

**MBA**

**I YEAR**

**I SEM**

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
(Autonomous Institution-UGC, Govt. of India)

<b>Course Title</b>	<b>: MANAGEMENT AND ORGANISATIONAL BEHAVIOUR</b>
<b>Course Code</b>	<b>: R22MBA01</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

- To understand the fundamentals underlying the management of an organization.
- To understand the dynamics of organizational behaviour.

**Learning Outcome/s:**

- The students should be able to learn the history of management and the contributions of important management researchers.
- The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.
- 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: Theories of Management**

**Basics of Management:** Importance of Management - Functions of Management - Levels of Management - Scientific Management Theory - Fayol's Fourteen Principles of Management - Bureaucratic Theory - Human Relations Movement - Systems and Contingency Theory.

**Unit-II: Planning and Organising**

**Planning:** Features of Planning - Principles of Planning - Importance of Planning - Forms of Planning - Guidelines for Effective Planning - Steps in Planning Process.

**Organising:** Principles of Organizing - Authority - Organizational Design - Job Design - Relation between Authority, Power and Influence.

**Unit-III: Leadership and Motivation Theories**

**Leadership Theories:** Great Man Theory - Trait Theory - The Managerial Grid Model - Path Goal theory - Fiedler's Contingency Theory.

**Motivational Theories:** Maslow's Hierarchy of Needs - Two-factor theory of Motivation - Theory X and Theory Y - McClelland's Need Theory. Communication: Process - Barriers - Guidelines for Effective Communication.

**Unit-IV: Organizational Behaviour (OB)**

**Introduction to OB:** Elements of OB - Disciplines of OB - Perception Process – Attitudes.

**Personality Theories:** Extrovert & Introvert - Type-A & Type-B - Sigmund Freud's Psychoanalytic Theory - Stress Management.

**Unit-V: Group Behaviour**

**Foundations of Group Behaviour:** Defining and Classifying Groups - Stages of Group Development - Group Decision Making - Understanding Work Teams - Types of Teams - Creating Effective Teams.

**REFERENCES:**

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- Robert N. Lussier, Management Fundamentals–Concepts, Applications, Skill Development, Cengage Learning.
- Stephen P. Robbins, Timothy: Organizational Behavior, Pearson.
- L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing.
- Udai Pareek, Sushma Khanna, Organizational Behavior, Oxford Publishing.
- Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson.
- Griffin & Moorhead, Organizational Behaviour, 10<sup>th</sup> Edition, Cengage Publishing.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
**(Autonomous Institution-UGC, Govt. of India)**

<b>Course Title</b>	<b>: MANAGERIAL ECONOMICS</b>
<b>Course Code</b>	<b>: R22MBA02</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

- To enable students acquire knowledge to understand the economic environment of an organization.

**Learning Outcome/s:**

- 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 Managerial Economics**

**Introduction:** Definition - Nature and Scope - ME as an Inter-disciplinary - Basic Economic Principles - The Concept of Opportunity Cost - Incremental Concept - Scarcity - Marginalism - Equi-marginalism - Time perspective - Discounting Principle.

**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.

**Forecasting:** Demand Forecasting and its Techniques - Consumers Equilibrium - Cardinal Utility Approach - Indifference Curve Approach - Consumer Surplus.

**Unit-III: Production and Cost Analysis**

**Production Analysis:** Production Function - Production Functions 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.

**Cost Analysis:** 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.

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**Unit-IV: Market Structure and Pricing Practices**

**Market Structures:** 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:** Pricing Philosophy.

**Unit-V: Macro Economics & Business**

**Macro Economics:** Nature - Concept and Measurement of National Income - Classical and Keynesian approaches to Income - Employment and Investment.

**Inflation:** Types - Causes and Measurement of Inflation - Philips Curve - Stagflation.

**Trade Cycles:** Causes - Policies to Counter Trade Cycles.

**REFERENCES:**

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- D. M. Mithani, Managerial Economics, HPH.
- Yogesh Maheshwari, Managerial Economics, PHI.
- Sumitrapal, Managerial Economics Cases & Concepts, Macmillan.
- H. Kaushal, Managerial Economics, Macmillan.
- Craig H. Petersen, 'Managerial Economics', Pearson.
- D.N. Dwivedi, Managerial Economics, Vikas.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
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<b>Course Title</b>	<b>: FINANCIAL REPORTING AND ANALYSIS</b>
<b>Course Code</b>	<b>: R22MBA03</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

- To provide the information that is needed for sound economic decision making.
- To provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies.

**Learning Outcome/s:**

- 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**

**Introduction to Accounting:** Importance - Objectives – Principles. **GAAP:** Accounting Concepts and Conventions.

**Accounting System:** Double Entry System - Recording Business Transactions - Classification of Accounts - Accounting Cycle - Users of Accounting Information.

**Unit-II: The Accounting Process**

**Overview:** Accounting Process.

**Books of Original Record:** Journal - Ledger (Problems)- Trial Balance - Classification of Capital and Revenue Expenses (Theory) - Final Accounts with Adjustments (Theory & Problem) - Cash Book and other Subsidiary books (Theory).

**Unit-III: Depreciation and Shares and Debentures**

**Depreciation:** Concept - Methods of Depreciation: their impact on measurement of business Accounting - Straight Line Method - Written down Value Method (Theory & Problems).

**Shares and Debentures:** Issue of shares – At par, discount & premium - Forfeiture – Re-issue of Forfeiture shares - Issue and Redemption of Debentures. (Theory & Problems)

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**Unit-IV: Financial Analysis-I**

**Working Capital:** Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid Costs.

Distinction between Cash Flow and Funds Flow - Preparation and Analysis of Cash Flow Statement of a company (Theory & Problems).

**Unit-V: Financial Analysis-II**

**Financial Statement Analysis:** Analysis and Interpretation of Financial Statements from Investor and Company point of view - Horizontal Analysis and Vertical Analysis of Company (Theory & Problems).

Ratio Analysis - Liquidity - Leverage - Solvency and Profitability Ratios. (Theory & Problems) Du Pont Chart, Accounting Standards Issued by ICAI, International Financial Reporting Standards (IFRS) (Theory).

**REFERENCES:**

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

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
(Autonomous Institution-UGC, Govt. of India)

<b>Course Title</b>	<b>: RESEARCH METHODOLOGY &amp; STATISTICAL ANALYSIS</b>
<b>Course Code</b>	<b>: R22MBA04</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>
<b>Course Aim/s:</b>	

- To encourage thinking statistically.
- To develop the abilities to understand and use data.
- To develop expertise in a standard set of statistical and graphical techniques that will be useful in analyzing data, and to learn to apply these techniques in a number of areas of management.

**Learning Outcome/s:**

- Appreciate that the collection and statistical analysis of data improves business decisions and reduces the risk of implementing solutions that waste resources and effort.
- Select and deploy the correct statistical method for a given data analysis requirement.
- Achieve a practical level of competence in building statistical models that suit business applications.
- Recognize, develop and distinguish between models for cross-sectional analysis at a single point in time and models for time series analysis at multiple points in time.

**Unit-I: Introduction to Research**

**Introduction to Research:** Meaning, Scope, Types of Research, Research Process. Data collection techniques - Questionnaire Design.

**Research Design:** Research Problem, Purpose of Research Design, Characteristics of Good Research Design, Sampling and its Applications.

**Unit-II: Measures of Central Tendency, Dispersion & Skewness**

**Introduction to Statistics** - Measurement of Central Tendency- Mean- Median – Mode;

**Measures of Dispersion** - Range - Quartile Deviation - Mean Deviation - Standard Deviation and Co-efficient of Variation.

**Measures of Skewness.**

**Unit-III: Tabulation and Graphical Presentation of Data**

**Classification and Tabulation:** Univariate - Bivariate - Multivariate Data - Data Classification and Tabulation.

**Graphical Presentation of Data:** Diagrammatic and Graphical Representation of Data - One Dimensional - Two Dimensional - Three Dimensional Diagrams and Graphs.



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**Unit-IV: Correlation and Regression Analysis**

**Correlation Analysis:** Introduction: Karl Pearson's Coefficient of Correlation - Spearman's Rank Correlation. Scatter Diagram - Positive and Negative Correlation - Limits for Coefficient of Correlation - - Concept of Multiple and Partial Correlation.

**Regression Analysis:** Concept - Least Square Method - Two Lines of Regression.

**Trend analysis** - Free Hand Curve - Moving Averages. **Time Series Analysis and Report writing**

**Unit-V: Small Sample Tests**

**Sample Test:** t-Distribution - Properties and Applications - Testing for One and Two Means - Paired t-test.

**Analysis of Variance:** One Way and Two Way ANOVA.

**Chi-Square distribution:** Test for a specified Population variance - Test for Independence of Attributes.

**REFERENCES:**

- 
- Levin R.I., Rubin S. David, "Statistics for Management", Pearson.
  - Beri, "Business Statistics", TMH.
  - Gupta S.C, "Fundamentals of Statistics", HPH.
  - Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
  - Levine, Stephan , Krehbiel , Berenson - Statistics for Managers using Microsoft Excel, PHI.
  - J. K Sharma, "Business Statistics", Pearson.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
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<b>Course Title</b>	<b>: BUSINESS ENVIRONMENT &amp; BUSINESS LAWS</b>
<b>Course Code</b>	<b>: R22MBA05</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

- To make students understand different types of business environments they should review before taking managerial decisions.
- To enable students understand legal and regulatory framework for doing business in India.

**Learning Outcome/s:**

- To understand the issues related to the industrial policy and regulation and their amendments from time to, time.
- The knowledge gained by the students on capital markets, GST, FDI, 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.
- To understand the formalities involved in incorporating a company and the nuances related to the Law of Contract.
- To know various acts and their implications.

**Unit-I: Introduction to Business Environment**

**Macro Environment Analysis:** PESTEL Model.

**Industrial Policies:** Industrial Policy of 1991 and recent developments - Fiscal Policy - Monetary Policy.

**Latest Union Budget:** Tax Implications - Goods & Services Tax (GST).

**Unit-II: India's Trade Policy**

**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.

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**Unit-III: EXIM Policies & FEMA**

**EXIM Policy:** India's New EXIM Policy - Legal Framework - Foreign Market entry Strategies - FEMA - Liberalisation - Privatisation - Globalisation and its impact on Indian Economy.

**Unit-IV: Introduction to Business Law**

**Contract and Acts:** Nature of Contract and Essential Elements of Valid Contract - Negotiable Instruments Act (1881) - Promissory Note - Bills of Exchange & Cheque - and their Definitions and Characteristics –

**Endorsements** meaning and types - Consumer Protection Act (2019) - Income Tax Act (1961) - Information Technology (IT) Act (2000).

**Unit-V: Companies Act-1956**

**Companies Act:** Steps and Procedure for Incorporation of the Company.

**Company Management:** Appointment of Directors - Powers - Duties & Liabilities of Directors.

**Resolutions:** Company Meetings – Resolutions - Liquidation of a Company - Latest Amendments - New Regulations in Companies Act (2013).

**REFERENCES:**

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- Justin Paul, Business Environment: Text & Cases, TMH.
- Francis Cherunilam, Business Environment: Text & Cases, HPH.
- K. Aswathappa, Essentials of Business Environment, Himalaya Publication House.
- RSN Pillai, Bagavathi, Business Law, S. Chand.
- N. D. Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition
- S. S. Gulshan, Mercantile Law, Excel Books, latest edition

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
**(Autonomous Institution-UGC, Govt. of India)**

<b>Course Title</b>	<b>: PROFESSIONAL COMMUNICATION SKILLS</b>
<b>Course Code</b>	<b>: R22MBA06</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

- To enable students how to improve communication skills.

**Learning Outcome/s:**

- To develop Writing skills in preparing business letters, report, memos, and proposals.
- To develop Oratory skills through public speaking
- To understand importance of professional attire in corporate environment.
- To get knowledge on various business etiquette and inculcate the etiquette for corporate fit.

**Unit-I: Concepts of Communications**

**Introduction:** Definition and Process of Communication - Forms of Verbal and Non-verbal Communication.

**Barriers of Communication:** Communication Barriers and Overcoming Communication Barriers - Guidelines for Effective Communication.

**Business Writing:** Direct and Indirect approaches to Business Writing - Five Main Stages of Writing Business Messages.

**Exercise:** Role Play, Square Talk Activity.

**Unit-II: Written Business Communication**

**External Communication:** The Seven C's of Letter writing - Kinds of Business Letters - Business Reports and Proposals - Purpose of Business Reports.

**Internal Communication:** Format and Principles of Writing Memos - General Warning - Cautions.

**Exercise:** Preparation of Reports on different issues.

**Unit-III: Oral Communication**

**Public Speaking:** Types of Public Speaking - importance of Public Speaking.

**Power Point Presentation:** Planning the Presentation - Delivering the Presentation - Developing & Displaying Visual Aids - Handling Questions from the Audience.

**Listening:** Definition - Types of Listening Skills - Features of a Good Listener - Causes and effects of Poor Listening.

**Exercise:** Elocution and Extempore.

#### Unit-IV: Behavioral Techniques

**Body Language:** Facial Expressions - Body Posture - Gestures - Eye Movement - Touch and the use of Personal Space.

**Business Attire and Grooming:** Different types of Attire - Guidelines for Business Attire.

**Exercise:** Power of Body Language, Charades.

#### Unit-V: Etiquettes

**Etiquettes:** Greeting Etiquette - Corporate Etiquette - Telephone Etiquette - E-mail Etiquette - Meeting Etiquette - Netiquette - Personal Etiquette - Social Etiquette - Dining Etiquette.

**Exercise:** Introduction and Art of Conversation, Telephonic Activity.

#### REFERENCES:

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- Meenakshi Raman and Prakash Singh, Business Communication, Oxford
- Lesikar: Basic Business Communication, TMH
- David Irwin: Effective Business Communications, Viva- Thorogood.
- Rajendra Pal, J S Korlaha HI: Essentials of Business Communication: Sultan Chand & Sons, New Delhi.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
**(Autonomous Institution-UGC, Govt. of India)**

<b>Course Title</b>	<b>: DISASTER AND CRISIS MANAGEMENT</b>
<b>Course Code</b>	<b>: R22MBA07A</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Open Elective</b>
<b>Course Credits</b>	<b>3</b>

**Course Aim/s:**

- Develop an understanding of why and how the modern disaster manager is involved in pre-disaster and post-disaster activities.
- They Know the key personnel or specialists related to disaster management and associate them with the types of disasters and phases in which they are useful.
- They will learn how to handle crisis situation.

**Learning Outcome/s:**

- After completing this session, you will be able to affirm the usefulness of integrating management principles in disaster mitigation work.
- They can distinguish between the different approaches needed to manage during pre- and post- disaster periods.
- They are able to know how to manage crisis.

**Unit-I: Introduction to Disaster Management**

**Introduction:** Definition - Nature and Scope - Factors - Hazard and Vulnerability.

**Types of Disasters:** Natural and Man - Made Disasters

**Impact of Disasters:** Socio, Economic and Psychological Conditions

**Unit-II: Consequences of Disasters and Hazards**

**Consequences:** Economic Damage - Loss of Human and Animal Life - Destruction of Ecosystem - Pre-Disaster Management - Early Warning and Prediction Systems - Role of IT - RS - GIS - GPS and ICS.

**Unit-III: Global Perspective (Natural and Man-Made Disasters)**

**Natural Disasters:** Volcanoes - Floods - Famines - Landslides.

**Man-Made Disasters:** Study of Environmental Impacts Induced by Human Activity - Nuclear Reactor Meltdown - Industrial Accidents - Disease and Epidemics.

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**Unit-IV: Disaster Management and Planning**

**Disaster Management & Planning:** Management of Essential Supplies and Temporary Shelter Relief - Evacuation & Other Logistic Management - Site Management - Medical Trauma and Stress Management - Integrated Developmental Planning For DisasterManagement.

**Unit-V: Crisis Management**

**Introduction:** Overview of Crisis Management - Identifying a Crisis - Crisis Stages

**Steps in Managing Crisis:** establishing crisis executive management team, crisis management team and crisis communication team - Rescue, relief, rehabilitation and reconstruction –

**Crisis Management Plan** - Case study of Service Sector

**REFERENCES:**

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- Gupta A.K., Niar S.S and Chatterjee S., Disaster Management and Risk Reduction, Role of Environmental Knowledge, Narosa Publishing House, Delhi.
- Murthy D.B.N., Disaster Management, Deep and Deep Publication Pvt. Ltd. New Delhi.
- Modh S., Managing Natural Disasters, Mac Millan Publishers India LTD.
- Damon, P. Copola, Introduction to International Disaster Management, Butterworth Heineman.
- National Disaster Management Plan (NDMP): A publication of National Disaster Management Authority Government of India, NDMA, New Delhi.
- Disaster Management Guidelines, GOI-UND Disaster Risk Program (2009-2012)

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
(Autonomous Institution-UGC, Govt. of India)

<b>Course Title</b>	<b>: INNOVATION MANAGEMENT</b>
<b>Course Code</b>	<b>: R22MBA07B</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Open Elective</b>
<b>Course Credits</b>	<b>3</b>

**Course Aim/s:**

- To equip the future entrepreneurs with an understanding of main issues in the management of innovation and technology

**Learning Outcome/s:**

- Students will be able to understand how technological innovation drives the long term competitiveness of Global organizations.

**Unit-I: Innovation and Creativity**

**Introduction to Innovation:** Concern for Innovation - Concept of Innovation - Characteristics of Innovation - Components of Innovation - Sources of Innovation - Types of Innovation.

**Creativity:** Creativity Process - Impact of Innovation.

**Unit-II: Innovation Management**

**Concept of Innovation Management:** Systems Approach - Evolution of Innovation Management - Importance of Management of Innovation - Effective Innovation Management - Performance Evaluation - Models of Innovation.

**Unit-III: Strategizing Innovation**

**Innovation Strategy:** Innovation as a Strategy Component - Developing Innovation Strategy - Market Standing Based on Strategy - Environment Based Strategy.

**Unit-IV: Technology Management**

**Technology:** Definition - Components - Features - Classification of Technology.

**Concept of Technology Management:** Nature of Technology Management - Drivers of MOT - Significance - Scope of MOT - Technological Challenges.

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**Unit-V: Technology Change and Forecasting**

**Technology Change:** Importance - Theories of Technological Change - Categories of Technological Change - Technological Intelligence.

**Technology Forecasting:** Technological Forecasting for Decision Making - Process of Technological Forecasting - Forecasting Techniques.

**REFERENCES:**

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- C.S.G. Krishnamachayulu, R.Lalitha, Innovation Management, Himalaya Publishing House.
- Shlomo Maital, D.V.R.Sheshadri, Innovation Management, Division of Sage Publications.
- Bhattacharya P.S, Creativity in Education, National psychological Corporation, Agra
- Silk, Leonard S, Research resolution McGrawhill, New York.
- Paul Trott, Innovation Management and New Product Development, 5<sup>th</sup> E, Prentice Hall
- Tony Davila, Marc Epstein, and Robert Shelton, Making Innovations Work: How to Manage It, Measure It, and Profit from It.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
**(Autonomous Institution-UGC, Govt. of India)**

<b>Course Title</b>	<b>: CROSS CULTURE MANAGEMENT</b>
<b>Course Code</b>	<b>: R22MBA07C</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Open Elective</b>
<b>Course Credits</b>	<b>3</b>

**Course Aim/s:**

- The objective of the course is to help students to construct their own coherent, individual perspective of the substance and increase their cultural awareness.
- It focuses on interpersonal approaches between people of different cultures in work settings as opposed to a country specific approach.

**Learning Outcome/s:**

- The students are able to understand the significance of cross-cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment.
- To know the international management practices and how organizational and national culture impacts upon them: work, motivation, performance appraisal, leadership, cross-cultural communication and decision-making, negotiation and trust, conflict and dispute resolution and corporate social responsibility.

**Unit-I: Introduction to Culture**

**Introduction:** Determinants of Culture - Facets of Culture - Levels of Culture - National Cultural Dimensions in the Business Context - The influence of National Culture on Business Culture.

**Unit-II: Cultural Dimensions and Dilemmas**

**Cultural Dimensions:** Value Orientations and Dimensions.

**Cultural Dilemmas:** Reconciling Cultural Dilemmas.

**Culture and Styles of Management:** Management Tasks and Cultural Values.

**Unit-III: Culture and Organizations**

**Culture vs. Organisations:** Culture and Corporate Structures - Culture and Leadership - Culture and Strategy - Cultural Change in Organizations.

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**Unit-IV: Culture and Communications**

**Culture vs. Communication:** Business Communication across Cultures - Barriers to Inter-cultural Communication - Negotiating Internationally.

**Unit-V: Cross Cultural Team Management**

**Management of Culture:** Working with International Teams - Conflicts and Cultural Difference - Understanding and Dealing with Conflicts - Developing Inter-cultural Relationships.

**REFERENCES:**

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- Marie-Joelle Browaeys and Roger Price: Understanding CCM, Pearson.
- David C. Thomas: Cross Cultural Management, Sage Publications.
- Nigel Holdon, CCM: Knowledge Management Perspective, Pentice Hall.
- Parissa Haghirian: Multinational and Cross Cultural Management, Routledge.
- Richard Mead: International Management-Cross cultural Dimension, Blackwell.
- Jerome Dumetz, Cross-cultural Management, Create Space Independent Publishing Platform; Student edition, Oakland, USA.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
**(Autonomous Institution-UGC, Govt. of India)**

<b>Course Code</b>	<b>: R22MBA07D</b>
<b>Course Title</b>	<b>: SUSTAINABILITY MANAGEMENT</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Open Elective</b>
<b>Course Credits</b>	<b>3</b>

**Course Objectives:**

- To highlight the importance of Business Sustainability Management.
- To impart knowledge of various aspects in Environment and Economic Sustainability.
- To explain Sustainability Process and its strategies.
- To elucidate on the importance of Sustainability in Urban Metabolism.
- To appreciate the importance of Market and Sustainability.

**Course Outcomes:** Students will be able to

- Understand the importance of Climate change and global warming.
- Learn about environment pollution and sustainability, economic approaches to sustainable development.
- Assess the steps in sustainable planning for competitive advantage.
- Understand sustainable and circular value chain, sustainability marketing.
- Appreciate the relevance of Market Sustainability

**Unit-I: Sustainability and Business**

Introduction to Sustainability, Triple Bottom-line Approach, Global Reporting Initiative (GRI) Guidelines, Sustainability and Responsibility, Sustainability Framework, Business Engagement with Sustainability, Climate Change and Global Warming, Sustainability Development, Five Steps to Successful Engagement, Difference between Corporate Social Responsibility (CSR) and Sustainability, Current Major Sustainability Trends.

**Unit-II: Environment and Economic Sustainability**

The Environment and Economic Growth Linkage, Impact of Transport Infrastructure Development, Interconnection of the Environment and Economic Development, Environment Pollution and Sustainability, Economic Approaches to Sustainable Development.

**Unit-III: Sustainability Process and Strategies**

Process to Achieve Sustainability, Working with Processes, Process Approach and Control, Resource Management, Official Strategy, Effective Processes, Efficient Processes, Sustainability Strategies, Steps in Sustainability Strategy Formulation, Steps in Sustainable Planning, Unsustainable Take-Make-Waste Business Models, Sustainable Models, Sustainability Self-Assessment by Sectors and Functions.

**Unit-IV: Sustainability in Urban Metabolism**

Introduction, Sustainable and Circular Value Chain, Systemic Perspective on Value Creation, Emergence and Dynamics of Circular Value Systems, Materials and Methods, Territorial Analysis, Natural Capital, Human Capital, Economic and Manufacture Capital, Social Capital, Cultural Capital, Consequential Lifecycle Assessment.

**Unit-V: Market and sustainability**

Introduction, Defining Human Needs, Material Services and Characteristics, Integrating Material Services, Sustainability Marketing Mix, Benefits of Sustainability Marketing, Strategy for Sustainability Marketing, Sustainable Consumer Behaviour, Segmentation, Positioning, Competitive Advantage, Sustainability Reporting, Importance of Trust, Sustainability Reporting Guidelines

**REFERENCES:**

- 
- Pardeep Singh, Pramit Verma, Daniela Perrotti, K.K.Srivastava, Environmental Sustainability and Economy, Elsevier Science, 1e,2021.
  - Rudiger Hahn, Sustainability Management: Concepts, Instruments, and Stakeholders from a Global Perspective, Paper pack edition, 2022.
  - Hardisty, Paul Environmental and Economic Sustainability Press, Routledge, 1e, 2019.
  - Dr. Deb Prasanna Choudhury, Sustainability Management: Strategies and execution for achieving Responsible Organizational Goals, 1e, 2018.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
**(Autonomous Institution-UGC, Govt. of India)**

<b>Course Title</b>	<b>: INFORMATION TECHNOLOGY FOR MANAGERS</b>
<b>Course Code</b>	<b>: R22MBA08</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year I Semester</b>
<b>Course Type</b>	<b>: Lab</b>
<b>Course Credits</b>	<b>2</b>

**Course Aim/s:**

- It helps the students to enhance the knowledge in system applications and to be a technical expertise in domain.
- To create the awareness of technology impact in decision making and its significance in business management.

**Learning Outcome/s:**

- It provides basic knowledge about software which can aid to advance student's presentation skills by using technological tools like MS-Word, MS-Excel and MS-PowerPoint.
- To understand the flow of information through various network systems for better communication, usage of Smart tools and applications in recent trends.

**Software:** Types of Software - its Features and Qualities.

**Operating Systems:** Features of Microsoft Windows.

**UNIT –I**

**Software:** Types of Software - its Features and Qualities. Process of O.S. installation and un-installation

**Operating Systems:** Features of Microsoft Windows. **Unix:** Features. Identification and installation of relevant software's and applications.

**UNIT -II**

**MS Word in Business Correspondence:** Word Processing - Text affects, Letters – Creating and formatting Tables - Mail Merge – Labels, Formatting tools.

**UNIT -III**

**Applications of MS Excel:** Introducing spreadsheet: Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data. Presenting a spreadsheet; Number and date/time format tools; Percentages; Currency; Text; Performing calculations; Basic arithmetic;

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**UNIT -IV**

Types of Charts: Column chart, Line Chart, Pie chart, Bar chart, Area chart, Scatter Chart

**UNIT - V**

**Introduction to MS Power Point:** Toolbar - Icons and Commands - Navigating in Power Point - Creation of Slides - Animation - Templates - Designing Presentations - Slide Show Controls - Making Notes on Pages and Handouts - Printing Presentations - Customizing Presentations - Types of Templates.

**REFERENCES:**

1. Sanjay Saxena and Prathapreet Chopra, Computer Applications in Management, Vikas.
2. Aksoy, Introduction to Information Technology, Cengage, ND.
3. Parameswaran: Computer Application in Business, S Chand, New Delhi.
4. PS Gill, Database Management Systems, IK Int Pub House, New Delhi.
5. D.P. Goyal, Management Information Systems, MacMillan Publishers.
6. Sudalaimuthu &Anthony Raj, Computer Applications in Business, Himalaya, Mumbai.

**MBA**

**I YEAR**

**II SEM**



**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
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<b>Course Code</b>	<b>: R22MBA09</b>
<b>Course Title</b>	<b>: HUMAN RESOURCE MANAGEMENT</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

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

**Learning Outcome/s:**

- 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:** Functions - Objectives.

**Job Analysis:** Process - Methods of Data Collection - Job Description - Job Specification - Job Design - Techniques - HRP: Need and Process - HR Information Systems - Trends in HRM - Contemporary Issues.

**Unit-II: Recruitment and Selection**

**The Recruitment Process:** Methods of recruiting - Sources of Recruitment.

**Selection Process:** Types of Selection Tests - Basic types of interviews - Errors in Interviews - Designing and conducting the Effective Interview - Induction - Placement.

**Unit-III: Human Resource Development & Compensation**

**Introduction to Training:** Training Process & Methods - On the Job & off the Job methods - Management Development Methods.

**Performance Appraisal:** The Appraisal Process - Appraisal Methods - Potential problems in Performance Appraisal - The Role of Appraisal in Managing Performance - Career Planning and Development.

**Compensation:** Objectives - Factors influencing Compensation - Compensation and Motivation - Compensation for special Groups - Job Evaluation and its methods.

**(Contd...)**

**Unit-IV: Industrial Relations Management**

**Industrial Relations:** Nature - Parties to IR - Trade Unions - Factors affecting Unionism.

**Industrial Disputes:** Settlement Methods - Collective Bargaining - Grievance Handling Procedure - Labour Legislation in India.

**Unit-V: International HRM**

**IHRM:** Definition - Nature - Scope - Difference between Domestic HRM and IHRM - Global HRM Practices - Approaches to International Recruitment - Factors affecting Expatriate Selection - Cross Cultural Teams and Cultural differences.

**REFERENCES:**

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- Gary Dessler, "Human Resource Management", 12<sup>th</sup> Edition, Pearson.
- K. Aswathappa, "Human Resource Management, Text and Cases", TMH.
- Dr. Anjali Ghanekar, "Essentials of Human Resource Management", Everest.
- Wayne. F.Cascio, Ranjeet Nambudiri, "Managing Human Resource Management", 8<sup>th</sup> Edition, TMH.
- V S P Rao, "Human resource Management Text and Cases", Excel Books.
- Chris Rowley and Keith Jackson, Human Resource Management, Routledge.

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<b>Course Code</b>	<b>: R22MBA10</b>
<b>Course Title</b>	<b>: FINANCIAL MANAGEMENT</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

The students need Discounting Table and Annuity tables for the examination

**Course Aim/s:**

- To give an overview of the problems facing a finance manager in the commercial world.
- It will introduce 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/s:**

- Provides support for decision making.
- It enables 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.

**Unit-I: The Finance Function**

**Introduction to Finance:** Nature and Scope - Finance Function - It's New Role - Goals of Finance Function - Maximizing vs. Satisfying - Profit vs. Wealth vs. Welfare - The Agency Relationship and Costs - Risk-Return Trade Off (Theory)

**Time Value of Money:** Concept - Future Value and Present Value and the Basic Valuation Model (Theory & Problem).

**Unit-II: The Investment Decision**

**Investment Decisions & Capital Budgeting:** Project Generation - Project Evaluation Traditional and Discounting Cash Flow methods - The NPV vs. IRR Debate.(Theory & Problems)

**Cost of Capital:** Concept and Measurement of Cost of Capital - Debt vs. Equity - Cost of Equity - Preference Shares - 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. (Theory & Problems)

**Capital Structure Theories:** Net Income Approach - Net Operating Income Approach, Modigliani Miller Theory and Traditional Theory (Theory & Problems).

**Unit-IV: Dividend Decisions**

**Dividends and Value of the Firm:** Cash dividends and Bonus Shares- Relevance of Dividends - The MM Hypothesis - Factors Determining Dividend Policy - Dividends and Valuation of the Firm - The Basic Models.

**Dividend Theories:** Major Theories centered on the works of GORDON, WALTER and LITNER. (Theory & Problems)

**Unit-V: Management of Current Assets**

**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;

**Management of Cash:** Basic Strategies for Cash Management - Cash Budget (Problems) - Cash Management Techniques/Processes.

**REFERENCES:**

- IM Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas.
- M.Y Khan, P K Jain: "Financial Management-Text and Problems", 6<sup>th</sup> Edition, TMH.
- Prasanna Chandra, "Financial Management Theory and Practice", 8<sup>th</sup> Edition, TMH.
- Shashi K. Gupta, R. K. Sharma, "Financial Management" Kalyani Publishers.
- Rajiv Srivastava, Anil Mishra, Financial Management" Oxford University Press, New Delhi.
- James C Van Horne, Sanjay Dhamija, "Financial Management and Policy" Pearson Education.

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<b>Course Code</b>	<b>: R22MBA11</b>
<b>Course Title</b>	<b>: MARKETING MANAGEMENT</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

- The objective of this course is to introduce students to the concepts, analysis, and activities that comprise marketing management. This course is also foundation for advanced electives in marketing.

**Learning Outcome/s:**

- 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 Marketing**

**Introduction:** Importance - Scope of Marketing - Core Marketing Concepts - Marketing Environment - Marketing Strategies & Plans.

**Market Research (MR):** Definition of MR - MIS - MR Process - MR Online - MR & Ethics - International MR.

**Unit-II: Analyzing Marketing Opportunities, Customer Value and Marketing Mix**

**Market Analysis and Decision Making:** Consumer Decision Making - Creating Customer Value - Analyzing Consumer Markets - Consumer Behaviour - Cultural - Social & Personal Factors.

**Marketing Mix:** Developing Products & Brands - Product Levels - Classifying Products - Product Range - Line & Mix - PLC - New Product Development.

**Unit-III: Designing a Customer Driven Strategy**

**Market Segmentation:** Segmentation of Consumer Market - Business Market - Requirement for Effective Segmentation - Market Targeting - Evaluating Market Segmentation - Selecting Target Market Segmentation.

**Positioning:** Positioning Maps - Positioning Strategy

**(Contd...)**

**Unit-IV: Distribution Decisions, Promotion & Communication Strategies**

**Distribution Decisions:** Marketing Channels - Channel Intermediates and Functions - Channel Structure - Channel for Consumer Products - Business and Industrial Products - Alternative Channel - Channel Strategy Decisions.

**Promotion:** The Promotional Mix - Advertising - Public Relations - Sales Promotion - Personal Selling.

**Marketing Communication:** Communication Process - Communication Promotion Mix - Factors affecting the Promotion Mix.

**Unit-V: Pricing Theory and Practices & Different Types of Marketing**

**Pricing:** Importance of Price - Cost Determinant of Price - Mark-up Pricing - Profit Maximization Pricing - Break Even Pricing - Pricing Strategy - Ethics of Pricing Strategy - Product Line Pricing.

**Types of Marketing:** Word-of-mouth - Rural Marketing - BOP - Relationship Marketing - Digital Marketing - Social Marketing - Services Marketing - Global marketing.

**REFERENCES:**

- 
- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education.
  - Ramaswamy Namakumari, "Marketing Management", TMH Edition.
  - Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford.
  - Czinkota Kotable "Marketing Management" Indian Edition, Cengage learning.
  - S.A.Sherlekar, R.Krishnamoorthy, Marketing Management concept and cases, HPH.
  - Rajendra P.Maheswari, Marketing Management (Text & Cases) an Indian Perspective, IBH.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
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<b>Course Code</b>	<b>: R22MBA12</b>
<b>Course Title</b>	<b>: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

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

**Learning Outcome/s:**

- 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 (OR)**

**Introduction:** 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 (LPP)**

**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 - ISO-cost Profit Method - Simplex Method - Two Phase Method - Big-M Method - Converting Primal LPP to Dual LPP - Limitations of LPP. (Theory & Problems)

**Unit-III: Transportation Problem and Assignment Model**

**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. (Theory & Problems)

**Assignment Model:** Hungarian Method for Solving Assignment Problem - Variations of Assignment Problem: Multiple Optimal Solutions - Maximization Case in Assignment Problem - Unbalanced Assignment Problem - Travelling Salesman Problem. (Theory & Problems)

**(Contd...)**

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**Unit-IV: Game Theory and Decision Theory**

**Game Theory:** 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. (Theory & Problems)

**Decision Theory:** Ingredients of Decision Problems. Decision Making: Under Uncertainty - Cost of Uncertainty - Under Risk - Under Perfect Information. (Theory & Problems)

**Decision Tree:** Construction of Decision Tree.

**Unit-V: PERT & CPM**

**Network Analysis:** Drawing Networks - Identifying Critical Path - Probability of Completing the Project within given Time - Project Crashing - Optimum Cost and Optimum Duration. (Theory & Problems)

**REFERENCES:**

- 
- J. K. Sharma, "Operations Research: Theory and applications, 5<sup>th</sup> Edition, McMillan.
  - V. K. Kapoor, "Operations Research: Quantitative Techniques for Management", Sultan Chand & Sons.
  - Anand Sharma, "Quantitative Techniques for Decision Making", HPH.
  - L C Jhamb, Quantitative Techniques, Everest.
  - C.R. Kothari, Quantitative Techniques, Revised edition, Vikas.
  - N. D. Vohra, Quantitative Techniques in Management, TMH.



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<b>Course Code</b>	<b>: R22MBA13</b>
<b>Course Title</b>	<b>: PRODUCTION AND OPERATIONS MANAGEMENT</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

- To introduce concepts of production and operations management in an organization and expose to analytical methods.

**Learning Outcome/s:**

- 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**

**Introduction:** Functional Subsystems of Organization - Systems Concept of Production- Sustainable Operations Management- Industry 4.0.

**Types of Production Systems:** Flow Shop - Job Shop - Batch Manufacturing - The Project – Productivity- Line Balancing - World Class Manufacturing.

**Unit-II: Product & Process Design and Analysis**

**Product Design and Analysis:** New Product Development - Steps of Product Design- Ergonomics.

**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. Capacity Planning, Enhanced Capacity using Optimization. Value Analysis, Value Engineering, Lean Production System.

**Unit-III: Plant Location & Plant Layout**

**Plant Location:** Factors Influencing Plant Location - 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:** Classification of Layout - Advantages and Limitations of Product Layout - Advantages and Limitations of Group Technology Layout - Layout Design Procedures.

**Unit-IV: Scheduling**

**Scheduling:** Johnson's Problem - Extension of Johnson's rule.

**Job Shop Scheduling:** Introduction - Types of Schedules - Schedule Generation - Heuristic Procedures - Two Jobs and Machines Scheduling- Quality Control Concepts.

**Unit-V: Materials Management**

Integrated Materials Management, Components of Integrated Materials Management, Materials Planning, Inventory Control, Purchase Management, eProcurement, Green Purchasing, Stores Management, EOQ, Models of Inventory - Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model

Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

**REFERENCES:**

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- Panneerselvam, "Production and Operations Management" PHI.
- Ajay K Garg, Production and Operations Management, TMH.
- Prof. L.C. Jhamb: Production Operations Management, 18<sup>th</sup> edition, Everest Publishing House.
- Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press.
- B. Mahadevan, Operations Management: Theory and Practice, Pearson.
- Kenneth K. Boyer, Rohit Verma, Operations Management: Cengage Learning.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
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<b>Course Code</b>	<b>: R22MBA14</b>
<b>Course Title</b>	<b>: ENTREPRENEURSHIP&amp; DESIGN THINKING</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Core</b>
<b>Course Credits</b>	<b>4</b>

**Course Aim/s:**

- Inculcate among students, the entrepreneurial competencies including self-confidence, goal setting, planning, information seeking, problem solving and planned risk taking.

**Learning Outcome/s:**

- It would help students to learn skills that will prepare them from initial development of a business plan, to financing a start-up as well as shape factors such as innovative ideas, identifying market opportunity

**Unit-I: Understanding Entrepreneurial Mindset**

**Introduction:** Qualities, Skills, Types of Entrepreneurs, Approaches to Entrepreneurship, Process Approach, Role of Entrepreneurship in Economic Development.

**The Individual Entrepreneurial Mindset & Personality:** Stress and the Entrepreneur, Entrepreneurial Competencies.

**Unit-II: Strategic Perspectives in Entrepreneurship**

**Entrepreneur:** Strategic Planning, Strategic Actions, Strategic Position, Business Stabilization, Building the Adaptive Firms, Unique Managerial Concern of Growing Ventures. Developing an Effective Business Model, Blue and Red Ocean strategies.

**Unit-III: Opportunities and Challenges of Entrepreneurship**

**Initiatives by the Government of India to Promote Entrepreneurship;** Social and Women Entrepreneurship, Sources of Finance, Feasibility Analysis, Industry and Competitor Analysis, The Challenges of New Venture Startups. Critical Factors for New Venture Development. Evaluation Process. Intellectual Property Protection: Patents, Copy Rights, Trademarks and Trade Secrets.

**Unit-IV: Design Thinking – An Introduction**

**Design Thinking:** Principles of Design Thinking, Process of Design Thinking, planning a design thinking Project, understanding of the problems, problem analysis, Reformation of the Problem, Empathetic Design Methods.

**(Contd...)**

**Unit-V: Prototype, Testing Ideas, Implementing Design Thinking**

**Creativity:** Creativity Process, Creativity Techniques, Business Ideas, Evaluation of Ideas, Kano Methods, Finding gap in the Market Place, Prototype, Lean Startup Method, Visualization, Presentation Techniques, Desirability Testing, Implementing Design Thinking, Agility of Design Thinking.

**REFERENCES:**

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- Devayani M. Lal, Design Thinking, Sage Publication, 1e, 2021.
- Ali, J Ahmed, Punita Bhatt, Lain Acton, Entrepreneurship in Developing and Emerging Economies, Sage Publications, 1e, 2019.
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, McGrawHill Publication, 1oe, 2018.
- Bruce R. Barringers/ R. Duane Ireland, Entrepreneurship Successfully Launching New Ventures, 4e, Pearson, 2015.
- D F Kuratko and T V Rao, Entrepreneurship- A South Asian Perspective, Cengage learning, 1e, 2012.

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
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<b>Course Code</b>	<b>: R22MBA15A</b>
<b>Course Title</b>	<b>: TOTAL QUALITY MANAGEMENT</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Open Elective</b>
<b>Course Credits</b>	<b>3</b>

**Course Aim/s:**

- To provide understanding of the basic concepts Quality concept, principles, various tools, statistical process control for the implementation of quality management with ISO certification process and its need for the industries. To explain to students to why TQM principles are important.
- To impart knowledge of different tools and techniques of TQM.
- To elaborate on various aspects in Quality Management Systems.
- To educate on the models of TQM implementation in manufacturing and service sectors.

**Learning Outcome/s:**

- Understand the need for Quality. Learn the relevant TQM models like PDCA Cycle, 5S, Kaizen, Quality Circles.
- Learn statistical aspects relevant for process control.
- Assess the relevance of Total Productive Maintenance, FMEA, Six Sigma.
- Learn different Quality Management Systems.

**Unit-I: Introduction**

Introduction: Evolution of Quality, Quality Definition, Need for Quality, Dimensions of Product and Service Quality, Basic Concepts of TQM, TQM Framework, Quality Philosophies, Contributions of Deming, Juran and Crosby, Feiganbaum, Ishikawa and Taguchi, Barriers to TQM, Quality Statements, Customer Focus, Customer Orientation, Customer satisfaction, Customer Complaints, Customer Retention, Costs of Quality.

**Unit-II: TQM Principles**

Leadership, Strategic Quality Planning, Quality Councils, Employee Involvement, Motivation, Empowerment, Team and Teamwork, Quality Circles Recognition and Reward, Performance Appraisal, Continuous Process Improvement, PDCA Cycle, 5S, Kaizen, Supplier Partnership, Partnering, Supplier Selection, Supplier Rating.

**Unit-III: Statistical Process Control**

: Statistical Fundamentals such as Mean and Standard Deviation, Chance and Assignable Causes, Control Charts for Variables, Process Capability Analysis such as Cp and Cpk, Seven basic (Traditional) Quality Control Tools: 1) Check Sheets (Tally Sheet) 2) Stratification (Alternatively, Flowchart or Run-chart) (Trend Analysis) 3) Histograms 4) Pareto Chart (80-20 Rule) 5) Cause-and-Effect Diagrams (Fishbone or Ishikawa Diagram) 6) Scatter Diagrams 7) Control charts. **(Contd,...)**

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**Unit-IV: Tools and Techniques**

Quality Functions Development (QFD), Benefits, Voice of Customer, Information Organization, House of Quality (HOQ), Building a HOQ, QFD Process, Taguchi Method and Quality Loss function, Failure Mode Effect Analysis (FMEA): Requirements of Reliability, Failure rate, Total Productive Maintenance (TPM), Seven New Management Tools for Process Improvement: Affinity diagram, Interrelationship Diagram, Tree Diagram, Matrix Diagram, Matrix Data Analysis, Arrow Diagram, Process Decision program Chart, Benchmarking and POKA YOKE, Six Sigma, Methodologies: DMAIC, DFSS, Six Sigma Belts, Quality Circles.

**Unit-V: Quality Management Systems**

Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001, Requirements, Implementation, Documentation, Writing the Documents, Quality Auditing, TQM Culture, Quality Auditing, QS 9000, ISO 14000, Concepts, Requirements and Benefits, TQM Implementation in Manufacturing and Service Sectors.

**REFERENCES:**

- 
- Sunil Sharma, Total Quality Management, Sage Publications, 1e, 2018.
  - Bester filed, et al., Total Quality Management, Pearson Education Asia, 3e , 2006.
  - Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.
  - Janakiraman. B and Gopal.R.K., “Total Quality Management – Text and Cases”, Prentice Hall ♣ (India) Pvt. Ltd., 2006.
  - James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 6th Edition, South-Western (Thomson Learning), 2005.
  - Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition,2006.

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<b>Course Code</b>	<b>: R22MBA15B</b>
<b>Course Title</b>	<b>: MARKETING RESEARCH</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Open Elective</b>
<b>Course Credits</b>	<b>3</b>

**Course Aim/s:**

- To provide conceptual understanding of marketing research, its design, and application of research methodology to Marketing issues.
- To explain to students the need for creating proper marketing research proposal.
- To impart knowledge on sampling and acquire knowledge on probability and non- probability sampling techniques.

**Learning Outcome/s:**

- Understand the importance of marketing research. Learn various aspects in research design.
- Learn sampling design process.
- Understand the characteristics of a good measurement, scaling and sampling methodology.
- Learn hypothesis testing and data presentation.

**Unit – I:** Introduction to Marketing Research: Meaning and Scope of Marketing Research, Factors that Influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing Decision-making, International Marketing Research, Marketing Research in social media, Mobile Marketing Research, Ethics in Marketing Research, Use of Information Technology in Marketing Research.

**Unit – II:** Marketing Research Design: The Process of Defining the Problem and Developing an Approach, Defining a Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal.

**Unit – III:** Sampling and Data Collection: Sampling Design Process, Classification of Sampling Techniques, Probability and Non-Probability Sampling Techniques, Internet Sampling, Sampling Distribution, Sample Size Determination, Non-Response Issues in Sampling. Sources of Data Collection, Methods of Data Collection.

**Unit – IV:** Measurement and Scaling: Concept of Measurement, Types of Measurement Scales: Likert, Semantic Differential, Guttman, Interval, Q-Sort, Nature of Measurement, Characteristics of a Good Measurement, Nature of Attitude Scale, Rating Scale, Ranking Scale, Questionnaire Design, Editing, Coding and Tabulation of data.

**Unit – V:** Analysis and Presentation of Data: Data Preparation, Data Preparation Process, Statistically Adjusting Data, Frequency Distribution, Cross Tabulation, Hypothesis Testing, Bi-Variate Analysis, Correlation, Regression, Multi-Variate Analysis, Discriminant, Logit Analysis, Factor Analysis, Cluster Analysis. Report Writing, Report Preparation and Presentation.

**Suggested Readings:**

1. Naresh Malhotra, Satyabhushan Dash, Marketing Research, Pearson, 7e, 2019.
2. GC Beri, Marketing Research, 4e, 2018, Mc Graw Hill 2018.
3. Donald R Cooper, Pamela S Schindler, Marketing Research Concepts and Cases, Mc Graw Hill, 2005.
4. David J Luck, Ronald S Rubin, Marketing Research, 9e, PHI, 2006.
5. David A Aaker, V. Kumar, Georges, Marketing Research, 9e, Wiley India Pvt Ltd, 2009.
6. Donald S. Tull, Del I. Hawkins, Marketing Research –Measurement & Method, PHI Private Limited, 2009.



**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
(Autonomous Institution-UGC, Govt. of India)

<b>Course Code</b>	<b>: R22MBA15C</b>
<b>Course Title</b>	<b>: INTERNATIONAL BUSINESS</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Open Elective</b>
<b>Course Credits</b>	<b>3</b>

**Course Aim/s:**

- 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 Outcome/s:**

- To develop greater insight into their own behaviour in interpersonal and group, team, situations;
- Identify international business issues in advanced markets and emerging markets by using both classic and emerging international business theories and concepts.

**Unit-I: Introduction to International Business**

**Basic Concepts:** Need for International Business (IB), Drivers of IB, Approaches, Modes, Opportunities and Challenges of IB. Distinction between Domestic and IB. International Business Environment: Cultural, Political, Social and Technological Environment. Drivers of Globalization.

**Unit-II: International Trade Theories**

**Classical Theories:** Mercantilism, Absolute Advantage Theory, Comparative Advantage Theory and Factor Endowment Theory. **Modern Theories:** Country Similarity Theory, Product Life Cycle Theory, New Trade Cycle Theory and National Competitive Advantage Theory. India's Foreign Trade, Foreign Direct Investment in India, Balance of Payments.

**Unit-III: International Business and Economic Integration**

**Economic Integration:** Levels, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), International Trade Policy of India. **Regional Economic Groups:** Customs Union, Common Market, Economic Union, European Union, NAFTA, ASEAN, SAARC and G8. **Multilateral Trade Agreements:** GAAT and WTO.

**Unit-IV: Strategy and Structure of International Business:**

**Analysis in IB:** Environmental Analysis, Value Chain Analysis, **Strategies of IB:** Types of Strategies, Strategy Implementation Process, Control and Evaluation, **Strategic Alliance:** Nature, Benefits, Pitfalls, Scope of Strategic Alliance, Alliance Development Process, Economic Considerations for Strategic Alliances. **Organization structure:** Choosing an Organizational Design Structure, Issues in Global Organizational Design.

**Unit-V: International Business Operations:**

**Issues in International Production:** Sourcing and Vertical Integration. Major Activities in International Marketing: Brand Decisions. **Issues in International Financial Management:** Forex Market, International Monetary System, International Financial Markets, Export Financing. **Issues in International HRM.**

**REFERENCES:**

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

**MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**  
**(Autonomous Institution-UGC, Govt. of India)**

<b>Course Code</b>	<b>: R22MBA15D</b>
<b>Course Title</b>	<b>: RURAL MARKETING</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Open Elective</b>
<b>Course Credits</b>	<b>3</b>

**Course Aim/s:**

- To enable understanding of the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India
- To describe the different rural marketing Strategies to be adopted by the corporate.
- To elaborate on the rural market brand and channel management aspects.
- To help understand the factors that influence rural consumers during purchase of products
- To impart knowledge on various applications and innovation strategies in rural marketing.

**Learning Outcome/s: Students will be able to:**

- Understand the importance of Indian Rural Economy.
- Learn various rural marketing strategies
- Learn challenges of Retail Channel Management.
- Understand the aspects of rural business research.
- Learn e- rural marketing, CSR, IT for rural development, e- Governance for Rural India.

**Unit – I: Introduction:** Nature and Characteristics of Rural Market, Understanding the Indian Rural Economy, Rural Marketing Models, Rural Marketing Vs Urban Marketing, Parameters Differentiating Urban & Rural Market, Differences in Consumer Behavior in Rural and Urban Markets.

**Unit – II: Rural Marketing Mix:** Rural Marketing Mix, Additional Ps in Rural Marketing, 4As of Rural Marketing Mix, New Product Development for Rural Market, Rural Market Product Life Cycle, Objectives behind New Product Launch, New Product Development process.

**Unit – III: Rural Market Brand & Channel Management:** Brand Loyalty in Rural Market, Regional Brands Vs National Brands, Channel Management, Indian Rural Retail Market, Rural Retail Channel Management, Strategies of Rural Retail Channel Management.

**Unit – IV: Rural Market Research:** Sources of Information, Factors Influencing Rural Consumers during Purchase of Products, Rural Consumer Life style, Approaches and Tools of Marketing Research, Rural Business Research, Evolution of Rural Marketing Research, Sources and Methods of Data Collection, Data Collection Approaches in Rural Areas, Data Collection Tools for Rural Market. Limitation and Challenges in Rural Marketing Research, Role of Rural Marketing Consulting Agencies.

**Unit – V: Applications and Innovations:** Marketing of Consumer Products, Services, Social Marketing, Agricultural Marketing, Rural Industry Products, Innovation for Rural Market, Marketing Strategies, eRural Marketing, Agricultural Co–operative Marketing, Rural Market Mapping, Corporate Social Responsibility, Organized Rural Marketing, IT for Rural Development, e-Governance for Rural India.

**Suggested Readings:**

- Dinesh Kumar, Punam Gupta, Rural Marketing, Sage Publications, 2017.
- Pradeep Kashyap, Rural Marketing, 3e Pearson Education, 2016.
- T P Gopaldaswamy, Rural Marketing, Environment, problems and strategies, Vikas Publications, 3e, 2016. Sanal Kumar Velayudhan, Rural Marketing, Sage Publications, 2e, 2012.
- C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
- Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.

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

<b>Course Code</b>	<b>: R22MBA16</b>
<b>Course Title</b>	<b>: STATISTICAL DATA ANALYSIS</b>
<b>Course (Year/Semester)</b>	<b>: MBA I Year II Semester</b>
<b>Course Type</b>	<b>: Lab</b>
<b>Course Credits</b>	<b>:2</b>

**Course Aim/s:**

- It helps the students to enhance the knowledge in businesses by using analytics as a tool.
- To highlight the importance of application of Statistical tools to Research Problem / Projects.
- To enable the practice of MS- EXCEL / SPSS.
- To demonstrate the management and analysis of data using graphs, tables, worksheets, pivot tables etc.
- To educate students on the significance of data from external Sources.
- To highlight the importance of statistical analysis for better decision making

**Learning Outcome/s:**

- Understand the importance of the main functions of MS- Excel /SPSS.
- Practice advance Excel Tools for conduction of Data Analysis
- Evaluate Data Analysis using Pivot Tables and Pivot Charts.
- Analyze the Data using Descriptive Statistics
- Conduct various Parametric and Non-parametric Tests using MS Excel / SPSS

**Unit – I: Introduction to Statistical Packages:** MS – EXCEL or SPSS: Introduction, Uses, Functions and Features of Statistical Packages, Getting started with Excel/SPSS, Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-ins, Using Help Function, Customizing the Quick Access Toolbar.

**Unit – II: Creating and Using Templates:** Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, Using Data Names and Ranges, Filters and Sort and Validation Lists.

**Unit – III: Data from External Sources:** Using and Formatting Tables, Basic Formulae and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulae and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

**Unit – IV: Data Analysis – I:** Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Standard Deviation, Coefficient of Variation. Correlation and Regression Lines.

**Unit – V: Data Analysis – II:** t-test, F-test, ANOVA One-way classification, Chi-square Test,

Independence of attributes. Time series: Forecasting Method of Least Squares, Moving Average Method. Inference and Discussion of Results.

**Suggested Readings:**

- R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
- Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
- 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, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
- Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009.