

**ACADEMIC REGULATIONS, COURSE STRUCTURE
AND DETAILED SYLLABUS
UNDER**

CHOICE BASED CREDIT SYSTEM (CBCS)

Effective from the Academic Year 2015-16

MBA Two Year Degree Course

(MR-15 Regulations)

In

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION



**MALLA REDDY ENGINEERING COLLEGE
(Autonomous)**

(An Autonomous Institution approved by UGC and affiliated to JNTUH, Approved by AICTE & Accredited by NAAC with 'A' Grade and NBA & Recipient of World Bank Assistance under TEQIP Phase – II, S.C 1.1)

Maisammaguda, Dhulapally (Post & Via Kompally), Secunderabad-500 100

www.mrec.ac.in E-mail: principal@mrec.ac.in

MALLA REDDY ENGINEERING COLLEGE (AUTONOMOUS)

MR 15– ACADEMIC REGULATIONS (CBCS) FOR MBA (REGULAR) DEGREE PROGRAMMES:

Applicable for the students of Master of Business Administration (MBA) (Regular) programme from the Academic Year *2015-16* and onwards

The MBA Degree of Jawaharlal Nehru Technological University Hyderabad shall be conferred on candidates who are admitted to the programme and who fulfill all the requirements for the award of the Degree.

INSTITUTE VISION

To establish a reputable professional education centre, to impart high quality trend setting technologies in an ambience of humanity, wisdom, intellect and innovation to nurture the students to become competent and committed professionals with disciplined ethical values.

INSTITUTE MISSION

Commitment to progress in mining new knowledge by adopting cutting-edge technologies to promote academic growth by offering state-of-the-art undergraduate and postgraduate programmes based on well-versed perceptions of global areas of specialization to serve the nation with advanced technical knowledge.

DEPARTMENT VISION

To establish a Management education centre, to impart high quality trend setting in management an ambience of humanity, wisdom, managing skills, innovation and leadership qualities to nurture the students to become competent and committed professionals with disciplined ethical values.

DEPARTMENT MISSION

Commitment to progress in mining management knowledge by adopting cutting-edge management to promote academic growth by offering state-of-the-art postgraduate programmes based on well-versed perceptions of global areas of specialization to serve the nation with advanced management skills.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

- PEO I :** To prepare students for their successful career in industry to meet the needs of Indian and Global companies with sound Management skills and Knowledge for lifelong learning and introduce them to professional ethics and sustainable development.
- PEO-II:** To develop the ability among students to apply concepts of Management or to a Managerial of interdisciplinary systems of the organization.
- PEO-III:** To provide opportunity for the students to work in their individual capacity as well as to function as teams in multidisciplinary of finance, HRM and Marketing to develop attitude towards self employment through entrepreneurship.

PROGRAMME OUTCOMES (POs)

- PO1: PG Students can acquire in depth knowledge in their specialized areas of Finance, HRM and Marketing.
- PO2: PG Students can exhibit their ability in analyzing the complex Managerial problems in the field of Business Management apart from solving the problems.
- PO3: PG Students can demonstrate their ability to think and work independently in providing various solutions to a problem without supervision, by due considering the importance level of the Management requirement.
- PO4: PG Students can have the opportunity of working in research and development environment in both private and government organizations, also able to develop intellectual property, patents.
- PO5: PG Students can transform their ideas in developing new products by becoming self entrepreneurs and modernize & benefit the society, empower themselves society responsible.
- PO6: PG Students can achieve the targets of the organization and improve the business by managing a team and building interpersonal relationship in a team environment with their communication skills.
- PO7: PG Students can demonstrate their professional, ethical values expected from the society.
- PO8: PG Students can realize the importance and impact of business management on to the global environmental perspective and exhibit their skills and knowledge for continuous development.

1.0 ELIGIBILITY FOR ADMISSIONS:

Admission to the above programme shall be made subject to eligibility and qualification as prescribed by the University from time to time.

Admissions shall be made on the basis of merit/rank obtained by the candidates qualified at ICET or Entrance Test conducted by the Government of Telangana or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. from time to time.

2.0 AWARD OF MBA DEGREE:

2.1 A student shall be declared eligible for the award of the MBA Degree, if the student pursues a course of study in not less than two and not more than four academic years. However, the student is permitted to write the examinations for two more years after four academic years of course work, failing which the student shall forfeit the seat in MBA programme.

2.2 The student shall register for all 88 credits and secure all the 88 credits.

2.3 The minimum instruction days in each semester are 90.

3 COURSE REGISTRATION:

3.1 A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.

3.2 Academic Section of the College invites 'Registration Forms' from students with in 15 days from the commencement of class work for the first semester through 'ON-LINE SUBMISSIONS', ensuring 'DATE and TIME Stamping'. The ON-LINE Registration Requests for any 'SUBSEQUENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'CURRENT SEMESTER'.

3.3 A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from the Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

3.4 If the Student submits ambiguous choices or multiple options or erroneous entries during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.

3.5 Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices

will also not be considered. However, if the Subject/ Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the Student shall be allowed to have alternate choice - either for a new Subject (subject to offering of such a Subject), or for another existing Subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class-work for that Semester.

4 ATTENDANCE:

The programmes are offered on a unit basis with each subject/course being considered as a unit.

- 4.1 Attendance in all classes (Lectures/Laboratories etc.) is compulsory. The minimum required attendance in each theory / Laboratory etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the Semester End Examination. A student shall not be permitted to appear for the Semester End Examinations (SEE) if his attendance is less than 75%.
- 4.2 Condonation of shortage of attendance in each subject up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee (CAC).
- 4.3 Shortage of Attendance below 65% in each subject shall not be condoned.
- 4.4 Students whose shortage of attendance is not condoned in any subject are not eligible to write their Semester End Examination of that subject and their registration shall stand cancelled.
- 4.5 A fee prescribed by the CAC, shall be payable towards Condonation of shortage of attendance.
- 4.6 A Candidate shall put in a minimum required attendance at least three (3) theory subjects in each semester for promoting to next Semester. In order to qualify for the award of the MBA Degree, the candidate shall complete all the academic requirements of the subjects, as per the course structure.
- 4.7 A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present Semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he/she shall not be eligible for readmission into the same class.

5. EVALUATION - DISTRIBUTION AND WEIGHTAGE OF MARKS: :

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 100 marks for practical's, on the basis of Continuous Internal Evaluation and Semester End Examinations. For all Subjects/ Courses, the distribution shall be 40 marks for CIE, and 60 marks for the SEE

5.1 Theory Courses :

5.1.1 Continuous Internal Evaluation (CIE):

The CIE consists of two Assignments each of 05 marks and two mid-term examinations each of 35 marks. The CIE shall be finalized based on the 70% of the best performed and 30% of the other performance. The first mid-term examination shall be conducted for the first 50% of the syllabus, and the second mid-term examination shall be conducted for the remaining 50% of the syllabus. First Assignment should be submitted before the conduct of the first mid-term examinations, and the Second Assignment should be submitted before the conduct of the second midterm examinations. The Assignments shall be as specified by the concerned subject teacher. Each mid-term examination shall be conducted for a total duration of 120 minutes, for 35 marks.

The division of marks for CIE is as given below:

Mid – Term Examination				
Part	Type of Questions	No. of questions	Marks per question	Total
Part A	Multiple-choice questions	10	0.5	05
	Fill-in the blanks	10	0.5	05
	Sub-Total			10
Part B	Compulsory questions	5	2	10
Part C	Choice questions (3 out of 5)	3	5	15
Mid-Term Exam Total				35
Assignment				05
Grand Total				40

5.1.2 Semester End Examination (SEE):

The division of marks for SEE is as given below:

Semester End Examination				
Part	Type of Questions	No. of questions to be answered	Marks per question	Total
Part A	Compulsory Questions (One from each module)	5	4	20
Part B	Choice Questions (5 out of 8) (Minimum one from each module)	5	8	40
Grand Total				60

5.2 Practical Courses:

5.2.1 Continuous Internal Evaluation (CIE):

There will be CIE for 40 marks, shall be awarded with a distribution of 15 marks for day-to-day performance and timely submission of lab records, 5 marks for viva-voce, 20 marks for internal lab exam (best out of two exams).

5.2.2 Semester End Examination (SEE):

There will be SEE for 60 marks, shall be awarded with a distribution of 20 marks for write-up on the given experiment, 20 marks for proficiency in the exam, 10 marks for results and 10 marks for viva-voce. For conducting SEE, one internal examiner and one external examiner will be appointed by the Chief Controller of Examinations of the College. The external examiner should be selected from outside the College among the autonomous/reputed institutions from a panel of three examiners submitted by the Head of the Department.

5.3 Seminar:

There shall be five seminar presentations during MBA programme. For seminar, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, Supervisor and two other senior faculty members of the department. For each Seminar there will be only internal evaluation of 100 marks with a distribution of 30 marks for the report, 50 marks for presentation and 20 marks for the queries. A candidate has to secure a minimum of 50% of marks to be declared successful. If the student fails to fulfill minimum marks, the student has to reappear during the supplementary examinations.

5.4 Comprehensive Viva-Voce:

There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of the Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Chief Controller of Examinations. From a panel of three examiners submitted by the Head of the Department. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If the student fails to fulfill minimum marks, the student has to reappear during the supplementary examinations.

5.5 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Continuous Internal Evaluation taken together.

5.6 In case the candidate does not secure the minimum academic requirement in any

subject (as specified in 5.5) he has to reappear for the Semester End Examination in that subject.

- 5.7** A candidate shall be given one chance to re-register for the subject if the internal marks secured by the candidate are less than 50% and failed in that subject. This is allowed for a maximum of three subjects and should register within two weeks of commencement of that semester class work. In such a case, the candidate must re-register for the subjects and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon the eligibility for writing the Semester End Examination in those subjects. In the event of the student taking another chance, the student's Continuous Internal Evaluation (CIE) marks and Semester End Examination (SEE) marks obtained in the previous attempt stands cancelled.
- 5.8** In case the candidate secures less than the required attendance in any subject, the candidate shall not be permitted to write the Semester End Examination in that subject. The candidate shall re-register for the subject when next offered.

6. EXAMINATIONS AND ASSESSMENT - THE GRADING SYSTEM:

- 6.1** Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab / Practicals, or Seminar, or Project, etc., based on the % marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 5 above, and a corresponding Letter Grade shall be given.
- 6.2** As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

% of Marks Secured (Class Intervals)	Grade Points	Letter Grade (UGC Guidelines)
($\geq 80\%$)	10	O (Outstanding)
($\geq 70\%$, $< 80\%$)	9	A+ (Excellent)
($\geq 60\%$, $< 70\%$)	8	A (Very Good)
($\geq 50\%$, $< 60\%$)	7	B+ (Good)
($\geq 50\%$, $< 60\%$)	6	B (Above Average)
(< 50%)	0	F (Fail)
Absent	Ab	Ab

- 6.3** A student obtaining F Grade in any Subject shall be considered 'failed' and is required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when conducted. In such cases, his Internal Marks (CIE Marks) in those Subjects will remain the same as those he obtained earlier.
- 6.4** A student not appeared for examination then 'Ab' Grade will be allocated in any Subject shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when conducted.

- 6.5 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.
- 6.6 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of ‘Grade Improvement’ or ‘SGPA/ CGPA Improvement’.
- 6.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding ‘Credit Points’ (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

Credit Points (CP) = Grade Point (GP) x Credits For a Course

- 6.8 The Student passes the Subject/ Course only when he gets **GP ≤ 6(B Grade or above)**.
- 6.9 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ($\sum CP$) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as:

$$SGPA = \frac{\{\sum_{i=1}^N C_i G_i\}}{\{\sum_{i=1}^N C_i\}} \dots \text{For each Semester}$$

where ‘i’ is the Subject indicator index (takes into account all Subjects in a Semester), ‘N’ is the no. of Subjects ‘REGISTERED’ for the Semester (as specifically required and listed under the Course Structure of the parent Department), C_i is the no. of Credits allotted to the i th Subject, and G represents the Grade Points (GP) corresponding to the Letter Grade awarded for that i th Subject.

- 6.10 The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over all Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered Courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is rounded off to TWO Decimal Places. CGPA is thus computed from the I Year Second Semester onwards, at the end of each Semester, as per the formula

$$CGPA = \frac{\{\sum_{j=1}^M C_j G_j\}}{\{\sum_{j=1}^M C_j\}} \dots \text{for all S semesters registered}$$

(i.e., upto and inclusive of S semesters, $S \geq 2$)

where ‘M’ is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has ‘REGISTERED’ from the 1st Semester onwards upto and inclusive of the Semester S (obviously $M > N$), ‘j’ is the Subject indicator index (takes into account all Subjects from 1 to S Semesters), C_j is the no. of Credits allotted to the j th Subject, and G_j represents the Grade Points (GP) corresponding to the Letter Grade awarded for that j th Subject. After registration and completion of I Year I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

- 6.11 For Calculations listed in Item 6.6 – 6.10, performance in failed Subjects/ Courses

(securing F Grade) will also be taken into account, and the Credits of such Subjects/Courses will also be included in the multiplications and summations.

7. EVALUATION OF PROJECT/DISSERTATION WORK:

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

- 7.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Department offering the MBA programme.
- 7.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical.
- 7.3 After satisfying 7.2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 7.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 7.5 A candidate shall submit his project status report every month.
- 7.6 The work on the project shall be initiated at the beginning of the II year and the duration of the project is one semester. A candidate is permitted to submit Project Thesis only after successful completion of all theory and practical courses with the approval of PRC not earlier than 20 weeks from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC.
Note: The project supervisor/guide has to ensure that the student has to publish a minimum of one paper related to the thesis in a National/International Conference/Journal.
- 7.7 For the final approval by the PRC, the soft copy of the thesis should be submitted for **ANTI-PLAGIARISM** for the quality check and the plagiarism report should be included in the final thesis. If the copied information is less than 24%, then only thesis will be accepted for submission.
- 7.8 Three copies of the Project Thesis certified by the supervisor, HOD and Principal shall be submitted to the Chief Controller of Examinations for project evaluation (viva voce).

- 7.9** For Project work Review I and II in II Year II Sem. there is an internal marks of 50, the evaluation should be done by the PRC for 30 marks and Supervisor will evaluate for 20 marks. The PRC will examine the overall progress of the Project Work and decide the Project is eligible for final submission or not. A candidate has to secure a minimum of 50% of marks to be declared successful for Project Work per submission Review. If the student fails to fulfill minimum marks, the student has to reappear during the supplementary examination.
- 7.10** For Project Evaluation (Viva Voce) in II Year II Sem. there is an external marks of 150 and the same evaluated by the External examiner appointed by the Chief Controller of Examinations. For this, the Head of the Department shall submit a panel of 3 examiners, eminent in that field, with the help of the supervisor/guide concerned. The candidate has to secure minimum of 50% marks in Project Evaluation (Viva-Voce) examination.
- 7.11** If the student fails to fulfill as specified in 7.10, based the recommendation of the external examiner, the student will reappear for the Viva-Voce examination with the revised thesis only after three months. In the reappeared examination also, fails to fulfill, the student will not be eligible for the award of the degree.
- 7.12** The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva-Voce examination.

8. AWARD OF DEGREE AND CLASS:

8.1 A Student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of **88** Credits (with CGPA ≥ 6.0), shall be declared to have 'QUALIFIED' for the award of the MBA Degree in the chosen Branch of Engineering and Technology with specialization as he admitted.

8.2 Award of Class

After a student has satisfied the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

Class Awarded	CGPA
First Class with Distinction	≥ 7.75
First Class	≥ 6.75 and < 7.75
Second Class	≥ 6.00 and < 6.75

8.3 A student with final CGPA (at the end of the PGP) < 6.00 will not be eligible for the Award of Degree.

9. WITHHOLDING OF RESULTS:

If the student has not paid the dues, if any, to the University or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester. His degree will be withheld in such cases.

10. TRANSITORY REGULATIONS:

- 10.1** If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of three earlier or equivalent subjects at a time as and when offered.
- 10.2** The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per MR15 Academic Regulations.

11. GENERAL:

- 11.1** **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 11.2** **Credit Point:** It is the product of grade point and number of credits for a course.
- 11.3** Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”.
- 11.4** The academic regulation should be read as a whole for the purpose of any interpretation.
- 11.5** In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the CAC is final.

MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the SEE)	Expulsion from the examination hall and cancellation of the performance in that course only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that course only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to that course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that Semester. The Hall Ticket of the candidate shall be cancelled.
3	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the courses of the examination (including practicals and project work) already appeared and shall not be

		<p>allowed to appear for examinations of the remaining courses of that semester. The candidate is also debarred for two consecutive semesters from class work and all SEE. The continuation of the programme by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.</p>
4	<p>Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.</p>	<p>Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester. The candidate is also debarred for two consecutive semesters from class work and all SEE. The continuation of the programme by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
5	<p>Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.</p>	<p>Cancellation of the performance in that course.</p>
6	<p>Refuses to obey the orders of the Chief Controller of Examinations (CCE) / Controller of Examinations (CE) / Assistant Controller of Examinations (ACE) / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written</p>	<p>In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that course and all other courses the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the courses of that semester. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police cases</p>

	<p>or by signs or by visible representation, assaults the officer-incharge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination</p>	<p>registered against them.</p>
7	<p>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all SEE. The continuation of the programme by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8	<p>Possess any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester. The candidate is also debarred and forfeits the seat.</p>
9	<p>If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be</p>

		permitted for the remaining examinations of the courses of that semester. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester.
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that course and all other courses the candidate has appeared including practical examinations and project work of that SEE.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the CCE for further action toward suitable punishment.	

Note: The student(s) found indulging in malpractices during the CIE also will be punished based on the recommendations of the College Academic Committee.

MALLA REDDY ENGINEERING COLLEGE

(Autonomous)

MASTER OF BUSINESS ADMINISTRATION (MBA)

PROPOSED COURSE STRUCTURE (2015-16)

I YEAR -I SEMESTER

S. No.	Course code	Name of the course	Contact hours/week			Credits	Scheme of Valuation		Total Marks
			L	T	P		Internal (CIE)	External (SEE)	
1	5B101	Management and Organisational Behavior	2	2	-	3	40	60	100
2	5B102	Business Laws & Regulations	2	2	-	3	40	60	100
3	5B103	Financial Accounting & Analysis	2	2	-	3	40	60	100
4	5B104	Managerial Economics	2	2	-	3	40	60	100
5	5B105	Statistics for Management	2	2	-	3	40	60	100
		Open Elective-I	---	---	--	---	---	---	---
6	5B106	Business Communication and Soft skills theory	2	2		3	40	60	100
	5B107	Total Quality Management							
	5B108	Creativity and Innovations of Management							
	5B109	Human relations and Negotiation Skills							
	5B110	Project Management							
7	5B111	Personality Development-Seminar	---	---	2	2	100	---	100
8	5B112	Statistical Data Analysis-Practical(Lab)	---	---	4	2	40	60	100
Total credits			12	12	6	22	Contact Periods-30		

I YEAR - II-SEMESTER

S. No.	Course code	Name of the course	Contact hours/week			Credits	Scheme of Valuation		Total Marks
			L	T	P		Internal (CIE)	External (SEE)	
1	5B113	Human Resource Management	2	2	-	3	40	60	100
2	5B114	Marketing Management	2	2	-	3	40	60	100
3	5B115	Production & Operation Management	2	2	-	3	40	60	100
4	5B116	Quantitative Analysis & Decision Making	2	2	-	3	40	60	100
5	5B117	Financial Management	2	2	-	3	40	60	100
		Open Elective-II	---	---	-	---	---	---	---
6	5B118	Business Environment	2	2	-	3	40	60	100
	5B119	Business Ethics & Corporate Governance							
	5B120	Environment and Disaster Management							
	5B121	Logistics and Supply Chain Management							
	5B122	WTO & IPR							
7	5B123	Annual Report analysis - Lab	---	---	4	2	100	---	100
8	5B124	Summer Internship-Seminar	---	---	-	2	100	---	100
		Total credits	12	12	4	22	Contact Periods-28		

COURSE STRUCTURE AND DETAILED SYLLABUS
II YEAR-III-SEMESTER

S. No.	Course code	Name of the course	Contact hours/week			Credits	Scheme of Valuation		Total Marks
			L	T	P		Internal (CIE)	External (SEE)	
1	5B125	Strategic Management	2	2	--	3	40	60	100
2	5B126	Management Information system & ERP	2	2	--	3	40	60	100
3	5B127	Research Methodology	2	2	--	3	40	60	100
		Professional Electives							
4	5B128-5B131	Professional Elective-I (MRKG/HRM/FIN/SYS)	2	2	--	3	40	60	100
5	5B132-5B135	Professional Elective-II (MRKG/HRM/FIN/SYS)	2	2	--	3	40	60	100
6	5B136-5B139	Professional Elective-III (MRKG/HRM/FIN/SYS)	2	2	--	3	40	60	100
5	5B140	Personal Effectiveness - Seminar	---	3	--	2	100	---	100
6	5B141	Business Best Practices and Success Stories of Emerging Leaders - Seminar	---	--	--	2	100	---	100
		Total credits	12	15	--	22	Contact Periods -27		

II YEAR - IV-SEMESTER

S. No.	Course code	Name of the course	Contact hours/week			Credits	Scheme of Valuation		Total Marks
			L	T	P		Internal (CIE)	External (SEE)	
1	5B142	Management of Technology	2	2	--	3	40	60	100
2	5B143	Entrepreneurship	2	2	--	3	40	60	100
		Professional Electives							
3	5B144-5B147	Professional Elective-IV (MRKG/HRM/FIN/SYS)	2	2	--	3	40	60	100
4	5B148-5B151	Professional Elective-V (MRKG/HRM/FIN/SYS)	2	2	--	3	40	60	100
5	5B152-5B155	Professional Elective-VI (MRKG/HRM/FIN/SYS)	2	2	--	3	40	60	100
6	5B156	Comprehensive viva	---	---	--	2	---	100	100
7		Final Project							
	5B157	Project pre submission seminar	---	---	--	2	50	---	50
8	5B158	Project viva-voce	---	---	--	3	---	150	150
		Total credits	10	10	--	22	Contact Periods -20		

Professional Electives

		Professional Elective- Marketing	---	---	--	---	---	---	---
I	5B128	Consumer Behavior	2	2	---	3	40	60	100
II	5B132	Advertising and Sales promotion	2	2	---	3	40	60	100
III	5B136	Marketing research	2	2	---	3	40	60	100
IV	5B144	Rural Marketing	2	2	---	3	40	60	100
V	5B148	Services and Retail Marketing	2	2	---	3	40	60	100
VI	5B152	International Marketing	2	2	---	3	40	60	100
		Professional Elective-Finance	---	---	--	---	---	---	---
I	5B129	Security Analysis and Portfolio Management	2	2	---	3	40	60	100
II	5B133	Financial Institutions, Markets & Services	2	2	---	3	40	60	100
III	5B137	Strategic Management Accounting	2	2	---	3	40	60	100
IV	5B145	International Financial Management	2	2	---	3	40	60	100
V	5B149	Strategic Investment and Financing Decisions	2	2	---	3	40	60	100
VI	5B153	Banking and Insurance	2	2	---	3	40	60	100
		Professional Elective-HRM	---	---	--	---	---	---	---
I	5B130	Performance Management	2	2	---	3	40	60	100
II	5B134	Training and Development	2	2	---	3	40	60	100
III	5B138	Management of Industrial Relations	2	2	---	3	40	60	100
IV	5B146	Compensation & Reward Management	2	2	---	3	40	60	100
V	5B150	Management of Change and Innovation	2	2	---	3	40	60	100
VI	5B154	Leadership Theory and Practices	2	2	---	3	40	60	100
		Professional Elective-Systems	---	---	--	---	---	---	---
I	5B131	Business Intelligence	2	2	--	3	40	60	100
II	5B135	Data-Base Management System	2	2	--	3	40	60	100
III	5B139	Decision Support Systems	2	2	--	3	40	60	100
IV	5B147	E-Business	2	2	--	3	40	60	100
V	5B151	Cyber Security and Cyber Laws	2	2	--	3	40	60	100
VI	5B155	Information Systems, Control and Audit	2	2	--	3	40	60	100

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA I SEMESTER

L/P C
4 3

MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I

(12 Periods)

Introduction to Management: Introduction to management- Nature and Scope- Functions of management- Roles of a manager- **Evolution of Management;** Theories of Management- Pre-Scientific theory- Classical theory - Scientific, Administrative, Behavioral- Neo-classical theory- Systems and Contingency theory

MODULE – II

(11 Periods)

Organizational planning and decision making: Introduction-Need for planning-Types of planning-Steps in the process of planning-Advantages and limitation of planning.
Decision making- Introduction- Problem and opportunity finding- Process of decision making- Techniques of decision making- Leadership styles on decision making.

MODULE – III

(11 Periods)

Organization structure and Design, motivation: Principles of organizing, organizational design-Organizational structures.

Motivation: Introduction- Types of motivation-Theories of motivation-Maslow's needs theory, two factor theories of motivation, McGregor's theory, ERG theory, and Mc-Cellands needs theory, Valance Theory.

MODULE – IV

(11 Periods)

Organizational Behavior – Introduction to Organization behavior- Individual and group behavior - Importance of OB, Personality theories, Perception, perception and individual decision making; Formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

MODULE – V

(11 Periods)

Communication and control: Communication-meaning- Methods of communication-communication channels-Barriers to communication.

Control - Feedback and feed-forward control-Basic process of control-Problems of control process-Requirements of effective control.

Course outcome:

The students should be able to learn the history of management and the contributions of important management researchers.

They 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.

REFERENCE BOOKS:

1. Management and organisation behavior by Subba Rao
2. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
3. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012
4. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publshings
5. Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
6. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
7. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA I SEMESTER

**L/P C
4 3**

BUSINESS LAWS AND REGULATIONS

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

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

MODULE – II (11 Periods)

Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange & Cheque, and their definitions and characteristics, Types of endorsements, Holder-Holder in due course, Discharge of Parties.

MODULE – III (11 Periods)

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 (Include the Major Amendments of-2013).

MODULE – IV (11 Periods)

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- Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.

MODULE – V (11 Periods)

Cyber Crime and the Legal Landscape-the world-Why do we need cyber laws in the Indian context-The Indian IT act-challenges to Indian Law and cyber crime scenario in India. (Refer Nina Godbole & Sunit Belapure)

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.

REFERENCE BOOKS:

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

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA I SEMESTER

L/P C
4 3

FINANCIAL ACCOUNTING AND ANALYSIS

PREREQUISITES: NIL

COURSE OBJECTIVE:

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.

MODULE – I

(12 Periods)

Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle.

MODULE – II

(11 Periods)

The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs Intangible assets, and methods of depreciation. Depreciation concept– Depreciation of Fixed Assets -Methods of depreciation–their impact on measurement of business Accounting.

MODULE – III

(11 Periods)

Inventory Valuation : Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts- ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

MODULE – IV

(11 Periods)

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

MODULE – V

(11 Periods)

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 (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

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.

REFERENCE BOOKS:

1. V.Rajasekharan,R.Lalitha “Financial Accounting & Analysis” Pearson Education, New Delhi, 2015
2. Paresh Shah “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2014.
3. Dhanesh K.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
4. N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
5. Maheswari, Financial Accounting, IBH, 2015.
6. T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education Pvt Ltd, New Delhi 2015.

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MALLA REDDY ENGINEERING COLLEGE
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MBA I SEMESTER

L/P C
4 3

MANAGERIAL ECONOMICS

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Cases

MODULE – II (11 Periods)

Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Cases

MODULE – III (11 Periods)

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.

Cases

MODULE – IV (11 Periods)

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.

Cases

MODULE – V

(11 Periods)

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.

Cases

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

REFERENCE BOOKS:

1. Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
2. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14th edition* Pearson, 2012.
3. G S Gupta, Managerial Economics, 2nd edition, TMH, 2012.
4. W. Bruce Allen, Managerial Economics Theory, Applications, and Cases Viva 7th Edition 2011.
5. Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
6. Geetika, Managerial Economics 2nd Edition, TMH, 2012,
7. Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
8. H Kaushal & L Palsreve, Managerial Economics Macmillan, 2012
9. H. Kaushal, Managerial Economics, Macmillan, 2011.
10. Managerial Economics 'Craig H. Petersen 4th Edition Pearson, 2012
11. H. L. Ahuja, Managerial Economics, S. Chand, 2012
12. D.N. Dwivedi, Managerial Economics, Vikas, 2012
13. Yogesh Maheshwari, Managerial Economics, PHI, 2012
14. Mc Guigam, Moyer, Harris, Managerial Economics, Cengage, 2012
15. Mark Hirschey, Managerial Economics, Cengage, 2011.
16. D.M. Mithani, Managerial Economics, HPH, 2012.
17. Atmanand, Managerial Economics, Excel, 2012.
18. Justin Paul, Leena, Sebastian, Managerial Economics, Cengage, 2012
19. Ivan PNG Managerial Economics, Routledge, 2013

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MALLA REDDY ENGINEERING COLLEGE
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MBA I SEMESTER

L/P C
4 3

STATISTICS FOR MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

The Objective of the course is to introduce the basic statistics and different statistical tools for data analysis, interpretation, presentation of reports in different functional areas of Management.

*Statistical table is required for the students.

MODULE – I

(11 Periods)

Introduction to Statistics-Overview, origin and development and Managerial Applications of Statistics ,Statistics and the branches of the study, statistics& computers, limitations of statistics.

MODULE – II

(12 Periods)

Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation Skewness: Karle Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

MODULE – III

(11 Periods)

Tabulation of Univariate , Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, Two dimensional and three dimensional diagrams and graphs.

MODULE – IV

(11 Periods)

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

MODULE – V

(11 Periods)

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series– Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction ,Characteristics and uses of index numbers ,types of index numbers , un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

REFERENCE BOOKS:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.
2. Beri, " Business Statistics ", 2015, 1st Ed, TMH.
3. Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
5. Levine , Stephan , krehbiel , Berenson -Statistics for Managers using Microsoft Excel,PHI .
6. J. K Sharma, "Business Statistics", 2015, 2nd Ed. Pearson.

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MALLA REDDY ENGINEERING COLLEGE (AUTONOMOUS)

MBA I SEMESTER

L/P	C
4	3

BUSINESS COMMUNICATION & SOFT SKILLS THEORY

Introduction:

This course focuses on the basics of business communication, starting with the fundamentals and focus on real world applications of effective writing strategies to reduce miscommunication and increase efficiency of their messages. It also offers the learners an overview of Business Communication and introduces them to the main elements in the communication process. It also emphasizes the importance of writing and reading. This communication course teaches practical business communication techniques for planning, organizing, selecting, writing, and presenting information in business or industry.

PREREQUISITES: NIL

COURSE OBJECTIVE:

- Introduce the dynamics of Communication in the Business world.
- Help to familiarize and practice different kinds of communication tools.
- Introduce different forms of Business communication.
- To enable the learners to write effective business reports

MODULE – I

(12 Periods)

Functional English:

- A. Parts of Speech, Tenses, Speech, Subject-Verb agreement, Correction of sentences, Synonyms, Antonyms, Affixes, one-word substitutes, Word roots, Analogy, Phrasal Verbs, Idioms, Business Vocabulary.
- B. Invitations – Inviting, Accepting & Declining
Permission – Seeking permission, Grant & Refuse permissions
Suggestions – Making suggestion, agree & disagree
Requests & Commands

MODULE – II

(11 Periods)

Reading Strategies:

- A. Types of reading - Skimming, Scanning, Intensive, Extensive reading comprehension models - GRE, TOEFL, and IELTS Models, Critical reading, interpretative reading, review writing,
- B. Exercises on Reading strategies

MODULE – III**(11 Periods)****Writing Strategies**

- A. Written Communications in Business Organizations, The C's of good business communication, Letter writing - Business Letter Writing, Effective Business Correspondence, logistics of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters,
- B. E-mails - How to write effective emails, Salutations / greetings, Writing the body of the email, Closing / signature, Style

MODULE – IV**(11 Periods)****Business Correspondence**

- A. Business correspondence – Memos, Minutes and Circulars, Business Proposals, SOP's
- B. Collection and analysis of memos, minutes of the meetings, circulars from different organizations.(Faculty are required to conduct group activities and allow the learners to present their analysis.) Presentations, Planning and making a presentation, who is your audience, Getting the room ready, Plan, Prepare, Practice and Present, Tips for the perfect presentation, Common mistakes and what to avoid.

MODULE – V**(11 Periods)****Advanced Writing**

- A. Reports - Steps in Writing a Routine Business Report, Parts of a Report, Characteristics of a good report, importance of language, Types of Reports, Corporate Reports.
- B. Collection and analysis of various kinds of reports from different sources. (Faculty is required to conduct group activities and allow the learners to present their analysis.)

Outcomes:

- The learners will have learnt the basic communication and its forms.
- The learners will be able to write and analyze various reports.
- The learner will understand and know how to apply the principles which govern the transmission of information in business situations
- The learner will be able to compose all common types of written communication in a clear, complete and correct way

REFERENCE BOOKS:

1. *Business English Dictionary*: Pearson, 2013.
2. C.S.G, Krishnamachryulu and Ramakrishnan, Lalitha: *Business Communication*, HPH: New Delhi, 2011.
3. Fearn-Banks, Kathleen: *Crisis Communication-A case book approach*: Routledge : UK, 2011.
4. Irwin, David: *Effective Business Communications*,: Viva-Thorogood, 2013.
5. Lehman and Sinha ,Dufrene : *BCOM (Business Communication)* 2nd edition, Cengage, 2012.
6. Rao, Subba. Kumar .B. Anitha and Bindu. C. Hima: *Business Communication*: Cengage: New Delhi, 2012.
7. Raman, Meenakshi and Sarma, Sangeetha: *Technical Communication*. New Delhi: Oxford press, 2009.
8. Rentz, Kathryn. Flatley. E, Marie, and Lentz, Paula: *Lesikar's Basic Business Communication*, TMH: Irwin, 2013.
9. Sehgal, M.K: *Business Communication*: Excel, 2013.

WEBSITES:

1. http://wikieducator.org/INTRODUCTION_TO_COMMUNICATION
2. <http://www.mindtools.com/rdstratg.html>
3. <http://old.nios.ac.in/Secbuscour/cc14.pdf>

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA I SEMESTER

L/P C
4 3

TOTAL QUALITY MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

MODULE – I

(12 Periods)

Principles and Practices-I: Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM- Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils- Strategic Planning- Customer Satisfaction- Customer perception of Quality-service Quality, - Customer Retention-Employee Involvement-Employee survey-Empowerment-Gain sharing- Performance Appraisal.

MODULE – II

(11 Periods)

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

MODULE – III

(11 Periods)

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

MODULE – IV

(11 Periods)

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

MODULE – V

(11 Periods)

Management Tools: Management Tools,-Introduction-Forced field Analysis-Tree diagram-

Process decision Program Chart-Statistical Process Control-Cause and Effect diagram-Histogram-state of control – Process Capability- Experimental Design- Hypothesis-Orthogonal Design-Two factors and Full factors-Quality Strategy for Indian Industries-Quality Management in India.

REFERENCE BOOKS:

1. Joel E Ross : Total Quality Management, 3rd Edition,CRC press,2015
2. Dale H.Besterfeld, carlon Besterfeld: Total Quality Management, Pearson Education, 2015
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M charantimath Total Quality Management, Pearson Education, 2015
5. Kanishka Bedi: Quality Management, Oxford, 2015.
6. Dr.S.Kumar , Total Quality Management, University Science Press ,2015

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA I SEMESTER

L/P C
4 3

CREATIVITY AND INNOVATIONS OF MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner; To expand the knowledge horizon of individual creativity and corporate creativity to transform the living conditions of the society.

MODULE – I (12 Periods)

Realms of Creativity: Creativity: Concept- Convergent and Divergent Thinking- Creative abilities - Creativity Intelligence, Enhancing Creativity Intelligence-Determinants of Creativity - Process-Roots of Human Creativity-Biological, Mental, Spiritual Social-Forms of Creativity- Essence, Elaborative and Expressive-Existential, Entrepreneurial and Exponential.

MODULE – II (11 Periods)

Creative Personality: Traits - Congenial to Creativity- Motivation and Creativity- Strategies for Motivation for being creative- Conductive Environment: Formative Environment and Creativity- Environmental Stimulants- Blocks to Creativity- Strategies for unblocking Creativity.

MODULE – III (11 Periods)

Corporate Creativity: Creative Manager- Creative Problems Solving, Techniques of Creative Problem Solving- Perpetual Creative Organizations- Creative Management Practices: Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies – Collective Creativity.

MODULE – IV (11 Periods)

Creative Organisation: Issues and approaches to the Design of Creative Organizations - Successful innovative organization structure- Mechanisms stimulating Organizational Creativity- Creative Societies, Model of creative society.

MODULE – V (11 Periods)

Management of Innovation: Nature of Innovation-Technological Innovations and their Management, Management Innovative entrepreneurship- Agents of Innovation-Skills for Sponsoring Innovation, Practice cases and situations.

REFERENCE BOOKS:

1. Pradip Khanwalla , The Fourth Eye, Wheeler Publishing, New Delhi.
2. Pradip Khandwalla, Lifelong Creativity- An Unending Quest, Tata McGraw Hill, 2006.
3. Pradip Khandwalla, The Corporate Creativity -The Winning Edge, Tata McGraw Hill New Delhi.
4. P. N. Rastogi, Managing Creativity of Corporate Excellence, Macmillan, New Delhi.
5. Jone Ceserani, Pater Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi
6. Christensen Clayton, Innovation and General Manager, Tata McGraw Hill.
7. Margaret. A,Whit& Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach.
8. CSG Krishnama Charyulu & R. Lalitha- Innovation Management, Himalaya Publishing House, 2007.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA I SEMESTER

L/P C
4 3

HUMAN RELATIONS AND NEGOTIATION SKILLS

PREREQUISITES: NIL

COURSE OBJECTIVE:

The course is offered as a human resource elective in the first year. The course offers 19 skill are as under five major domains– intrapersonal effectiveness, interpersonal effectiveness, understanding and working in teams, and leading individuals and groups. It offers students a balance between theory and application. It provides tips and techniques as well as conceptual grounding to motivate participants to learn and apply a particular skill. This course is important because organisations are looking for employees with outstanding interpersonal skills to help them remain flexible and viable in today's competitive work force.

MODULE – I

(12 Periods)

Conceptual understanding and Application Self Awareness, Self disclosure and trust– Personal & Interpersonal skills. Conceptual, Understanding and Application Goal Setting and self- m a n a g e m e n t

MODULE – II

(11 Periods)

Conceptual, Understanding and Application Understand and working with diverse others and listening Conceptual, Understanding and Application Conveying and persuading others

MODULE – III

(11 Periods)

Conceptual, Understanding and Application Negotiation and managing conflicts
Conceptual understanding and Application Building teams, work groups and facilitating team success.

MODULE – IV

(11 Periods)

Conceptual, Understanding and Application Effective meetings, making decisions and solving problems
Conceptual, Understanding and Application Power, politicking, networking and mentoring.

MODULE – V

(11 Periods)

Conceptual, Understanding and Application Coaching, providing feedback and project management

Conceptual, Understanding and Application Leading and empowering self and others

Course outcomes:

- To provide students with opportunities to explore skills and to develop others as an effective human resource executive.
- To allow participants hands – on experience in the HR skills and increase their self efficacy in tasks and duties relating to human resource development and management.
- To develop participant's skills for influencing & managing individuals and groups, thereby enhancing human relations skills for improved performance at the work place.
- To learn the various skills and practice them
- Helps assess level of effectiveness and enhance one's capability in each of the skills
- Engage in receiving feedback from others and encourage self-feed back for each skill

REFERENCE BOOKS:

1. Gallagher, K. (2011). Skills development for business and management students. Delhi: Oxford University Press.
2. De Janasz, S. C., Dowd, K. O., and Schneider, B. Z. (2012). Interpersonal skills in organizations. 3rd Edition, McGraw-Hill Irwin
3. Robbins, S.P and Hunsaker, P. L. (2012). Training in interpersonal skills; Tips for managing people at work. 45h Edition, PHI Learning Private Limited
4. Hegar, K.W. (2012). Modern human relations at work (11th ed.). Cengage Learning.
5. Wallace, H.R., & Masters, L.A. (2012). Personality Development, New Delhi: Cengage Learning.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA I SEMESTER

L/P C
4 3

PROJECT MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

MODULE – I

(12 Periods)

Introduction: Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

MODULE – II

(11Periods)

Project Planning: Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

MODULE – III

(11 Periods)

Project Execution: Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process, risk management an integrated approach, cost Management, Creating a project Budget.

MODULE – IV

(11 Periods)

Leading Project Teams: Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

MODULE – V

(11 Periods)

Performance Measurement and Evaluation: Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

REFERENCE BOOKS:

1. Gray, Larson: Project Management-Tata McGraw Hill-2015
2. Jeffery K.Pinto: Project Management-Pearson Education-2015
3. Enzo Frigenti: Project Management-Kogan, 2015
4. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
5. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.
6. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA I SEMESTER

L/P C
2 2

**PERSONALITY DEVELOPMENT SEMINAR
(Seminar Presentation-100 Marks)**

PREREQUISITES: NIL

COURSE OBJECTIVE:

The aim of this course is to enable students develop soft skills necessary for personality development and employability of MBA students.

EXERCISES

- Presentations
- Group Discussions
- JAM Session
- Overcoming stage fear
- Time Management
- Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

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.
- 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.

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**MALLA REDDY ENGINEERING COLLEGE
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MBA I SEMESTER

**L/P C
4 3**

**STATISTICAL DATA ANALYSIS
MS-EXCEL PRACTICAL (LAB)**

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

PART- A

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).

ADVANCED EXCEL LESSONS

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

PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL

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

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

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

REFERENCE BOOKS:

1. David Whigham “Business Data Analysis Using Excel” Oxford University Press, 2012.
2. Winston “Excel 2010 Data Analysis and Business Modeling” PHI Learning Private Limited.
3. Bajpai “Business Statistics” Pearson, 2013.
4. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2013.
5. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
6. Shelly, MS Office, 2007, Cengage, 2009.
7. Robert H Carver, Doing Data Analysis with SPSS, Cengage, 2013.
8. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.

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**MALLA REDDY ENGINEERING COLLEGE
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MBA II SEMESTER

**L/P C
4 3**

HUMAN RESOURCE MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

Introduction of HRM: Introduction to HRM – Scope - Nature- Functions - HR Duties – New Approaches to Organizing HR – The Trends shaping Human Resource Management- Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – Manpower Planning – HR Score Card developed by TVRSL India.

Cases

MODULE – II (11 Periods)

Recruitment and Selection: Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation - HR Planning – Recruitment: Process - Sources of Recruitment – Recruitment of Diverse Work Force – Selection: Process - Types of Interviews – Errors in Interviews – HR Policies & Practices - Placement.

Cases

MODULE – III (11 Periods)

a) Training & Development of Employees – Process (Analyzing Training needs & Designing the program – Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs) – Methods of training

b) Performance Appraisal: Concept of Performance management, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle

Cases

MODULE – IV (11 Periods)

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.

Cases

MODULE – V (11 Periods)

Industrial Relation – Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place

Health Hazards Problems & Remedies – Labor Legislation in India: Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act- – Equal Employment Opportunity 1990-1991.

Cases

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.

REFERENCE BOOKS:

1. C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
2. Gary Dessler, “Human Resource Management”, 12th Edition, Bigu Markkey, Pearson- 2012
3. K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
4. Dennis R. Briscoe et al, International HRM, Routledge, 2013.
5. Dr. Anjali Ghanekar, “Essentials of Human Resource Management”, Everest, 2010.
Indranil Mutsuddi, “Essentials of Human Resource Management”, Newage, 2011.
6. Wayne.F.Cascio, Ranjeet Nambudiri, “Managing Human Resource Management”, 8th Edition, TMH, 2010.
7. Seema Sanghi, “ Human Resource Management” Macmillan, 2012
8. Narendar Singh, “Human Resource Management”, Colonel (Dr.) Laxmi Publication, 2011.
9. Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
10. Uday Kumar Haldar, Juthika Sarkar, “ Human Resource Management”, Oxford, 2012
11. Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.
12. R.Wayne Mondy, “Human Resource Management” Pearson, 2009.
13. Chris Rowley and Keith Jackson, Human Resource Management, Routledge, 2011

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MALLA REDDY ENGINEERING COLLEGE
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MBA II SEMESTER

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4 3

MARKETING MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I

(12 Periods)

Introduction to Marketing: Importance, scope of Marketing, Core Marketing Concepts, Marketing Philosophies, 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.

Cases

MODULE – II

(11 Periods)

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

Cases

MODULE – III

(11 Periods)

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.

Cases

MODULE – IV

(11 Periods)

Distribution channels and promotion: 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 effecting the promotion mix

Cases

MODULE – V

(11 Periods)

a)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,

b) Marketing Communication: WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing.

Cases

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.

REFERENCE BOOKS:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
2. Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, 2012. (For PPT, Case Solutions, video cases, Faculty may visit : login.cengage.com)
3. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
4. Ramaswamy Namakumari, "Marketing Management", TMH 5th Edition 2013.
5. Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2013.
6. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, principles of marketing, south Asian perspective, 13/edition, Pearson Education, 2012.
7. K.Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya Publishing House, 2012.
8. Rajan Saxena: Marketing Management, 4/e, TMH, 2013
9. Sidharth Balakrishna, Case studies inMarketing, Pearson, 2011.
10. Czinkota Korable "Marketing Management" Indian Edition, Cengage learning, 2012.
11. S.A.Sherlekar, R.Krishnamoorthy, Marketing Management concept and cases, HPH, 2012.
12. Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.
13. R. Srinivasan, case studies in Marketing the Indian context, 5th edition PHI, 2012.
14. M. Govindarajan, Marketing Management, concept, cases, challenges and trends, 2nd edition PHI, 2012.
15. Debases Pradhan, marketing management, a case book, Cengage Learning, 2012.
16. Marilyn A Stone & John Desmond, Fundamentals of Marketing, Routledge, 2011.

Journals: Indian Journal of Marketing, MICA Communications Review.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA II SEMESTER

L/P C
4 3

PRODUCTION AND OPERATIONS MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

The course aim to introduce concepts of production and operations management in an organization.

MODULE – I (12 Periods)

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.

MODULE – II (11 Periods)

Product 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.

MODULE – III (11 Periods)

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.

MODULE – IV (11 Periods)

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.

MODULE – V (11 Periods)

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.

Learning Outcome: The course covers operations management, product design, analysis, plant location, layout, Scheduling and Material Management.

REFERENCE BOOKS:

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

Journal: Udyog Pragati : The Journal for Practising Managers, NITIE, Mumbai. SAGE.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA II SEMESTER

L/P C
4 3

QUANTITATIVE ANALYSIS AND DECISION MAKING

PREREQUISITES: NIL

COURSE OBJECTIVE:

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.

MODULE – I (12 Periods)

Introduction to Operations research: Origins of OR, Nature and Scope- 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.

MODULE – II (11 Periods)

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

MODULE – III (11 Periods)

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

MODULE – IV (11 Periods)

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

MODULE – V (11 Periods)

Queuing Theory: Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

Learning Outcome: TheCourse covers origin and application of OR, Linear Programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

REFERENCE BOOKS:

1. C.R. Kothari, Quantitative Techniques, 3rd revised edition, Vikas, 2012.
2. Prem Kumar Gupta “Introduction to Operations Research” S.Chand, 2012.
3. J.K. Sharma, “Operations Research: Theory and applications, 5th edition, Macmillian, 2013
4. K.L Schgel “Quantitative Techniques and Statistics”, 2012.
5. Hillier / Lieberman: Introduction to operations research, 9th edition, TMH, 2012.
6. Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2013.
7. Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.
8. Anand Sharma, “ Quantitative Techniques for Decision Making”, HPH, 2010
9. A M Natarajan, P Balasubramani, A Tamilarasi, “Operations Research” Pearson, 2012.
10. M P Gupta, R B Khanna, “ Quantitative Techniques for Decision Making” PHI, 2011.
11. Anitha H S : Operations Research, Excel, 2013.
12. N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.
13. Anderson, Sweeney, Williams, Camm & Martin, Quantitative Methods for Business, 2013
14. Mik Wisniewski, Quantitative Methods, Pearson, 2013
15. L C Jhamb, Quantitative Techniques, Everest, 2012
16. R. Pannerselvam : Operations Research, PHI, 3rd revised edition,2012

Journal : Udyog Pragati : The Journal for Practising Managers, NITIE, Mumbai.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA II SEMESTER

L/P C
4 3

FINANCIAL MANAGEMENT

***The students need Discounting Table and Annuity tables for the examination**

PREREQUISITES: NIL

COURSE OBJECTIVE:

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.

MODULE – I

(11 Periods)

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.

MODULE – II

(12 Periods)

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.

MODULE – III

(11 Periods)

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.

MODULE – IV

(11 Periods)

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

MODULE – V

(11 Periods)

Working Capital and 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 – Recommendations of Tandon and Daheja Committee on Working Capital. Cases.

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.

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 non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

REFERENCE BOOKS:

1. IM Pandey, Financial Management, 10th Edition, Vikas , 2013.
2. M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6th Edition, TMH, 2012.
3. P.C.Tulsian,C.A. Bharat Tulsian , “Financial Management” S.Chand Publications,2012
4. Prasanna Chandra, “Financial Management Theory and Practice”, 8th Edition. TMH ,2012
5. Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers ,2012
6. Rajiv Srivastava, Anil Mishra , Financial Management” Oxford University Press, New Delhi, 2012
7. James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012 .
8. IM Pandey, Cases in Financial Management, TMH, 2/e, 2012.

Journals: Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

OPEN ELECTIVE-II

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA II SEMESTER

L/P	C
4	3

BUSINESS ENVIRONMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

Industrial Policy and Regulatory Structure: Industrial Policy- Industrial Licensing Policy- Five Year Planning- Industrial Policy 1991, Small Scale Industries (SSI)-Industrial Finance- Foreign Direct Investment (FDI).

Cases

MODULE – II (11 Periods)

Economic Policies: Fiscal Policy- Latest Union Budget- Reforms Undertaken- Role of Government- Monetary Policy- Basic Concepts- Monetary Policy in the 21st Century- Banking Sector Reforms.

Cases

MODULE – III (11 Periods)

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

Cases

MODULE – IV (11 Periods)

India's Trade Policy: Policy changes and Issues- sector wise trade policies: recent developments- GATT- WTO agreements and implications.

Cases

MODULE – V (11 Periods)

EXIM policies & FEMA: India's new EXIM policy- legal framework- initiatives, FEMA – Multi-national companies and FDI.

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

Cases

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.

REFERENCE BOOKS:

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

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

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA II SEMESTER

L/P C
4 3

BUSINESS ETHICS AND CORPORATE GOVERNANCE

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

Business Ethics: 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.

Cases

MODULE – II (11 Periods)

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.

Cases

MODULE – III (11 Periods)

Cyber crimes and Cyber Laws: 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.

Cases

MODULE – IV (11 Periods)

Corporate Governance I:Importance of corporate Governance –Corporate Governance in India-Board Structures Processes and Evaluation-Director Independence –Board committees, Indian model of Corporate Governance, clause 49 of SEBI.

MODULE – V (11 Periods)

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

Cases

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.

REFERENCE BOOKS:

1. SK Mandal: Ethics in Business and Corporate Governance, TMH, 2/e, 2012.
2. C.S.V.Murthy: Business Ethics, Himalaya Publishing House, 2012.
3. Archie. B Carroll, Business Ethics-Brief Readings on Vital Topics, Routledge, 2013.
4. A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
5. N.Balasubramanian : Corporate Governance and Stewardship, TMH,2012.
6. Nina Godbole & Sunit Belapure “ Cyber Security” wiley india 2012.
7. Joseph W.Weiss : Business Ethics, Thomson, 2006.
8. Geethika,RK Mishra, Corporate Governance Theory and Practice,Excel,2011.
9. Dr.S.S.Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.
10. K.Praveen Parboteeach, Business Ethics, Routledge, 2013.
11. Praveen B Malla, Corporate Governance, Routledge 2010.
12. H.C.Mruthyunjaya, Business Ethics and Value Systems, PHI, 2013.
13. V Balachandram, V Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI, 2011.
14. Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.
15. Joseph W.Weiss, Business Ethics,Thomson, South Western,Third Edition.

Journal: Journal of Human Values: IIM Calcutta. SAGE.

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MALLA REDDY ENGINEERING COLLEGE
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MBA II SEMESTER

L/P C
4 3

ENVIRONMENT AND DISASTER MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

To explain the role and significance of management in tackling disaster situations. To understand various perspectives of disaster management.

MODULE – I (12 Periods)

Disaster Management: Concept, Definition, Objectives, Scope, Dimensions, Challenges.

MODULE – II (11 Periods)

Types of disasters & effects/ damages due to disasters: Natural disasters: Unpredictable disasters– Earthquake, disasters, Ecological disasters.

MODULE – III (11 Periods)

Disaster Management and socio economic system: Factors affecting damages, Factors affecting mitigation measures.

MODULE – IV (11 Periods)

Disaster Management Cycle: Prevention, Mitigation, and Preparedness; Tools, Methods, and Technologies to Manage Disasters, Planning for Disaster Preparedness and Management.

MODULE – V (11 Periods)

Disasters and Development: Disasters and the Government- Disaster Management Act 2005.

REFERENCE BOOKS:

1. B. K. Khanna -All You Wanted to Know about Disasters- New India Publishing Agency, New Delhi
2. David Alexander -Natural Disasters - UCL Press, London
3. M. Saravana Kumar -Disaster Management, Himalaya Publishing House
4. Rajib Shaw, R.R. Krishnamurthy -Disaster Management Global Challenges and Local Solutions- Universities Press, Hyderabad

WEBSITES:

1. www.ndma.gov.in
2. www.ndmindia.nic.in
3. www.nidm.net.in

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA II SEMESTER

**L/P C
3 2**

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action. To incorporate and learn the critical elements of Logistics and Supply Chain Management processes.

MODULE – I

(12 Periods)

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

Cases

MODULE – II

(11 Periods)

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

Cases

MODULE – III

(11 Periods)

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

Cases

MODULE – IV

(11 Periods)

Sourcing, Transporting and Pricing Products: sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management .

Cases

MODULE – V

(11 Periods)

Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes –Global strategy –Global purchasing – Global logistics

– Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management.

Cases

REFERENCE BOOKS:

1. G. Raghuram (I.I.M.A.) - Logics and Supply Chain Management Macmillian, 2000.
2. Emiko Bonafield- Harnessing Value in the Supply Chain, Johnwiley: Singapores, 1999
3. Dr. Gopal Krishnan – Material Management rearew, 2002 Pearson New Delhi.
4. R.G. Koragaonkar – JIT Manufacturing.
5. B.S. Sahay, Macmillian- Supply Chain Management, 2000.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA II SEMESTER

L/P C
3 2

WTO & IPR

PREREQUISITES: NIL

COURSE OBJECTIVE:

MODULE – I (12 Periods)

Introduction- General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration – WTO Agreements including TRIPS & TRIMS.

MODULE – II (11 Periods)

WIPO – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hauge Agreement – UPOV.

MODULE – III (11 Periods)

IPR-1 Patents: Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

MODULE – IV (11 Periods)

IPR – 2: Designs and Geographical Indication (GI) – Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term – Restrictions.

MODULE – V (11 Periods)

IPR-3: Trade marks and Copy rights: Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trade marks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement – Remedies.

REFERENCE BOOKS:

1. P. K. Vasudeva ,World Trade Organization: Implications on Indian Economy, Pearson Education, 2015
2. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.
3. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
4. Carlos M. Correa- Intellectual property rights , The WTO and Developing countries-Zed books
5. Peter-Tobias stoll, Jan busche , Katrian arend- WTO- Trade –related aspects of IPR- Library of congress
6. Surendra Bhandari- World Trade Organisation (WTO) and Developing Countries- Vikas Publishing House

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA II SEMESTER

**L/P C
4 2**

ANNUAL REPORT ANALYSIS - LAB

**Approach: CMIE Prowess Database/ Annual Report of Companies & MS-Excel
Marks 100.**

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

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.

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.

REFERENCE:

1. Sinha Gokul-Financial Statement Analysis-PHI 2014
2. Erich A. Helfert -Financial Analysis Tools and Techniques: A Guide for Managers-TMH ,2014
3. Robert M. Grant- Contemporary Strategy Analysis: Text and Cases-Wiley,2014
4. John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
5. Sarngadharan M. and Kumar S. Rajitha -Financial Analysis for Management Decisions-PHI
6. Gupta -Corporate Financial Analysis In A Global Environment , South-Western Pub

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA II SEMESTER

**T/P C
-- 2**

**SUMMER INTERNSHIP (100 Marks Seminar)
(Minimum One month)**

PREREQUISITES: NIL

COURSE OBJECTIVE:

Aim of summer internship is to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Summer internship is to acquire practical knowledge by working in any organization. Through working for one to two months in any organization of their choice, students should learn how to do routine work related to the functional area of their interest.

Approach to decide Summer Internship: After careful analysis of the job market, students are expected to understand what type of job will be suitable to their knowledge and skill set. Students are advised not to ignore their first degree and the specialization they want to do at MBA level, before deciding the summer internship. Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc. or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their near by cities, towns and villages to understand their business model.

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

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

Report: A brief report of explaining their analysis and understanding the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains. While there is no limit on the number of pages, about 30 pages should be sufficient for submission followed by presentation.

Learning Outcome

After summer learning internship students should be able to :

1. Understand the product mix and strategies of the organization, structure of organization, reporting systems and general administration of the organization.
2. Should learn how to do the routine work related to the first job they prefer to do after MBA.
3. Understand the organizational dynamics in terms of organizational behaviour, culture, competition, future strategies and change initiatives of the organization.
4. Important learning outcome of summer internship is to learn routine work which they would prefer to do after MBA. They can also continue with the same organization or professional for the MBA mini projects and final project also. If they can address the issues and challenges of the organizations / professionals and provide solutions then there is greater possibility of getting employment in the same organization.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/P C
4 3

STRATEGIC MANAGEMENT

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I

(12 Periods)

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.

Cases.

MODULE – II

(11 Periods)

Formulation of Strategy: 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.

Cases.

MODULE – III

(11 Periods)

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.

Cases

MODULE – IV

(11 Periods)

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.

Cases

MODULE – V

(11 Periods)

Organizational Structure and control, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy- Entrepreneurial Implications for Strategy.

Cases

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.

REFERENCE BOOKS:

1. Hitt & Ireland and Manikutty,” Strategic Management: A South Asian Perspective”: Cengage Learning, 9e, 2012. (For PPT, Case Solutions Faculty may visit : login.cengage.com)
2. Mital; Cases in Strategic Management; 3rd Edition, TMH, 2013
3. Mason A Carpenter et al.”Strategic Management: A dynamic Perspective” Pearson, 2e, 2012.
4. A Nag” Strategic Management: Analysis, Implementation & Control “Vikas Publishing house, 2012.
5. Adrian & Alison” Strategic Management: Theory & Application” Oxford University Press, 2010.
6. S K Sarangi “Modern Strategic Management” Everest Publishing, 2012.
7. Wheelen, Hunger; Concepts in Strategic Management & Business Policy, 13th Edition, Pearson, 2013
8. Hill, Jones; Strategic Management, 9th Edition, Cengage, 2012
9. P. Subba Rao, Business Policy and Strategic Management, 2nd Edition, HPH, 2012.
10. Barney, Hestrerly; Strategic Management & Competitive advantages; 4th Edition, PHI, 2013
11. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1st Edition, Excel Books, 2012
12. Azhar Khazmi, Strategic Management & Business Policy, 3/e, TMH, 2013.
13. Upendra Kachru; Strategic Management, 1st Edition, Excel Books, 2012
14. Haberberg & Ricple; Strategic Management, 1st Edition, Oxford, 2010.

Journals : Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI. Journal of Human Values : IIM Calcutta.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/P C
4 3

MANAGEMENT INFORMATION SYSTEM AND ERP

PREREQUISITES: NIL

COURSE OBJECTIVE:

Aim is to understand the basic management information systems case studies.

MODULE – I

(12 Periods)

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.

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

Cases

MODULE – II

(11 Periods)

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

Cases

MODULE – III

(11 Periods)

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.

Cases

MODULE – IV

(11 Periods)

Introduction to ERP: Overview of ERP, MRP, MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP Market- ERP Modules: Finance, Accounting Systems, Manufacturing and Production Systems, Sales and Distribution Systems, , Human Resource Systems, Plant Maintenance System, Materials Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

MODULE – V

(11 Periods)

Benefits of ERP: Reduction of Lead Time, On-Time Shipment, Reduction in Cycle Time, Improved Resource Utilisation, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design Making Capabilities.

ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP & IS.

Cases

Learning Outcome: Provides support for decision making. It enables managers to monitor information system for any potential managerial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the Decision supporting systems is enabled by proper management information system.

REFERENCE BOOKS:

1. D P Goyal, Management Information Systems – Managerial Perspective, MacMillan, 3rd Edition, 2010.
2. Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012
3. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
4. Jawadekar, MIS Text and Cases, TMH, 2012.
5. A K Gupta, Sharma “Management of Systems” Macmillan, 2012.
6. Sandra Senf “Information Technology Control and Audit” 3e, CRC Press, 2012.
7. Arpita Gopal, MIS for Strategic Business Processes, Excel, 2009.
8. Joseph P T, E-Commerce, an Indian Perspective, PHI, 2012.
9. Laudon & Laudon, Management Information Systems, Pearson, 2013.
10. Sanjay Mohapatra, Cases in Management Information Systems, PHI, 2011.
11. Nirmala Bagchi, Management Information Systems, Vikas,2012.
12. Aman Jindal, Management Information System, Kalyani, 2010.
13. Murthy, Management Information System, Himalaya, 2013.
14. Effy oz, Management Information Systems, Cengage, 2010.
15. Brien, Marakas, Behl, Management Information Systems, TMH, 2010.
16. Kelkar, Management Information Systems, PHI, 2012.
17. Rajaraman, Information Technology, PHI, 2013.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/P C
4 3

RESEARCH METHODOLOGY

PREREQUISITES: NIL

COURSE OBJECTIVE:

The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating Research Objectives, Hypothesis and Sample framework for understanding the research studies.

MODULE – I (12 Periods)

FOUNDATIONS OF RESEARCH: Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, Deductive and inductive theory. Characteristics of scientific method – Understanding the language of Research – Concept, Construct, Definition, Variable. Research Process.

MODULE – II (11 Periods)

PROBLEM IDENTIFICATION & FORMULATION: Research Question – Investigation Question – Measurement Issues – Hypothesis – Qualities of a good Hypothesis – Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance.

MODULE – III (11 Periods)

RESEARCH DESIGN: Concept and Importance in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables.

MODULE – IV (11 Periods)

QUALITATIVE AND QUANTITATIVE RESEARCH: Qualitative research – Quantitative research – Concept of Measurement, causality, generalization, replication. Merging the two approaches. Measurement: Concept of measurement– what is measured? Problems in measurement in research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.

MODULE – V (11 Periods)

SAMPLING: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample – Practical considerations in sampling and sample size.

DATA ANALYSIS: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, Percentages), bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of Association. Report writing and presentation of results. Types of research reports, report structure, report formulation, Guidelines for effective Documentation.

REFERENCE BOOKS:

1. Business Research Methods – Donald Cooper & Pamela Schindler, TMGH, 9th edition
2. Research Methodology – C.R.Kothari
3. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
4. Research Methodology – concepts and cases –Deepak Chawla& Neena sondhi
5. Research Methodology and Statistical Analysis (Text and cases) O.R.Krishnaswamy & D.Obul Reddy

PROFESSIONAL ELECTIVE-I

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/P	C
4	3

CONSUMER BEHAVIOUR
(MARKETING ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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.

MODULE – I **(12 Periods)**

Introduction to 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.

Cases

MODULE – II **(11 Periods)**

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

Cases

MODULE – III **(11 Periods)**

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

Cases

MODULE – IV **(11 Periods)**

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.

Cases

MODULE – V **(11 Periods)**

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

Cases

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.

REFERENCE BOOKS:

1. David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.
2. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2013.
3. S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
4. Ramneek Kapoor, N. Namdi O Madichie, Consumer Behaviour, TMH, 2012.
5. Michael R. Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
6. Leon G. Schiffman, Leslie Lazer Kanuk, S. Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011.
7. Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.
8. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
9. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
10. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2013.
11. S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
12. Dr. Shri Prakash, Consumer Behaviour, Vikas, 2010.
13. S. A. Chunawalla, commentary on Consumer Behaviour, 3rd edition, HPH, 2012.
14. S H H Kazmi, Consumer Behaviour and Marketing Communication, Excel, 2011.
15. J. Paul Peter, Jerry C. Olan, Consumer Behaviour and Marketing Strategy, 7th edition, TMH, 2011.

Journals: Indian Journal of Marketing, MICA Communications Review.

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MALLA REDDY ENGINEERING COLLEGE
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MBA III SEMESTER

L/P	C
4	3

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(FINANCE ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

To understand the investment alternatives, process and portfolio management

MODULE – I (12 Periods)

A) Investment Environment in India: overview of Indian financial system securities trading in stock markets, **Real Vs Financial Assets**, Investment alternatives, the investment management process. Investment Vs Speculation, Investment Vs Gambling.

B) Security Analysis: Fundamental Analysis, Technical Analysis, EMH (Efficient Market Hypothesis)

MODULE – II (11 Periods)

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.

MODULE – III (11 Periods)

Bond 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.

MODULE – IV (11 Periods)

(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.

MODULE – V (11 Periods)

Mutual Funds: Introduction to 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.

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.

REFERENCE BOOKS:

1. William. F.Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
2. Prasanna Chandra: Investment analysis and Portfolio Management” 4th Edition, TMH, 2012
3. Reilly, Brown: Analysis of Investment and Management of Portfolios, 10th Edition, Cengage, 2012.
4. ZVI Bodie, AlexKane, Alan J Marcus : Investments, TMH, 2012.
5. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6th Edition, Pearson, 2012.
6. Punithavathi Pandian : Security Analysis and Portfolio Management, Vikas. 2012.
7. Jones: Invest Analysis and Management, Wiley.
8. M. Ranganatham, R. Madhumathi: Security Analysis and Portfolio Management, 2ndEdition , Pearson, 2012.
9. Edwin J Elton, Martin J Gruber, Stephen J Brown, William N.Goef Z Mann : Modern Portfolio Theory and Investment Analysis. 2013.
10. Kevin, SAPM, PHI, 2011.
11. William F. Sharpe, Gordon J Alexander and Jeffery V. Bailey: Fundamentals of Investment, prenticehall,2009.

Journals: Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance.

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA III SEMESTER

**L/P C
4 3**

**PERFORMANCE MANAGEMENT
(HR ELECTIVES)**

PREREQUISITES: NIL

COURSE OBJECTIVE:

To give an understanding about performance management and reward system linked with performance.

MODULE – I (12 Periods)

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

Cases

MODULE – II (11 Periods)

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

Cases

MODULE – III (11 Periods)

Performance Management and employee development, Performance Management skills.

Cases

MODULE – IV (11 Periods)

Reward Systems and legal issues, Managing Team performance.

Cases

MODULE – V (11 Periods)

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

Cases

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

REFERENCE BOOKS:

1. Ram Kumar Balyan, Vikramender Singh & Suman “Performance management text and cases”, Himalaya Publications, 2011.
2. Prem Chadha “Performance management” Macmillan, 2012.
3. Herman Aguinis, “ Performance Management” Pearson, 2012.
4. Anjali Ghanekar’ Essentials of Performance Management’ Everest Publishing House, 2010
5. Lance A Berger & Dorothy R Berger “ The Talent Management Hand Book” 2nd edition TMH, 2013.
6. B D Singh, “ Performance Management System- a holistic approach” excel Books,2010.
7. Srinivas K Kandula “Performance Management” PHI, 2010.
8. R K Sahu : Performance Management System, Excel, 2013.
9. A.M.Sharma, Performance Management Systems, HPH,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.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

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4 3

BUSINESS INTELLIGENCE
(SYSTEMS ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

It enables the student understand the concepts of Business Intelligence

MODULE – I (12 Periods)

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.

Cases

MODULE – II (11 Periods)

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.

Cases

MODULE – III (11 Periods)

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.

Cases

MODULE – IV (11 Periods)

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

MODULE – V (11 Periods)

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

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

REFERENCE BOOKS:

1. Efraim Turban et al. "Business Intelligence" 2e, Pearson Education, 2012.
2. David Loshin "Business Intelligence" 2e, Elsevier, 2012.
3. Amit Johri "Business Intelligence" Himalaya, 2012.
4. Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2012.
5. Carlo Vercellis "Business Intelligence" Wiley Publications, 2012.
6. Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH, 2011.

PROFESSIONAL ELECTIVE-II

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/P C
4 3

ADVERTISING AND SALES PROMOTION
(MARKETING ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

The aim of this course is to enable MBA students to understand Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel partners. They can also emerge as good sales executives and help the organization's efforts towards business development.

MODULE – I

(12 Periods)

Advertising: Nature - Scope - Importance - Role of advertising in economic development - Social, Cultural, and ethical dimensions of advertising - Recent trends advertising – advertising Objectives - DAGMR Approach. Organising Advertising - Department: Functions of Advertising Department and Advertising Manager.

MODULE – II

(11 Periods)

Advertisement copy - Meaning - Components – Types, Essentials of good advertising copy - Advertisement copy for Print media. Radio, T.V. and Outdoor Media layout of Advertising copies - Creativity in Advertising. Advertising Agencies - Functions - Need - Selecting and compensating advertising agencies - Advertising agencies in India- An overview.

MODULE – III

(11 Periods)

Media alternatives - Media Selection - Media Planning, Scheduling decisions - Media mix decisions - An overview of media scenario in India : Print Media - Broad Cast, TV and Internet Media.

MODULE – IV

(11 Periods)

Advertising Budgets - Planning for advertising budgets - Methods of determining size of advertising budget. Measuring Effectiveness of advertising: Need-Problems - Tools and techniques for measuring communication effectiveness and sales effectiveness of advertising.

MODULE – V

(11 Periods)

Sales Promotion: Meaning - Objectives - Techniques of sales promotion at consumer level, trade level and sales force level - Essentials of good sales promotion - Planning Sales promotion - Evaluating Effectiveness of sale promotion.

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 need for distribution channels and managing them.

REFERENCE BOOKS:

1. David.A., Aker & John G. Hyer :Advertising Management, Prentice Hall of India.
2. Mahendra Mohan: Advertising Management - Concepts and Cases - Tata Mc. Graw Hill.
3. Pran Choudhary & Elliot. R & ALAN TOOP: Successful Sales Promotion - Orient Longman, New Delhi, 1992
4. Rossiter Jr. and Percy, L : Advertising and Promotion Management Mc. Graw Hill Insitt. New York. 5. Chunawala S. A. and K.C. Sethia : Foundation of Adverting - Theory and Practice, Himalaya
5. Rohaor: Advertising Management-Himalaya Publishing House, Mumbai
6. William F. Arens : Contemporary Advertising - Irwin – Mc. Graw Hill 1999
7. Neeraj Kumar : Marketing Communications - Theory and Practice, Himalaya PublishingHouse.Mumbai, 1998.
8. Frank Jefkins: Advertising Macmillan, India Ltd. Delhi

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

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4 3

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES
(FINANCE ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I

(12 Periods)

Introduction to 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.

MODULE – II

(11 Periods)

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.

MODULE – III

(11 Periods)

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 – Organisation and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets

MODULE – IV

(11 Periods)

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.

MODULE – V**(11 Periods)**

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

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.

REFERENCE BOOKS:

1. L.M.Bhole: Financial Institutions and Markets, TMH, 2012.
2. Vasant Desai: Financial Markets and Financial Services, Himalaya,2012.
3. M.Y.Khan: Financial Services, TMH, 2012.
4. Varanasi.Bhaskar Rao, Musings of the Barefoot Bankers, BS Publications, 2012.
5. Pathak:Indian Financial Systems, Pearson, 2012
6. S.Gurusamy: Financial Services and System, Cengage,2012
7. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
8. Gomez, Financial Markets, Institutions and Financial Services, PHI, 2012.
9. Frank.J.Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.
10. R M Srivatsava : Dynamics of Financial Markets and Institutions in India, Excel, 2013.

Journals: Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/P C
4 3

TRAINING & DEVELOPMENT
(HR ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

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.

Cases

MODULE – II (11 Periods)

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.

Cases

MODULE – III (11 Periods)

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

Cases

MODULE – IV (11 Periods)

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.

Cases

MODULE – V (11 Periods)

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

Cases

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.

REFERENCE BOOKS:

1. P.Nick Blanchard, James W. Thacker, A.Anand Ram, ” Effective Training” 4e, Pearson, 2012.
2. Anjali Ghanskar “Training & Development” Everest, 2013.
3. Raymond A Noe, Amitabh Deo Kodwani, “Employee Training and Development” McGraw Hill, 2012.
4. B,Rathan Reddy “ Effective Human Resource Training & Developing Strategy “ Himalaya,2012.
5. Rolf Lynton, Uday Pareek “Training for Development” Sage, 2012.
6. G Pandu Naik “Training & Development “Excel Books, 2012.
7. R K Sahu “Training for Development” Excel Books, 2012.
8. P L Rao : HRD Trainer's Handbook of Management Games, Excel, 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.

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MALLA REDDY ENGINEERING COLLEGE
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MBA III SEMESTER

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4 3

DATA-BASE MANAGEMENT SYSTEM
(SYSTEMS ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

It enables the student to understand the foundations of Enterprise planning and ERP System Options.

MODULE – I

(12 Periods)

Database Concepts and Modeling:

Introduction & overview – Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented, Introduction to distributed databases. Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, E-R Schema to tables.

MODULE – II

(11 Periods)

Relational Languages and Relational Database:

Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd's rules. Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE, QUEL.

MODULE – III

(11 Periods)

Transaction Processing:

Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

MODULE – IV

(11 Periods)

Distributed and Special Database:

Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Data analysis, data mining, data warehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system. World Wide Web.

MODULE – V

(11 Periods)

ORACLE:

Introduction: SQL-SQL commands for data definition & data manipulation, views-procedures indexing, PL/SQL, forms design process, triggers, SQL report writer, SQL menus.

Learning Outcome: The student understands the challenges in implementation Database Concepts and Modeling

REFERENCE BOOKS:

1. Lee Chao, “Database Development and Management”, 2010, Special Indian Ed. Auerbach Publications.
2. Abraham Shivershatz, Henry F. Korth & S Sudershan- “Data Base System Concepts”, McGraw Hill.
3. Rob & Coronel, “Database Systems”, Thomson.
4. Page, Jr. Special edition Using Oracle 8/8i, Prentice Hall-
5. Narayan S. Umanath & Richard W. Scamwell, “Data Modeling and Data Base Design”, Thomson – India Edition.
6. Lemme & Colby, “Implementing and Managing Oracle Databases”, Prentice Hall.
7. Hansen & Hansen, “Database Management & Design”, Prentice Hall.

PROFESSIONAL ELECTIVE - III

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/P	C
4	3

MARKETING RESEARCH
(MARKETING ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

The aim of this course is to enable MBA students to understand marketing research and its process, various decision making tools.

MODULE – I

(12 Periods)

Meaning and importance of marketing research: Marketing Research, marketing information system -Marketing decision support system. Research Design Introduction to design of experiments -Exploratory, causative, conclusive and experimental Designs

MODULE – II

(11 Periods)

Marketing research process: Sources and methods of gathering marketing information - Respondents, Experiments, Simulation (as a source of Data Generations) and Panels. Sampling design and Sample size determination. Measurement and scaling - Concept of measurement and scaling – Types of Scales - Nominal ,Ordinal, Interval and Ratio Scales - Attitude scales Thurstone's, Likert's, Guttman's, Semantic differential, Reliability and validity of a scales. Design of questionnaire

MODULE – III

(11 Periods)

Decision Making Tools: Decision Theory-Decision making under certainty, Risk, uncertainty, Criteria of Decision making-Pessimism, Realism, Optimism, Regret, Equiprobable, EMV, EOL, Cost and value of information, Determination of EVPI utility as a concept of decision making. Decision tree analysis - Decision Tree- Sequential decision making

MODULE – IV

(11 Periods)

Non-Parametric Statistics in Research: McNemar, Sign Test –One and Two samples, Run test, Wilcoxon Matched pairs test, Mann-Whitney test, Kolmogorov – Simronov D test, Kruskal – Wallis tests.

MODULE – V

(11 Periods)

Multi-Variate analysis: Structural and Functional methods-Factor analysis, Cluster analysis, Discriminate analysis, Conjoint analysis, Multi Dimensional Scaling. Multiple Regressions (Numerical with two independent variables). Research report - preparation - and presentation - Oral and written presentation.

Learning outcome: The course is designed to inculcate marketing analytical abilities and research skills, questionnaire, decision making tools and explain non parametric statistics in research among the students.

After reading the text and discussing the cases the students should be able to understand integrated marketing communication, advertising in print, radio, and television, sales promotion, and regulation, social and ethical aspects of marketing communication

REFERENCE BOOKS:

1. Green E. Paul, Tull S.Donald & Albaum, Gerald: "Research for Marketing Decisions", 2006, 6/e, PHI.
2. Tull and Hawckins, "Marketing Research", 2000, 4th Ed. Tata McGraw Hill
3. Luck and Rubbin, "Marketing Research", 2004, 4th Ed. PHI
4. Zikmund, "Essentials of Marketing Research", 2009, CENGAGE Publishers.
5. Martin callingam, "Market intelligence", 2009, Kogan Page Publishers.
6. G.C. Beri, "Marketing Research", 2008, 8th Ed, Tata McGraw Hill
7. Malhotra, K. Naresh, "Marketing Research- And applied orientation", 2005, 4th Edition.
8. Alan Bryman and Emma Bell, "Business Research Methods", 2009, 2nd Ed. Oxford Press.
9. O.R. Krishna Swamy "Methodology of Research in Social Sciences", 2008, HPH.
10. S L Gupta, "Marketing Research", 2009, Excel Books, New Delhi.

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA III SEMESTER

**L/P C
4 3**

**STRATEGIC MANAGEMENT ACCOUNTING
(FINANCE ELECTIVES)**

PREREQUISITES: NIL

COURSE OBJECTIVE:

The objective of the course is to enable the students to the components of product cost, their calculation methods, and their control.

MODULE – I (12 Periods)

INTRODUCTION TO MANAGEMENT ACCOUNTING, COST ANALYSIS AND CONTROL: 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. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing.

MODULE – II (11 Periods)

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.

MODULE – III (11 Periods)

MARGINAL COSTING I: 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. Make or buy decisions, key or limiting factor.

MODULE – IV (11 Periods)

MARGINAL COSTING II: 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.

MODULE – V (11 Periods)

BUDGETARY CONTROL: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit. **STANDARD COSTING:** Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.

REFERENCE BOOKS:

1. Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012
2. S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
3. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
4. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc.New Delhi,2007.
5. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
6. Manash Gupta, Cost Accounting Principles and Practice, Pearson Education,2006

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA III SEMESTER

**L/P C
4 3**

**MANAGEMENT OF INDUSTRIAL RELATIONS
(HR ELECTIVES)**

PREREQUISITES: NIL

COURSE OBJECTIVE:

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.

MODULE – I

(12 Periods)

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:

Cases

MODULE – II

(11 Periods)

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, Industrial employment (Standing orders), Act 1946 and Grievance Procedure.

Cases

MODULE – III

(11 Periods)

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

Cases

MODULE – IV

(11 Periods)

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act, 1965-Minimum Wages Act 1948

Cases

MODULE – V

(11 Periods)

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change. Royal commissions on labour in India

Cases

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.

REFERENCE BOOKS:

1. Mamoria, Mamoria, Gankar “Dynamics of Industrial Relations” Himalaya Publishing House.2012.
2. Dr K S Anandram “Cases in Personnel Management Industrial Relations and Trade Relations” Everest, 2012.
3. Arun Monappa,Ranjeet Nambudiri,Selvaraj “ Industrial Relations and Labour Laws” , TMH,2012
4. A.M.Sharma “Industrial Relations and Labour Laws”, Himalaya Publishing House,2013.
5. Ratna Sen “Industrial Relations-Text and cases “Macmillan Publishers,2011.
6. Kubendran.V,Kodeeswari.K “Industrial Relations and Labour Laws “Himalaya Publishing House,2011.
7. Punekar S.D,Deodhar S.B, Saras wathi Sankaren”Labour Welfare,Trade Unionism and Industrial Relations, “Himalaya Publishing House,2012.
8. B.D.Singh “Industrial Relations”Excel Books 2008.
9. S C Srivastava “Industrial Relations and Labor Laws” Vikas, 2012.
10. Padhi “ Labour and Industrial Relations” PHI, 2012.
11. Venkata Ratnam “Industrial Relations” Oxford, 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.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/P C
4 3

DECISION SUPPORT SYSTEM
(SYSTEMS ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

It enables the student understand how to build and implement Decision Support system.

MODULE – I **(12 Periods)**

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.**

MODULE – II **(11 Periods)**

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

MODULE – III **(11 Periods)**

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.**

MODULE – IV **(11 Periods)**

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.

MODULE – V **(11 Periods)**

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

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

REFERENCE BOOKS:

1. Efram G.Mallach” Decision Support and Data Warehouse Systems” TMH,2012
2. Efraim Turban “Decision Support and Busines Intelligence Systms” Pearson , 2012
3. Dhiraj Sharma : Foundations of I T, Excel, 2013.
4. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
5. Jawadekar, MIS Text and Cases, TMH, 2012.
6. Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/P/T C
3 2

PERSONAL EFFECTIVENESS (Seminar Presentation-100 Marks)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

- 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.

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.

REFERENCE BOOKS:

1. **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.
1. Sherfeild:Developing Soft skills-Pearson Education-2015.
2. Murphy: Effective Business communication, 7/e, TMH, 2015.
3. Colin BEARD: Experiential Learning, Kogan Page, 2015.
4. Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012.
5. [Diana Winstanley](#) -Personal Effectiveness- Excel Publications ,2014
6. Juan Abascal, Patricia Stephenson -Psychology of Personal Effectiveness- Pearson Publications,2015

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA III SEMESTER

L/T/P C
-- 2

**BUSINESS BEST PRACTICES SUCCESSFUL STORIES OF CONTEMPORARY AND
EMERGING LEADERS (Seminar Paper 100 Marks)**

Course Aim: To enable students to understand the best practices followed by the organizations and of this course is to understand from real life situations the motivating circumstances for a leader to emerge and the underlying passion and commitment for the causes to which the leader is fully committed. It also aims at understanding how the leader communicates his passion to others and make others motivated to the cause. The leader can be some one who excels in any domain such as science, medicine business, sport, art, literature or public life and belonging to contemporary period or very immediate future (emerging).

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.

SUCCESSFUL STORIES OF CONTEMPORARY AND EMERGING LEADERS-Seminar presentation.

1. The compelling circumstance that makes a leader
2. The basic character that makes a strong leader
3. The sustaining forces of leadership
4. Leader- follower relations and dynamics
5. Various types of leadership styles
6. The process of evaluating leadership taking into account the strengths and weakness
7. The art of expert critiquing

The student is expected to take up specifically instances of leadership that made some difference in a domain of his choice in the contemporary age, and after discussing with the Faculty Adviser concerned right at the beginning of the semester, start studying the leader of his choice as approved and make a detailed report for presentation at the seminar. At the seminar expert critiquing by fellow students and teachers must be encouraged for meaningful evaluation and feedback.

REFERENCE BOOKS: The student must look for specific references related to the story of his/her leader and must include in the report.

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.

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.

You may choose any of the following corporate practices or any other practices and study with reference to any company, after taking up this course, and giving successful presentation at the seminar, the student should be able to understand.

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

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

MANAGEMENT OF TECHNOLOGY

PREREQUISITES: NIL

COURSE OBJECTIVE:

The Objective of the course is to expose students to the importance of technology in conduct of business and its skillful management for optimum results.

MODULE – I (12 Periods)

TECHNOLOGY INNOVATION: Introduction to Technology, difference between Science and Technology, classification of Technology, Management of Technology, Nature & significance, Concept and nature of Innovation, types of Innovation, diverse routes and sources for Innovation, Innovation Process.

MODULE – II (11 Periods)

CREATIVITY AND PROBLEM SOLVING: Concept of creativity, Creative process, Individual Creative Techniques, Group Creativity Techniques, characteristics of Creative individuals.

MODULE – III (11 Periods)

RESEARCH AND DEVELOPMENT STRATEGIES: R&D Programme Planning and Control, Project Management, Project Planning and Control, Project Termination, Resource Allocation and Management; Elements of R&D strategies, Selection and Implementation of R&D Strategy.

MODULE – IV (11 Periods)

FINANCIAL EVALUATION OF RESEARCH A DEVELOPMENT PROJECTS: The Need for Cost Effectiveness, R&D Financial forecasts, Risk as a factor in Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and other Techniques of evaluating R&D ventures.

MODULE – V (11 Periods)

NEW PRODUCT DEVELOPMENT AND TECHNOLOGY: Product Development as a Competitive Strategy, Types of new products, new product development process, tools for efficient product development, performance measure, new product failures.

TECHNOLOGICAL FORECASTING FOR DECISION MAKING: Definition of Technological Forecasting, Forecasting system Inputs and Outputs, Classification of Forecasting Techniques, Current Status. Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

REFERENCE BOOKS:

1. William L Miller and Longdon, Morris, Fourth Generation R & D, John Wiley & Sons Inc.
2. Norma Harrison & Danny Samson, Technology Management—Text and International Cases, McGraw-Hill International, 2005.
3. Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2006.
4. Lalitha Ramakrishnan, 2009 Management of Technology
5. V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2006.
6. IGNOU Course material on Technology Management.
7. P.N.Rastogi, Managing Creativity, Macmillan India Ltd, 2003.
8. Pradip N Khandwalla: Lifelong Creativity—An Unending Fest, Tata McGraw Hill, 2004.
9. Pradip N Khandwalla: Corporate Creativity, Tata McGraw Hill, 2006.
10. White: The Management of Technology & Innovation Thomson, 2007.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

ENTREPRENEURSHIP

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I

(12 Periods)

Introduction to entrepreneurship: Nature, scope, Characteristics of an Entrepreneur. Understanding individual Entrepreneurial Mindset and personality - The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Cases

MODULE – II

(11 Periods)

Entrepreneurship development programs in India-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. Women entrepreneurship: growth problems and limitations in India.

Cases

MODULE – III

(11 Periods)

Entrepreneurial Ventures –financial institutions supporting entrepreneurship in India. 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.

Cases

MODULE – IV

(11 Periods)

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.

Cases

MODULE – V

(11 Periods)

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.**Startups:** Definition, Evolution, startup Business partnering, Startup Culture; co-founders; startup investments; Internal Startups.

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

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

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.

REFERENCE BOOKS:

1. 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)
2. Vasant Desai “Small Scale industries and entrepreneurship” Himalaya publishing 2012.
3. Rajeev Roy “Entrepreneurship” 2e, Oxford, 2012.
4. B.Janakiram and M.Rizwana” Entrepreneurship Development :Text& Cases, Excel Books,2011.
5. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
6. Robert Hisrich et al “Entrepreneurship” 6th e, TMH, 2012.
7. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013
8. Shejwalkar, Entrepreneurship Development, Everest, 2011
9. Khanka, Entrepreneurship Development, S.Chand, 2012

Journal:

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

PROFESSIONAL ELECTIVE - IV

2015-16

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

RURAL MARKETING
(MARKETING ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I

(12 Periods)

Rural Marketing: Concept and components - Characteristics of Rural Markets: Population - Infrastructure - Demand - Consumption Pattern - Incomes - Consumer Behavior – Changing Scenario of Rural Marketing in India.

MODULE – II

(11 Periods)

Problem areas and strategies for Rural Marketing: Transportation - Ware housing - Communications - Channels Management - Sales Force Management.

MODULE – III

(11 Periods)

Rural retail trade - Structure of retail outlets - Problems - Public Distribution system in Rural areas - Managerial aspects - Policy on Rural PDS - Problems of Rural PDS-An overview of marketing of rural industry products.

MODULE – IV

(11 Periods)

Agricultural Marketing in India - Characteristics of agricultural products - Importance of agricultural marketing-Defects in agricultural marketing systems - Measures to improve agricultural marketing in India.

MODULE – V

(11 Periods)

Rural Periodic Markets in India - Location - Functionaries - Nature of merchandise - Management of periodic markets. Regulated markets - Origin and growth - Objectives Functions - Management - Problems - Progress.

Learning outcome:

- a. The students will learn the Modern Retailing Concepts and will be able to link it to cases to understand the present Retailing Trends.
- b. The students will be able to understand the relevance of shopper's behaviour and shopping environment

REFERENCE BOOKS:

1. GOPALA SWAMY: Rural Marketing - Environment, Problems and Strategies - A.H. Wheeler & Co., 1997.
2. ANJILA SAXENA and OTHERS (Ed.): Rural Marketing- Thrustand Challenges- National Publishing House. Jaipur, 1997.
3. RAJAGOPAL: Rural Marketing - Development Policy; Planning and Practice – Rawat Publications, Jaipur, 1998.
4. NEELAMEGHAM. S.: Marketing in India: Cases & Reading, Vikas Publishing House, New Delhi.
5. RAMASWAMY N.S. and RAMA KUMARI: Marketing Management Planning Implementation and Control- The Indian Context. Mc. Millan India Ltd., New Delhi.
6. JAIN.C: Principles and Practice of Agricultural Marketing and Policies, Vora & Co., Publishers, Bombay.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

INTERNATIONAL FINANCIAL MANAGEMENT
(FINANCE ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

To give an understanding about MNC Financial Management.

MODULE – I (12 Periods)

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

MODULE – II (11 Periods)

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).

MODULE – III (11 Periods)

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.

MODULE – IV (11 Periods)

(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.

MODULE – V (11 Periods)

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. **A brief on International Tax.**

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.

REFERENCE BOOKS:

1. Jeff Madura: International Corporate Management, Cengage, 2012. (For PPT, Case Solutions Faculty may visit : login.cengage.com)
2. P.G.Apte: International Financial Management, TMH 2012.
3. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012
4. Sharan.V:International Financial Management 5Th Ed.PHI2012
5. Madhu Vij: International Financial Management, Excel, 2012.
6. Ephraim Clark: International Finance, , Second Edition, Thomson.
7. S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
8. Reid. W.Click& Joshua D.Coval, PHI 2012

Journals: Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

COMPENSATION & REWARD MANAGEMENT
(HR ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

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

Cases

MODULE – II (11 Periods)

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

Cases

MODULE – III (11 Periods)

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

Cases

MODULE – IV (11 Periods)

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

Cases

MODULE – V (11 Periods)

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

Cases

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

REFERENCE BOOKS:

1. George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH,2013.
2. B D Singh “Compensation and Reward Management” Excel books,2012.
3. Joseph J.Martocchio “Strategic Compensation” Pearson, 2012.
4. Kanchan Bhatia “Compensation Management” Himalaya, 2012.
5. Henderson “Compensation Management in a Knowledge Based World” 3e, Pearson, 2012.
6. Luis R.FGomez- Mejia “Compensation and Organizational Performance” Yesdee Publishing, 2012.
7. Michale Armstrong” Employee Reward” University Press, 2012.
8. Barry Gerhart, “Compensation” Sage, 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.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

E-BUSINESS
(SYSTEMS ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

It enables the student understand the concepts of Electronic Business.

MODULE – I

(12 Periods)

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

Case: Barnes & Noble nad Amazon. Com (Ref 1- Kulkarni).

MODULE – II

(11 Periods)

E-Business Models- E-Business Strcutre- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models.

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

MODULE – III

(11 Periods)

Creating E-Business plans- softwareprograms to create a business- Phases /Aspects of E-Business- e-Marketinmg and sales Strategies-website and portal managemenet.

Case: FLOP (ref 1 :Kulkarni)

MODULE – IV

(11 Periods)

E-Business Applications- Charactersttics o E-Business applications-Project palning approach for E-Business applications- Application Integration- application in various domains.

Case: Nokia (Ref 1 Kulkarni)

MODULE – V

(11 Periods)

Securing your e-business- risk Managment- business continuity planning-Network and web site security-web sire Defacement-Secuiryt audit and Pentration Testing.

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

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

REFERENCE BOOKS:

1. Kulkarni et al. "E-Business" Oxford, 2012.
2. Dave chaffey, e-business & e- commerce management- strategy, implementation and practice, 5th edition, pearson, 2013.
3. Napier et al " Creating A Winning E-Business" Cengage, 2012.
4. Parad Diwan, Sunil Sharma : e-commerce A Manager's Guide to e-business, Excel, 2013.
5. Elias M Awad, Electronic Commerce, PHI,2012.

PROFESSIONAL ELECTIVE-V

2015-16

5B148

MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

SERVICES AND RETAIL MARKETING
(MARKETING ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

To facilitate the students about the concepts of Services Marketing through cases.

MODULE – II

(12 Periods)

Service: Concepts, Scope of Services. Goods - Services continuum. 4Is of Services Goods and Services Categorization. Industrial Services. Segmentation target Marketing and positioning .Customer expectations and perceptions of services.

MODULE – II

(11 Periods)

Service marketing Mix: Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality- Dimensions of quality. Understanding Quality Management. Measuring service Quality.

MODULE – III

(11 Periods)

Strategies for Marketing: Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

MODULE – IV

(11 Periods)

Introduction to Retailing: Types, Franchising in retail, Technology in retail, Factors affecting retail, Retailing process. Retailing in India and emerging trends and Policy imperatives.

MODULE – V

(11 Periods)

Merchandise Management: Sources of merchandise, Logistic Management, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service.

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 behavior in services, align service design and standards, delivering service, managing services promises.

REFERENCE BOOKS:

1. Hoffman, 2007, "Services Marketing", Thomson.
2. Lovelock, Chatterjee, 2006, Services Marketing People, Technology Strategy, 5th edition, Pearson Education.
3. David Gilbert, 2003, Retail Marketing Management, 2nd edition, Pearson Education.
4. Zeithaml Valerie A. and Bitner Mary , 2000, Services Marketing TMH.
5. Rampal M.K. and Gupta S.L, 2000, Service Marketing, Concepts, application and cases, Galgotia Publishing Company, New Delhi.
6. Levy & Weitz, 2005, Retailing, TMH
7. A J Lamba, 2006, The Art of Retailing, TMH
8. Patrick M. Dunne and Robert F. Lusch ,2005, Retailing, Thomson Learning
9. Fernie & Sparks, 2005, Logistics & Retail Management, Viva Books
10. Gilmore , 2005, Services marketing and Management, Response Books
11. Gronroos, 2005, Services Management & Marketing, John Wiley
12. Cullen & Newman, 2007, "Retailing, environment and operations", Thomson.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

STRATEGIC INVESTMENT AND FINANCING DECISIONS
(FINANCE ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

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.

MODULE – II (11 Periods)

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.

MODULE – III (11 Periods)

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.

MODULE – IV (11 Periods)

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

MODULE – V (11 Periods)

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

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 mergers and acquisitions and lease financing. To discuss the impact of general and specific inflation on financial and investment strategy decisions.

REFERENCE BOOKS:

1. Ravi M Kishore “ Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
3. Nikiforos T. Laopodis, Understanding Investments-Theories and Strategies, Routledge, 2013.
4. Prasanna Chandra: Financial Management, 8/e, TMH, 2012
5. I.M. Pandey: Financial Management, Vikas 2012.
6. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
7. G.V.Satya Sekhar, Strategic Financial Management , Himalaya Publishing House 2012
8. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

Journals: Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

MANAGEMENT OF CHANGE AND INNOVATION
(HR ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

Managing Change Conundrums, Organizational change: Classifications, History and organizational change. The role of paradigms and perspectives. External and Internal change contexts

Cases

MODULE – II (11 Periods)

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

Cases

MODULE – III (11 Periods)

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

Cases

MODULE – III (11 Periods)

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

Cases

MODULE – III (11 Periods)

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

Cases

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.

REFERENCE BOOKS:

1. Mark Hughes, “ Managing Change – a critical perspective”, Universities Press, 2011.
2. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders “Managing change”, Pearson, 2011.
3. John Hayes “ The Theory and Practice of Change Management”, Palgrave, 2012.
4. Robert A Paton “Change Management” 3e , Sage Publications , 2012.
5. Palmer Dunford ‘Managing Organizational Change’ TMH, 2012.
6. Radha R Sharma “Change Management and Organizational Transformation” Mc Grawhill, 2012.
7. Dipak Kumar “ Organizational Change and Development” Oxford, 2012.
8. Niloanjan Sengupta “ Managing Change in Organizations” PHI , 2012.
9. Nic Beech “ Managing Change” Cambridge Press” 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.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

CYBER SECURITY AND CYBER LAWS
(SYSTEMS ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

MODULE – I (12 Periods)

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.

MODULE – II (11 Periods)

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

MODULE – III (11 Periods)

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

MODULE – IV (11 Periods)

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

MODULE – III (11 Periods)

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

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

REFERENCE BOOKS:

1. Nina Godbole & Sunit Belapure “Cyber Security”, Wiley India, 2012.
2. Harish Chander, “cyber laws & IT protection”, PHI learning pvt.ltd, 2012.
3. Dhiren R Patel, “Information security theory & practice”, PHI learning pvt ltd,2010.
4. MS.M.K.Geetha & Ms.Swapne Raman”Cyber Crimes and Fraud Management, ”MACMILLAN, 2012.
5. Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2013.
6. Vivek Sood, Cyber Law Simplified, TMH, 2012.

PROFESSIONAL ELECTIVE-VI

2015-16

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

INTERNATIONAL MARKETING
(MARKETING ELECTIVES)

COURSE OBJECTIVE:

To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

MODULE – I

(12 Periods)

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

Cases

MODULE – II

(11 Periods)

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

Cases

MODULE – III

(11 Periods)

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.

Cases

MODULE – IV

(11 Periods)

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

Cases

MODULE – V

(11 Periods)

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

Cases

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

REFERENCE BOOKS:

1. Philip R. Cateora, John L graham, Prashant Salwan, International Marketing -13th edition –TMH-2011.
2. *P.K.Vasudeva, International Marketing-4th edition-Excel Books-2012*
3. Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010.
4. *Rajagopal –International Marketing-2nd Edition –Vikas -2011.*
5. Dr.Gajender Sharma- International Marketing-1st edition-Excel Books-2010.
6. Justin Paul, International Marketing – Text and Cases, TMH, 2013.
7. Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition-Oxford-2011.
8. Warner J.Keogan, Naval K.Bghargava-Global Management-7th Edition-Person-2011.
9. Francis Cherunilam- International Marketing-12th Edition-HPH-2012.
10. Rathor, Jani,Rathor- International Marketing-4th edition- HPH-2011.
11. Sreeramulu, Neelakantam Tatikonda, International Marketing, Paramount Publishing House,2013.

Journals :Indian Journal of Marketing, MICA Communications Review.

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA IV SEMESTER

**L/P C
4 3**

**BANKING AND INSURANCE
(FINANCE ELECTIVES)**

PREREQUISITES: NIL

COURSE OBJECTIVE:

To give an understanding about the Banking and Insurance in the Indian economy

MODULE – I (12 Periods)

Introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.

Cases

MODULE – II (11 Periods)

Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets:- gross and net concept of NPAs, causes, implications & recovery of NPAs.

Cases.

MODULE – III (11 Periods)

Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III.

Banking Innovations:-Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries - Customer service quality in Indian banking industry

Cases

MODULE – IV (11 Periods)

Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Reinsurance: the concept, uses and

advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

Cases

MODULE – V

(11 Periods)

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products- Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India

Cases

Learning Outcome: the objective of this course is to understand the role of banks and in Indian economy and its various financial products and services available. Identify the various interest rates, their relationships, and their impact on the economy, including the prime, discount, and the federal funds rate. Its aim is to study about Insurance, overview of IRDA, Life insurance policy.

REFERENCE BOOKS:

1. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2nd Edition.
2. Banking & Insurance, Reddy K S and Rao R N, Paramount Publishing House 2013, 1st Edition.
3. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7th Edition.
4. Banks & Institutional Management, Vasant Desai, Himalaya Publishing House 2010, 2nd Edition.
5. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition 2003, 9th Edition
6. Risk Management & Insurance, James S. Trieschmann, Robert E. Hoyt & David. W. Sommer, Cengage Learning 2005, 12th Edition.
7. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
8. Risk Management & Insurance, Perspectives in a Global Economy, Harold. D. Skipper & W. Jean Kwon, Blackwell Publishing 2008
9. Risk Management & Insurance, S. Aruna Jatesan, T.R. Viswanathan, MacMillan 2009
10. Introduction to Risk Management & Insurance, Mark. S.Dorfman, Prentice-Hall of India Private Limited

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

LEADERSHIP THEORY AND PRACTICES
(HR ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

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.

MODULE – I

(12 Periods)

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.

Cases

MODULE – II

(11 Periods)

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.

Cases

MODULE – III

(11 Periods)

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.

Cases

MODULE – IV

(11 Periods)

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.

Cases

MODULE – V

(11 Periods)

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.

Cases

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.

REFERENCE BOOKS:

1. Peter G. Northouse “Leadership: Theory & Practices” Sage Publications, 2012.
2. Uday kumar Haldar, “leadership & team building”, Oxford, 2011.
3. W.Glenn Rowe, Laura Guerrero, “Cases in Leadership”, 3rd edition, Sage, 2013.
4. Kain Dalton, “ leadership& management development”, Pearson, 2013.
5. Dr.P.C.Reddy, Mr. C S Sai prasad Reddy, case studies in business management, paramount publishers, 2012.
6. Hughes, Ginnett, Curphy “Leadership” 7e Indian edition, TMH, 2013.
7. Gary Yukl “Leadership in Organizations” Pearson, 2012.
8. Kavin Dalton, Leadership and Management Development, Pearson, 2013
9. Roger Gill, “ Theory and Practice of Leadership” Sage, 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.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/P C
4 3

INFORMATION SYSTEM CONTROL AND AUDIT
(SYSTEMS ELECTIVES)

PREREQUISITES: NIL

COURSE OBJECTIVE:

It enables the student understand the concepts of Information System and Control.

MODULE – I (12 Periods)

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

Cases.

MODULE – II (11 Periods)

Audit proces in a inforamtion Technology Envionment-Risk Assesmant-Audit budget- Objectives and context-preliminary review-Feildwork and implermentating audit Methodology- Docukenting results.

Cases.

MODULE – III (11 Periods)

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

Cases.

MODULE – IV (11 Periods)

Managing IT audits- Establish a career developepment and planning-Evaluating IT audit quality- criteria for IT audit quality-IT auditing in new millinieum-code of ethics and professional standards-Private industry- Managmeent consultancy.

Cases.

MODULE – V (11 Periods)

Strategy and standards for Auditing- Strategic palnning- communication- demand managmeent- Architecture and standards- Busines architecture- application and inforamtion architecture-Architecture fuanctions.

Cases.

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

REFERENCE BOOKS:

1. Sandra Senft & Fredrick “ Inforamtion Technology Control and Audit “ CRC Press, 2012.
2. Nina Godbole & Sunit Belapure “Cyber Security” Wiley india 2012.
3. D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and chelists from the banking industry, TMH, 2008.
4. Jawadekar, MIS Text and Cases, TMH, 2012.
5. Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA IV SEMESTER

L/T/P C
--- 2

COMPREHENSIVE VIVA

COMPREHENSIVE VIVA: While this carries ___ credit, there are no prescribed weekly contact hours.

PREREQUISITES: NIL

COURSE OBJECTIVE:

Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva *inter alia* will enable student to face any job interview and tests on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the subjects learnt in the entire programme of MBA.

1. Firm grounding of fundamentals of core subjects of management.
2. The ability to put across the concepts with ease and good clarity.
3. The ability to use the theoretical framework to solve specific management problems.
4. Demonstrating one's competency in management subjects.

Expected outcome:- The following outcomes are expected after the student successfully completes the process of Comprehensive Viva.

The student is expected to face questions on any core subjects of management as well as all the subjects of his/her specific stream of elective and provide answer convincingly.

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**MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)**

MBA IV SEMESTER

**L/T/P C
--- 2**

PRE SUBMISSION OF PROJECT SEMINAR

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

Outcome of the process:

The process of pre- submission seminar would enable the student to put across his work on the project for critical assessment and provide an opportunity to make any online corrections or incorporate suggestion for better and improved work.

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MALLA REDDY ENGINEERING COLLEGE
(AUTONOMOUS)

MBA IV SEMESTER

L/T/P C
---- 3

FINAL PROJECT GUIDELINES & VIVA-VOCE

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

PREREQUISITES: NIL

COURSE OBJECTIVE:

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

Stage I: RESEARCH METHODOLOGY (Chapter I of the Main Report) -

Students should be advised to do final MBA projects on topics close to the job they prefer to do after

MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing STAGE I of the project.

Topic:

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.....
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.....
.....

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**

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

In addition to the above two stages the students should write the third chapter on Data Interpretation,

Conclusion & Suggestions and submit the final report by including the following.

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.

REFERENCE BOOKS:

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-2015-16.