- Dr. G. K. Kapoor, Company Law and Practice, Taxman Publications
- Dr. G. K. Kapoor, Company Law, Taxman Publications
- Karn Gupta, Company Law, Lexisnexis

**REFERENCES:**

- C L Bansal, Business and Corporate Laws, Excel Books, 2011.
- Akhileshwar Pathak: Legal Aspects of Business, TMH, 4/e, 2013.
- Ravinder Kumar “Legal Aspects of Business”, 2nd Edition Cengage Learning, 2012.
- K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley India 2012.
- Kuchal: Business Law, Vikas, 2011
- Tulsian: Business Law, TMH, 2012.
- S S Gulshan, Business Law, 4<sup>th</sup> edition, Excel Books, 2012
- S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.
- Tejpal Sheth, Business Law, Pearson, 2012
- P.K.Padhi, Legal Aspects of Business, PHI, 2013
- Satish B Mathur, Business Law, TMH, 2012

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA08 TAXATION**

(Students must read text book. Faculty are free to choose any other cases)

**Learning Objectives:** To gain knowledge of current taxation and auditing practices and procedures and apply them in auditing engagements. To develop ability to solve cases relating to taxation and audit engagements.

**Unit-I**

**Income Tax Act:** Introduction - Definition: Assessee, Person, Assessment year, Previous year, Average rate of Income Tax, Casual Incomes, Charitable purpose, Permanent Account Number, Agricultural income and its assessment

**Unit-II**

Heads of Incomes: Salaries, Income from house property, Profits and gains, Business or Profession, Capital gains, Income from other sources. Exempted Income: Incomes fully exempt and income partially exempt. Collection of Tax: Tax deducted at source Advance payment of tax Refund of tax. Income Tax Authorities and their powers: Search & Seizure.

**Unit-III**

Business tax procedures: Sales Tax Act, Value Added Tax.

**Unit-IV**

**Introduction of Auditing:** Basic Concepts of Auditing, Distinction between Investigation and Auditing, Classification of Audits, Difference between Government Audit and Commercial Audit, Advantages of Audit, Limitations of Audit.

**Unit-V**

**Company Auditor:** Qualifications, Appointment, Removal, Power, Duties and Responsibilities. Auditors Report Basic elements of Audit report, kinds of audit report, specimen of clean report, and specimen of qualified report.

**SUGGESTED READINGS:**

- Gupta R.R., Gupta R.S., Income Tax Law and Practice, Agra Book Store, Agra
- Bhagawati Prasad, Law and Practice of Income Tax In India, Navman Prakashnan, Aligarh.
- Sukumar Bhatt, Indian Income Tax Law and Practice, Wadhwa & Co., Agra.
- Vinod.K. Singh, Direct Taxes Law & Practice, Taxmann Publications (P) Ltd., Delhi.
- Ambujam Venkataraman, Income Tax Digest of Supreme Court Cases, A.N. Aiyar's Company Law, Institute of India (P) Ltd., Madras.
- Bhatnagar K, Digest of Income Tax Cases (Vol.1 to 4), Central Law Agency, Allahabad.
- Auditing ( N.D. Kapur)

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA09 BUSINESS ENVIRONMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** Aim of this course is to make students understand different types of business environments they should review before taking managerial decisions.

**Learning Outcome:** After reading the text book & cases related to the syllabus and business news, papers like Business Standard, Economic Times, and Business Line, students should be able to, understand the issues related to the industrial policy and regulation and their amendments from time to time. They will also understand the terminology of the planning commission and Union Budget. The knowledge gained by the students on capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act will be useful for them to take decisions to ensure growth and sustainability of the organizations.

**Unit-I**

**Introduction:** Business Environment, Nature, Composition and Scope of Business Environment-Its Impact on different kind of Business Decisions, Economic Growth and Economic Development, National Income: Definition, Analysis and its Important Components.

**Unit-II**

**Economic Policies:** Industrial Policy, Fiscal Policy, Latest Union Budget- Reforms Undertaken- Role of Government. Monetary Policy: Basic Concepts, Banking Sector Reforms.

Case 1: Indus (Budget Game), (Justin Paul, page no.179)

Case 2: Prof Tom and Monetary Policy, (Justin Paul. Page no.200)

**Unit-III**

**Capital Markets, SEBI, RBI:** Capital Market Institutions, Stock Indices, Derivatives Market, Global and Indian Scenario, Role of SEBI and RBI.

Case 3: The Great Fall (Scam of 2001): A Case of Stock Exchange and SEBI, (Dr. Vivek Mittal, page no.661)

Case 4: Investment Return from Indian Stock Market – Bombay Stock Exchange (BSE), SENSEX, (Justin Paul, page no.252)

**Unit-IV:**

**India's Trade Policy:** Policy changes and Issues, sector wise trade policies- recent developments- GATT- WTO- agreements and implications. Disinvestment: Meaning and its Policy with regard to Public sector, Multi-National Companies and FDI.

Case 5: Water Thief, (K. Aswathappa, page no.59)

**Unit-V:**

**EXIM policies & FEMA:** India's new EXIM policy, legal framework, initiatives, BOP, FEMA, Liberalisations, Privatisation and Globalisation and its impact on Indian Economy.

Case 6: RBI Slapped Rs. 125 Crore on Reliance Infrastructure. A Case Study on FEMA, (Dr. Vivek Mittal, page no.655)

Case 7: China as an Export Base, (David W. Conklin, page no.574)

**TEXT BOOK:**

- Justin Paul “ Business Environment: Text & Cases” TMH,3/e,2012.
- Journals: Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

**REFERENCES:**

- Dr.Vivek Mittal “Business Environment: Text & Cases” Excel Books, 2011.
- Rajkumar “International Business Environment: Text & Cases” Excel Books, 2012.
- K.Ashwathappa “Essentials of Business Environment: Text, Cases& Exercises” HPH, 2011.
- Francis Cherunilam “Business Environment: Text & Cases”HPH, 2012.
- David W Conklin “Cases in the Environment of Business” Sage, 2009.
- Misra and Puri, “Indian Economy” 30E, Himalaya Publishing, 2012.
- K.Aswathappa-Essentials of Business Environment -11th Edition –HPH-2011.
- Misra and Puri “Economic Environment of Business”, 7th Edition, HPH,2012.
- Palle Krishna Rao, “WTO Text & Cases”, PSGIM, Coimbatore, 2009.
- A.C.Fernando-Business Environment -1st Edition-Pearson-2011.
- Pailwar, Economic Environment of Business, PHI, 3/e, 2012.
- Joshi & Kapoor, Business Environment, Kalyani Publishers,2012
- Justin Paul, Business Environment, TMH, 2010

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA10 INTERNATIONAL BUSINESS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To enhance the understanding of the dynamics of interactions between individual and the organization. To facilitate a clear perspective to diagnose and effectively handle human behaviour issues in Organizations.

**Learning Objectives:** To develop greater insight into their own behaviour in interpersonal and group, team, situations.

**Unit-I**

**Introduction:** International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

**Unit-II**

**International Trade and Investment:** Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

**Unit-III**

**International Strategic Management:** Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

**Unit-IV**

**Production, Marketing, Financial and Human Resource Management of Global Business:** Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange – rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

**Unit-V**

**Conflict Management and Ethics in International Business Management:** Disadvantages of international business – Conflict in international business- Sources and types of conflict –



Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

**REFERENCES:**

- Charles W.I. Hill and Arun Kumar Jain, International Business, 6<sup>th</sup> edition, Tata Mc Graw Hill, 2009.
- John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
- K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
- Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.
- Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
- Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA11 E-BANKING**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To inculcate the theory and practices of Indian banking in comparison to foreign banking services.

**Learning Objectives:** The student will know the history of banking industry in India and modernisation of banking- various services rendered by banking industry in India and abroad.

**Unit-I**

**Introduction to Banking:** History of Indian Banking Industry as a service Industry. Types of Banks and Banking Services in India-The Economic Policy and Monetary policy of RBI-its implications with regard to changing scenario in Banking Services.

**Unit-II**

**E-Banking:** Definition and Meaning of E-Banking, Various services of E-Banking, History of E-Banking. Internet Banking-ATM-Tele Banking-Smart Card-Debit and Credit Card, E-Cheque and other forms of E-Banking.

**Unit-III**

**E-banking Scenario:** Scenario-Strategies-transactions-trends-Indian Experiences in E-Banking Services. Indian Banking vs. Foreign Banking.

**Unit-IV**

**Computerisation of Banks in India:** Issues-Events-Challenges Faced in Computerisation-Role of the RBI in modernisation of Banks in India-Recommendations of Various Committees.

Case 1: ICICI Bank as a pioneer of E-Banking

**Unit-V**

**Challenges of E-Banking:** E-Banking Revolution-Regulations-Looking a Head-Conclusion and suggestions.

**TEXTBOOKS:**

- Vasanth Desai, Banking Theory and Practice, Himalaya Publishing House (HPH),
- D. Muralidharan, Modern Banking Theory and Practice, 2<sup>nd</sup> Edition, PHI
- BML Nigam, Banking Theory and Practice, Konark Publications
- E. Gordon and K. Natarajan, Banking Theory, Law and Practice, HPH, 2014
- RBI Publications
- Monthly Reviews of SBI and Other Public Sector Banks
- Prof. M. Narasimham Committee Recommendations on Financial Sector Reforms 1991.
- Jankiraman Committee Recommendations on Banking scams.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA I-SEM**

**R15MBA12 BUSINESS COMMUNICATION & SOFT SKILLS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** Aim is to enable students understand how to write business letters and improve written communication.

**Learning Outcome:** At the end of the course, students will be enabled with the following skills.

- a. English language skills for effective written business communication ('s).
- b. Will be able to understand how to write project report.

**Unit-I**

Features of Indian English -Correction of sentences - Structures - Tenses – Importance of written business communication. Five main stages of writing business messages.

**Unit-II**

Introduction to Business correspondence, business letter writing, kinds of business letters, effective business correspondence, common components of business letters, strategies for writing the body of a letter, business emails.

**Unit-III**

Technical presentations - types of presentation – video conferencing - participation in meetings - Formal and informal interviews

**Unit-IV**

Introduction to Business Reports, steps in writing a routine business report, parts of report, corporate reports, business proposals.

**Unit-V**

Career building, understanding yourself, setting a career goal, job search/ looking at various options, preparing your resume, resume formats, traditional, electronic, and video resumes, online recruitment process, write your resume to market yourself, basics of personal interview.

**REFERENCE BOOKS:**

- Lesikar: Basic Business Communication, TMH, 2009
- David Irwin: Effective Business Communications, Viva-Thorogood, 2009.
- Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi.
- Sehgal:Business Communication, Excel, 2009
- Sherfeild: Developing Soft skills-Pearson Education-2009.
- Krishnamachryulu, Lalitha Ramakrishnan: Business Communication, HPH, 2009
- Raymond V. Lesikav; John D. Pettit Jr.; Business Communication; Theory & Application, All India Traveller Bookseller, New Delhi-51.
- GRE & TOEFL, Kalpan and Baron's, Kalpan Publishers, 2009.
- Business English Dictionary, Pearson, 2009.
- Murphy: Effective Business communication, 7/e, TMH, 2009.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA13 HUMAN RESOURCE MANAGEMENT**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

**Learning Outcome:** Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

**Unit-I**

Introduction of HRM: Introduction to HRM—Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work— Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System's – Labour Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRLS India.

Case 1: Social Surveyors in Flood-hit Areas (Gary Dessler page no 160)

Case 2: Finding people who are passionate about what they do (Gary Dessler page no 195)

Case 3: HR, Culture and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35)

Case 4: Religious Accommodation (Robert L Mathis P. No. 118)

Case 5: Mitsubishi Believes in EEO- Now (Robert L Mathis P. No. 119)

**Unit-II**

Recruitment and Placement: Basics of Job Analysis – Methods for Collecting Job Analysis Information—Job Descriptions—Job Satisfaction—Job Enlargement, Job Enrichment, Job Rotation, HRP—Recruitment & Selection Process—Planning & Forecasting—Sources of Recruitment—Recruitment of Diverse Work Force—Employee Testing & Selection—Basic types of Interviews—Errors in Interviews – Translating Strategy into HR-Policies & Practices.

Case 6: Reinventing the wheel at apex door Company (Gary Dessler page no 309)

Case 7: Xerox Focuses on HR (Robert L Mathis P. No. 79)

Case 8: where do you find the Bodies? (Robert L Mathis P. No. 79)

Case 9: The Reluctant Receptionist (Robert L Mathis P. No. 159)

Case 10: Accenture – Retaining for Itself (Robert L Mathis P. No. 193)

Case 11: Recruiting at Kia (Robert L Mathis P. No. 231)

Case 12: Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267)

**Unit-III**

Performance Appraisal and Training & Development of Employees—Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program – Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs .

Case 13: Training Crucial for Hotels (Robert L Mathis P. No. 307)

Case 14: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393)

Case 15: Just Another Job (Robert L Mathis P. No. 647)

Case 16: The Dilemma Within (Robert L Mathis P. No. 667)

Case 17: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671)

Case 18: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

#### **Unit-IV**

Compensation – Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

Case 19: Salary inequities at ACME Manufacturing (Gary Dessler page no 429)

Case 20: HR Contributes at CSSCO (Robert L Mathis P. No. 36)

Case 21: Compensation changes at JC Penny (Robert L Mathis P. No. 435)

Case 22: Benefiting Connie (Robert L Mathis P. No. 507)

#### **Unit-V**

Employee Relation – Labour Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

Case 23: The New Safety and Health Program (Gary Dessler page no 623)

Case 24: Full Disclosure on Sex Offenders? (Robert L Mathis P. No. 231)

Case 25: Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

#### **TEXT BOOK:**

- Gary Dessler, “Human Resource Management”, 12<sup>th</sup> Edition, Pearson- 2012.
- Journals : Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

#### **REFERENCES FOR CASES:**

- Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective”, Cengage Learning 2012.
- Shyamkant Gokhale “Personal Management”, Everest, 2012.
- Dr.M.A.Kahok, Illustrated Case Studies in Indian Management , Everest Publishing House, 2012.
- Ravi Dharma Rao, HRM Case Studies, Excel, 2013.
- Saiyadain. Mirza, Cases in OB & HRM, TMH, 2011.

#### **REFERENCES:**

- C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
- K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
- Dennis R. Briscoe et al, International HRM, Routledge, 2013.
- Dr. Anjali Ghanekar, “Essentials of Human Resource Management”, Everest, 2010.
- Indranil Mutsuddi, “Essentials of Human Resource Management”, Newage, 2011.
- Wayne.F.Cascio, Ranjeet Nambudiri, “Managing Human Resource Management”, 8<sup>th</sup> Edition, TMH, 2010.
- Seema Sanghi, “ Human Resource Management” Macmillan, 2012
- Narendar Singh, “Human Resource Management”, Colonel (Dr.) Laxmi Publication, 2011.
- Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
- Uday Kumar Haldar, Juthika Sarkar, “ Human Resource Management”, Oxford, 2012
- Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.
- V S P Rao, “ Human resource Management Text and Cases”, Excel Books,2011
- R.Wayne Mondy, “Human Resource Management” Pearson, 2009.
- Chris Rowley and Keith Jackson, Human Resource Management, Routledge,2011

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA14 FINANCIAL MANAGEMENT**

**(Students must read text book. Faculty is free to choose any other cases)**

The students need Discounting Table and Annuity tables for the examination

**Course Aim:** To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

**Learning Outcome:** Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the availability of timely, relevant and reliable financial and nonfinancial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

**Unit-I**

**The Finance Function:** Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money –Future Value and Present value and the basic valuation model.

**Unit-II**

**The Investment Decision:** Investment decision process - Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost of capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**Unit-III**

**Capital Structure Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

**Unit-IV**

**Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-

splits, Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of GORDON, WALTER and LITNER. 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. Planning of working capital, Financing of working capital through Bank finance and Trade Credit – Recommendations of Tandon and Daheja Committee on Working Capital. Cases.

#### **Unit-V**

**Management of Current Assets:** Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives; Management of receivables and Management of inventory- The importance of current assets management in working capital planning. Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers; Financial evaluation of Mergers.

#### **TEXT BOOK:**

- IM Pandey, Financial Management, 10th Edition, Vikas, 2013.
- Journals: Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance.

#### **REFERENCES:**

- M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6<sup>th</sup> Edition, TMH, 2012.
- P.C.Tulsian,C.A. Bharat Tulsian , “Financial Management”, S.Chand Publications,2012
- Prasanna Chandra, “Financial Management Theory and Practice”, 8<sup>th</sup> Edition, TMH, 2012
- Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers ,2012
- Rajiv Srivastava, Anil Mishra , Financial Management” Oxford University Press, New Delhi, 2012
- James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012 .
- IM Pandey, Cases in Financial Management, TMH 2/e 2012

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA15 MARKETING MANAGEMENT**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** Aim is to understand the basic marketing concepts through case studies.

**Learning outcome:**

- a. By reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management.
- b. They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

**Unit-I**

**Introduction to World of Marketing:** Importance, scope of Marketing, Core Marketing Concepts, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

- Case 1: Bata (Rajendra.P Maheshwari page no: 03)
- Case 2: Mahindra Scooters (Arun Kumar page no: 89).
- Case 3: Ready Meal Manufactures (Adrian palmer, page no: 70).
- Case 4: Santoor –(lamb Hair– page no: 238).

**Unit-II**

**Analyzing Marketing Opportunities, Customer Value and Marketing Mix :** Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behaviour – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

- Case 5: Small New Phones (Adrian palmer- page no: 296).

**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.

- Case 6: (Segmentation) Zee TV (lamb, Hair page no: 212).
- Case 7: (Targeting) Kellogg's (lamb, Hair page no: 300)
- Case 8: (Positioning) Nimbooz (S. Neelamegham page no: 225).
- Case 9: (Positioning) Dalda (Arun Kumar page no: 195).

**Unit-IV**

**Distribution Decisions, Promotion & Communication Strategies:** Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products,



business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, communication promotion mix, factors affecting the promotion mix

- Case 10: Nano Car (Iamb, Hair – page no: 52)
- Case 11: Hero Motor Corp (Iamb, Hair Page no: 446)
- Case 12: Avon Cosmetics (Iamb, Hair Page no: 497).
- Case 13: Eureka (Arun – Page no: 711).
- Case 14: Home Shop (Arun – page no: 639).

### **Unit-V**

Pricing Decisions & 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, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing.

- Case 15: Coca Cola (Iamb, Hair – page no: 112).
- Case 16: Akash Tablet (Iamb, Hair – page no: 557).
- Case 17: Nokia (Neelamegham page no: 645).
- Case 18: Beer Marketing (Adrian palmer page no: 529)

### **TEXT BOOK:**

- Marketing Management Text and cases-Indian context by Tapan K Panda

### **REFERENCES FOR CASES:**

- Arun kumar & N. Meenakshi: Marketing Management, Vikas, 2012.
- Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.
- Prof. M.V. Kulkarni, practical solutions to cases in marketing management, 19<sup>th</sup> Everest Publishing House, 2012.
- Adrian Palmer: Introduction to Marketing, Theory and Practice, 2<sup>nd</sup> Edition, Oxford, 2011.
- Dilip M. Sarwate, Indian cases in Marketing Management, Everest publishing house, 2012.
- S. Neelamegham, Marketing in India text & cases 4th edition, Vikas, 2013.

### **REFERENCES:**

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
- Ramaswamy Namakumari, "Marketing Management", TMH 5th Edition 2013.
- Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2013.
- Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, principles of marketing, south Asian perspective, 13/e edition, Pearson Education, 2012.
- K.Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya Publishing House, 2012.
- Rajan Saxena: Marketing Management, 4/e, TMH, 2013
- Sidharth Balakrishna, Case studies in Marketing, Pearson, 2011.
- Czinkota Kotable "Marketing Management" Indian Edition, Cengage learning, 2012.
- S.A.Sherlekar, R.Krishnamoorthy, Marketing Management concept and cases, HPH, 2012.
- Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.
- Maheswari, Principles of Marketing, IBH, 2012.
- Rajendra P.Maheswari, Marketing Management (Text & Cases) an Indian Perspective, IBH, 2013.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA16 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Learning Outcome:** The Course covers origin and application of OR, Linear Programming, Decision Theory, Game theory and PERT & CPM. These concepts help the student in taking decisions for business.

**Unit-I**

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, 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, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method, simplex method, two phase method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP.

**Unit-III**

**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, Variation Transportation, and Problems like unbalanced Supply and demand, Degeneracy and its resolution.

**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.

**Unit-IV**

**Game Theory:** Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.

**Decision Theory:** Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

**Unit-V**

**P.E.R.T. & C.P.M:** Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.

**TEXT BOOK:**

- J.K. Sharma, "Operations Research: Theory and applications, 5<sup>th</sup> Edition, McMillan, 2013.
- V.K.Kapoor, "Operations Research: Quantitative Techniques for Management", Sultan Chand & Sons, 2013.

**REFERENCES:**

- Anand Sharma, " Quantitative Techniques for Decision Making", HPH, 2010
- L C Jhamb, Quantitative Techniques, Everest, 2012.
- R. Pannarselvam : Operations Research, PHI, 3<sup>rd</sup> revised edition, 2012
- Prem Kumar Gupta "Introduction to Operations Research" S.Chand, 2012.
- C.R. Kothari, Quantitative Techniques, 3rd revised edition, Vikas, 2012.
- Hillier / Lieberman: Introduction to operations research, 9<sup>th</sup> edition, TMH, 2012.
- Hamdy A Taha : Operations Research: An Introduction, 9<sup>th</sup> Edition, Pearson, 2013.
- Pradeep Prabhakar Pai: Operations Research : Principles and Practice, 1<sup>st</sup> edition, Oxford University Press, 2012.
- A M Natarajan, P Balasubramani, A Tamilarasi, "Operations Research" Pearson, 2012.
- M P Gupta, R B Khanna, "Quantitative Techniques for Decision Making" PHI, 2011.
- Anitha H S: Operations Research, Excel, 2013.
- N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.
- Anderson, Sweeney, Williams, Camm & Martin, Quantitative Methods for Business, 2013
- Mik Wisniewski, Quantitative Methods, Pearson, 2013

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA17 PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Aim:** The course aims to introduce concepts of production and operations management in an organization and expose to analytical methods.

**Learning Outcome:** The students will be able to understand operations management, product & process design, analysis, plant location, layout, Scheduling and Material Management.

**Unit-I**

**Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow 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**

**Product & Process Design and Analysis:** Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design-Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design- Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering – History of Value Analysis/Value Engineering, When to Apply Value Analysis, Function, Aims, Value Engineering Procedure, Advantages and Application Areas. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.

**Unit-III**

**Plant Location & Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi-facility Location Problems – Model for Multi-facility Location Problem, Method of Transformation, Model to Determine X- Coordinates of New Facilities, Model to Determine Y-Coordinate.

**Plant Layout-** Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures.

**Unit-IV**

**Scheduling:** Introduction, Johnson's 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-V**

**Materials Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Control- Inventory Decisions, Costs Trade Off. Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Purchasing Management, Stores Management – Incoming Materials Control, Store Accounting, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

**TEXT BOOK:**

- Panneerselvam “ Production and Operations Management” PHI,2012
- Journal: Udyog Pragati: The Journal for Practising Managers, NITIE, Mumbai. SAGE.

**REFERENCES:**

- H.Kaushal, Production / Operations Management, Case Study Solutions, MacMillan, 2012.
- Ajay K Garg, Production and Operations Management, TMH, 2012
- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
- Danny Samson “Operations Management: Integrated Approach”Cambridge, 2012.
- Kenneth K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
- Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
- Prof. L.C. Jhamb: Production Operations Management, 18th edition, Everest Publishing House, 2013.
- J.K, Sharma: Operations Research, Macmillian, 2013.
- Richard B. Chase, Ravi Shankar, Operations and Supply Management 12th Edition, TMH, 2010.
- K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012.
- Scott,T. Young, Essentials of Operations Management, SAGE, 2009.
- Normen Gaither & Greg Frazier, Operations Management, Cengage, 2012

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA18 MANAGEMENT INFORMATION SYSTEMS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

**Learning Outcome:** After going through the cases in the text and other references, by the end of this course the students will understand the MIS concepts its applications.

**Unit-I**

**Introduction:** MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage. IT: Operating Systems-Languages-Packages-Reporting Tools.

Case 1: MIS at Narayana Labs Ltd.

Case 2: Siba International and Functional Information System.

Case 3: Sigma Industries Limited (SIL)

**Unit-II**

**Business Applications of Information Systems:** DBMS: Introduction and Features. E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

Case 4: Knowledge Management Systems at Anil Consultancy.

**Unit-III**

**Management of IS:** Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control. ITES: Need and significance

Case 5: Planning of IS at Anoop & Company.

Case 6: Apollo Hospitals.

Case 7: Implementation of OLT at Deep College of Management and Technology.

Case 8: Effectiveness of MIS: A Case Study.

**Unit-IV**

**Building of Information Systems:** System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

Case 9: System requirement specification: An illustrate case.

Case 10: MIS at XYZ Bank.

Case 11: Purchase order system: application case study.

## **Unit-V**

**Introduction to Cyber Crime:** Cyber Crime Definition and origin of the word, cyber crime and information security, who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber crimes and Indian ITA 2000,Global perspective on cybercrime-Cybercrime era.(Refer: Nina Godbole et al)

### **TEXT BOOK:**

- D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3<sup>rd</sup> Edition, 2010.

### **REFERENCE:**

- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley India 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.
- A K Gupta, Sharma “Management of Systems” Macmillan, 2012.
- Sandra Senf “Information Technology Control and Audit” 3e, CRC Press, 2012.
- Arpita Gopal, MIS for Strategic Business Processes, Excel, 2009.
- Joseph P T, E-Commerce, an Indian Perspective, PHI, 2012
- Laudon & Laudon, Management Information Systems, Pearson, 2013
- Sanjay Mohapatra, Cases in Management Information Systems, PHI, 2011
- Nirmala Bagchi, Management Information Systems, Vikas,2012
- Aman Jindal, Management Information System, Kalyani, 2010
- Murthy, Management Information System, Himalaya, 2013
- Effy oz, Management Information Systems, Cengage, 2010
- O Brien, Marakas, Behl, Management Information Systems, TMH, 2010
- Kelkar, Management Information Systems, PHI, 2012
- Rajaraman, Information Technology, PHI, 2013

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA19 PROJECT MANAGEMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To lay an important foundation to students in managing projects with special focus on every phase such as project planning, execution, monitoring and evaluation.

**Unit-I**

**Basics of Project Management:** Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles

**Unit-II**

**Project Identification and Selection:** Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point. Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)

**Unit-III**

**Organisational Structure and Organisational Issues:** Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management.

**Unit-IV**

**Project Performance Measurement and Evaluation:** Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects.

**Unit-V**

**Project Execution and Control:** Introduction, Project Execution, Project Control Process, Purpose of Project Execution. Project Management Software: Introduction, Advantages of Using Project Management Software, Common Features Available In Most of the Project Management Software, Illustration

**REFERENCES:**

- Clifford F Gray, Erik W Larson, "Project Management-The Managerial Process" Tata Mcgraw-Hill Publishing Co Ltd
- Jack Meredith, Samuel J. Mantel Jr. "Project Management- A Managerial Approach" John Wiley and Sons
- John M Nicholas "Project Management For Business And Technology" Prentice Hall Of India Pvt Ltd
- James P Lewis "Project Planning, Scheduling And Control" Tata Mcgraw-Hill Publishing Co Ltd



**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA20 INFORMATION TECHNOLOGY ENABLE SERVICES**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The aim of the subject is to develop quality manpower in IT sector by utilizing the conceptual knowledge of contemporary IT enabled services

**Learning Objective:** To create exposure towards dynamics of IT enabled services and to create a practical platform towards the latest tools, products and services in ITES.

**Unit I**

**IT Enabled Services ((ITeS): Outsourcing** - India as Ideal Destination, India Outsourcing History, Outsourcing Writing to India, Call Centers in India, Multilingual Call Centers, Voice/Non-Voice ITeS (BPO Services), HIPAA Compliance in India, Outsourcing Engineering Services, Radiology and Intellectual Property to India.

**Unit II**

**BPO:** BPO Concept, Off shoring, Near shoring, Home shoring, Medical / Legal Transcription, Back-Office Accounting, Insurance Claims, Credit Card Processing, BPO in India, BPO Security, BPO in India - Legal Issues KPO, Call centers

**Unit III**

**E-commerce:** Meaning, advantages and limitations, applications of E commerce, trading stocks, online, ordering products / journals / books etc., online, travel and tourism services, employment placement and job market, internet banking, auctions, online publishing, advertising -Online payment system.(Including practicals)

**Unit IV**

**Communication Technology:** Biometrics, Fuzzy Logic & Neural Networks, Organic Growth, Audio/Visuals: mp3, mpeg and IPOD, General Outline of IT Act'2000, Case Studies: Mobile Industry Market Players: Nokia, Motorola, Sony-Ericson, Samsung and LG.

**Unit V**

**Web Applications and Services--** Internet Services and Applications, Web Services, Internet Computing, E-Learning, Middleware, Web Information Systems. Geographical Information Systems, Business Process Modeling. GIS: Google Earth, E-Learning: Zee TV, E-Governance: Andhra Pradesh, Gadgets: Apple Store, Networking: Cisco.

**REFERENCE:**

- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka "Cases in Management Information system 'Everest, 2012.
- Sandra Senf "Information Technology Control and Audit" 3e, CRC Press, 2012.
- Arpita Gopal, MIS for Strategic Business Processes, Excel, 2009.
- Laudon & Laudon, Management Information Systems, Pearson, 2013
- Aman Jindal, Management Information System, Kalyani, 2010
- Rajaraman, Information Technology, PHI, 2013

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA21 BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The aim of this subject is to inculcate the need for business ethics to ensure sustained business stability.

**Learning outcome:** The learning outcome developing business ethics and professional ethics. They will also be able to understand ethical and psychological dimensions to contain cyber crimes and also will be able grasp the important issues related to corporate governance.

**Unit-I**

Business Ethics The Changing Environment: Business Ethics-why does it matter?; Levels of Business Ethics-Five Myths about Business Ethics- Can Business Ethics be Taught and Trained?; stages of Moral development, Kohlberg's study- Carol Gilligan's Theory-Principles of Ethics.

Case 1: The BHEL Disinvestment (CSV Murthy: page no.590)

**Unit-II**

Professional Ethics. Introduction to Professional Ethics- Ethics in Production and Product Management- Ethics of Marketing Professionals-Ethics in HRM-Ethics of Finance and Accounting Professionals-Ethics of Advertisement-Ethics of Media Reporting-Ethics of Healthcare Services. Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues-Preparatory Ethics: Proactive steps-The software challenge.

Case 2: How unethical practices almost destroyed world com. (A.C.Fernando Page no.218)

Case 3: Ethical Dilemma (CSV Murthy page no: 594)

**Unit-III**

Cyber crimes and cyber Terrorism-social, Political, ethical and psychological , dimensional , Intellectual property in the cyberspace, Ethical dimensions of cyber crimes-the psychology, mindset & Skills of Hackers & Other cyber criminals, Sociology of cyber criminals, information Warfare.

**Unit-IV**

Corporate Governance I: Does Good Governance Really matters to Corporations?- Importance of corporate Governance –Corporate Governance in India-Board Structures Processes and Evaluation-Director Independence –Board committees, Indian model of Corporate Governance.

**Unit-V**

Corporate Governance-II: Information communication and Disclosure-Irani Committee Report-OECD Principles of Corporate Governance –Risk, Internal Control and Assurance-Banks and Corporate Governance.

Case 4: Infosys Technologies: The best Among India Corporate (A.C Fernando page no:33)

Case 5: TATA Steel: A Company that also makes Steel (A.C Fernando page no: 69)

**TEXT BOOK:**

- SK Mandal: Ethics in Business and Corporate Governance, TMH, 2/e, 2012.
- Journal of Human Values: IIM Calcutta. SAGE.

**REFERENCES:**

- A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
- C.S.V.Murthy: Business Ethics, Himalaya Publishing House, 2012.
- Nina Godbole & Sunit Belapure “ Cyber Security” wiley india 2012.
- N.Balasubramanian : Corporate Governance and Stewardship, TMH,2012.
- Geethika,RK Mishra, Corporate Governance Theory and Practice,Excel,2011.
- Dr.S.S.Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.
- Archie. B Carroll, Business Ethics-Brief Readings on Vital Topics, Routledge, 2013.
- K.Praveen Parboteeach, Business Ethics, Routledge, 2013.
- Praveen B Malla, Corporate Governance, Routledge 2010.
- H.C.Mruthyunjaya, Business Ethics and Value Systems, PHI, 2013
- V Balachandram, V Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI, 2011
- Khanka, Business Ethics and Corporate Governance, S.Chand, 2013

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA22 HUMAN VALUES & PROFESSIONAL ETHICS**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To help the students appreciate the essential knowledge regarding VALUES and SKILLS to ensure sustained happiness and prosperity which are core aspirations of all human beings.

**Learning Outcome:** The students can learn about content of value education and self exploration. They can have through knowledge regarding harmony at four levels i.e. individual, family, societal and nature thereof.

**Unit-I**

**Introduction:** Need, basic Guidelines, Content and Process for Value Education: Understanding the need, basic guidelines, content and process for Value Education. Self Exploration - what is it? - its content and process; 'Natural Acceptance' and Experiential Validation - as the mechanism for self exploration. Continuous Happiness and Prosperity - A look at basic Human Aspirations. Right understanding, Relationship and Physical Facilities - the basic requirements for fulfilment of aspirations of every human being with their correct priority. Understanding Happiness and Prosperity correctly. A critical appraisal of the current scenario. Method to fulfil the above human aspirations: understanding and living in harmony at various levels.

**Unit-II**

**Understanding Harmony in the Human Being - Harmony in Myself!** Understanding human being as a co-existence of the sentient 'I' and the material 'Body'. Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer). Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail. Programs to ensure Sanyam and Swasthya.

**Unit-III**

**Understanding Harmony in the Family and Society - Harmony in Human - Human Relationship:** Understanding harmony in the Family the basic unit of human interaction. Understanding values in human - human relationship; meaning of Nyaya and program for its fulfilment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship. Understanding the meaning of Vishwas; Difference between intention and competence. Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship. Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astiva as comprehensive Human Goals. Visualizing a universal harmonious order in society - Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha) - from family to world family!

**Unit-IV**

**Understanding Harmony in the nature and Existence - Whole existence as Co-existence:** Understanding the harmony in the Nature. Interconnectedness and mutual fulfilment among the four orders of nature - recyclability and self-regulation in nature. Understanding Existence as Co-existence (Sah-astiva) of mutually interacting units in all-pervasive space. Holistic perception of harmony at all levels of existence.

**Unit-V**

**Professional Ethics:** Introduction to Professional Ethics- Ethics in Production and Product Management-Ethics of Marketing Professionals-Ethics in HRM-Ethics of Finance and Accounting Professionals-Ethics of Advertisement-Ethics of Media Reporting-Ethics of Healthcare Services. Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues-Preparatory Ethics: Proactive steps-The software challenge.

**TEXT BOOKS:**

- R. R. Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
- Prof. K. V. Subba Raju, 2013, Success Secrets for Engineering Students, Smart Student Publications, 3rd Edition.
- SK Mandal: Ethics in Business and Corporate Governance, TMH, 2/e, 2012.

**REFERENCE BOOKS:**

- Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and HarperCollins, USA.
- E. F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered. Blond & Briggs, Britain.
- A Nagraj, 1998 Jeevan Vidya ek Parichay, Divya Path Sansthan, Amarkantak.
- Susan George, 1976, How the Other Half Dies, Penguin Press, Reprinted 1986, 1991.
- P. L. Dhar, R. R. Gaur, 1990, Science and Humanism, Commonwealth Publishers.
- N. Tripathy, 2003, Human Values, New Age International Publishers.
- Subhas Palekar, 2000, How to practice Natural Farming, Pracheen(Vaidik) Krishi Tantra Shodh, Amravati.
- Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth - Club of Rome's report, Universe Books.
- E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press.
- M Govindarajan, S Natrajan & V. S Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA23 TECHNOLOGY & INNOVATION MANAGEMENT**

**(Students must read text book. Faculty are free to choose any other cases)**

**Objectives:** This course is designed to help students to understand the importance of managing technology and innovation at the firm's level and also at the national level

**Unit-I**

**Innovations Management:** Invention vs. Innovation; Innovation Strategies, Models; Concurrent Engineering; Process Innovation. Economics of Innovation. Innovation Management.

**Unit-II**

**Technology Management:** Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Global Trends in Technology Management.

**Unit-III**

**Creative and Lateral Thinking Management:** Definition, Creative Thinking and Problem Solving, Managing Lateral Thinking. Making a case for creativity, Creative thinking as a skill, Valuing diversity in thinking, Thinking preferences, Creativity styles.

**Unit-IV**

**General Strategies:** Idea-collection processes, Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking, Mapping thoughts, Other (new approaches) Using Math and Science, Systematic logical thinking, Using math concepts

**Unit-V**

**Eight-Dimensional (8D) Approach to Ideation:** 1. Uniqueness, 2. Dimensionality, 3. Directionality 4. Consolidation, 5. Segmentation, 6. Modification, 7. Similarity, 8. Experimentation. Systematic Inventive Thinking, Systematic inventive thinking: The TRIZ methodology, Levels of inventions-Evolution of technical systems, ideality and the ideal final result (IFR)

**TEXT BOOKS:**

- Azad, R. R.(2000). Technology Transfer & Joint Ventures Abroad. Deep & Deep Publications, India.
- "Technology Information Forecasting & Assessment Council" (TIFAC) Telecommunication: Technology Vision 2020, TIFAC, (1997), New Delhi, India.
- CK Prahalad and MK Krishnan : The new age of innovation, McGraw Hill
- Paul Traut: Innovation Management and New product Development ,Pearson
- Khandwalla: Corporate Creativity-McGraw hill

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA II-SEM**

**R15MBA24 PERSONAL EFFECTIVENESS**

**Course Aim:** The aim of this course is to enable students develop soft skills necessary for employability of MBA students.

**Learning Outcome:** Students at the end of the course would be able to:

- Loose fear of public speaking and feel confident about them-selves.
  - Participate in group discussions.
  - Face interviews.
  - Gain communication skills and be able to convince their view point to the superiors, peers and subordinates.
  - Time management skills to efficiently manage time in meeting deadlines in modern day organizations.
  - Life style management skills to grow in modern day organization and succeed in their chosen careers.
  - Help students to confidently face and succeed in the corporate selection processes.
- Presentations
  - Group Discussions
  - Overcoming fear of facing Interviews
  - Time Management
  - Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

**REFERENCES:**

- LAB: Globarena E-Mentoring System, by Globarena Technologies Pvt. Ltd, Hyderabad. It can be provided in LAN and also can be accessed by registering in <http://gems.globarena.net>. OR ANY OTHER SOFTWARE.
- Sherfeild: Developing Soft skills-Pearson Education-2013.
- Murphy: Effective Business communication, 7/e, TMH, 2013.
- Colin BEARD: Experiential Learning, Kogan Page, 2013.
- Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA III-SEM**

**R15MBA25 STRATEGIC MANAGEMENT**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** The aim of this subject is to enable the students develop a holistic perspective about strategic management of an organization.

**Learning Outcome:** By reading the text and discussing the cases students should be able to understand how to scan internal and external environment of an organization, understand different types of strategies and structures, strategies of the competitors, turnaround strategies, global strategies and strategic control. With that knowledge they would be able to formulate strategies, change strategies if necessary and implement strategies. They will also be able to evaluate strategies and take corrective steps.

**Unit-I**

Strategic Inputs: Introduction to Strategic Management-Strategic Management and Competitiveness-Technology and Technology change-Vision, Mission and Objectives-Strategic Leaders-Strategic Management process- The External Environment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Analyzing internal organization - Building Core Competencies-Value Chain Analysis, Outsourcing.

Case 1: Bharti Airtel (Hitt & Ireland page no 4).

Case 2: ITC Limited (Hitt & Ireland page no 30).

**Unit-II**

Formulation of Strategic Actions: Business level strategy-Effectively managing relationships with Customers- the purpose of Business strategy. Competitive Rivalry and Dynamics- A Model of Competitive Rivalry-Competitor Analysis-Drivers of Competitive actions and responses-Competitive rivalry and dynamics.

Case 3: Bajaj Auto limited (Hitt & Ireland Page no 80).

Case 4: Coca cola Vs Pepsi in India (Hitt & Ireland page. no108)

**Unit-III**

Corporate level Strategy- Levels of Diversifications and reasons-Value creating diversifications. Strategic Acquisitions & Restructuring- Popularity of Mergers & Acquisitions strategies, problems in achieving Acquisition Success- Restructuring.

Case 5: Foster's Group Diversification into the Wine Business (Hitt & Ireland Page 130)

Case 6: Merger and Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland page 154)

Focus: Troubles in the Godrej – P & G Alliance(Hitt & Ireland page. no 223)

**Unit-IV**

Global Strategy-Identifying International Opportunities and international Strategies-Strategic competitive Outcomes and risk in an international Environment. Corporate Implications for strategy-Strategic Alliances- corporate level cooperative strategy, Competitive risk with Cooperative strategies.



Case 7: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Ireland page. no 176).

Case 8: Using Cooperative Strategies at IBM (Hitt & Ireland page 206)

#### **Unit-V**

Structure and Controls with Organizations-Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy- Entrepreneurial Implications for Strategy.

Case 9: CISCO's Evolution of Strategy and Structure. (Hitt & Ireland page. no 256)

Case 10: Selecting a new CEO (Hitt & Ireland page no 282)

Case 11: The Continuing innovation revolution at Amazon: The kindle and E-books(Hitt & Ireland page 304)

#### **TEXT BOOKS:**

- Hitt & Ireland and Manikutty," Strategic Management: A South Asian Perspective": Cengage Learning, 9e, 2012. (For PPT, Case Solutions Faculty may visit: [login.cengage.com](http://login.cengage.com))
- Journals : Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI. Journal of Human Values: IIM Calcutta.
- Business Game: Mikes Bikes – Advanced: (Strategic Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.300/- per year)
- Mikes Bikes – Advanced is a simulation game for the Strategic Management course. Students from the management team make all the key functional decisions involving Sales, Marketing, Distribution, Finance, Operations, HR and R&D. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

#### **REFERENCES:**

- Mital; Cases in Strategic Management; 3rd Edition, TMH, 2013.
- Mason A Carpenter et al."Strategic Management: A dynamic Perspective" Pearson, 2e, 2012.
- A Nag" Strategic Management: Analysis, Implementation & Control "Vikas Publishing house, 2012.
- Adrian & Alison" Strategic Management: Theory & Application" Oxford University Press, 2010.
- S K Sarangi "Modern Strategic Management" Everest Publishing, 2012.
- Wheelen, Hunger; Concepts in Strategic Management & Business Policy, 13th Edition, Pearson, 2013
- Hill, Jones; Strategic Management, 9th Edition, Cengage, 2012
- P. Subba Rao, Business Policy and Strategic Management, 2nd Edition, HPH, 2012.
- Barney, Hestrerly; Strategic Management & Competitive advantages; 4th Edition, PHI, 2013
- V.S.P. Rao, V. Hari Krishna; Strategic Management, 1st Edition, Excel Books, 2012
- Azhar Khazmi, Strategic Management & Business Policy, 3/e, TMH, 2013.
- Upendra Kachru; Strategic Management, 1st Edition, Excel Books, 2012
- Haberberg & Ricple; Strategic Management, 1st Edition, Oxford, 2010.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA III-SEM**

**R15MBA26 ENTREPRENEURSHIP**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** The aim of this subject is to inspire students to become entrepreneurs so that they will emerge as job providers rather than job seekers.

**Learning Outcome:** By the end of this course the students should be able to understand the mindset of the entrepreneurs, identify ventures for launching, develop an idea on the legal framework and also understand strategic perspectives in entrepreneurship.

**Unit-I**

Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Case 1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case 2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

**Unit-II**

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations. Corporate Entrepreneurial Mindset the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

Case 4: Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228).

**Unit-III**

Launching Entrepreneurial Ventures- opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity process-Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid disadvantage of Franchising.

Case 5: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48).

Case 6: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48).

Case 7: Pets.com (Arya Kumar P.No. 88)

Case 8: creativity in start-ups (Arya Kumar P.No. 166)

Case 9: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)

**Unit-IV**

Legal challenges of Entrepreneurship-Intellectual property protection-Patents, Copyrights-Trademarks and Trade secrets-Avoiding trademark pitfalls. Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation process-Feasibility criteria approach.

Case 10: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case 11: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128).

Case 12: Google (Arya Kumar P.No. 248)

Case 13: Tata Motors – Nano (Arya Kumar P.No. 279)

### **Unit-V**

Strategic perspectives in entrepreneurship- Strategic planning-Strategic actions- strategic positioning-Business stabilization- Building the adaptive firms-Understanding the growth stage-Unique managerial concern of growing ventures.

Case 14: To Lease or Not: A Cash flow Question (David H.Holt, Page 452).

Case 15: Public Sector - address seed capital (David H.Holt, Page 453).

### **TEXT BOOK:**

- D F Kuratko and T V Rao "Entrepreneurship- A South-Asian Perspective "Cengage Learning, 2012.
- (For PPT, Case Solutions Faculty may visit : [login.cengage.com](http://login.cengage.com))

### **CASES:**

- Arya Kumar "Entrepreneurship- creating and leading an entrepreneurial organization" Pearson 2012.
- Richard Blundel" Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
- David H Holt" Entrepreneurship: New Venture Creation" PHI,2013.

### **JOURNALS:**

- The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad,
- Journal of Human Values: IIM Calcutta.

### **REFERENCES:**

- Vasant Desai "Small Scale industries and entrepreneurship" Himalaya publishing 2012.
- Rajeev Roy "Entrepreneurship" 2e, Oxford, 2012.
- B.Janakiram and M.Rizwana" Entrepreneurship Development: Text & Cases, Excel Books, 2011.
- Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
- Robert Hisrich et al "Entrepreneurship" 6<sup>th</sup> e, TMH, 2012.
- Nandan H, Fundamentals of Entrepreneurship, PHI, 2013
- Shejwalkar, Entrepreneurship Development, Everest, 2011
- Khanka, Entrepreneurship Development, S.Chand, 2012

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA IV-SEM**

**R15MBA27 STATISTICAL DATA ANALYSIS-CASE STUDY**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** The course aims is to understand MS Excel for applying statistical tools learnt in RMSA.

**Learning Outcome:** The learning outcome is that the students should be able to:

- Analyse the data to draw inference for decision making.
- Understand application of statistical measures of central tendency.
- Understand application of ANOVA.
- Analyse trends.
- Test hypotheses.

**Syllabus - PART A**

**I. About EXCEL**

1. Introduction, Uses of Excel, New functions and features of excel 2007.
2. Getting started with excel: Opening a blank or new workbook, general organization.
3. Highlights and main functions: Home, Insert, page layout, formulas.
4. Highlights and main functions: Data, review, view, add-ins.
5. Using the Excel help function.

**General EXCEL Lessons:**

6. Customizing the Quick Access Toolbar.
7. Creating and Using Templates.
8. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
9. Formatting Data and Using the Right Mouse Click.
10. Saving, Page Setup, and Printing.
11. Using Headers and Footers.
12. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
13. Data from External Sources.
14. Using and Formatting Tables.
15. Basic Formulas and Use of Functions.
16. Data Analysis Using Charts and Graphs.
17. Managing, Inserting, and Copying Worksheets.
18. Securing the Excel Document (Protect Cells and Workbook)
19. Basics of Macros in Ms-Excel

**II. ADVANCED EXCEL LESSONS**

- 20. Advanced Formulas and Functions.
- 21. Advanced Worksheet Features.
- 22. Advanced Data Analysis using PivotTables and Pivot Charts.

**PART B - STATISTICAL TOOLS FOR EXECUTION USING EXCEL**

- III** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.
- IV** t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.
- V Time Series:** forecasting Method of least squares, moving average method. Inference and discussion of results.

**TEXT BOOK:**

- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.

**REFERENCES:**

- David Whigham “Business Data Analysis Using Excel” Oxford University Press, 2012.
- Winston “Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited.
- Bajpai “Business Statistics” Pearson, 2013.
- D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS
- Excel, PHI, 2013.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
- Shelly, MS Office, 2007, Cengage, 2009.
- Robert H Carver, Doing Data Analysis with SPSS, Cengage, 2013.
- Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods for Practice and Research, Response, 2009.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA IV-SEM**

**R15MBA28 ANNUAL REPORT ANALYSIS-CASE STUDY**

**Approach:** CMIE Prowess Database/ANNUAL REPORT OF COMPANIES & MS-Excel.

**Course Aim:** Aim is to show annual reports of different companies to students so that they use then knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

**Learning Outcome:**

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, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

**EXERCISES:**

1. Analysis of profitability ratios.
2. Analysis of structural ratios.
3. Analysis of asset turnover ratios.
4. Analysis of liquidity ratios.
5. Analyse Growth, Stability and Stock Performance.

**REFERENCE:**

- John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
- Refer Books Under Financial Accounting and Analysis, Financial Management.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA IV-SEM**

**R15MBA29 BUSINESS BEST PRACTICES-CASE STUDY**

**Aim:** To enable students to understand the best practices followed by the organizations.

**Learning Outcome:** By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices. By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next practices.

The students may choose any of the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model (Level 5)
7. Performance Management System
8. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

**Report:** A report of the best practice must be prepared with the help of the information available in the open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

- Journals: Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA IV-SEM**

**R15MBA30 INNOVATIVE ENTREPRENEURSHIP-CASE STUDY**

**Aim:** Aim of this mini project is to understand how entrepreneurs are becoming successful. This is to inspire students to become job providers rather than job seekers.

**Learning Outcome:** After doing field visit to any small or big organization and after interacting with the entrepreneur and others in the organization, the students should be able to understand:

1. How to start a company?
2. How to choose the product and estimate demand for the product.
3. The problems of procurement of raw materials.
4. The marketing, HR and finance problems of the entrepreneur.
5. Growth alternatives available to the entrepreneur.

**For details please read pedagogy given in the beginning of the syllabus.**

**REPORT:** A brief report of the understanding and observation should be submitted and presented in the class.

**REFERENCES:**

- Raj Shankar, Entrepreneurship Theory and Practice, TMH 1<sup>st</sup> Edition, 2012.
- A G Krishnamurthy, Dhirubhaism, TMH, 2011.

**JOURNALS:**

- The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad.
- Journal of Human Values: IIM Calcutta.



**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**MBA IV-SEM**

**R15MBA31 PROJECT WORK & VIVA-VOCE**

**THE FINAL PROJECT IS DIVIDED IN TO STAGE I, STAGE II AND MAIN PROJECT REPORT AND VIVA.**

**Aim:** 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.

**Learning Outcome:** After following the three stages mentioned below for doing project work students should be able to:

1. Develop research design for their topic of research.
2. Understand the data requirements and collect data relevant for their research.
3. Analyse data and interpret results.

**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:

Research Questions:

Objectives of the study:

Hypotheses:

Scope of the study:

Period of the study:

Sample:

Data Collection:

Primary Data:

Secondary Data:

**Stage II: STATISTICAL ANALYSIS** (Chapter II of the main report)

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

**Stage III: MAIN PROJECT REPORT AND VIVA** (Chapter III of the Main Report).

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

**REFERENCES:**

Appendix I: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.

**NOTE:** FACULTY SHOULD ADVISE STUDENTS TO GIVE ONLY REFERENCES TO THE WEBSITES AND JOURNALS AND NOT TO DIRECTLY DOWNLOAD IN THE PROJECT REPORT. MAXIMUM 30% 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 University to give the grade as per the University guidelines.**

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA32 CONSUMER BEHAVIOUR  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

**Learning outcome:** After reading the text and discussing the cases the student should be able to understand the environmental influences on consumer behaviour, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

**Unit-I**

**Understanding Consumer Behaviour:** Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

Case 1: Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter page no: 514-515)

**Unit-II**

**Environmental Influences on Consumer behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

Case 2: Fashion label- 'Gini & Jony' (Suja R.Nair ,page no 351-352)

Case 3: Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, page no 293-297)

Case 4: Nescafe Instant Coffee (Ramanuj Majumdar page no 311-316)

**Unit-III**

**Consumer as an Individual:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

Case 5: Titan watches (Ramanuj Majumdar, page no 303-306)

Case 6: Handling of down-age syndrome (Suja R.Nair , page no 227-228)

**Unit-IV**

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

Case 7: Mac Vs. Pc (Michael R.Solomon page no 330-331)

Case 8: The story of Innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

**Unit-V**

**Consumerism and Ethics:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

Case 9: Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400 401)

#### TEXT BOOK

- David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, 4<sup>th</sup> Edition, 2011.
- Journals: Indian Journal of Marketing, MICA Communications Review.
- Business Game: Music2Go Marketing: (Marketing Management Simulation Game), TMH,

#### REFERENCES

- S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
- Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2013.
- Ramneek kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
- Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
- Leon G. Schiffman, Leslie lazer Kanuk, S.Ramesh Kumar, Consumer Behaviour Pearson, 10<sup>th</sup> edition, 2011.
- Satish Batra, SHH kazmi, Consumer Behaviour-Text and Cases, Excel Books, 2<sup>nd</sup> Edition, 2011.
- Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
- Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2013.
- S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
- Dr. Shri Prakaash, Consumer Behaviour, Vikas, 2010.
- S. A. Chunawalla, commentary on Consumer Behaviour, 3rd edition, HPH, 2012.
- S H H Kazmi, Consumer Behaviour and Marketing Communication, Excel, 2011.
- J.Paul Peter, Jerry.C. Olsan, Consumer Behaviour and Marketing Strategy, 7<sup>th</sup> edition, TMH, 2011.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA33 SALES AND DISTRIBUTION  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty is free to choose any other cases)**

**Aim:** The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

**Learning outcome:** After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

**Unit-I**

**Introduction to Sales Management:** Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

Case 1: Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still page no 104,105)

Case 2: United air flow manufacturer of household appliances sales persons job. (Richard R.Still page no 115 to 118)

**Unit-II**

**Sales Planning and Budgeting:** Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

Case 3: Augsburg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605)

Case 4: Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

**Unit-III**

**Sales Force Management:** Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

Case 5: Adjusting Compensation Plan to Motivate Sales Representatives ( K.Sridhara Batt, page no 576 to 577)

Case 6: Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)

**Unit-IV**

**Introduction to Distribution Management:** Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

Case 7: Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620)

Case 8: The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

### **Unit-V**

#### **Managing Channel Institutions:**

Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Case 9: Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, Vasant page no 461)

Case 10: Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719)

#### **TEXT BOOK:**

- Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.
- Journals: Indian Journal of Marketing, MICA Communications Review. Business Game : Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013.
- You can play on any computer with internet (Rs.150/- per year)
- Music2Go is a Principles of Marketing/Marketing Management simulation game, where the students are required to formulate and implement their own Sales and Marketing Campaign. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

#### **REFERENCES:**

- Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2nd edition Oxford.
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- K.Sridhara Bhat , Sales and Distribution Management, 1st , HPH, 2011.
- Still, Cundiff, Govoni, Sales Management ,5th edition, Pearson ,2013
- S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012
- Dinesh kumar, Marketing Channels ,Oxford ,2012
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011.
- Spiro Stanton, Rich, Management of Sales Force, 13th edition, TMH, 2010.
- Prof. M.V. Kulkarni, Sales and Distribution Management, Everest Publishing House, 2010.
- David Jobber, Geoffrey Lancaster, Selling and Sales Management, 7th edition, 2011.
- Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei Ansary, R.C.Natarajan, Marketing Channels, 7th edition, Pearson, 2011.
- Mark W Johnston, Greg W Marshall, Sales Force Management, 9th edition, TMH, 2009.
- Dr.S.L.Guptha, Sales and Distribution Management, 2nd edition, Excel books, 2010.
- Pingali Venugopal, Sales and Distribution Management, Sage, 2012

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA34 INTEGRATED MARKETING COMMUNICATIONS  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** The aim of this course is to enable MBA students to understand management of marketing communication, communication mix and ethical aspects of marketing communication.

**Learning Outcome:** After reading the text and discussing the cases the students should be able to understand integrated marketing communication, budgeting, sales promotion, media planning and ethical aspects.

**Unit-I**

**Understanding Integrated Marketing Communication:** Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

Case 1: Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

**Unit-II**

**Budgeting, Objectives and Evaluation of IMC:** Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, Conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC.

Case 2: The Premium Milk Food Private Ltd. (Kruti Shah page no 820)

Case 3: Archias, Advertizing (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

**Unit-III**

**Marketing Communication Mix I:** Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

Case 4: Tata Salt (Part I,II,III) (Kruti Shah page no 282,284,310-311,367-372)

**Unit-IV**

**Marketing Communication Mix II:** Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

Case 5: Amul taste of India (Kruti Shah page no 793)

Case 6: Rasha Prankees promotion (Kruti Shah page no 600)

**Unit-V**

**Regulation, Social and Ethical Aspects of Advertising and Promotion:** Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising.

Case 7: Surrogate advertising (Jai shri Jethwaney page no 475-480)

Case 8: The Unilever experience (Jai shri Jethwaney page no 606)

**TEXT BOOK:**

- Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.
- Journals: Indian Journal of Marketing, MICA Communications Review.
- Business Game: AdSim Advertising: (Advertising & Promotion Simulation Game), TMH, 2013.
- You can play on any computer with internet (Rs.150/- per year).
- MBA R13 Business Game: Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013.
- You can play on any computer with internet (Rs.150/- per year)
- AdSim is a simulation game for the Advertising & Promotion course, where the students are required to formulate and implement their own Advertising and Promotion campaign. This helps the students to have an hands – on business experience in the classroom – experiential learning at its best.

**REFERENCES:**

- Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, 2<sup>nd</sup> edition, 2012.
- George E Belch, Michael A Belch, Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2013.
- Semenile , Allen, O Guinn , Kaufmann, Advertising and Promotions, An Integrated brand approach, Cengage, 6<sup>th</sup> edition , 2012.
- SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3<sup>rd</sup> edition, Excel Books, 2011.
- Terence A. Shimp, Integrated Marketing communication Advertising and Promotion, 8<sup>th</sup> edition Cengage Learning, 2012.
- S.A.Chunawalla, Advertising Sales and Promotion Management, 4th edition, HPH, 2012.
- Ruche Gupta, Advertising Principles and Practice, 1st edition, S. Chand, 2012.
- Semenik, Allen, O Guinn, kanfmann, Advertising and Promotions an Intergrated Brand Approach, 6<sup>th</sup> edition, Cengage Learning, 2012.
- Dr. Niraj kumar, Integrated Marketing Communication, HPH, 2011.
- Dinesh Kumar, Marketing Channel, Oxford, 2012.
- PROF. Ritwik haldar, Advertising and Sales Promotion Management, HPH, 2011.



**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA35 SERVICES MARKETING  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** To facilitate the students about the concepts of Services Marketing through cases.

**Learning Objective:** The objective of the course is to provide a deeper insight into the Marketing Management of companies offering Services as product. The students will be able to understand the characteristics of services, understand consumer behaviour in services, align service design and standards, delivering service, managing services promises.

**Unit-I**

Foundations of Service Marketing: What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

Case 1: The United Indian Bank (Govind Apte Page no 55-56)

Case 2: Online air travel: Expedia, Orbitz and Travelocity lead the pack ( John E.G.Bateson, Page no 82-83)

**Unit-II**

Focus on the Consumer: Consumer behaviour in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

Case 3: The Crestwood Inn, (John E.G.Bateson Page no 320-321)

Case 4: Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

**Unit-III**

Aligning Service Design and Standards: Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

Case 5: Physical evidence a case of KF. (Vinnie Jauhari Page 236-238).

Case 6: IT Trainers Limited. (Govind Apte Page no 186).

**Unit-IV**

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

Case 7: Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336).

Case 8: Total Assurance Ltd. (Govind Apte Page 207-208).

### **Unit-V**

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

Case 9: Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

### **TEXT BOOK:**

- Valarie A.Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.
- Journals: Indian Journal of Marketing MICA Communications Review.

### **REFERENCES:**

- John E.G.Bateson, K.Douglas Hoffman: Services Marketing, Cengage Learning, 4<sup>th</sup> Edition, 2012.
- R. Srinivasan, Services Marketing the Indian context, 3<sup>rd</sup> edition, PHI,2012.
- Harsh V.Varma: Services Marketing text and cases, Pearson, 2<sup>nd</sup> edition, 2012.
- Ravi Shanker : Services Marketing - The Indian Prespective, Excel Books, 2011.
- Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press, 2012.
- Govind Apte : Services Marketing, Oxford Press, 2011.
- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7<sup>th</sup> edition Pearson 2013.
- K.Rama Mohan Rao, Services Marketing, 2<sup>nd</sup> edition Pearson, 2011.
- Dr. S. Shajahan, Services Marketing, 2<sup>nd</sup> edition, HPH, 2012. Ramneek Kapoor, Justin Paul, Biplab Halder, Services Marketing Concepts and Practices, TMH, 2011.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA36 RETAILING MANAGEMENT  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

**Learning Outcome:** The students will learn the Modern Retailing Concepts and will be able to link it to cases to understand the present Retailing Trends. The students will be able to understand shopping environment, retail formats, functions, retail operation and promotion.

**Unit-I**

**Introduction to Retail Management:** Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

Case 1: The Classic story. (Aditya page no 283)

Case 2: The Panwallah. (Aditya Prakash page no 287)

**Unit-II**

**Understanding Shoppers & Shopping:** Shopping Environment, shopping in a Socio Cultural Context, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

Case 3: Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474)

Case 4: Changing Indian Consumers. (Aditya page no 258)

Case 5: Tanishq. (Suja Nair page no 440)

**Unit-III**

**Delivering Value through Retail Functions:** Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

Case 6: Nirula's. (Suja Nair Page no 448)

Case 7: Hot Breads. (Suja Nair page no 452)

Case 8: McDonalds India. (Suja Nair page no 459)

Case 9: Automobile and Niche Marketing ( Dr. Harjit Singh page no 417)

**Unit-IV**

**Pricing & Supply Chain Management:** Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction,

drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

Case 10: Café Coffee Day. (Suja Nair page no 434)

Case 11: Shoppers stop. (Suja Nair page no 470)

#### **Unit-V**

**Retail Buying & Managing Retail Operations:** Objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, buyer-responsibilities, merchandising & assortment plans-merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers.

Case 12: Godrej and Boyee's. (Suja Nair page no 466)

#### **TEXT BOOK:**

- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2<sup>nd</sup> Edition, Oxford, 2012.
- Journals: Indian Journal of Marketing, MICA Communications Review.

#### **REFERENCES:**

- Lusch, Dunne, Carver, Introduction to Retailing, 7<sup>th</sup> Edition, Cengage Learning, 2013.
- Suja Nair, Retail Management, Himalaya Publication House, 2012.
- Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, 1<sup>st</sup> Edition, 2009.
- Swapna Pradhan, Retail Management-Text & Cases, TMH, 2013.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA37 INTERNATIONAL MARKETING  
(MARKETING ELECTIVE)**

**(Students must read text book. Faculty is free to choose any other cases)**

**Course Aim:** To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

**Learning Objective:** The objective of the course is to provide a deeper insight into the global marketing management, environment of global markets, assessing global market opportunities, developing and implementing global marketing strategies.

**Unit-I**

Introduction to International Marketing: Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets.

Case 1: Starbucks –going Global fast. (Philip, John, Prashant Text )

**Unit-II**

Environment of Global Markets: Types: Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Case 2: IKEA Catalogue. (Svend & Madhurima -Pearson page no 242)

Case 3: Mc. Donalds and obesity. (Philip John Prashant Text )

**Unit-III**

Assessing Global Market Opportunities: Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

Case 4: Reliance Entertainment(Svend & Madhurima, Pearson page no 312)

Case 5: Mahindra & Mahindra (Svend & Madhurima,Pearson page no 356)

Case 6: IMAX corporation (Svend & Madhurima, Pearson page no 412)

**Unit-IV**

Developing Global Market strategies: Segmentation product & services decisions for consumers and Business, Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Case 7: Harley-Davidson:-Price level (Svend & Madhurima,pearson page no 510)

Case 8: Mc Donalds Great Britain –the Turnaround (Text page no 793)

**Unit-V**

Implementing Global marketing strategies: Negotiation with customers and selection method, E-Marketing channels organization & controlling of the global marketing programme.

Case 9: NTT DOCOMO (Svend & Madhurima, Pearson page no 709)

**TEXT BOOK:**

- Philip R. Cateora, John L graham, Prashant Salwan, International Marketing -13e –TMH-2011.
- Journals: Indian Journal of Marketing MICA Communications Review.

**REFERENCES:**

- Svend Hollensen, Madhumita Benerjee-Global Marketing-4<sup>th</sup> Edition- Pearson-2010.
- Rajagopal –International Marketing-2th Edition –Vikas -2011
- P.K.Vasudeva, International Marketing-4<sup>th</sup> edition-Excel Books-2012
- Dr.Gajender Sharma- International Marketing-1<sup>st</sup> edition-Excel Books-2010
- Justin Paul, International Marketing – Text and Cases, TMH, 2013.
- Kiefer Lee, Steve Carter-Global Marketing Management-3<sup>rd</sup> edition-Oxford-2011.
- Warner J.Keogan, Naval K.Bghargava-Global Management-7<sup>th</sup> Edition-Person-2011
- Francis Cherunilam- International Marketing-12<sup>th</sup> Edition-HPH-2012.
- Rathor, Jani,Rathor- International Marketing-4<sup>th</sup> edition- HPH-2011
- Sreeramulu, Neelakantam Tatikonda, International Marketing, Paramount Publishing House, 2013

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA38 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To Understand the investment alternatives, process and portfolio management

**Learning Outcome:** The objective of this course is to provide the conceptual and Practical understanding of Stock markets Equity & Bond Valuation, Cash market and also Mutual funds.

**Unit-I**

**a) Investment Environment in India:** overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process.

**b) Security Analysis:** Fundamental Analysis, Technical Analysis, EMH (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 & Valuation & 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**

**(a) Equity Valuation:** Equity Analysis & Valuation, Balance sheet Analysis equity valuation models, intrinsic value & market price, The P/E Ratio & Earnings multiplier Approach, CAGR, Price/Book value, Price/ Sales ratio, Economic Value Added (EVA) and MVA.

**(b) Derivatives:** Overview of derivatives Markets, Option Markets, Option Strategies and option valuation forward & future markets, Strategies. Stock index futures, interest rate futures, Swaps contracts.

**Unit-V**

**Mutual Funds:** Types of Mutual Funds Schemes, Structure, NAV(Net Asset Value), Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition. Trends in Indian Mutual Funds.

**TEXT BOOKS:**

- William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.

- Journals: Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance.
- Business Game : Stock-Trak: (Finance Simulation Game), TMH, 2013- You can play on any computer with internet (Rs.500/- per year)  
Stock-Track is the most comprehensive, Online investment simulation game for Finance students to trade on Stocks, bonds, mutual funds, options, futures, spots, future options and international stocks with virtual money. This game is created specifically for classroom use and students can play this game 24\*7 to give them hands-on experience on Investments.

**REFERENCES:**

- Reilly, Brown: Analysis of Investment and Management of Portfolios, 10<sup>th</sup> Edition, Cengage, 2012.
- ZVI Bodie, Alex Kane, Alan J Marcus : Investments, TMH, 2012.
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson, 2012.
- Prasanna Chandra: Investment analysis and Portfolio Management” 4<sup>th</sup> Edition, TMH, 2012.
- Punithavathi Pandian : Security Analysis and Portfolio Management, Vikas. 2012.
- Jones: Invest Analysis and Management, Wiley.
- M. Ranganatham, R. Madhumathi: Security Analysis and Portfolio Management, 2<sup>nd</sup> Edition, Pearson, 2012.
- Edwin J Elton, Martin J Gruber, Stephen J Brown, William N. Goetzmann, Z Mann: Modern Portfolio Theory and Investment Analysis. 2013.
- Kevin, SAPM, PHI, 2011.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA39 FINANCIAL INSTITUTIONS, MARKETS AND SERVICES  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To give an understanding about Indian Financial system with respect to markets, Institutions and Services.

**Learning Outcome:** The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

**Unit-I**

**Introduction:** The structure of financial system; Equilibrium in financial markets; Indicators of Financial Development, Financial system and economic development ; Financial Sector reforms after 1991 - Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, NABARD, SIDBI, and SFCs.

**Unit-II**

**The banking and Non Banking Institutions:** Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations. Co-operative banks role, Govt. initiatives to strengthen the co-operative banks.- The Non-banking financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.

**Unit-III**

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets

**Unit-IV**

**Asset/fund based Financial services** – lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

**Unit-V**

**Investment Banking:** Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.



**TEXT BOOK:**

- L.M.Bhole: Financial Institutions and Markets, TMH, 2012.
- Journals: Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance .

**REFERENCES:**

- M.Y.Khan: Financial Services, TMH, 2012.
- Vasant Desai: Financial Markets and Financial Services, Himalaya, 2012
- Varanasi.Bhaskar Rao, Musings of the Barefoot Bankers, BS Publications, 2012.
- Pathak: Indian Financial Systems, Pearson, 2012
- S.Gurusamy: Financial Services and System, Cengage, 2012
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
- Gomez, Financial Markets, Institutions and Financial Services, PHI, 2012.
- Dr. S.C. Bihari, Indian Financial System, IBH, 2012.
- Frank.J.Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.
- R M Srivatsava : Dynamics of Financial Markets and Institutions in India, Excel, 2013.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA40 STRATEGIC INVESTMENT AND FINANCING DECISIONS  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization. To develop an understanding of the various strategies those are in use to trade off risk and return

**Learning Outcome:** To explain the role and nature of investment and financial strategies and its Relationship to maximization of wealth/shareholders value. To examine various risk models in capital budgeting. To evaluate the motives for financial implications of M&A and lease financing. To discuss the impact of general and specific inflation on financial and investment strategy decisions.

**Unit-I**

**Investment decisions under conditions of Risk and uncertainty:** Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.

**Unit-II**

**Types of Investments and disinvestments:** Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

**Unit-III**

**Critical analysis of appraisal techniques:** Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**Unit-IV**

**Strategic Analysis of selected investment decisions:** Lease Financing, Leasing vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalments decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

**Unit-V**

**Financing Decisions:** Mergers and Acquisitions Basic Issues, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

**TEXT BOOKS:**

- Ravi M Kishore "Strategic Financial Management, Taxman 2012.
- Journals: Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance.

**REFERENCES:**

- Nikiforos T. Laopodis, Understanding Investments-Theories and Strategies, Routledge, 2013.
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 12
- I.M. Pandey: Financial Management, Vikas 2012.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
- G.V.Satya Sekhar, Strategic Financial Management , Himalaya Publishing House 2012
- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA41 INTERNATIONAL FINANCIAL MANAGEMENT  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To give an understanding about MNC Financial Management.

**Learning Outcome:** The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

**Unit-I**

**International Financial Management:** An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

**Unit-II**

**International Flow of Funds:** Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BoP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**Unit-III**

**Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

**Unit-IV**

**(a)Exchange Rates:** Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange risk. International arbitrage and interest rate parity.

**(b)Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.**

**Unit-V**

**Asset–liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans-International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export–Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

**TEXT BOOK:**

- Jeff Madura: International Corporate Management, Cengage, 2012. (For PPT, Case Solutions Faculty may visit : [login.cengage.com](http://login.cengage.com))
- Journals: Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance.

**REFERENCES:**

- Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012
- Sharan.V: International Financial Management 5<sup>th</sup> Ed.PHI2012
- Madhu Vij: International Financial Management, Excel, 2012.
- Ephraim Clark: International Finance, , 2<sup>nd</sup> Edition, Thomson.
- P.G.Apte: International Financial Management, TMH 2012.
- S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
- Reid. W.Click& Joshua D.Coal, PHI 2012

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY****R15MBA42 COST AND MANAGEMENT ACCOUNTING  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To develop the students understanding of management and cost accounting principles and techniques and their application to various decision making situations. Emphasis is on developing the students analytical and critical abilities.

**Learning Outcome:** To distinguish between Management Accounting and Cost Accounting. To understand 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. To identify and describe the elements involved in decision making, planning and control. To identify and describe the future of Management Accounting System.

**Unit-I**

Management accounting Vs. Cost accounting vs. financial accounting, 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. An 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, inter-process profits, costing for by-products and equivalent production. Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price.

**Unit-III**

Make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even analysis: Application of BEP for various business problems. Inter-firm comparison: Need for inter-firm comparison, types of comparisons, advantages.

**Unit-IV**

Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Master budget, Performance budgets, material Vs. purchase budgets, Zero Based Budgeting. An 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, labour variance, Sales and Profit variance. Case Studies.

**TEXT BOOK:**

- S.P.Jain and K.L.Narang: Cost and Management Accounting, Kalyani, 2012.
- Journals: Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance.

**REFERENCES:**

- Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012
- MN Arora: Cost Accounting, Vikas, 2012.
- Collin Drury: Management and Cost Accounting, Cengage, 2012
- Ravi.M.Kishore: Management and Cost Accounting, Taxmann publications, 2012.
- M.E. Thukaram Rao, Management and Cost Accounting, New Age International Publishers"

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA43 FINANCIAL DERIVATIVES  
(FINANCE ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Aim:** To give an understanding about the derivatives in stock, commodity and Forex markets.

**Learning Outcome:** The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc

**Unit-I**

**Introduction to Derivatives:** Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

**Unit-II**

**Future and Forward Market:** Structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

**Unit-III**

**(a) Options:** Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

**(b)** Basic Option Strategies, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

**Unit-IV**

Commodity Market Derivatives- Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer: M.Ranganatham & R.Madhumathi)

**Unit-V**

**Swaps:** Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

**TEXT BOOKS:**

- John C Hull: Options, Futures and other derivatives, Pearson, 2012.
- Journals: Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

**REFERENCES:**

- M.Ranganatham & R.Madhumathi : Derivatives and Risk Management, Pearson, 2012
- Robert A Strong: Derivatives – An Introduction, Thomson, 2012
- Gupta: Financial Derivatives, PHI 2012
- Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
- Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
- Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA44 PERFORMANCE MANAGEMENT  
(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To give an understanding about performance management and reward system linked with performance.

**Learning Outcome:** The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.

**Unit-I**

Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

Case 1: Performance Management at Network Solutions. Inc (Herman Aguinis page no 26)

Case 2: Performance Management at the University of Ghana (Herman Aguinis page no 48)

**Unit-II**

Defining performance and choosing a Measurement Approach, Measuring Results and Behaviours. Gathering performance Information, Implementing a performance Management System.

Case 3: Accountabilities, Objectives and Standards (Herman Aguinis page no 113)

Case 4: Evaluating the appraisal form used by a Grocery Retailer ((Herman Aguinis page no 145)

**Unit-III**

Performance Management and employee development, Performance Management skills.

Case 5: Implementation of 360 degree feedback system at Ridge intellectual (Herman Aguinis page no 204)

Case 6: Was Robert Eaton A Good Coach (Herman Aguinis page no 233)

**Unit-IV**

Reward Systems and legal issues, Managing Team performance.

Case 7: Possible Illegal Discrimination at Tractors, Inc. (Herman Aguinis page no 265)

Case 8: Team Performance Management at Duke University Health systems. (Herman Aguinis no 283)

**Unit-V**

**Relevant Performance related concepts:** Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

Case 9: BHEL, EVA Incentive Schemes: (B D Singh page no 589)

Case 10: The TCS Approach and experience (B D Singh page no 601)

Case 11: NTPC Performance Management System (B D Singh page no 632)

Case 12: Performance Management system (PMS) at Bharti Telecom (B D Singh page no 663)

**TEXT BOOK:**

- Ram Kumar Balyan, Vikramender Singh & Suman "Performance management text and cases", Himalaya Publications, 2011.
- Journals: Indian Journal of Industrial Relation; NHRD Journal of Career Management; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of T&D.

**REFERENCES:**

- Herman Aguinis, "Performance Management" Pearson, 2012.
- Anjali Ghanekar' Essentials of Performance Management' Everest Publishing House, 2010
- Lance A Berger & Dorothy R Berger "The Talent Management Hand Book" 2<sup>nd</sup> edition TMH, 2013.
- B D Singh, " Performance Management System- a holistic approach" excel Books, 2010
- Prem Chadha "Performance management" Macmillan, 2012.
- Srinivas K Kandula "Performance Management" PHI, 2010.
- R K Sahu: Performance Management System, Excel, 2013.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA45 TRAINING & DEVELOPMENT  
(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To enable the students to understand the design of training, implementation and evaluation of training programs in the organization.

**Learning Outcome:** The student after completing the course will be familiar with how to do training need analysis, understand various training methods, design training programs, implement training programs and evaluate effectiveness of training programs.

**Unit-I**

**Training in organizations:** Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process.

Case 1: Taking Charge at Domtar: What it takes for a turnaround? (Nick Blanchard)

Case 2: LG Electronics ((Nick Blanchard)

Case 3: The wilderness training lab ((Nick Blanchard)

**Unit-II**

**Need Analysis and Training design:** The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory.

Case 4: Developing a training package at westcan (Nick Blanchard)

Case 5: The Training program (Fabrics Inc.) (Nick Blanchard)

**Unit-III**

**Training methods:** Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training. (CBT).

Case 6: Training & Development at Godrej. (Nick Blanchard)

**Unit-IV**

**Implementation & Evaluation of Training:** Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation.

Case 7: Jack goes to training. (Nick Blanchard)

Case 8: Training designed to change behaviour and attitude. (Nick Blanchard)

**Unit-V**

**Areas of organizational Training:** Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

Case 9: The competent employee. (Nick Blanchard)

**TEXT BOOK:**

- P.Nick Blanchard, James W. Thacker, A.Anand Ram, "Effective Training" 4e, Pearson, 2012.
- Journals: Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**REFERENCES:**

- Anjali Ghansekar "Training & Development" Everest, 2013.
- Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.



**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA46 MANAGEMENT OF INDUSTRIAL RELATIONS  
(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The aim of the course is to enable HR elective students develop awareness towards labour laws. The students will understand how to deal with legal problems emanating from employer and employee relations in organizations.

**Learning Outcome:** The student understands the industrial relations, its importance in HR and various Labour Laws like Factories Act, Wage and Bonus Act and Dispute Preventive and Corrective Mechanisms. They will also understand the role of Trade Unions, Settlement of disputes, Collective Bargaining, Wage Policy.

**Unit-I**

**Industrial Relations:** Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union, Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices.

Case 1: Let us get back to work (p.no. 720, C.B.Mamoria)

Case 2: A case of complicated multi-union manoeuvres (J.A. Kulkarni)

**Unit-II**

**Settlement of Disputes:** Role of state Dispute Settlement Machinery and its instruments, Legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure.

Case 3: Stop the shouting game please (p.no. 760, C.B.Mamoria)

Case 4: The dish ends Ltd. (p.no.07, J.A. Kulkarni)

**Unit-III**

Collective Bargaining, Conciliation, Arbitration, Adjudication, The Industrial Dispute Act 1947, Labour Welfare work, Labour Welfare officer, Worker's Participation.

Case 5: who is to be blamed (p.no. 685, C.B.Mamoria)

**Unit-IV**

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act, 1965

Case 6: Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria)

**Unit-V**

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change.

Case 7: Organizations and unions working as partners (p.no. 738, C.B.Mamoria)



**TEXT BOOK:**

- Mamoria, Gankar “Dynamics of Industrial Relations” Himalaya Publishing House.2012.
- Journals : Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development. Cases:
- C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers 13<sup>th</sup> edition, 2012.
- J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, “case studies in management”, pearson, 2011.

**REFERENCES:**

- Dr K S Anandram “Cases in Personnel Management Industrial Relations and Trade Relations” Everest, 2012.
- Arun Monappa,Ranjeet Nambudiri,Selvaraj “Industrial Relations and Labour Laws” , TMH,2012
- A.M.Sharma “Industrial Relations and Labour Laws”, Himalaya Publishing House, 2013.
- Ratna Sen “Industrial Relations-Text and cases “Macmillan Publishers, 2011.
- Kubendran.V, Kodeeswari.K “Industrial Relations and Labour Laws “Himalaya Publishing House, 2011.
- Puneekar S.D,Deodhar S.B, Saras wathi Sankaren”Labour Welfare,Trade Unionism and Industrial Relations, “Himalaya Publishing House,2012.
- B.D.Singh “Industrial Relations”Excel Books 2008.
- S C Srivastava “Industrial Relations and Labor Laws” Vikas, 2012.
- Padhi “ Labour and Industrial Relations” PHI, 2012.
- Venkata Ratnam “Industrial Relations” Oxford, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA47 MANAGEMENT OF CHANGE  
(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** The course enables the student to understand the concept change management. This will help them to emerge as leaders in the organizations.

**Learning Outcome:** The student understands the need to bring change, how to design change in the organizations, role of leadership in change management, change communication and resistance to change and the role of HR in change management.

**Unit-I**

Managing Change Conundrums, Organizational change classifications, History and organizational change. The role of paradigms and perspectives. External and internal change contexts.

Case 1: Changing times at Factory Bank (Mark Hughes page no 70)

**Unit-II**

Organizational design and change, strategic level change, Group and team level change, and Individual level change-Organizational Structure-Organizational Culture and Management of Change.

Case 2: Restructuring at Flexco (Adrian page no 57)

Case 3: Cultural change at Dupont Nylone (Adrian page no 65)

**Unit-III**

The leadership of Change, Change communication, resistance to change, Organizational learning, power, politics and Organizational change-Ethics and Managing Change, Change Agents and Agency.

Case 4: Funding crisis at Musicians in the community (Mark Hughes page no 221)

**Unit-IV**

HR and Managing Change: Recruitment & Selection & The Management of Change, Performance Management & Management of Change, Reward Managements & The Management of Change, Technological Change.

Case 5: Recruitment and Selection at Unicol (Adrian page no 117)

Case 6: Reward Management at Midland Main Line - Strategic Reward Management (Adrian page no 191).

**Unit-V**

Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change.

Case 7: Downsizing at Energy Co (Adrian page no 268)

Case 8: Evaluating a possible change to training methods at telesales Incorporated (Adrian page no 300)

**TEXT BOOK:**

- Mark Hughes, "Managing Change – a critical perspective", Universities Press, 2011.
- Journals: Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**REFERENCES:**

- Adrian Thornhill, Phil Lewis, Mike. Mark N K Saunders, "Managing change", Pearson, 2011.
- John Hayes "The Theory and Practice of Change Management", Palgrave, 2012.
- Robert A Paton "Change Management" 3/e, Sage Publications, 2012.
- Palmer Dunford "Managing Organizational Change" TMH, 2012.
- Radha R Sharma "Change Management and Organizational Transformation", McGraw Hill, 12.
- Dipak Kumar "Organizational Change and Development", Oxford, 2012.
- Niloanjan Sengupta "Managing Change in Organizations", PHI, 2012.
- Nic Beech "Managing Change" Cambridge Press", 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
**R15MBA48 COMPENSATION & REWARD MANAGEMENT**  
**(HR ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** It enables the student understand the concepts issues and challenges of compensation and reward management.

**Learning Outcome:** 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**

**The Pay Model Strategy:** The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures.

Case 1: So you want to lead an orchestra (George T Milkovich page no 72)

Case 2: Job Evaluation at whole foods (George T Milkovich page no 125)

**Unit-II:**

Defining Competitiveness, Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans.

Case 3: Burger Boy (George T Milkovich page no 249)

Case 4: Incentives in the club House (George T Milkovich page no 279)

**Unit-III**

Performance Appraisals, Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits.

Case 5: Merit pay: Making policies and practices that work (George T Milkovich page no 319)

**Unit-IV:**

Compensation of Special Groups, Union role in wage and Salary administration. International pay systems.

Case 6: Compensation of special groups (George T Milkovich page no 443)

Case 7: Coke and IBM (George T Milkovich page no 491)

**Unit-V**

Government and legal issues in compensation. Public sector pay Management: Making it work.

Case 8: Communicating by copier (George T Milkovich page no 575)

**TEXT BOOK:**

- George T Milkovich, Jerry M Newman, C S Venkata Ratnam" TMH, 2013.
- **Journals** : Indian Journal of Industrial Relation; NHRD Journal of Career Management; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**REFERENCES:**

- B D Singh "Compensation and Reward Management" Excel books, 2012
- Joseph J. Martocchio "Strategic Compensation" Pearson, 2012.
- Kanchan Bhatia "Compensation Management" Himalaya, 2012.
- Henderson "Compensation Management in a Knowledge Based World" 3/e, Pearson, 2012.
- Luis R. FGomez- Mejia "Compensation and Organizational Performance" Yesdee Publishing, 2012.
- Michale Armstrong "Employee Reward" University Press, 2012.
- Barry Gerhart, "Compensation" Sage, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA49 LEADERSHIP  
(HR ELECTIVE)**

**Course Aim:** The aim of this subject is to empower the students with the concepts, theories and approaches to lead organizations. The knowledge gained will help the students to feel confident to add value to the organizations.

**Learning Outcome:** The students will be able to understand in definitions, concepts and process of leadership. The will also understand the approaches and theories of leadership, leadership styles, leadership types like transactional leadership, transformational leadership, team leadership.

**Unit-I**

**Introduction :** Leadership definition and components, ways of conceptualizing leadership, Trait versus process leadership, leadership and management. Trait Approach: Description, Five- factor personality model and leadership, emotional intelligence, how does the trait approach work? Strengths, criticisms, applications.

Case 1: Developing a leadership pipeline at Infosys (p.no. 27 P.C.Reddy)

Case 2: Fostering young leaders (p.no. 48, Uday kumar)

**Unit-II**

**Skills Approach:** Description, three- skill approach, skills models, how does the skills approach work? Strengths, criticisms, applications. Style Approach: Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (leadership) Grid, paternalism/Materialism Opportunism. Situational Approach: Description Leadership Styles, Development Levels, How does the Situational Approach Work? Strengths, criticisms, applications.

Case 3: Train dogs, develop leaders (p.no. 99 W. Glennrowe)

**Unit-III**

**Contingency Theory:** Description, leadership Styles, Situational Variables, How does Contingency Theory Work? Strengths, Criticisms, applications. Path-Goal Theory: Description, leader Behaviours, Subordinate characteristics, how does Path-Goal Theory Work? Strengths, criticisms, applications. Leader-Member Exchange theory: Description, Early studies, Later Studies, Leadership Making.

Case 4: Charismatic leadership & motivation in ABC Ltd. (p.no. 31 P.C.Reddy)

**Unit-IV**

**Transformational Leadership:** Description, Transformational leadership definition, Transformational leadership and charisma, A model of transformational leadership, How does the Transformational Leadership Work? Strengths, criticisms, applications, Servant Leadership: Description, Servant Leadership Defined, Historical basis of servant leadership, ten characteristics of a servant leader, Building a theory of servant leadership.

Case 5: Douglas fine foods (p.no. 222 W. Glennrowe)

Case 6: Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

## **Unit-V**

**Team Leadership:** Description-Team Leadership model-How does team leader work- Women and Leadership-Gender, Leadership Styles-Culture and Leadership- Dimension of Culture-Leadership Behaviour-Leadership Ethics-Ethical Theories-Heifetz's Perspective on Ethical Leadership.

Case 7: X-Teams: new ways of leading in a new world (p.no. 361 W. Glennrowe)

Case 8: Tata: leadership with trust (p.no. 444 W. Glennrowe)

Case 9: Turning individuals into team players: Apollo engineering works (p.no. 359, Uday kumar)

### **TEXT BOOK:**

- Peter G. Northouse "Leadership: Theory & Practices" Sage Publications, 2012.
- Journals: Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

### **REFERENCE:**

- W.Glenn Rowe, Laura Guerrero, "Cases in Leadership", 3<sup>rd</sup> edition, Sage, 2013.
- Kain Dalton, " leadership & management development", Pearson, 2013.
- Dr.P.C.Reddy, Mr. C S Sai prasad Reddy, case studies in business management, paramount publishers, 2012.
- Uday kumar Halder, "leadership & team building", Oxford, 2011.
- Hughes, Ginnett, Curphy "Leadership" 7/e Indian edition, TMH, 2013.
- Gary Yukl "Leadership in Organizations" Pearson, 2012.
- Kavin Dalton, Leadership and Management Development, Pearson, 2013

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA50 BUSINESS INTELLIGENCE  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** It enables the student understand the concepts of Business Intelligence

**Learning Outcome:** The student understands Data Ware Housing, Data Mining for Business Intelligence, Business Rules and Business Intelligence Implementation.

**Unit-I**

**Introduction to Business Intelligence:** The Business pressure-Responses and support model-Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use-Performance metrics and key performance indicators-horizontal use cases for BI.

Case 1: (Efraim Turban Pg no 26 & 107).

**Unit-II**

**Data Ware Housing-Definitions and concepts:** DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards.

Case 2: (Efraim Turban. Pg no 125).

**Unit-III**

**Data mining for Business Intelligence:** Data mining concepts and definitions-Data mining applications- Artificial neural Networks for data mining. Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

Case 3: (Efraim Turban. Pg no 228)

**Unit-IV**

Business Rules-the value preposition of business rules-Business rules approach-Business rule system sources of business rules and management approach.

**Unit-V**

Business intelligence implementation-Business Intelligence and integration implementation-connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI.

**TEXT BOOK**

- Efraim Turban et al. "Business Intelligence" 2e, Pearson Education, 2012.

**REFERENCES:**

- David Loshin "Business Intelligence" 2e, Elsevier, 2012.
- Amit Johri "Business Intelligence" Himalaya, 2012.
- Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2012.
- Carlo Vercellis "Business Intelligence" Wiley Publications, 2012.
- Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH, 2011.
- Nina Godbole & Sunit Belapure "Cyber Security" Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka "Cases in Management Information system 'Everest, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA51 ENTERPRISE RESOURCE PLANNING  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** It enables the student to understand the foundations of Enterprise planning and ERP System Options.

**Learning Outcome:** The student understands the challenges in implementation of ERP system, ERP System Implementation options, and functional modules of ERP.

**Unit-I**

**Introduction to ERP:** Foundation for Understanding ERP systems-Business benefits of ERP-The challenges of implementing ERP system-ERP modules and Historical Development.

Case 1: Response top RFP for ban ERP system (Mary Sumner).

**Unit-II**

**ERP system options & Selection methods:** Measurement of project Impact- information Technology Selection-ERP proposal evaluation-Project Evaluation Technique. (David L.olson).

Case 2: Atlantic Manufacturing (Mary Sumner).

**Unit-III**

**ERP system Installation Options:** IS/IT Management results-Risk Identification analysis-System Projects- Demonstration of the system-Failure method-system Architecture & ERP (David L.Olson)

Case 3: Dissolutions & Technology Knowledge (Mary Sumner).

**Unit-IV**

**ERP - sales and Marketing-** Management control process in sales and marking-ERP customer Relationship Management-ERP systems- Accounting & Finance control processes. Financial modules in ERP systems.

Case 4: Atlantic manufacturing (Mary Sumner).

**Unit-V**

**ERP—Production and Material Management-Control process on production and manufacturing-Production module in ERP- supply chain Management & e-market place-e-businesses & ERP-e supply chain & ERP- Future directions for ERP.**

Case 5: HR in Atlantic manufacturing. (Mary Sumner)

**TEXT BOOK:**

- Mary Sumner “Enterprise Resource Planning” Pearson, 2012.

**REFERENCES:**

- David L.Olson “Managerial Issues in ERP systems” TMH 2012.
- Ellen Monk “Enterprise Resource Planning” Cengage, 2012.
- Alexis Leon “Enterprise Resource Planning” 2<sup>nd</sup> Edition, TMH ,2012
- Goyal “Enterprise Resource Planning” TMH, 2012
- Jagan Nathan Vaman “ERP Strategies for Steering Organizational competence and competitive Advantage” TMH, 2012.
- Rajesh Ray “Enterprise Resource Planning” TMH, 2012
- Jyotindra Zaveri, Enterprise Resource Planning, HPH, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA52 DECISION SUPPORT SYSTEM  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any cases)**

**Course Aim:** It enables the student understand how to build and implement Decision Support system.

**Learning Outcome:** The student understands Decision Support System benefits, types, building and implementation, DSS Software tools, Group Decision Supportive System, and Data Warehousing.

**Unit-I**

**Introduction to Decision Support System (DSS)-** How DSS evolved- DSS Benefits-Systems, Information Quality and Models-Dataflow diagram Information quality- Types of DSS- DSS hierarchy- Generalizing DSS categories. Cases.

**Unit-II**

**Building and implementing DSS-** DSS on the center corporate systems- Internet and client/ Server computing in DSS- DSS on standalone system-Choosing a DSS Hardware environment. Cases.

**Unit-III**

**DSS software tools-** Standard Package-specialized tools and Generators-Programming language for DSS- Building DSS- DSS development process-Project development participants-Overcoming Resistance of Change- Models in DSS. Cases.

**Unit-IV**

**Group Decision Support System-** Why group DSS? –Group Vs Individual activities-Media richness and Task Types-Types of Group DSS-Group DSS in use today-Group ware products. Cases.

**Unit-V**

**Data Warehousing-** What is DW-DW concepts- The DW database-Database structure-Getting the data into the data warehouse- Metadata. Cases.

**Textbook:**

- Efram G.Mallach” Decision Support and Data Warehouse Systems” TMH,2012

**REFERENCES:**

- Efraim Turban “Decision Support and Business Intelligence Systems” Pearson , 2012.
- Dhiraj Sharma: Foundations of I T, Excel, 2013.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.



**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA53 E-BUSINESS  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any cases)**

**Course Aim:** It enables the student understand the concepts of Electronic Business.

**Learning Outcome:** The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E- Business.

**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 (Ref 1- 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 (ref 1 :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 website Defacement-Security audit and Penetration Testing.

Case: Asmi Agencies-e-market ( Ref 1 Kulkarni)

**TEXTBOOK:**

- Kulkarni et al. “E-Business” Oxford, 2012.

**REFERENCES:**

- Dave chaffey, e-business & e- commerce management- strategy, implementation and practice, 5<sup>th</sup> edition, pearson, 2013.
- Napier et al “Creating A Winning E-Business” Cengage, 2012.
- Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2013.
- Elias M Awad, Electronic Commerce, PHI,2012
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA54 CYBER SECURITY  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any cases)**

**Course Aim:** It enables the student to understand Cyber crime, Tools and methods used in cyber crime and Cyber Security.

**Learning Outcome:** The student understands the cyber crimes. Computer forensic system, and Cyber Security.

**Unit-I**

Cyber crime: Mobile and Wireless devices-Trend mobility-authentication service security- Attacks on mobile phones-mobile phone security Implications for organizations- Organizational measurement for Handling mobile-Security policies and measures in mobile computing era. Cases.

**Unit-II**

Tools and methods used in cyber crime-Proxy servers and Anonymizers- Phishing- Password cracking-Key loggers and Spy wares-Virus and worms-Trojan Horse and Backdoors Steganography-SQL Injection-Buffer overflow-Attacks on wireless network. Cases.

**Unit-III**

Understanding computer forensic-Historical background of cyber forensic-Forensic analysis of e-mail-Digital forensic life cycle-Network forensic-Setting up a computer forensic Laboratory-Relevance of the OSI 7 Layer model to computer Forensic-Computer forensic from compliance perspectives. Cases.

**Unit-IV**

Forensic of Hand –Held Devices-Understanding cell phone working characteristics-Hand-Held devices and digital forensic- Toolkits for Hand-Held device-Forensic of i-pod and digital music devices-Techno legal Challenges with evidence from hand-held Devices. Cases.

**Unit-V**

Cyber Security –Organizational implications-cost of cybercrimes and IPR issues-Web threats for organizations: the evils and Perils-Social media marketing-Security and privacy Implications-Protecting people privacy in the organizations-Forensic best practices for organizations. Cases.

**TEXT BOOK:**

- Nina Godbole & Sunit Belapure “Cyber Security”, Wiley India, 2012.

**REFERENCES:**

- Harish Chander, “Cyber laws & IT protection”, PHI, 2012.
- Dhiren R Patel, “Information security theory & practice”, PHI, 2010.
- MS.M.K.Geetha & Ms.Swapne Raman”Cyber Crimes and Fraud Management, ”MACMILLAN, 2012.
- Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2013.
- Vivek Sood, Cyber Law Simplified, TMH, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**R15MBA55 INFORMATION SYSTEM CONTROL AND AUDIT  
(SYSTEMS ELECTIVE)**

**(Students must read text book. Faculty are free to choose any cases)**

**Course Aim:** It enables the student understand the concepts of Information System and Control.

**Learning Outcome:** The student understands the audit standards, Audit Process, Computer assistance Audit tools, Managing Audit tools and Strategy and Standards for Auditing.

**Unit-I**

Audit and review the role of Information Technology-Audit standards-Importance of audit standard independence- AICPA preannouncement- The need for IT audit function- role of the IT auditor-Legal implications. Cases.

**Unit-II**

Audit process in a information Technology Environment-Risk Assessment-Audit budget-Objectives and context-preliminary review-Field-work and implementing audit Methodology-Documenting results. Cases.

**Unit-III**

Computer Assistance Audit tools- Auditor productivity tools-Flowcharting Techniques-Flowcharting an Analytical tool- Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic. Cases.

**Unit-IV**

Managing IT audits- Establish a career development and planning-Evaluating IT audit quality-criteria for IT audit quality-IT auditing in new millennium-code of ethics and professional standards-Private industry-Management consultancy. Cases.

**Unit-V**

Strategy and standards for auditing- Strategic planning- communication- demand management-Architecture and standards- Business architecture- application and information architecture-Architecture functions. Cases.

**TEXT BOOK:**

- Sandra Senft & Fredrick "Information Technology Control and Audit "CRC Press, 2012.

**REFERENCES:**

- D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and chelists from the banking industry, TMH, 2008.
- Nina Godbole & Sunit Belapure "Cyber Security" Wiley India 2012.
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka "Cases in Management Information system 'Everest, 2012.