



**VIDYA JYOTHI**  
**INSTITUTE OF TECHNOLOGY**  
AN AUTONOMOUS INSTITUTION

[Accredited by NAAC & NBA, Approved by AICTE New Delhi & Permanently Affiliated to JNTUH]

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DEPARTMENT OF MANAGEMENT  
STUDIES

R 22

COURSE  
STRUCTURE



### SEMESTER I

Course Code	Course Code	Course Title	L	T	P	C
221ECS1101	PC	Management & Organizational Behaviour	4	0	0	4
221ECS1102	PC	Business Economics	4	0	0	4
221ECS1103	PC	Financial Accounting & Analysis	4	0	0	4
221ECS1104	PC	Research Methodology & Statistical Analysis	4	0	0	4
221ECS1105	PC	Legal & Business Environment	4	0	0	4
221EOE1101	Open Elective: I (CBCS)	E-Business	3	0	0	3
221EOE1102		Rural Management				
221EOE1103		Innovation Management				
221EOE1104		Quality Management				
221ELB1101	PC Lab-1	Business Communication Lab	0	0	3	2
221ELB1102	AC-I	Statistical Data Analysis Lab	0	0	3	2
		TOTAL				27

### SEMESTER II

Course Code	Course Code	Course Title	L	T	P	C
221ECS1201	PC	Human Resource Management	4	0	0	4
221ECS1202	PC	Marketing Management	4	0	0	4
221ECS1203	PC	Corporate Finance	4	0	0	4
221ECS1204	PC	MIS & ERP	4	0	0	4
221ECS1205	PC	Operations Research	4	0	0	4
221ECS1206	PC	Entrepreneurship	4	0	0	4
221EOE1201	Open Elective: II (CBCS)	Project Management	0	0	0	3
221EOE1202		Tourism & Hospitality Management				
221EOE1203		Green Business Management				
221EOE1204		Indian Taxation System				
221ESM1201	Seminar	Business Impact Analysis	0	0	2	2
		TOTAL				29

Students have to do summer internship during summer break



### SEMESTER III

Course Code	Course Code	Course Title	L	T	P	C
221ECS2101	PC	Production & Operations Management	4	0	0	4
221ECS2102	PC	Business Analytics	4	0	0	4
221ECS2103	PC	Logistics & Supply Chain Management	4	0	0	4
	<b>PE – 1</b>	Professional Elective – I	4	0	0	3
	<b>PE – 2</b>	Professional Elective – II	4	0	0	3
	<b>PE – 3</b>	Professional Elective – III	4	0	0	3
221ESM2101		Summer Internship Report				2
		<b>TOTAL</b>				<b>23</b>

### SEMESTER IV

Course Code	Course Code	Course Title	L	T	P	C
221ECS2201	PC	Strategic Management	4	0	0	4
221ECS2202	PC	Corporate Governance	4	0	0	4
	<b>PE – 4</b>	Professional Elective – IV	4	0	0	3
	<b>PE – 5</b>	Professional Elective – V	4	0	0	3
	<b>PE – 6</b>	Professional Elective – VI	4	0	0	3
221ECV2201	PW	Project Work (Review -I (Seminar)	0	0	0	2
221EPR2201	PW	Main Project	0	0	4	4
		<b>TOTAL</b>				<b>23</b>



**PROFESSIONAL ELECTIVES**

	<b>MARKETING</b>	<b>HUMAN RESOURCES</b>	<b>FINANCE</b>	<b>ENTREPRENEURSHIP</b>
Professional Electives 1	Advertising & Brand Management 221EE12101	Talent Management 221EE12102	Security Analysis & Portfolio Management 221EE12103	Startup Management 221EE12104
Professional Electives 2	Consumer Behaviour 221EE22101	Learning and Development 221EE22102	Strategic Cost Management 221EE22103	MSME Management 221EE22104
Professional Electives 3	Retailing & services Marketing 221EE32101	Management of Industrial Relations 221EE32102	Financial Institutions, Markets & Services 221EE32103	Family Business Management 221EE32104
Professional Electives 4	International Marketing 221EE42101	Global Human Resource Management 221EE42102	International Financial Management 221EE42103	Entrepreneurial Finance 221EE42104
Professional Electives 5	Digital Marketing 221EE52101	Performance and Compensation Management 221EE52102	Strategic Investment & Financing Decisions 221EE52103	Entrepreneurial Marketing 221EE52104
Professional Electives 6	Customer Relationship management 221EE62101	Leadership and Change Management 221EE62102	Risk Management & Financial Derivatives 221EE62103	Creativity Innovation and Entrepreneurship 221EE62104



**MBA SEMESTER-I**

**MANAGEMENT & ORGANIZATIONAL BEHAVIOUR**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives:**

1. To familiarize students with the concepts of Management.
2. To understand the planning, steps in planning and decision making.
3. To explain the concept of Organizational Structure and Controlling.
4. To describe the importance of organizational behaviour.
5. To Understand the Nature of Power and Politics, Leadership and conflict.

**Course Outcomes: After completion of the course, students will be able to:**

**CO1:** understand the basic principles and concepts of management.

**CO2:** analyze the need of Organizational Planning and Decision Making Process.

**CO3:** identify the challenges in organizing and contemporary issues in controlling.

**CO4:** analyze individual and group behaviour in an organisation.

**CO5:** demonstrate the traits of leaders and identify the sources of conflict, execute the negotiation process to resolve them.

<b>UNIT-I</b>	<b>Introduction to Management:</b> The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management - Theories of Management - Classical, Scientific, Administrative, Behavioural, Management Sciences Theories; Systems and Contingency Theory.
<b>UNIT-II</b>	<b>Planning and Decision Making: Planning and goal setting</b> – Organizational Planning - Vision, Mission and Goals, Types of Plans, steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision Making Process, Types of Decisions, Decision Making Styles, Vroom's Participative Decision Making Model.
<b>UNIT-III</b>	<b>Organizing and Controlling:</b> Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and Its Challenges.  <b>Controlling:</b> The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, and Contemporary Issues in Controlling.
<b>UNIT-IV</b>	<b>Organizational Behaviour:</b> Individual and Group Behaviour :Importance of Organizational Behaviour, Culture and Diversity, Personality Theories, Transactional Analysis, Johari Window, Perception, Formation of Group



	Behaviour, Classification of Groups, Group Properties, Group Cohesiveness, Learning, and Reinforcement Conditioning, Conflict-types, Sources, Resolving Conflict.
<b>UNIT-V</b>	<b>Leadership &amp; Motivation:</b> Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics. <b>Motivation-</b> Approaches to Motivation, Maslow's Needs Hierarchy Theory, Two Factor Theory of Motivation, McGregor's Theory, ERG Theory, McClelland's Needs Theory, Valance Theory.

**Text Books:**

1. Harold Koontz and Heinz Weihrich, 2020, Essentials of Management, TMH.
2. Stephen P. Robbins, "Organizational Behaviour", 12th Edition, Prentice Hall.

**Reference Books:**

1. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
2. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition.
3. UdaiPareek 2010, Understanding Organisational Behaviour, Oxford University Press.
4. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.



**MBA SEMESTER-I**  
**BUSINESS ECONOMICS**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives:**

1. To apply the concepts of managerial economics in decision making.
2. To understand the importance and applications of demand and supply in the business.
3. To familiarize students with the production under different stages of production.
4. To determine the break-even point and make students acquaint with the cost concepts.
5. To understand the pricing and output decisions under various market structures.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** understand the Economic Principles in Business.

**CO2:** analyze the Theory of Demand and Supply.

**CO3:** understand the concept of production and its relationship with business operations.

**CO4:** understand the different concepts of costs and how they affect short-run and long-run decisions.

**CO5:** analyze the causes and consequences of different market structures.

<b>UNIT-I</b>	<b>Introduction to Business Economics:</b> Definition, Nature And Scope, Relationship With Other Disciplines – Business Decision Making Process- The Role Of Managerial Economist- Basic Economic Principles – The Concept Of Opportunity Cost, Marginalism, Equi-Marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk And Uncertainty.
<b>UNIT-II</b>	<b>Theory of Demand and Supply:</b> Demand Analysis - Demand Function, Law Of Demand, Determinants Of Demand, Types Of Demand. Elasticity Of Demand, Types, Measurement And Significance Of Elasticity Of Demand. Demand Forecasting, Need For Demand Forecasting, Methods Of Demand Forecasting.  Supply – Supply Function, Determinants Of Supply, Law Of Supply, Elasticity Of Supply.
<b>UNIT-III</b>	<b>Production Analysis:</b> Production Function, Production Function With One, Two Variables, Cobb-Douglas Production Function, Marginal Rate Of Technical Substitution, Isoquant And Isocost, Returns To Scale, Economies Of Scale - Innovations And Global Competitiveness.
<b>UNIT-IV</b>	<b>Cost Analysis:</b> 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, Break even Analysis, Determination of Break Even Point, Key Concepts, Graphical Representation, Margin of Safety- simple Problems.
<b>UNIT-V</b>	<b>Market Structure and Pricing Practices: Classification of Market Structures</b> - Features – Competitive Situations - Price-Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition And Oligopoly - Both The Long Run And Short Run. Pricing Practices- Price Discrimination- Pricing Strategies- Pricing Over Product Life Cycle- Break Even Analysis.

**Text Books:**

1. H L Ahuja, Business Economics, S. Chand & Co, 9e, 2017.
2. D N Dwivedi, Managerial Economics, Vikas Publications 8e, 2015.

**Reference Books:**

1. Chaturvedi, Business Economics, International Book House, 2012.
2. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
3. Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
4. Mark Hirschey, Managerial Economics, Thomson, 10e, 2003.



**MBA SEMESTER-I**  
**FINANCIAL ACCOUNTING & ANALYSIS**

L	T	P	C
4	0	0	4

**Subject Code:**

**Course Objectives:**

1. To learn the fundamentals of accounting
2. To prepare financial statements
3. To compute Inventory and goodwill valuation
4. To analyze the financial statements
5. To interpret the same for business decisions.

**Course Outcomes: To enable students**

**CO1:** Understand the basic principles of accounting.

**CO2:** Understand the accounting process and prepare the financial statements.

**CO3:** Apply the accounting concepts and principles in the valuation of inventory and goodwill.

**CO4:** Analyze the financial statements.

**CO5:** Interpret the financial results to interested users for effective decision making.

<b>UNIT-I</b>	<b>Unit - I: Introduction to Accounting:</b> 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.
<b>UNIT-II</b>	<b>The Accounting Process:</b> Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Rectification of Errors, Valuation of Fixed Assets -Tangible vs. Intangible assets. Depreciation, Methods of depreciation–their impact on measurement of business Accounting.
<b>UNIT-III</b>	<b>Inventory Valuation:</b> Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts, and ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.
<b>UNIT-IV</b>	<b>Financial Analysis-I:</b> 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.
<b>UNIT-V</b>	<b>Financial Analysis-II:</b> Analysis and interpretation of financial statements, 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, International Financial Reporting Standards (IFRS)



**Text Books:**

1. Financial Accounting A Managerial Perspective, 6th Edition by Narayanaswamy, R, PHI, 2017.
2. S. N. Maheswari, S. K. Maheswari, Sharad K. Maheswari Accounting for Management, 4e, Vikas Publishing House, 2018.
3. Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi, 2014.

**Reference Books:**

1. Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
2. V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, New Delhi, 2015.



**MBA SEMESTER-I**

**RESEARCH METHODOLOGY & STATISTICAL ANALYSIS**

**Subject Code:**

**Course Objective:**

L	T	P	C
4	0	0	4

1. To know the Concept of Research.
2. To understand the Research Process & Data Collection Methods.
3. To Classify the data into Tabulation & Present in the different graphical methods.
4. To Analyze & Evaluate the various Statistical tools.
5. To design a report of the data analysed and Interpreted of Qualitative and Quantitative Data.

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

**CO1:** Understand the Conceptual Overview of Research.

**CO2:** Apply the principles of Research Methodology for various Projects.

**CO3:** Apply various simple and Advanced Statistical Tools.

**CO4:** Analyze various simple and Advanced Statistical Tools.

**CO5:** Create a report of the Research data Analyzed and Interpreted of Qualitative and Quantitative Data.

<b>UNIT-I</b>	Introduction to Research - Types of Research, Research Process- Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement- Ethics in business research.
<b>UNIT-II</b>	Research design - Research Problem- purpose of Research design, Types of Research Design- Experimental research design, Research Design for cross sectional, longitudinal studies, Research design for action research – Characteristics of the good research design. Data Collection Methods & Tools: Types of Data, Sources and Instruments for data, Guidelines for questionnaire, Sampling and its application.
<b>UNIT-III</b>	a) Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, two dimensional and three-dimensional diagrams and graphs b) Small Sample Tests - t-Distribution-properties and applications, testing for one and two means, paired t-test.
<b>UNIT-IV</b>	a) Analysis of Variance - One Way and Two-Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. b) Correlation Analysis- correlation, limits for coefficient of Correlation, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation, Linear and Multiple regression analysis, Discriminant analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modeling, Cluster Analysis and Conjoint Analysis.



<b>UNIT- V</b>	<p>Time Series Analysis and Report Writing:</p> <p>a) 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.</p> <p>b) Importance of Report writing, Types of Research Reports, Report Preparation and presentation, Report structure, Report formulation, Guides for effective documentation, Research Briefings. Referencing styles and citation in Business Management Research</p>
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**Prescribed Books:**

1. Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata McGraw Hill, 12e, 2019.
2. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 2018.

**Reference Books:**

1. William G Zikmund, Barry J Babin, Jon C. Carr, AtanuAdhikari, Mitch Griffin , Barry J. Babin, Business Research Methods Cengage Learning, 2012.
2. Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.
3. NavalBajpai, Business Research Methods, Pearson Publications, 2e 2017
4. P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand, 2016.



**MBA SEMESTER-I**  
**LEGAL BUSINESS ENVIRONMENT**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives:**

1. To Understand the legal aspects of the companies act 2013.
2. To Analyze the essentials of the Contract.
3. To Classify the various negotiable Instruments and the role of GST.
4. To Illustrate various essential laws in India.
5. To Evaluate the scope of the business environment in India.

**Course Outcomes:**

**CO1:** Outline the importance of the Companies act 2013 in India.

**CO2:** Examine the essentials of various Contracts in India.

**CO3:** Identify the role of the Negotiable Instruments Act.

**CO4:** Categorize the role of essential laws and their scope in the India scenario.

**CO5:** Assess the policy formulations in Indian business environment.

<b>UNIT-I</b>	<b>Introduction:</b> Companies Act, 2013, Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Role of Audit and Auditors, Company Meetings, Resolutions, Winding-up of a Company.
<b>UNIT-II</b>	<b>Law of Contract:</b> Nature and types of Contract and Essential elements of a 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. <b>Contracts-II:</b> Indemnity and guarantee, Contract of Agency, Sale of Goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale, Auction sale, and E-auctions.
<b>UNIT-III</b>	<b>Negotiable Instruments Act - 1881:</b> Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, And Their Definitions and Characteristics, Types of Endorsements, Holder- Holder In Due Course, Discharge Of Parties. Introduction To Goods and Services Tax (GST).
<b>UNIT-IV</b>	<b>Consumer Protection and other Essential Laws:</b> Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Law of Industrial and Intellectual Property; Cyber Law; Competition Law; Land and Real Estate laws; Law of Insurance.
<b>UNIT-V</b>	<b>Business Environment:</b> Macro-Economic Analysis (PESTEL MODEL), Industrial Policy, Latest Fiscal Policy- Monetary Policy, Export-Import Policy, Balance of Payments, Structure, Components, Equilibrium, Causes of Dis- Equilibrium, Correction Measures.



**Text Books:**

1. AkhileshwarPatha, Legal Aspects of Business, Tata McGraw Hill, 7e, 2019
2. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.

**Reference Books:**

1. MC Kuchhal, VivekKuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
2. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
3. P.P.S.Gogna, Company Law, S.Chand, 2016.
4. Justin Paul, Business Environment Text and Cases, 3e, McGraw Hill Publication, 2010.



**MBA SEMESTER-I**  
**OE –I E – BUSINESS**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives:**

1. To provide an understanding of e-business applications in today's organizations.
2. To study the role and value addition of Technology in E-Business.
3. To provide the students with the adequate knowledge regarding the basics of Mobile commerce.
4. To create awareness in upcoming managers, of different types of Mobile Commerce Technology.
5. To enable students to develop proficiency in using Mobile Commerce business applications in the era of E-business.

**Course Outcomes:**

At the end of the course the students are expected to

**CO1:** Understand the latest trends in E-business field to make positive contribution to the organization.

**CO2:** Learn the professional responsibilities and make effective judgments in the organizations for E-business.

**CO3:** Understand the importance of Mobile Commerce in today's market environment.

**CO4:** Analyze the Technology in the field of Mobile Commerce.

**CO5:** Evaluate the process and the knowledge in application of technology in Mobile Commerce to meet their objectives by involving with E-business.

<b>UNIT-I</b>	<b>Introduction to E-business</b> Concept of E-business, Nature and Scope of E-Business, History and Development of E-Business, E-Business Advantages and Disadvantages, E-Business and Global Economy, E-Business Models – B2B, B2G, C2C, C2G. E-Business Infrastructure-Internet, Intranet, Extranet and WWW –Online Payment Basics E- Cash, E-Wallets, Stored Value Cards.
<b>UNIT-II</b>	<b>Technologies in E-business</b> Introduction to E-Business Technologies – Hardware, E-Business Software Applications, Internet and World Wide Web, Database Management System, E-Business Security, Online Payment Technology, IT/IS evaluation and E-Business, Social Consequences of E-Business Technologies.
<b>UNIT-III</b>	<b>Mobile Commerce Basics</b> Introduction to Mobile-Commerce – Scope, Benefits, Limitations of Mobile - Commerce M-Commerce Frame Work, M-Commerce Business Models, E-commerce vs M-commerce, Mobile Commerce Services – Types of M-Commerce Services, Mobile Commerce Applications.
<b>UNIT-IV</b>	<b>Mobile Commerce Technology</b> Wireless and Mobile Communication – Wireless Communication, Satellite Communication Mobile Communication Systems, Mobile Phone Cellular



	network, Mobile Access Technology – Mobile Communication Standards, 1G,2G,3G,4G and 5G systems. Key Players – Mobile Devices, Mobile Service Providers – Mobile Commerce Service Providers.
<b>UNIT-V</b>	<b>Mobile Commerce Applications</b> Mobile products- Mobile Banking – M-Banking Business Models, M-Banking Technologies, M-Banking services, advantages & challenges. Mobile-Ticketing-Process, Applications, Advantages, Apps, M-Ticket Providers. Mobile Payment Systems – Characteristics, Models, Privacy & Security issues, M-Payment service providers, Business Applications of Mobile Computing.

**Text Books:**

- 1) E-Business & E-Commerce Management: Strategy, implementation, Practice – Dave Chaffey, Pearson Education.
- 2) Mobile Commerce – KarabiBandyopadhyay – PHI – EEE.

**Reference Books:**

1. Introduction to E-Business: Management and Strategy – Colin Combe, Elsevier ltd.
2. E-Business; Organizational Technical Foundations – Michael Papazogalou, Pieter M.A. Ribberies, Willey India (P) ltd.



**MBA SEMESTER-I**  
**OE-I RURAL MANAGEMENT**

**Subject Code:**

**Course Objectives:**

L	T	P	C
4	0	0	3

1. To know the concept and main obstacles of Rural Development.
2. To familiarize the various functional areas like marketing, finance and their challenges.
3. To examine the process and tools of community development.
4. To provide insights for the sustainable development.
5. To understand the need and scope of Agribusiness.

**Course Outcomes:**

**Upon the Completion of Course, students are able to:**

**CO1:** understand the concept and importance of Rural Development.

**CO2:** demonstrate managerial skills for different functional areas like marketing, finance, human resource management.

**CO3:** understand the concept and the importance of community, community development in India

**CO4:** explore various ways to preserve the environment for the sustainable development.

**CO5:** acquaint the knowledge of agribusiness and its scope.

<b>UNIT-I</b>	<b>Rural Development:</b> Concept, Importance, Nature and scope, Characteristics of rural economy, Concept of development, Distinction between development and growth, Indicators of development, Prerequisites for rural development, Main obstacles to rural development, Factors governing rural development. Gandhian and Tagore's views on rural development.
<b>UNIT-II</b>	<b>Rural Management:</b> Nature, Scope and challenges in marketing, operations, human resources and finance in rural areas. Entrepreneurship opportunities in rural areas.
<b>UNIT-III</b>	<b>Rural Community Development:</b> Concept of community, Function of Community, community profile: Process and tools. Community development: Characteristics, Principles and scope, Panchayat Raj and community development in India.
<b>UNIT-IV</b>	<b>Sustainable Development:</b> Biodiversity and its conservation, Environmental pollution, air, water and soil pollution, Solid waste management, Social issues and environment, Climate change, Global warming, Ozone layer depletion, Water conservation, Rain water harvesting Watershed management.
<b>UNIT-V</b>	<b>Introduction to Agribusiness:</b> Nature, definitions, scope and functions, Agribusiness input and output services, Difference between farm and non-farm sectors, Importance of small agribusiness enterprises



**Text Books:**

1. Lekhi, R.K. "The Economics of Development and Planning" Kalyani Publishers, New Delhi.
2. M.Upton & B.O. Anloio - "farming As a Business" Oxford university press. New York

**Reference Books:**

1. Desai, V. "Fundamentals of Rural Management" Rawat Publications, New Delhi.
2. SatyaSundram, I. "Rural Development" Himalaya Publishing House, New Delhi.
3. Prasad, B.K. "Rural Development: Concept, Scope and Strategy" Sarup and Sons, New Delhi.
4. Singh, K. "Rural Development: Principle, Policies and Management" Sage, New Delhi.



## OE-I INNOVATION MANAGEMENT

**Subject Code:**

**Course Objectives:**

1. To understand the importance of Innovation & Creativity.
2. To analyse the role of Innovation Management.
3. To Apply the Market & Strategy dimension in Innovation.
4. To Illustrate the Tools & Techniques in Innovation Creativity.
5. To Evaluate the Areas of Innovation.

L	T	P	C
4	0	0	3

**Course Outcomes:**

**CO1:** Understand the Concept of Innovation & Creativity.

**CO2:** Examine the significance of Innovation Management.

**CO3:** Identify the Market dimensions of Innovation.

**CO4:** Apply techniques for Innovation creativity thinking.

**CO5:** Assess the areas of Innovation.

<b>UNIT-I</b>	<b>Innovation &amp; Creativity Innovation:</b> Meaning, Concept, Characteristics, Importance, Principles of Innovation, Process of Innovation. <b>Creativity:</b> Meaning, Concept, Importance, Creativity Process, Hurdles to Creativity.
<b>UNIT-II</b>	<b>Innovation Management:</b> Concept, Scope, Characteristics, Evolution of Innovation Management, Significance, Typology of Innovation. Push & Pull Innovations. Assumptions and Barriers to innovation
<b>UNIT-III</b>	<b>Market and strategy dimension of innovation:</b> Marketing Dimensions of innovation, organizational aspects of innovation, TRIZ basic principles Systematic and analytical methods and techniques of innovation
<b>UNIT-IV</b>	<b>Tools for Innovation Creativity Thinking:</b> Traditional V/S Creative Thinking, Individual Creativity Techniques: Meditation, Self-Awareness, & Creative Focus Group Creative Techniques: Brain Storming, off The Wall Thinking & Thinking Hats Method
<b>UNIT-V</b>	<b>Areas of Innovation:</b> Product Innovation, Concept, Packaging, and Positioning Innovation Process Innovation: Concept, Requirement & Types: Benchmarking-TQM Business Process Reengineering

**Text Books:**

1. Innovation Management by C S G Krishnamacharyulu & Lalitha R, Himalaya Publishing House

**Reference Books:**

1. James A Christiansen, "Competitive Innovation Management", published by Macmillan Business, 2000.
2. Paul Trott, "Innovation Management & New Product Development", published by Pitman, 2000
3. Kelley, Tom, Jonathn Littmant, and Tom Peters. The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm. New York: Doubleday, 2001.
4. S. S. George, "Managing Innovation in the New Millennium", The ICFAI Press, 2004.
5. Wagner, Tony. Creating Innovators: The Making of Young People Who Will Change the world. New York: Scribner, 2012



**OE-I QUALITY MANAGEMENT**

**Subject Code:**

**Course Objectives:**

L	T	P	C
4	0	0	3

1. To know the fundamentals of quality and the contributions of various Quality Guru's.
2. To understand the basic concepts of design and TQM.
3. To discuss the importance of six sigma approach, Just in time, Total Production Maintenance and Lean Manufacturing in real time practice.
4. To educate the student in applying the TQM tools and techniques for continuous improvement.
5. To familiarize the concepts of Quality Management Systems.

**Course Outcomes: upon the completion of course students can**

**CO1:** To explore the quality framework in production and operational aspects.

**CO2:** To evaluate the role of quality in product design and analysis.

**CO3:** To analyze quality in process improvement and modern production management tools.

**CO4:** To understand the role of TQM tools and techniques in elimination of wastages and reduction of defects.

**CO5:** To analyze the requirements of quality management system.

<b>UNIT-I</b>	<b>Quality Gurus and TQM Kitemarks:</b> Quality, Quality Management and Evolution of TQM – Quality Guru's – Edward Deming – Joseph Juran – Philip Crosby – Genichi Taguchi – Walter Shewart – Criteria for Deming's Prize.
<b>UNIT-II</b>	<b>Product Design and Analysis:</b> Basic Design Concepts and TQM – Design Assurance – Design Validation – Failure Mode Effect Analysis – Fault Tree Analysis – Design for Robustness – Value Analysis .
<b>UNIT-III</b>	<b>Process Improvement and Modern Production Management Tools:</b> Six Sigma Approach – Total Productive Maintenance – Just-In-Time – Lean Manufacturing Paradigms.
<b>UNIT-IV</b>	<b>Quality Improvement Tools and Continuous Improvement Q-7 Tools:</b> New Q-7 Tools – Quality Function Deployment – Kaizen – 5S – Poka- Yoke.
<b>UNIT-V</b>	<b>Quality Management Systems:</b> Quality Management Systems – Introduction to ISO 9000 – Latest Certifications – TS16949:2002 and EMS14001 certifications.

**Text Books:**

1. Total Engineering Quality Management, Sunil Sharma, 1st Edition, MacMillan India Limited.
2. Total Quality Management, Poornima M. Charantimath, 2nd Edition, Pearson Education.

**Reference Books:**

1. "Quality and Performance Excellence", James R Evans, Edition, 7th Edition, Cengage Learning.
2. "Quality Management", Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim, David M Levine, 3rd Edition, Tata McGraw Hill Limited.
3. "Fundamentals of Quality Control & Improvement", AmitavaMitra, 3rd Edition, Wiley Publications, 2012



## BUSINESS COMMUNICATIONS (LAB)

**Subject Code:**

**Course Objective:** To understand

L	T	P	C
2	0	2	2

1. the importance of oral and written communication
2. its applications in Business.

**Learning Outcome:** Students will be able to understand

**CO1:** the importance of Communication in Business

**CO2:** to develop writing skills and presentation

**CO3:** writing business proposals and letters

**CO4:** application of business communication in the self-development process.

<b>Unit-I:</b>	<b>Introduction:</b> Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication: Respecting social protocol, Networking and Socializing professionally, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.
<b>Unit-II</b>	<b>Business Reports and Proposals:</b> Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, citing sources.
<b>Unit-III</b>	<b>Developing Business Writing Skills:</b> Process of Writing, Drafting, revising Visuals, Editing, proofreading and formatting, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with e-mail and memos.
<b>Unit-IV</b>	<b>Oral and Employment Communication:</b> The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview.
<b>Unit-V</b>	<b>Contemporary Aspects in Communication:</b> Business etiquette, developing professional telephone skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.

### Text Books:

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. SubbaRao, B.Anita Kumar, C.HimaBindu, Business Communication, CengageLearning India. Pvt. Ltd. 2012.

### Reference Books:

1. Rebecca Moore Howaward, Writing Matters, 3e, McGraw Hill Education, 2018. · Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
2. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi,2013.
3. SaileshSen Gupta, Business and Managerial Communication, PHI,2011. · Elevate english , McGraw Hill, www.ellevateenglish.com

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



**Subject Code:**

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

L	T	P	C
2	0	2	2

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

- CO1:** Analyze the data to draw inference for decision making.
- CO2:** Understand application of statistical measures of central tendency.
- CO3:** Understand application of ANOVA.
- CO4:** Analyze trends.
- CO5:** Test hypotheses.

**Syllabus - PART**

**1. About EXCEL**

- 10.1 Introduction, Uses of Excel, New functions and features of excel 2007.
- 10.2** Getting started with excel: Opening a blank or new workbook, general organization.
- 10.3** Highlights and main functions: Home, Insert, page layout, formulas.
- 10.4** Highlights and main functions: Data, review, view, add-ins.
- 10.5** Using the Excel help function.

**2. General EXCEL Lessons**

- 11.1 Customizing the Quick Access Toolbar.
- 11.2 Creating and Using Templates.
- 11.3 Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
- 11.4 Formatting Data and Using the Right Mouse Click.
- 11.5 Saving, Page Setup, and Printing.
- 11.6 Using Headers and Footers.
- 11.7 Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
- 11.8 Data from External Sources.
- 11.9 Using and Formatting Tables.
- 11.10 Basic Formulas and Use of Functions.
- 11.10 Data Analysis Using Charts and Graphs.
- 11.11 Managing, Inserting, and Copying Worksheets.
- 11.12 Securing the Excel Document (Protect Cells and Workbook).

**3. ADVANCED EXCEL LESSONS**

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

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



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

#### **Text Books and References**

1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
2. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
3. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
4. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
5. Shelly, MS Office, 2007, Cengage, 2009.
6. Ajai.S.Gaur, Sanjaya.S.Gaur, Statistical Methods For Practice and Research, Response, 2009.



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# II – Semester

**MBA SEMESTER-II**  
**HUMAN RESOURCE MANAGEMENT**



**Subject Code:**

4	0	0	3
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**Course Objectives:**

- 1) Understand the Concept of HRM
- 2) Analyze the Functions of Recruitment & Selection in Current Scenario
- 3) Apply the techniques of Training and Developing and Performance Management
- 4) Illustrate the Compensation and Welfare benefits
- 5) Evaluate the Employee Relations

**Course Outcomes:**

**CO1:** Understand the concept and Functions of Human Resource management.

**CO2:** Examine the Functions of Recruitment & Selection.

**CO3:** Identify the new techniques in T&D and Performance Management.

**CO4:** Apply the Compensation and other Welfare benefits for employee development.

**CO5:** Assess and build the employee relations.

<b>UNIT-I</b>	Introduction of HRM: Introduction to HRM – Line Managers – HR Role and responsibilities – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – High-Performance Work Systems – Equal Employment Opportunity – HR Score Card. Human Resource Information System (HRIS) - e HRM.
<b>UNIT-II</b>	Recruitment and Selection: Basics of Job Analysis and talent Management process – Methods for Collecting Job Analysis Information – Job Descriptions and specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HR Planning – Recruitment & Selection Process – Planning & Forecasting of human resources – Sources of Recruitment – Recruitment on Diverse Work Force - Employee Testing and Selection - Basic types of Interviews – Errors in Interviews.
<b>UNIT-III</b>	Training and Developing and Performance Management – Importance of Training and Development – Training process - Analyzing Training needs & designing the program – Implementation of training programs – training methods – Management development process – Evaluation of training and development programs. Performance Management - Concept of Performance management and appraisal, The performance appraisal process, Techniques for Performance Appraisal – Career Management.
<b>UNIT-IV</b>	Compensation and Employee Welfare – Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance-based pay -Benefits – Insurance – Retirement Benefits – Employee Welfare facilities. Salient features of the Workmen Compensation Act & Minimum Wages Act
<b>UNIT-V</b>	Employee Relations – Labor Movement – Collective Bargaining Process – Grievances – Grievances handling procedure – Employee Separation – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Work-life Integration - Stress Management – Salient features of Industrial Disputes Acts 1947 – Factories Act

**Text Books:**



1. Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2019,15 Edition.
2. K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011

**Reference Books:**

1. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
2. Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
3. Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, ,Vikas Publishing, 2e, 2015.
4. Biswajeet Pattanayak, Human Resource Management, 5e, 2018



## MARKETING MANAGEMENT

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives:**

1. To introduce students to the different concepts of Marketing.
2. To understand the concept of product, different stages of product life cycle, process of consumer decision making and new product development.
3. To familiarize students with the concepts of segmentation, its bases, strategies of targeting and positioning.
4. To understand the pricing and also emerging concepts in the marketing.
5. To identify different distribution channels, media available for the marketer for distributing and promoting the products.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** understand the core marketing concepts and process of Marketing Research.

**CO2:** understand the concept of product and portray how to develop new product.

**CO3:** analyze the market based on Segmentation, Targeting and Positioning.

**CO4:** identify different strategies of pricing and understand the different contemporary issues in marketing.

**CO5:** demonstrate the importance of promotion and distribution in marketing.

<b>UNIT-I</b>	<b>Introduction to Marketing and Market Research:</b> Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research.
<b>UNIT-II</b>	<b>Analyzing Marketing Opportunities, Customer Value and Marketing Mix:</b> Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding.
<b>UNIT-III</b>	<b>Designing a Customer Driven Strategy:</b> Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies.
<b>UNIT-IV</b>	<b>Pricing Decisions &amp; Personal Communication:</b> Importance of price, cost determinant of price, mark-up pricing, profit



	maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing.
<b>UNIT-V</b>	<b>Distribution Decisions, Promotion &amp; Communication Strategies:</b> 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, Direct and online Marketing. Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

**Text Books:**

1. Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 17e, Pearson Education, 2018.
2. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.

**Reference Books:**

1. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
2. Arun Kumar & N. Meenakshi, Marketing Management, Vikas, 2012.
3. Rajan Saxena, Marketing Management, 3e, Tata McGraw Hill, 2012.
4. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 201



**Subject Code:**

**Course Objectives: The main objective of corporate finance is**

1. To make student understand the goals of finance function.
2. To enable student take optimal decisions.
3. To help student in the effective utilization of resources.
4. To learn the importance of dividend decisions.
5. To examine how to manage current assets.

L	T	P	C
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**Course Outcomes: To enable students**

- CO1:** Understand goals of financial function.  
**CO2:** Comprehend investment criteria and decision process.  
**CO3:** Prioritize capital structure Decisions.  
**CO4:** Prioritize Dividend Decisions.  
**CO5:** Understand Asset Liability management.

<b>UNIT-I</b>	<b>Unit - I: The Finance Function:</b> 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.
<b>UNIT-II</b>	<b>Unit - II: The Investment Decision:</b> Investment decision process-Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Capital Budgeting Techniques–Traditional and DCF methods. The NPV vs. IRR Debate. 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.
<b>UNIT-III</b>	<b>Unit - III: Capital Structure and Dividend Decisions:</b> 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.
<b>UNIT-IV</b>	<b>Unit - IV:, Dividend Decisions:</b> 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 – forms of dividend. Declaration and payment of dividends. Bonus shares, Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. Dividends and valuation; Major theories based on the works of Gordon, Walter. A brief discussion on dividend policies of Indian companies.
<b>UNIT-V</b>	<b>Unit - V: Working Capital Management and Finance:</b> Working Capital Management: Components of working capital, gross vs. net



	working capital, the operating cycle approach. Planning of working capital <b>Management of Current Assets:</b> Management of cash – Basic strategies for cash management, cash planning, cash budget, cash management techniques/processes. Management of receivables- Credit policy, credit evaluation of individual accounts, monitoring receivables. Management of inventory
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**Text Books:**

1. I M Pandey, Financial Management, 11 e, Vikas Publications, 2015.
2. M.Y Khan, P K Jain, Financial Management-Text and Problems, 8e, McGraw Hill, 2019.

**Reference Books:**

1. Prasanna Chandra, Financial Management, 10e, McGraw Hill, 2019
2. Arindam Banerjee, Financial Management, Oxford Publications, 2016.



**Subject Code:**

**Course Objectives:**

1. To Understand the Concept of Information System
2. To Analyze the Business Applications of Information System
3. To Apply the Information System development models
4. To Illustrate Methodology for Modeling& designing system
5. To Evaluate ERP evolution

L	T	P	C
4	0	0	4

**Course Outcomes:**

- CO1:** Outline the concepts & applications of Management Information Systems.  
**CO2:** Examine Business Applications of Information System.  
**CO3:** Identify Information systems and development models.  
**CO4:** Apply Methodology for Modeling& designing system.  
**CO5:** Assess integrated ERP systems.

<b>UNIT-I</b>	<b>Introduction:</b> Information systems in Business, Types of information systems, Managerial challenges of IT, components of information system resources and activities. System for collaboration and social business, ethical and social issues in Information system, Information system for strategic advantages
<b>UNIT-II</b>	<b>Business Applications of Information Systems:</b> e-business systems, functional business systems, Customer Relationship Management, ERP Systems, Supply Chain, e-commerce, DSS, Business analytics, Business Intelligence, and Knowledge Management systems.
<b>UNIT-III</b>	<b>Management of Information Systems:</b> Information system planning, system acquisition, systems implementation, system development models: Waterfall model, system development life cycle, v-model, computer-assisted and software engineering tools, prototype iterative model, evaluation & maintenance.
<b>UNIT-IV</b>	<b>Management of Information Systems:</b> System Development and organizational change, Business process redesign, Systems Analysis, System Design- System development process, methodology for modeling and designing system, alternative methods for building information system, new approaches for system building in the digital firm era.
<b>UNIT-V</b>	<b>Overview of enterprise systems Evolution</b> - Risks and benefits - Fundamental technology - Issues to be considered in planning design and implementation of cross-functional integrated ERP systems. ERP software solutions- small, medium, and large enterprise vendor solutions, BPR and best business practices - Business process Management, Functional modules.

**Text Books:**



1. Management Information Systems Managing the Digital Firm, Laudon&Laudon, Pearson, 15 e 2017.
2. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill,2008.

**Reference Books:**

- 1) Information Systems, Ramesh Behl, James A.O' Brien, George M. Marcus, McGraw Hill, 11e, 2019
- 2) Management Management Information Systems–Managerial Perspective, D P Goyal, MacMillan, 3e Edition, 2010.
- 3) Management Information Systems, Sahil Raj, Pearson, 2e,2018
- 4) Management Information Systems Text and Cases, Jawadekar, Tata McGraw Hill, 2012.
- 5) Management Information Systems, Kelkar, Prentice Hall India, 2012.



**MBA SEMESTER-II**

**OPERATIONS RESEARCH**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives: By the completion of the course students can**

1. Gain the knowledge of Operations Research.
2. Learn about Linear programming methods and applications.
3. Gain the knowledge of working with transportation methods.
4. Identify how to work on different decision making situations and assignment situations.
5. Can learn the applications of queuing theory.

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

**CO1:** Understand the origin and applications of OR.

**CO2:** Apply various Linear programming methods.

**CO3:** Analyse various methods related to cost minimization in transportation.

**CO4:** Analyse different projects through decision modeling and evaluate assignment situations.

**CO5:** Evaluate solutions to various queuing theory related problems.

<b>Unit - I</b>	<b>Introduction to Operations Research:</b> Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.
<b>Unit - II</b>	<b>Linear Programming Method:</b> Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP.
<b>Unit III</b>	<b>Transportation Problem:</b> Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogels approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand , Degeneracy and its resolution.
<b>Unit - IV</b>	<b>Assignment Model:</b> 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. <b>Decision Theory:</b> Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.
<b>Unit - V</b>	<b>Queuing Theory:</b> Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Game theory, Saddle point, Value of the Game.

**Prescribed Books:**

- 1) Mr.K.SridharaBhat,Quantitative Analysis For Business Decisions,Himalaya Publishing House,! Edition(1 Jan 2008).
- 2) Pannerselvam, Operations Research, Prentice Hall International, 3e,2012.

**Reference Books:**

- 1) R.J.K. Sharma, Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013
- 2) S.D. Sharma, Operations Research, Kedarnath Ramnath and Company



**MBA SEMESTER-II**  
**ENTREPRENEURSHIP**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives:**

- 1) To familiarize the students about the entrepreneurial mind-set and types of entrepreneurs.
- 2) To understand the journey and competencies of entrepreneurs.
- 3) To explore the opportunities and demonstrate the methods to initiate ventures.
- 4) To examine the Critical factors for new venture development and also the legal challenges of entrepreneurship.
- 5) To understand the various strategic perspectives of entrepreneurship.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** Understand the mindset of the entrepreneurs and strategic perspectives in entrepreneurship.

**CO2:** Differentiate individual, corporate entrepreneurial mind set and Personality.

**CO3:** Identify the ventures for launching.

**CO4:** Understand and develop an idea on the legal framework and venture development.

**CO5:** Apply strategic perspectives in entrepreneurship.

<b>UNIT-I</b>	<b>Understanding Entrepreneurial Mind-set-</b> The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.
<b>UNIT-II</b>	<b>The individual entrepreneurial mind-set and Personality-</b> The entrepreneurial journey- Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies. Corporate Entrepreneurial Mind-set, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.
<b>UNIT-III</b>	<b>Launching Entrepreneurial Ventures</b> - opportunities identification- Finding gaps in the marketplace– techniques for generating ideas- 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- advantage and disadvantages of Franchising.
<b>UNIT-IV</b>	<b>Legal challenges of Entrepreneurship</b> - Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective



	business model – Sources of finance - Critical factors for new venture development - The Evaluation process.
<b>UNIT-V</b>	<b>Strategic perspectives in entrepreneurship</b> - Strategic planning - Strategic actions- strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

**Text Books:**

1. D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
2. Bruce R. Barringer / R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson,2015.

**Reference Books:**

1. S.S.Khanka, Entrepreneurship Development, S. Chand Publications,2015.
2. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
3. Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012.
4. Nandan.H, Fundamentals of Entrepreneurship, PHI,2013



**MBA SEMESTER-II**  
**OE- II PROJECT MANAGEMENT**

L	T	P	C
4	0	0	3

**Subject Code:**

**Course Objectives:**

- 1) To Understand the importance of project management
- 2) To Analyze the Project appraisal techniques
- 3) To Apply the different approaches for project finance
- 4) To Illustrate various project control techniques
- 5) To Evaluate organizational behavior in project management

**Course Outcomes:**

- CO1:** Outline the different approaches in project management.  
**CO2:** Examine the various project appraisal techniques.  
**CO3:** Identify various techniques to measure project finance.  
**CO4:** Apply different techniques for project control.  
**CO5:** Assess management behavior in project management.

<b>UNIT-I</b>	<b>Introduction:</b> Introduction to Project management –Project Characteristics-Project Life cycle – Project Identification, Formulation, and Implementation-Project management in different sectors: Construction, Services Sector, Public sector, and Government Projects. Systems approach to project management.
<b>UNIT-II</b>	<b>Project Appraisal:</b> Project Planning – Steps in Project Planning - Scheduling - Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost-Benefit Analysis-Project Risk Analysis.
<b>UNIT-III</b>	<b>Project Finance:</b> Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.
<b>UNIT-IV</b>	<b>Project Control:</b> Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project management, Scrum, Lean Production, and project management.
<b>UNIT-V</b>	<b>Organizational Behavior in Project Management:</b> Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team-building approach, Conflict Management in Projects, Stress Management.

**Text Books:**

1. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.
2. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and review, 6e, Tata McGraw Hill 2008.

**Reference Books:**

1. John M, Nicholas and Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
2. K. Nagarajan, Project Management, New Age International Publishers, 7e 2015.
3. Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.



**MBA SEMESTER-II**  
**OE –II TOURISM& HOSPITALITY MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives:**

1. To understand the Classification & Categorization of Hotels
2. Gain knowledge of value chain in hospitality industry
3. Explore the typology of tourism industry
4. To categorise tour operators and their functions
5. To study the contribution of tourism sector towards GDP

**Course Outcomes: To enable students to understand**

**CO1:** the Classification & Categorization of Hotels

**CO2:** linkages between tourism and hospitality industry

**CO3:** nature and scope of tourism

**CO4:** functions and types of tourism industry

**CO5:** recent trends and challenges in tourism industry

<b>UNIT-I</b>	Hospitality: Classification & Categorization of Hotels- Hotel Ownership. A brief account of Commercial Hotels- Residential Hotels, Resort Hotels, Airport hotels, Bed & Breakfast Hotels, Convention hotels, Casino Hotels, and Motels. Emerging trends in Accommodation- Time, share. Condominium- Home Stays, Tree Huts, Houseboats, Capsule hotel. Major Hotel chains in India. FHRAI.
<b>UNIT-II</b>	Value Chain: Definitions: Hospitality and Hotel. Link between Hospitality and Travel and Tourism industry: Travelers at rest, Home away from Home, Hospitality culture AthithidevoBhavah, Expectations of the guest
<b>UNIT-III</b>	Tourism: Definition, meaning, nature, scope and typologies of tourism, Tourist, travelers, visitor, transit visitor and excursionist - definition and differentiation, Leisure, recreation and tourism and their Interrelationship.
<b>UNIT-IV</b>	Introduction to tourism industry: Travel agency- History, Operation/Functions and Types. Tour Operators- Functions and Types. Accommodation Industry- Types and Classification. Supplementary – Souvenir Industry & Shopping
<b>UNIT-V</b>	GDP contribution of Tourism Industry (India & Telangana state) , recent trends and challenges of Indian Tourism Industry

**Text Books:**

1. Tourism development – Principles and practices – AR Bhatia.
2. Tourism in India – V.K. Goswami.

**Reference Books:**

1. IATA Manual on Diploma in Travel & Tourism Management



**MBA SEMESTER-II**  
**OE-II GREEN BUSINESS MANAGEMENT**

**Subject Code:**

**Course Objectives:**

1. To impart students in understanding of green business, its advantages, issues and opportunities
2. To provide knowledge over Indian Corporate Structure and Environment;
3. To introduce students to contending paradigms of sustainability and their practical implications for firms and economic development strategies.
4. To gain knowledge related to its function and using that knowledge to adopt to a changing environment and increase efficiency
5. To examine important relationships, opportunities, challenges and controversies in various sectors of green business.

L	T	P	C
4	0	0	3

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** Identify basic concepts related to green management.

**CO2:** Relate to new trends in greening business operating and sustainable global economy

**CO3:** Analyze how organizations plan, develop and implement sustainable business strategies

**CO4:** Able to optimize the cost of green energy

**CO5:** Evaluate green techniques and methods.

<b>UNIT-I</b>	<b>Introduction to Green Management:</b> The Concept of Green Management; Evolution; nature, scope, importance and types; Developing a theory; Green Management in India; Relevance in twenty first century
<b>UNIT-II</b>	<b>Organizational Environment;</b> Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility(CER).
<b>UNIT-III</b>	<b>Approaches from Ecological Economics;</b> Indicators of sustainability; Eco- system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories
<b>UNIT-IV</b>	<b>Environmental Reporting and ISO 14001;</b> Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management
<b>UNIT-V</b>	Green Techniques and Methods; Green Tax incentives and rebates (to green Projects and Companies) ; Green Project Management in action: Business Redesign: Eco-Commerce Models

**Text Books:**

1. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida, ZEW Publications.
2. The Green Energy Management Book by Leo A. Meyer, LAMA books

**Reference Books:**

1. Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.
2. Green Project Management by Richard Maltzman And David Shiden, CRC Press Books.
3. Green and World by Andrew S. Winston, Yale Press B.



**MBA SEMESTER-II**  
**OE-II Indian Taxation System**

**Subject Code:**

**Course Objectives:**

1. To Understand the importance of the Indian Taxation System
2. To Analyze the recent trends in GST
3. To Apply the different provisions under GST & Excise duties
4. To Illustrate various Taxes in State Govt
5. To Evaluate Local Body Taxes in India

L	T	P	C
4	0	0	3

**Course Outcomes:**

- CO1:** Outline the approaches Indian Taxation System.  
**CO2:** Examine the Concept of GST in India.  
**CO3:** Identify various provisions under Excise Duty.  
**CO4:** Apply different State Govt Taxes on Sales & Purchases  
**CO5:** Assess various Local Body taxes in India.

<b>UNIT-I</b>	<b>Introduction:</b> Meaning of Tax, Taxation–Types of Tax- Differences between Direct and Indirect Tax – Objectives of Tax- Concerned authorities (CBDT and CBIC) - Central and State Powers of Taxation Distribution of Revenues between Centre and States (Schedule VII of the Constitution of India) - Constitutional Provisions
<b>UNIT-II</b>	<b>Introduction To Goods And Services Tax:</b> Overview of GST: Pre- GST Tax Structure and Deficiencies- Genesis of GST in India- Concept of GST- Dual GST Model- Salient features of GST-Benefits of GST- Taxes Subsumed and Not Subsumed by GST- Structure of GST-SGST, CGST, UTGST, and IGST- Features- Conceptual Differences between SGST, CGST and IGST-Constitutional provisions- GST Compensation Cess <b>GST Council:</b> Introduction- Need- Structure- Recommendations- Features- Article 279A of Constitution of India.
<b>UNIT-III</b>	<b>Excise Duty And Its Provisions:</b> Introduction- Overview of Excise duty – Types of Excise duty- Excise duty before and after GST - Excise Duty on petroleum and liquor - Point of differences between excise duty and GST- Excise duty in Telangana.
<b>UNIT-IV</b>	<b>Taxes of the State Government:</b> Taxes on Sale or Purchase of Goods; Tax on Professions, Trade, and Callings; Motor Vehicles' Tax; Tax on Electricity; Stamp Duty; Land Revenue and other taxes
<b>UNIT-V</b>	<b>Taxes of Local Bodies:</b> Tax on Land and Buildings (Property Tax); Entertainment Tax, identify other state & other taxes

**Text Books:**

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann Publications
2. Taxmann's GST Manual with GST Law Guide & Digest of Landmark Rulings (Budget 2019 Edition) Set of 2 Volumes

**Reference Books:**

1. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, SahityaBhavan Publications.
2. Naveen Mittal: Principals of Income Tax Law and Practice
3. CA Sanjay M Dhariwal: Goods and Services Tax
4. CA (Dr) K. M Bansal: GST & Customs Law, Taxmann's Publications.
5. Indirect Taxes: V.S. Datey; Taxmann Publications Private Limited
6. Dr. Girish Ahuja and Dr. Ravi Gupta: Systematic approach to Indirect taxation including GST and Customs



## SEMESTER II

L	T	P	C
0	0	2	2

### BUSINESS IMPACT ANALYSIS

#### Aim of the Course

The purpose of this course is to introduce students to how feasibility studies are conceived, conducted, and appraised. A typical feasibility study consists of a number of related studies. It starts with the marketing study to ascertain whether there is a market, how large it is, and how to reach it. Following is a technical study to determine, among other things, facility location, appropriate technology, capacity, and availability of qualified workforce. Also a financial study to determine the financial viability of the project and the appropriate capital structure is needed. In addition a legal, organizational, and environmental and national impact studies are conducted

#### Course Objective

1. To acquaint students with the importance of conducting a feasibility study prior to any major investment project such as establishing a new project, expansion of existing project, and replacements of major machinery and equipments.
2. To teach students the nature and scope of a project feasibility study.
3. To elaborate the purpose and contents of the main studies that make up the feasibility study which are: the marketing study, the technical study, and the financial study.
4. To illustrate the importance and elements of the legal, organizational, and environmental impact study of the project.
5. To acquaint students with the analysis of the national impact of the project on the economy, and the society.

#### Course Outcome

Upon completion of the course, students will be able to and have the skill to:

**CO1:** Design the framework for a sound project feasibility study.

**CO2:** Conduct a simple marketing feasibility study.

**CO3:** Determine the components of the technical feasibility study.

**CO4:** Conduct financial analysis to determine the viability of the project & Being capable to identify the major sources of project capital structure and the characteristics of each source.

**CO5:** Identify the scope of the project environmental impact study, project organization study, and legal study. Illustrate the need to determine the project impact on the national economy and society



## Topic

Stage – 1: Identification and exploration of business scenarios

- An introduction to feasibility study – pre identification
- Identification and exploration of business scenarios

Stage – 2: Marketing study – identification

- Market research
- Demand forecasting
- Marketing management

Stage – 3: Technical feasibility

- Planning phase
- Construction & operational phase

Stage – 4: Financial / economic feasibility

- Estimate total capital requirements- total investment costs
- Financial statements
- Economics of operation

Stage – 5: Feasibility Study report

- The legal and Organizational Study
- Feasibility Study Decisions



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# III - Semester



**MBA SEMESTER-III**

**PRODUCTION AND OPERATION MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objective: By the completion of the course students can**

- 1) Gain the knowledge of Operations Research.
- 2) Learn about Product Design and Analysis
- 3) Gain the knowledge of analyzing the best location and layouts.
- 4) Identify how to work on different Scheduling methods and learn Networks analysis.
- 5) Learn about materials management.

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

**CO1:** Understand the Concepts of Operations management.

**CO2:** Identify Product & Process design in Production Management

**CO3:** Analyse the best Plant location and layouts

**CO4:** Exercise the best Scheduling Sequences in Production Process.

**CO5:** Explore the role of Material Management in Operations.

<b>Unit I</b>	<b>Introduction to Operations Management:</b> Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing.
<b>Unit - II</b>	<b>Product Design and Analysis:</b> New product development -its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design - Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis/Value Engineering – Value Analysis application, Value Engineering Procedure, Advantages and Application Areas. Ergonomic considerations in Product Design. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization.
<b>Unit III</b>	<b>Plant Location and Plant Layout:</b> Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems – Model for Multi facility Location Problem, 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.



<b>Unit- IV</b>	<b>Scheduling:</b> Introduction, Johnson's Algorithm, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Quality control concepts.  <b>Network Analysis</b> – Network Diagram, PERT, CPM, Critical Path determination.
<b>Unit - V</b>	<b>Materials Management:</b> Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model– Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis

**Prescribed Books:**

1. Panneerselvam, Production and Operations Management, PHI, 2012.
2. K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012

**Reference Books:**

1. K. Boyer, RohitVerma, Operations Management: Cengage Learning, 2011
2. Ajay K. Garg, Production and Operations Management, TMH, 2012
3. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.



**MBA SEMESTER-III**  
**BUSINESS ANALYTICS**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives:**

1. Understand the Business Analytics Methods & Models.
2. Analyze the basic concepts of Description Statistics.
3. Apply the basic concepts of Predictive Analytics.
4. Illustrate basic concepts of Prescriptive Analytics.
5. Evaluate the Programming Using R.

**Course Outcomes:**

**CO1:** Outline the Business Analytical methods and models in practice.

**CO2:** Examine the overview of descriptive statistics.

**CO3:** Identify applications in Predictive analytics.

**CO4:** Apply methods in Prescriptive Analytics.

**CO5:** Assess R environment.

<b>UNIT-I</b>	<b>Introduction to Business Analytics:</b> Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, exploring data using pivot tables.
<b>UNIT-II</b>	<b>Descriptive Statistical Measures:</b> Overview of Description Statistics (Central Tendency, Variability), Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.
<b>UNIT-III</b>	<b>Predictive Analytics:</b> Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining-Data Exploration & Reduction, Classification, Association, Cause-Effect Modelling.
<b>UNIT-IV</b>	<b>Prescriptive Analytics:</b> Overview of Linear Optimization, Non-Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.
<b>UNIT-V</b>	<b>Programming Using R:</b> R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

**Text Books:**

1. James Evans, Business Analytics, Pearson, Second Edition, 2017.
2. Dr. Mark Gardener, Beginning R The Statistical Programming Language, First Edition, Wiley, 2017

**Reference Books:**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning.
2. Albright Winston, Business Analytics- Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
3. Sahil Raj, Business Analytics, Cengage Learning.



**SEMESTER-III**  
**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Subject Code:**

**Course Objective:**

1. Understanding logistic management
2. Understand Measuring logistics costs
3. Apply importance of Supply chain management in present Business context.
4. Analyze Sourcing decisions and transportation in supply chain
5. Access how to Manage global Logistics and Supply Chains

L	T	P	C
4	0	0	3

**Course Outcomes:**

**CO1:** understand the growing importance of Supply Chain Management

**CO2:** examine the logistic Costs and Performance

**CO3:** understand the process of Benchmarking in Supply chain management

**CO4:** access the Sourcing and transportation

**CO5:** Analyze the Global aspects in supply chains

<b>UNIT-I:</b>	<b>Logistics and Competitive strategy:</b> 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.
<b>UNIT-II:</b>	<b>Measuring logistics costs and Performance:</b> 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
<b>UNIT-III:</b>	<b>Logistics and Supply chain relationships:</b> Benchmarking the logistics process and SCM operations –Mappingthesupplychainprocesses– Supplieranddistributorbenchmarking–settingbenchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution–channel relationships –logistics service alliances.
<b>UNIT-IV:</b>	<b>Sourcing, Transporting and Pricing Products:</b> 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.
<b>UNIT-V:</b>	<b>Managing global Logistics and global Supply Chains:</b> 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

**Text Books:**

1. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi2013

**Reference Books:**

1. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
2. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH,2011.



**SEMESTER III**  
**SUMMER INTERNSHIP**

L	T	P	C
2	0	0	2

**Course Objective:** To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding Organizational dynamics.

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

- Management functions and Organizational structure
- organizational dynamics in terms of organizational behaviour, culture, climate
- Functional domain knowledge
- Processes and systems
- External and internal environment impact on the organization.

**Approach to Summer Internship:**

Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework. The students in consultation with supervisor / mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the University.

The students can approach any business organizations / corporate of both public and private sectors, Government departments, Research organizations etc. for the summer internship. The students should do the internship during the summer break.

Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department for the Power point (PPT) presentation for evaluation along with Semester end examinations. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.



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# IV – Semester



**MBA SEMESTER-IV**  
**STRATEGIC MANAGEMENT**

**Subject Code:**

**Course Objectives:**

L	T	P	C
4	0	0	4

1. To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
2. To provide an underpinning of strategy formulation process and frameworks, tools and techniques of strategic analysis and its application.
3. To apply the strategy implementation in organizational process
4. To analyze the various turnaround and Diversification strategies.
5. To analyze the strategy evaluation and control and to measure its performance.

**Course Outcomes:**

Students will be able to understand

**CO1:** Strategic management concepts.

**CO2:** Tools and Techniques for Strategic analysis.

**CO3:** Strategy implementation in organizational process.

**CO4:** Strategies for Turnaround and Diversification.

**CO5:** Strategy Evaluation and Control.

UNIT-I	Introduction - Concepts in Strategic Management, Strategic Management Process, developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.
UNIT-II	Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.
UNIT-III	Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy - Strategies for competing in Global markets and internet economy - Organizational Values and their impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation. internet economy - Organizational Values and their impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.



UNIT-IV	Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures, Alliances and cooperative - Diversification Strategy: firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation. International Strategies.
UNIT-V	Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

**Text Books:**

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.

**Reference Books:**

1. Mason A.Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017
2. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
3. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
4. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
5. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.



**MBA SEMESTER IV**  
**CORPORATE GOVERNANCE**

L	T	P	C
4	0	0	3

**Subject Code:**

**Course Objectives:**

- 1) To impart ethical principles to students.
- 2) To introduce professional ethics and ethical dilemma
- 3) To acquaint student with the concept of corporate governance.
- 4) To provide a Stakeholder perspective of Corporate Governance.
- 5) To examine role, structure and functions of board

**Course Outcomes: To enable students**

**CO1:** understand the need for principles of business ethics.

**CO2:** understand the ethics in different professions

**CO3:** analyze the Codes and Committees in Corporate Governance

**CO4:** analyze the role of Board in Corporate Governance

**CO5:** Explore the role Corporate social responsibility of Indian business environment.

<b>UNIT-I</b>	<b>Unit - I: Business Ethics The Changing Environment:</b> 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.
<b>UNIT-II</b>	<b>Unit - II: Professional Ethics:</b> 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.
<b>UNIT-III</b>	<b>Unit - III: Corporate Governance:</b> Introduction to Corporate Governance - Major Corporate Governance Failures- Need for Corporate Governance - Corporate Governance in India, Theories of Corporate Governance - Agency Theory, Stewardship Theory, and Stakeholder Theory – Convergence- Problems of Governance in Companies. <b>Corporate Governance codes and committees</b> – Global reporting initiative – OECD Principles - Cadbury Committee Report - Kumara Mangalam Birla Committee Report - Naresh Chandra Committee Report - Narayana Murthy Committee Report - SEBI Clause 49 Guidelines- Corporate Governance Committees - Role of capital Markets, Regulator, Government in Corporate Governance.
<b>UNIT-IV</b>	<b>Unit - IV: Role of Board:</b> Functions of the Board, Structure of the Board, role of the board, Role, duties and responsibilities of Directors, Types of Directors, Board as a learning organization, Leveraging Good Governance for Competitive Advantage. Conflicts of Interest, Remedial Actions. Governance Ratings- Merits and Demerits.



<b>UNIT-V</b>	<b>Unit - V: Corporate Social Responsibility:</b> Definition, Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Core - BCSD India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a business strategy for sustainable development.
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**Text Books:**

1. A. C. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2018.
2. SK Mandal: Ethics in Business and Corporate Governance, TMH, 2012.

**Reference Books:**

1. C. Fernando: Business Ethics and Corporate Governance, 2e, Pearson, 2018.
2. C.S.V. Murthy: Business Ethics, Himalaya Publishing House, 2012.
3. N. Bala subramanian, Corporate Governance and Stewardship, TMH, 2012.



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# PROFESSIONAL ELECTIVES MARKETING



**MBA SEMESTER-III**  
Professional Elective – I  
**ADVERTISING AND BRANDMANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To understand the importance and role of advertising.
2. To familiarize the students about the different types of media and also make them understand the methods for pre and post-testing of Ads.
3. To explain the evolution of brands, types of brands and also the role of brand.
4. To understand different marketing strategies and also the impact of brand on buyers and competitors.
5. To explore the various strategies for brand rejuvenation and re-launch.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** understand the evolution of advertising and describe the different types of advertising.

**CO2:** conduct pre-testing, post-testing of ads to measure its effectiveness and also explain the pros and cons of each media.

**CO3:** understand and conduct the measurement of brand equity and brand performance.

**CO4:** formulate effective brand strategies for consumer and business goods and services.

**CO5:** Demonstrate the ability to conduct a critical brand audit, including recommendations for changes and improvement in brand management.

<b>UNIT-I</b>	<b>Advertising:</b> Concept, Evolution, Promotion Mix, Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, Elements of a layout.
<b>UNIT-II</b>	<b>Advertising Media:</b> Types of Media – Print, Electronic, Other Media – Merits and Demerits of each media, Media Planning – frequency, reach and outcome, Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods and Regulation of Advertising in India – Misleading and deceptive advertising.
<b>UNIT-III</b>	<b>Brand:</b> Meaning, Definition, Evolution of Brands, Different Types of Brands, Functions of Brand to Consumer – Role of Brand – Advantages of Brand – Product Vs Brand – Brand Life Cycle – Branding: Meaning, Creation of Brands – Branding Decisions –



	Brand Management: Meaning and Definition – Strategic Brand Management Process: Meaning, Steps in Brand Management Process – Concept of Brand Equity: Customer Based Brand Equity, and Models of CBBE – Brand Building and its Implications.
<b>UNIT-IV</b>	<b>Brand Strategies:</b> Multiple Branding, Brand Extension, Co-branding Strategies, Brand Personality, Brand Image Building, Brand Repositioning, Brand Leveraging – Branding Impact on Buyers and Competitors – Methods for Measuring Brand Equity – Methods for Measuring Brand Performance – Brand Audit.
<b>UNIT-V</b>	<b>Brand Rejuvenation and Re-launch</b> – Brand Development through Acquisition, Takes over and Merger – Brand Licensing and Franchising – Role of Packaging and Labeling – Brand Success Strategies – Brand Loyalty Programs – Building Global Brands – Branding Failures.

**Text Books:**

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
2. Kevin Lane Keller, Strategic brand Management, Person Education, New Delhi.
3. Jean Noel, Kapferer, Strategic brand Management, The Free Press, New York.

**Reference Books:**

1. JaishriJethwaney, Shruti Jain, Advertising Management, Oxford, 2015.
2. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York.
3. S.Ramesh Kumar, Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi.



**MBA SEMESTER-III**  
Professional Elective – II  
**CONSUMER BEHAVIOR**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To study the consumer behavior concept in order to develop better marketing programs and strategies.
2. To provide an understanding of environmental influence on the consumer behavior.
3. To enable students to develop the adequate knowledge regarding the Personality, Perception, changing attitudes of Consumer.
4. To study the role of Post purchase behavior of consumer and understanding of Consumer decision making processes.
5. To create awareness about different types of Consumer issues and marketing ethics towards consumer.

**Course Outcomes:**At the end of the course the students will be able to

**CO1:** Understand the importance of consumer behavior and demonstrate how it can be applied.

**CO2:** Identify the factors that influence consumer behavior.

**CO3:** Analyze how personality, consumer perception and consumer attitudes influences the choices consumer makes.

**CO4:** Demonstrate the steps involved in consumer decision making process.

**CO5:** Explore marketing ethics towards consumers.

<b>UNIT-I</b>	<b>Understanding Consumer Behavior:</b> Defining consumer behavior, need for Consumer Behavior, Understanding Consumer through research process, Consumer behavior in a world of economic instability, Rural Consumer Behavior, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.
<b>UNIT-II</b>	<b>Environmental Influences on Consumer behavior:</b> Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behavior.
<b>UNIT-III</b>	<b>Consumer as an Individual:</b> Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.



<b>UNIT-IV</b>	<b>Consumer Decision Making Processes:</b> Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behavior, Models of Consumer decision making, Consumers and the diffusion of Innovations.
<b>UNIT-V</b>	<b>Consumerism and Ethics:</b> Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

**Text Books:**

1. David I. Loudon and Albert J.DellaBitta, 4e, TMH,2011.
2. Leon G. Schiffman, Leslie Iyer, S. Ramesh Kumar, 10e, Pearson,2011.

**Reference Books:**

1. SatishBatra, SHH kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books,2011.
2. S. Ramesh kumar, Consumer Behaviour and Branding, Pearson,2013.



**MBA SEMESTER-III**  
Professional Elective – III  
**RETAILING & SERVICES MARKETING**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. Gain the knowledge of Retailing Management.
2. Learn about Shoppers and shopping behaviors.
3. Gain the knowledge about services and its characteristics.
4. Can know the process of Understanding Consumer Requirements.
5. Can learn how to manage quality and Service Operations.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** Understand the Retailing management nature, functions and e-tailing.

**CO2:** Determine the shopping behavior of Indian shoppers.

**CO3:** Classify the services and their characteristics.

**CO4:** Understand Consumer Requirements and listening consumers.

**CO5:** Draft solutions to manage service operations.

<b>Unit-I</b>	<b>Introduction to Retail Management-</b> Meaning of Retail & Retailing; Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.
<b>Unit – II</b>	<b>Understanding Shoppers &amp; Shopping:</b> Shopping - Shopping Environment, shopping in a Socio Cultural Context, shopping process, shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.
<b>Unit III</b>	<b>Introduction to Services Marketing:</b> Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.
<b>Unit – IV</b>	<b>Focusing on Consumer:</b> Consumer Behaviour in services, Relevance of Consumer Behaviour, Consumer Expectations in service, Consumer Perceptions of service, Customer Satisfaction, Understanding Consumer Requirements-listening to customers through research, building customer relationships, Customer Feedback, Service Failure and Service Recovery – Recovery Strategies.



<b>Unit – V</b>	<b>Innovation and Quality:</b> Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap ,Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee’s roles in Service Delivery, Customer’s roles in Service Delivery.
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**Text Books:**

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
2. Suja Nair, Retail Management, Himalaya Publication House, 2012.
3. Christopher Lovelock, Jochenwartz, Jayanta Chatterjee, Services Marketing, 7th edition, Pearson 2015.
4. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing Integrating customer focus across the firm, TMH, 6e, 2013.

**Reference Books:**

1. Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2015.
2. John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
3. Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.



**MBA SEMESTER-IV**  
Professional Elective – IV  
**INTERNATIONAL MARKETING**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To provide a deeper insight into a global markets, formulation strategies to enter international markets.
2. To Study the role and importance of global environmental drivers.
3. To provide an understanding of global consumers and international marketing research.
4. To understand global marketing mix.
5. To enable students to develop the knowledge in steps involved in processing an export order.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** Understand the International Marketing.

**CO2:** Learn the Environment of global markets.

**CO3:** Conduct SWOT Analysis and identify the modes of global market entry.

**CO4:** Design the Global Marketing Programme.

**CO5:** Apply the procedure of exporting the products and global marketing strategies.

<b>UNIT-I</b>	<b>Introduction to International Marketing:</b> Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization – Reasons and Strategies.
<b>UNIT-II</b>	<b>Global Environmental Drivers:</b> WTO and Globalization–Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.
<b>UNIT-III</b>	<b>Global Customers:</b> Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, InternationalMarketingResearch:OpportunityAnalysis,MarketSelection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.
<b>UNIT-IV</b>	<b>Global Marketing:</b> Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product &services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.



<b>UNIT-V</b>	<b>Implementing Global marketing strategies:</b> Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.
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**Text Books:**

1. Michael R. C zinkota, IlkkaA. Ronkainen, International Marketing, 10e, Cengage, 2017.
2. Philip R. Cateora John L Graham PrashantSalwan, International Marketing -13<sup>th</sup> edition, TMH-2011.

**Reference Books:**

1. Rajagopal –International Marketing-2<sup>nd</sup> Edition –Vikas-2011.
2. P.K.Vasudeva, international Marketing-4<sup>th</sup> edition-ExcelBooks-2012.



**MBA SEMESTER-IV**  
Professional Elective – V  
**DIGITAL MARKETING**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To provide an understanding of the importance of digital marketing and its applications.
2. To create awareness of Digital Marketing Channels.
3. To study the role and the importance of Digital Marketing Plan.
4. To enable students to develop the adequate knowledge regarding the Search engine marketing.
5. To study the role and the importance of Social media marketing.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** Understand the applications of digital marketing in the globalized market

**CO2:** Identify different channels of digital marketing.

**CO3:** Demonstrate the steps involved in developing a digital marketing plan.

**CO4:** Understand the knowledge of Search engine marketing

**CO5:** Learn the importance of Social media in digitalized world.

<b>UNIT-I</b>	<b>Understanding Digital Marketing:</b> Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.
<b>UNIT-II</b>	<b>Channels of Digital Marketing:</b> Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migration from Traditional Channels to Digital Channels.
<b>UNIT-III</b>	<b>Digital Marketing Plan:</b> Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.
<b>UNIT-IV</b>	<b>Search Engine Marketing and Online Advertising:</b> Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.
<b>UNIT-V</b>	<b>Social Media Marketing:</b> Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Micro-blogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.



**Text Books:**

1. Michael Miller, B2B Digital Marketing, 1e, Pearson,2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press2015.

**Reference Books:**

1. Richard Gay, Alan Charles worth and Rita Esen, Online marketing– A customer led approach Oxford University Press2007.
2. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley,2016.



**MBA SEMESTER-IV**  
Professional Elective – VI  
**CUSTOMER RELATIONSHIP MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To understand the goals and concepts of CRM.
2. To gain the knowledge about selection of profitable customers and building relations.
3. To aware the CRM process and objectives.
4. To learn the Strategies for Customer Retention and Models of CRM.
5. To aware about the CRM Planning and implementation

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** Understand the concepts and applications of CRM.

**CO2:** Determine how to build customer relations.

**CO3:** Examine the CRM Modules.

**CO4:** Evaluate the Strategies for Customer Retention

**CO5:** Learnt about CRM tools and their usage.

<b>Unit-I</b>	<b>Introduction to CRM:</b> Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues & Problems.
<b>Unit – II</b>	<b>Building Customer Relations:</b> Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer’s -Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM
<b>Unit III</b>	<b>CRM Process:</b> Introduction and Objectives of a CRM Process; an Insight into CRM and eCRMA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.
<b>Unit – IV</b>	<b>CRM Structures:</b> Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – GSPOT Model, KOEL’s Model, WebQual Audit Model, ONYX Model - CRM road map for business applications.
<b>Unit – V</b>	<b>CRM Planning and Implementation:</b> Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM –Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and advantages of e CRM, Functional Components of e CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages.



**Text Books:**

1. G. Shainesh, Jagdish, N.Sheth, AtulParvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan 2005.
2. Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013
3. EktaRastogi, Customer Relation Management: Text and Cases, Excel Books, 2011

**Reference Books:**

1. Zikmund, Customer Relationship Management, Wiley 2012.
2. Paul Greenberg, CRM at the speed of light, 4e, TMH, 2009.
3. LakshmanJha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd, 2008



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# PROFESSIONAL ELECTIVES HUMAN RESOURCES



**MBA SEMESTER-III**  
Professional Elective – I  
**TALENT MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To define Talent Management and its significance
2. To understand the succession through talent management
3. To apply the talent acquisition concepts in organization
4. To assess the various recruitment plans
5. To understand the elements of talent management.

**Course Outcomes:**

**CO1:** understand the Talent Management Process

**CO2:** examine the Succession and career planning approaches

**CO3:** classifying the various talent acquisition methods

**CO4:** evaluate the types of recruitment sources

**CO5:** understand the resourcing, attractions and retention policies

<b>UNIT-I</b>	<b>Talent Management:</b> Meaning, importance, Evolution, Talent Management System, Talent Reservoir-Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence – Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, PotentialForecast.
<b>UNIT-II</b>	<b>Succession and Career Planning:</b> Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action-Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies.
<b>UNIT-III</b>	<b>Talent Acquisition:</b> Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process Strategic Trends in Talent Acquisition, Talent acquisition management solutions;
<b>UNIT-IV</b>	<b>Recruitment Plan :</b> Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews
<b>UNIT-V</b>	<b>Elements of Talent Management</b> The element of Talent Management-The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management–Career management Talent Management Strategy Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence.



**Text Books:**

1. Lance A Berger, DorothyR Berger, The Talent Management Handbook, 2e, TMH, 2008
2. A Framework for Human Resource Management, Dessler Gary, Pearson, Edition: 7 th

**Reference Books:**

1. RavinderShukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications,2009.
2. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley,2010.



**MBA SEMESTER-III**  
Professional Elective – II  
**LEARNING AND DEVELOPMENT**

L	T	P	C
4	0	0	3

**Subject Code:**

**Course Objectives:**

1. To understand the concept of learning with emphasis on Training and Development and its role in organizational development.
2. To increase an individual skills in one or more areas of expertise.
3. To help the students in learning the basics about working individuals as well as in a team.
4. To help the students in acquiring skills, sharpen existing ones, perform better, increase productivity and be better leader.
5. To develop them into informed citizens and lifelong new readers.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** understand the importance and theories of learning.

**CO2:** understand the process and models of training and design the training program.

**CO3:** select the appropriate Training Methods for employees.

**CO4:** explore the various approaches to employee development.

**CO5:** identify the Contemporary Issues in Training.

<b>UNIT-I</b>	<b>Introduction to Learning:</b> Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.
<b>UNIT-II</b>	<b>Training Strategy and Designing Training:</b> The evolution of Training's Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.
<b>UNIT-III</b>	<b>Training methods</b> - Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.
<b>UNIT-IV</b>	<b>Development:</b> Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company's strategies for providing development, e-learning and employee development. Electronic



	MDPs.
<b>UNIT-V</b>	<b>Contemporary issues in Training and Development:</b> Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

**Text Books:**

1. Raymond A Noe, Amitabh DeoKodwani, Employee Training and Development, McGraw Hill, 7e, 2019.
2. Rolf Lynton, Uday Pareek, Training for Development, Sage, 2012.

**Reference Books:**

1. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
2. Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques Wiley, 2014.
3. G. PanduNaik, Training and Development, Excel Books, 2011.
4. Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.



**MBA SEMESTER-III**  
Professional Elective – III  
**MANAGEMENT OF INDUSTRIAL RELATIONS**

**Subject Code:**

**Course Objectives:**

1. To understand the framework of industrial relations.
2. To identify the legal framework of collective bargaining.
3. To understand the types of tripartism.
4. To understand wage system.
5. Identify the various dispute acts.

L	T	P	C
4	0	0	3

**Course Outcomes:**

After the completion of course students are expected to:

**CO1:** understand the importance of Industrial Relations.

**CO2:** examine the Collective Bargaining Mechanism.

**CO3:** understand the Parties and role in Industrial Relations.

**CO4:** Analyze the Labour Legislation aspects of compensation, wage and payment of bonus acts.

**CO5:** Analyze the Labour Legislation aspects of Industrial Disputes and Grievances.

<b>UNIT-I</b>	<b>Industrial Relations:</b> Economy and the Labour Force in India –Approaches to Industrial Relations– Industrial Relations in Comparative Frame work- Management and Employer organizations – Introduction – origin and growth. Trade Unions- Introduction-Definition and objectives-growth and structure of Trade Unions in India-Trade Unions Act,1926 and Legal Framework-Union recognition- Union Problems- Non-Union firms –Management of Trade Unions in India.
<b>UNIT-II</b>	<b>Collective Bargaining:</b> Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the Labour - management relations in the post-liberalised India- Changes in the legal framework of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security – Negotiating techniques and skills –drafting of an agreement.
<b>UNIT-III</b>	<b>Tripartism and Social Dialogue:</b> Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.
<b>UNIT-IV</b>	<b>Labour Legislation-I</b> –Factories Act, 1948, Workmen’s Compensation Act, 1923, ESI Act, 1948 -The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.
<b>UNIT-V</b>	<b>Labour Legislation II:</b> Industrial Disputes Act, 1948 - Grievance Handling Employee Grievances – Causes of Grievances–Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India- Employee Participation - Quality of Work Life- Managing good industrial relations.



**Text Books:**

1. C S Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.

**Reference Books:**

1. B D Singh: Industrial Relations & Labour Laws, Excel, 2009.
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.



**MBA SEMESTER-IV**  
Professional Elective – IV  
**GLOBAL HUMAN RESOURCE MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To understand the growing significance of Global Human Relations management in the context of global workforce.
2. To explore the dynamics of global business environment
3. To prepare the students about examining the maximization of returns in context with Human resources.
4. To familiarize the students about the implications of the globalization process and its challenges that changes in the international economy.
5. To manage the diversity of HRM in an international context.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** To Understand the Cultural aspects of IHRM.

**CO2:** To Understand the Role of IHRM in Successful implementation of strategy for a MNC.

**CO3:** To apply the Global human Resource Planning in their workplace.

**CO4:** To conduct the Training and development for Global employees

**CO5:** To Evaluate the Performance Management of Global employees.

<b>UNIT-I</b>	<b>Introduction and Overview</b> - Global Market Context-Key Perspective in Global Workforce Management - Cultural Foundations of International Human resource Management Understanding culture-Major models of National Culture-final Caveats on Culture and Global Workforce Management- Changes and challenges in the Global Labor Market- Globalization Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges.
<b>UNIT-II</b>	<b>The key role on International HRM in Successful MNC Strategy</b> - Knowledge Transfer Global Leadership training and Development-Strategic Control Needs-Competitive strategy of Multinational corporations-Structuring for Optimal global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development.
<b>UNIT-III</b>	<b>Global Human Resource Planning</b> – From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term-Global Staffing: General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.
<b>UNIT-IV</b>	<b>Global Workforce Training and Development:</b> Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- Managing International AssignmentsExpatriate



	Preparation, Foreign Assignment and Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.
<b>UNIT-V</b>	<b>Global workforce performance Management:</b> Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- Compensation for a Global workforce- Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's – Global Employee Relations- current ER issues-Influence of MNC's and Union on Global ER.

**Text Books:**

1. Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009.
2. Mark E. Mendenhall, Gary R. Oddou, Gunter K.Stahl, Reading and Cases in International Human Resource Management, Routledge, Fourth Edition, 2007.

**Reference Books:**

1. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
2. S.C. Gupta, International Human Resource Management, Trinity, 2e, 2017.
3. Nilanjan Sen gupta, Mousumi S. Bhattacharya, Excel Books, 2007.
4. Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, Thomson, 2008.
5. S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005.



**MBA SEMESTER-IV**  
Professional Elective – V  
**PERFORMANCE AND COMPENSATION MANAGEMENT**

L	T	P	C
4	0	0	3

**Subject Code:**

**Course Objectives:**

1. To develop an understanding of the concept of Performance Management and the importance of the various Performance Assessment techniques.
2. To discuss the importance of Performance Metrics and benchmarking in improving Individual and Organizational Performance.
3. To understand the Concept of Compensation Management and its importance in Employee Retention.
4. To introduce various methods of designing Compensation System and make Students aware about the Management of Employee Benefits.
5. To educate students about the international pay systems.

**Course Outcomes:** At the end of the course the students will be able to

**CO1:** Identify an appropriate Performance Appraisal method at their organization

**CO2:** Select a right measurement approach for measuring results and Behaviors..

**CO3:** Design a compensation system.

**CO4:** Formulate new set of Compensation system and manage the various Employee Benefits in the Organizations.

**CO5:** Evaluate the union role in wage and Salary administration and aware about international pay systems.

<b>UNIT-I</b>	<b>Performance Management:</b> Scope and Significance - Advantages of Performance Management - Performance management process - Performance Planning - Performance Appraisal - traditional methods, modern methods with advantages and disadvantages of each - appraisal interviews, performance feedback and counseling, issues and challenges in performance appraisal, Performance Mentoring - Performance Management Strategic Planning.
<b>UNIT-II</b>	<b>Communication of Performance Expectations:</b> Job Description - Defining Performance and Choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators– managing Metrics- Ownership and Responsibility.
<b>UNIT-III</b>	<b>Compensation:</b> concept and definition– objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour.
<b>UNIT-IV</b>	<b>Designing Compensation System - Employee Benefits Management:</b> Traditional Pay System and Modern Pay Systems- Pay for Performance,



	Competency Based Pay, Equity Based Rewards, Team Rewards- Reward Strategy and Psychological Contract- Law relating to compensation- Executive Compensation, Benefits Administration, Employee Welfare and Working conditions- Statutory and Voluntary measures.
<b>UNIT-V</b>	<b>Compensation of Special Groups:</b> Union role in wage and Salary administration. International pays systems - new trends in compensation management at national and international level.

**Text Books:**

1. Dewaka rGoel: —Performance Appraisal and Compensation Managementl, PHI Learning, New Delhi, 2009.
2. Soumendra Narian Bagchi, Performance Management,2e, Cengage Learning 2013.
3. Henderson, Compensation Management in a Knowledge Based World, Pearson Ed, 2007.

**Reference Books:**

1. Herman Aguinis, Performance management, 3e, Pearson,2014.
2. A S Kohli, T. Deb, Performance Management, Oxford Higher Education,2012.
3. Prem Chadha, Performance Management, Macmillan,2012.
4. B D Singh “Compensation and Reward Management” Excelbooks,2012
5. Joseph J. Martocchio “Strategic Compensation” Pearson,2012.
6. Kanchan Bhatia “Compensation Management” Himalaya,2012.



**MBA SEMESTER-IV**  
 Professional Elective – VI  
**LEADERSHIP AND CHANGE MANAGEMENT**

**Subject Code:**

**Course Objectives:**

L	T	P	C
4	0	0	3

1. To understand the characteristics, role and functions of leader.
2. To gain knowledge on different theories of leadership.
3. To examine the impact of change on the organization.
4. To understand the link between power, politics, conflict and also the influence of cultural factors on leadership.
5. To explore the strategies for managing change.

**Course Outcomes:** At the end of the course the students are expected to

**CO1:** understand the different styles of leadership.

**CO2:** apply the theories of leadership in real-time practice.

**CO3:** identify the sources of change and types of change.

**CO4:** understand the impact of organizational structure on change.

**CO5:** demonstrate the strategies for managing change in the organization.

<b>UNIT-I</b>	<b>Introduction to Leadership</b> – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.
<b>UNIT-II</b>	<b>Leadership Theories and styles:</b> Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.
<b>UNIT-III</b>	<b>Organizational Change</b> – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organisations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective - Resource dependence Perspective - Population ecology Perspective - Institutional perspective.
<b>UNIT-IV</b>	<b>Organizations for Change:</b> Organizational Structure, Models of Structure, Influences on structure, Organizational structure and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.



<b>UNIT-V</b>	<b>Strategies for Managing Change:</b> Systematic approaches to Change, The hard systems model of change, Soft systems models of change – Organizational Development, The OD process, OD-an action –research based model of change, Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, The multiple paths to change. Developing Leadership Skills.
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**Text Books:**

1. Gary Yulk, Nihanth Uppal, Leadership in organizations, Pearson, 3e, 2019.
2. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015.

**Reference Books:**

1. Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.
2. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010.
3. Mark Hughes, Managing Change, Universities Press, 2011.
4. Nic Beech and Robert MacIntosh, Managing Change, Cambridge University Press, 2012.
5. Alfranch Nahavandi, The Art and science of Leadership, Pearson, 7e, 2018.



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# PROFESSIONALELECTIVES FINANCE



**MBA SEMESTER-III**  
 Professional Elective – I  
**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives: To enable students**

1. To understand investment environment and investment instruments
2. To assess risk and return applying Markowitz theories
3. To value equity
4. To value bonds
5. To learn portfolio evaluation methods

**Course Outcomes:**

- CO1:** understand the Indian investment environment  
**CO2:** Analyze risk & return of portfolio analysis  
**CO3:** Apply bond valuation and strategies  
**CO4:** Apply equity valuation techniques & strategies  
**CO5:** Evaluate and revise portfolios

<b>UNIT-I</b>	<b>Unit - I: Introduction to Investment</b> - Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment – Securities Market of India, – Securities Trading and Settlement – Types of Orders - Margin Trading.
<b>UNIT-II</b>	<b>Unit - II: Portfolio Analysis:</b> Risk and return Analysis - Markowitz Portfolio Theory, Mean- variance approach, portfolio selection - efficient portfolios, Single Index model - Capital Asset pricing model, Arbitrage Pricing Theory.
<b>UNIT-III</b>	<b>Unit - III: Bond Valuation:</b> Classification of Fixed income securities, 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.
<b>UNIT-IV</b>	<b>Unit - IV: Equity Valuation:</b> a) Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach. b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.
<b>UNIT-V</b>	a) <b>Unit - V: Derivatives:</b> Overview of Indian derivatives Markets, Option, Forward , Future & swaps markets, b) <b>Performance Evaluation:</b> Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama’s Decomposition. Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan



**Text Books:**

1. Prasanna Chandra: Investment analysis and Portfolio Management” 4<sup>th</sup> Edition, TMH, 2013.
2. PunithavathyPandian, Security Analysis &Portfolio Management, Vikas, 2014

**Reference Books:**

1. William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
2. PitabasMohanty Investments, McGraw Hill, 11 e,2019.
3. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson



**MBA SEMESTER-III**  
 Professional Elective – II  
**STRATEGIC COST MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To provide the students in depth knowledge of Management accounting.
2. To make students, competent to prepare Cost sheet and analysis of data.
3. To understand the application of Marginal costing in terms of Make of buy decisions, dropping a product line and closing down a plant.
4. To Learn the Inter firm comparison and types of Comparisons.
5. To understand the role of Budgetary control and Standard costing information in planning and control and managerial use of strategic decision making.

**Course Outcomes:**

**CO1:** Understanding the Management and Cost Analysis and Cost control

**CO2:** Application of costing methods to specific industries

**CO3:** Studying the Marginal costing in terms of Cost control and profit planning

**CO4:** Assess the Selection of Suitable Product mix and Application of BEP for various business problems.

**CO5:** Learning the Budgetary Control and Standard Costing

<b>UNIT-I</b>	<b>Introduction to Management Accounting, Cost analysis and Control:</b> 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. Activity based costing.
<b>UNIT-II</b>	<b>Costing for Specific Industries:</b> 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.
<b>UNIT-III</b>	<b>Marginal Costing I:</b> 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.
<b>UNIT-IV</b>	<b>Marginal Costing II:</b> 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.
<b>UNIT-V</b>	<b>Budgetary Control:</b> 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. <b>Standard Costing:</b> 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.

**Text Books:**

1. Chandra, P. (2017), Behavioural Finance, Tata McGraw Hill Education, Chennai (India).

**Reference Books:**

1. Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning
2. Forbes, William (2009), Behavioural Finance, Wiley.



**MBA SEMESTER-III**  
Professional Elective – III  
**FINANCIAL INSTITUTIONS, MARKETS, AND SERVICES**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. Understanding the Indian Financial Markets
2. Analyze the various banking and non banking institutions
3. Understand the structure of financial and securities markets
4. Identify the asset financial services
5. Identify the advisory based service

**Course Outcomes:**

**CO1:** understand the Introduction to Indian Financial system

**CO2:** examine the Banking and Non Banking Institutions

**CO3:** understand the various types of Financial and Securities markets

**CO4:** analyze fund based services

**CO5:** analyze asset based services

<b>UNIT -I</b>	<p><b>Introduction:</b> The structure of Indian financial system; Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development ; Financial Sector reforms after 1991 –Recent Developments of Indian Financial System.</p> <p><b>Regulatory and Promotional Institutions:</b> Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs.</p>
<b>UNIT -II</b>	<p><b>Banking and Non Banking Institutions:</b> Commercial banks – Growth and structure of commercial Banks- competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations- e-banking- Risk Management in Banking.Co-operative banks- Features, Structure and Growth, Government initiatives to strengthen the co-operative banks.</p> <p><b>Non-banking financial Institutions:</b> 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 Public and Private Sector insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector in India.</p>
<b>UNIT -III</b>	<p><b>Financial and Securities Markets:</b> Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets. Role and functions of Clearing Corporation of India Ltd.</p>



<b>UNIT -IV</b>	<b>Asset /Fund Based Financial Services</b> – Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit , Factoring and Forfeiting , Housing finance, Venture capital financing.
<b>UNIT -V</b>	<b>Fee-based / Advisory services:</b> Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL

**Text Books:**

1. L. M. Bhole: Financial Institutions and Markets, TMH,2012.

**Reference Books:**

1. M. Y. Khan: Financial Services, TMH, 2012.
2. S. Gurusamy: Financial Services and System, Cengage,2012



**MBA SEMESTER IV**  
Professional Elective – IV  
**INTERNATIONAL FINANCIAL MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To give an understanding about international Financial Management.
2. To Examine the Balance of Payments data and determine its implications for international competition.
3. To understand various foreign exchange markets.
4. To forecast exchange rates based on parity conditions.
5. To learn Asset–liability Management.

**Course Outcomes:**

- CO1:** Understand the International Financial Markets.  
**CO2:** Learn the flow of money in the global markets.  
**CO3:** Understanding Foreign Exchange Market transaction and settlements.  
**CO4:** Analyze the Exchange rates and effects on business.  
**CO5:** Understand the International Capital Budgeting.

<b>UNIT-I</b>	<b>Introduction:</b> An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.
<b>UNIT-II</b>	<b>International Flow of Funds:</b> Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BOP Trends. <b>International Monetary System:</b> 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).
<b>UNIT-III</b>	<b>Foreign Exchange Market:</b> 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.
<b>UNIT-IV</b>	<b>(a) Exchange Rates:</b> 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>(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity, Expectations theory</b>



<b>UNIT-V</b>	<b>UNIT - V:</b> <b>Asset–liability Management:</b> 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.
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**Text Books:**

1. Day, A.: Mastering Financial Modelling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance, latest edition, Pearson Education
2. Soubeiga, E.: Mastering Financial Modelling; A Professional's Guide to Building Financial Models in Excel, 1st edition, McGraw-Hill Education.

**Reference Books:**

1. Day, A.: Mastering Cash Flow and Valuation Modelling, 1st edition, Pearson Education.
2. Tjia, J.: Building Financial Models: The Complete Guide to Designing, Building, and Applying Projection Models, 1st edition, McGraw-Hill Education



**MBA SEMESTER-IV**  
 Professional Elective – V  
**STRATEGIC INVESTMENTS AND FINANCIAL DECISIONS**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. Understanding the role of risk and uncertainty
2. Analyze the various types of investments
3. Examine the financing Techniques
4. Analyze the role of strategic decisions
5. Examine the financing decisions

**Course Outcomes:**

**CO1:** understand the modern techniques of Investment Decisions

**CO2:** examine the Strategic investment decisions

**CO3:** critically analyze the various types of Investment Appraisal Techniques

**CO4:** Analyze the role of leasing and hire purchase

**CO5:** Analyze the role of Mergers and Acquisitions in corporate restructuring

<b>UNIT-I</b>	<b>Investment decisions under conditions of Risk and uncertainty:</b> 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.
<b>UNIT-II</b>	<b>Types of Investments and disinvestments:</b> Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.
<b>UNIT-III</b>	<b>Critical analysis of appraisal techniques:</b> 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.
<b>UNIT-IV</b>	<b>Strategic Analysis of selected investment decisions:</b> Lease Financing, 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.



<b>UNIT-V</b>	<b>Financing Decisions:</b> Mergers and Acquisitions - need, 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.
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**Text Books:**

1. Prasanna Chandra: Financial Management, 8/e, TMH,2012
2. I. M. Pandey: Financial Management, Vikas2012.

**Reference Books:**

1. Ravi M Kishore “Strategic Financial Management, Taxman2012.
2. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.



**MBA SEMESTER-IV**  
 Professional Elective – VI  
**RISK MANAGEMENT & FINANCIAL DERIVATIVES**

**Subject Code:**

L	T	P	C
4	0	0	4

**Course Objectives:**

1. to understand risk management.
2. to apply risk measurement tools.
3. To manage and measure risk using forwards and futures.
4. To manage and measure risk using options.
5. To manage and measure risk using swaps.

**Course Outcomes: To enable students**

**CO1:** Understand the concept of risk management.

**CO2:** Apply tools in measuring risk.

**CO3:** Manage risk by forwards and futures – pricing and valuation.

**CO4:** Manage risk by options – pricing and valuation.

**CO 5:** Manage risk by swaps – pricing and valuation.

<b>UNIT-I</b>	<b>Unit - I: Introduction to Risk Management:</b> Risk Management Overview - Types of Risks -Impact of risk on organizations- scope of risk management- Risk Management Levels, Risk management process - risk models- Risk identification and measurement.
<b>UNIT-II</b>	<b>Unit - II: Risk Management and Measurement:</b> Risk Management Tools, Regulatory Framework - Capital Adequacy requirements - interest rate risk, liquidity risk, Market risk, credit risk, exchange rate risk, Value at Risk (VaR), Cash Flow at Risk (CaR).
<b>UNIT-III</b>	<b>Unit - III: Risk Management Techniques - Forward and Future Contracts:</b> Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity forward contract, Counterparty risk in the forward contract, Future Contracts, Cash Vs Physical Delivery, Pricing Future contracts, The role of expected future spot price, Impact of Financial market imperfections.
<b>UNIT-IV</b>	<b>Unit – IV: Risk Management Techniques - Options:</b> Structure of Option Market, Types of Options, Option Strategies, exercise price and option values, Principles of Call option Pricing and put option pricing, Put - Call parity theorem, Option values and cash payouts, Option pricing, Arbitrage pricing and the Binomial Model, The Black- Scholes and Merton Model.
<b>UNIT-V</b>	<b>Unit - V: Risk Management Techniques – SWAPS:</b> SWAP Market and its Evolution, Pricing and valuing - Interest rate swap, Pricing and valuing - Currency Swap, Pricing and valuing - Equity Swap, Pricing and valuing – Commodity Swap, Swaptions.

**Text Books:**

1. Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, 2013.
2. R. Madhumathi & M. Ranganatham, Derivatives and Risk Management, Pearson, 2012.

**Reference Books:**

1. Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
2. Hull, Risk Management and Financial Institutions, Wiley, 2015.



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# PROFESSIONAL ELECTIVES ENTREPRENEURSHIP



**MBA SEMESTER–III**  
 Professional Elective – I  
**STARTUP MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To understand New venture creation opportunities.
2. To learn positioning the venture in the value chain
3. To learn how to cope up with financial issues
4. To prepare for change
5. To plan for survival

**Course Outcomes:**

- CO1:** Understand New venture creation opportunities, its resources, and requirements for Enterprise Startup.
- CO2:** Analyze the Startup Capital Requirements and Legal Environment.
- CO3:** Analyze the Financial Issues of startups.
- CO4:** Apply the Techniques for Startup Survival and Growth.
- CO5:** Evaluate the Strategies for Planning for Harvest and Exit.

<b>UNIT-I</b>	<b>Startup opportunities:</b> The New Industrial Revolution – The Big Idea-Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The start up Economy – The Six Forces of Change – The Start up Equation-The Entrepreneurial Ecosystem–Entrepreneurship in India. Government Initiatives.
<b>UNIT-II</b>	<b>Startup Capital Requirements and Legal Environment:</b> Identifying Start up capital Resource requirements – estimating Start up cash requirements- Develop financial assumptions-Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.
<b>UNIT-III</b>	<b>Startup Financial Issues:</b> Feasibility Analysis - The cost and process of raising capital - Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.
<b>UNIT-IV</b>	<b>Startup Survival and Growth:</b> Stages of growth in a new venture- Growing with the market – Growing with in the industry-Venture life patterns-Reasons for new venture failures- Scaling Ventures –preparing for change-Leadership succession. Support for growth and sustainability of the venture.
<b>UNIT-V</b>	<b>Planning for Harvest and Exit:</b> Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired-Going Public (IPO) – Liquidation.



**Text Books:**

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning,2016.
2. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge,2017.

**Reference Books:**

1. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, McGraw Hill Education India Pvt. Ltd,2016.
2. AnjanRaichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International,2010.



**MBA SEMESTER-III**  
Professional Elective – II  
**MSME MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To understand the setting up and management of MSMEs
2. To identify business opportunities in various sectors
3. To explore institutional support for MSME's
4. To manage MSME
5. To understand the MSME policies of India.

**Course Outcomes:**

- CO1:** Understand the Issues and Challenges in MSMEs  
**CO2:** Setting up of MSMEs  
**CO3:** Evaluate the Sources of Financial support  
**CO4:** Management of MSMEs  
**CO5:** Evaluate the Institutional and Governmental support.

<b>UNIT-I</b>	<b>Introduction for Small and Medium Entrepreneurship (SME):</b> Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs.
<b>UNIT-II</b>	<b>Setting of SMEs':</b> Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.
<b>UNIT-III</b>	<b>Institutions supporting MSMEs:</b> –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.
<b>UNIT-IV</b>	<b>Management of MSME:</b> Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance.
<b>UNIT-V</b>	<b>Role of Government in promoting Entrepreneurship:</b> MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).



**Text Books:**

1. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers,2010.
2. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications,2013.

**Reference Books:**

1. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson,2006.
2. Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications.



**MBA SEMESTER-III**  
 Professional Elective – III  
**FAMILY BUSINESS MANAGEMENT**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To understand the importance of family-owned businesses.
2. To overcome ownership challenges
3. To learn the architecture of successor
4. To understand the life cycle changes influence on family business
5. To achieve Competitive advantage in the market place.

**Course Outcomes:**

- CO1:** understand the Perspectives in Family Business  
**CO2:** Identify the Ownership Challenge and Family Governance  
**CO3:** Analyze the Successor Development strategies  
**CO4:** Apply the Strategic Planning and Trans generational Entrepreneurship  
**CO5:** Evaluate the Future of Family Business

<b>UNIT-I</b>	<b>UNIT-I:Introduction to Family Business:</b> Family Business as a unique synthesis –Succession and Continuity: The three generation rule -Building Family business that last -The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.
<b>UNIT-II</b>	<b>UNIT - II: Ownership Challenges and Family Governance:</b> Shareholder Priorities – Managers vs Owners-Responsibilities of share holders to the company-Effective Governance of the shareholder- firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.
<b>UNIT-III</b>	<b>UNIT - III: Successor Development:</b> Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.
<b>UNIT-IV</b>	<b>UNIT - IV: Strategic Planning and Trans-generational Entrepreneurship:</b> Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage - The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.



<b>UNIT-V</b>	<b>UNIT-V: The Future of Family Business:</b> New Leaders of the Evolution- Three states of evolution- Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.
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**Text Books:**

1. Ernesto J. Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010

**Reference Books:**

1. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
2. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.



**MBA SEMESTER-IV**  
Professional Elective – IV  
**ENTREPRENEURIAL FINANCE**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:** To understand

1. the role of Entrepreneurial Finance,
2. the Planning the financial sources
3. the organizing and operating of an enterprise.
4. The valuation of an Enterprise.
5. To explore other financing alternatives.

**Course Outcomes: At the end of the semester student will be able to**

- CO1:** obtain Finance through venture life cycle
- CO2:** Organize and operate the enterprise
- CO3:** Financial Planning of an enterprise
- CO4:** Valuate the enterprise
- CO5:** Financing for growing enterprises

<b>UNIT-I</b>	<b>UNIT - I: Finance for Entrepreneurs:</b> Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for financing- Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.
<b>UNIT-II</b>	<b>UNIT- II: Organizing and Operating the Venture:</b> Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break Even Analysis. Evaluating operating and financial performance using ratio analysis.
<b>UNIT-III</b>	<b>UNIT - III: Financial Planning:</b> Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.
<b>UNIT-IV</b>	<b>UNIT - IV: Venture Valuation:</b> Valuing Early Stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial



	statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.
<b>UNIT-V</b>	<b>UNIT - V: Financing for the Growing Venture:</b> Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

**Text Books:**

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata McGraw Hill, 2014.

**Reference Books:**

1. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
2. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.



**MBA SEMESTER-IV**  
Professional Elective – V  
**ENTREPRENEURIAL MARKETING**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To understand the marketing challenges.
2. To learn forms and structures of organizational growth.
3. To apply marketing tools.
4. to learn growth strategies.
5. to apply models for entrepreneurial marketing.

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

**CO1:** Understand the Marketing mix of an enterprise

**CO2:** Analysis of entrepreneurial finance

**CO3:** Growth and marketing strategies

**CO4:** Market Development strategies

**CO5:** Contemporary issues in Entrepreneurial marketing.

<b>UNIT-I</b>	<b>UNIT – I:Introduction to Entrepreneurial Marketing</b> – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P’s). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.
<b>UNIT-II</b>	<b>UNIT – II:Enterprise Growth:</b> Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.
<b>UNIT-III</b>	<b>UNIT – III:Growth Strategies and Models:</b> Growth Strategies – concept and forms, Internal, External, and Co- operative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner’s growth model (revolutionary), and Complexity management (process) model.
<b>UNIT-IV</b>	<b>UNIT– IV:Entrepreneurial Market Development Strategies:</b> Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.
<b>UNIT-V</b>	<b>UNIT – V:Entrepreneurial Marketing Tools:</b> Concept, Guerrilla Marketing, Ambush / Free ride Marketing. Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

**Text books:**

1. Edwin J. Nijssen , Entrepreneurial marketing An Effectual Approach2e, Routledge, 2017.
2. ZubinSethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.

**Reference Books:**

1. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan,2016.
2. Marc Longman, Entrepreneurial Marketing: A Guide for Startups& Companies With Growth Ambitions, Garant Publishers, 2011.



**MBA SEMESTER-IV**  
 Professional Elective – VI  
**CREATIVITY, INNOVATION AND ENTREPRENEURSHIP**

**Subject Code:**

L	T	P	C
4	0	0	3

**Course Objectives:**

1. To understand the creativity phenomenon
2. To learn creative problem solving
3. To develop convergent thinking ability
4. To learn innovations management aspects in an enterprise.
5. To innovate in the context of emerging technologies.

**Course Outcome: Students will be able to understand**

- CO1:** Understand the basics of Creativity.  
**CO2:** Creative Problem solving.  
**CO3:** Creative Intelligence.  
**CO4:** concept of innovation.  
**CO5:** Perspectives of Innovation.

<b>UNIT-I</b>	<b>UNIT - I: The Creativity Phenomenon:</b> Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.
<b>UNIT-II</b>	<b>UNIT - II: Mastering Creative Problem Solving:</b> Structuring of ill-defined problems-Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-
<b>UNIT-III</b>	<b>UNIT - III: Creative Intelligence:</b> Creative Intelligence abilities - A model of Creative Intelligence - Convergent thinking ability – Traits Congenial to creativity-Creative Personality and forms of creativity-Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creative Genic Environment.
<b>UNIT-IV</b>	<b>UNIT - IV: Innovation Management:</b> Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.
<b>UNIT-V</b>	<b>UNIT - V: Micro and Macro Perspectives of Innovation:</b> Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level- Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.



**Text Books:**

1. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
2. Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
3. A.Dale Timpe, Creativity, Jaico Publishing House, 2003.

**Reference Books:**

1. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
2. P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009.



## **PRE SUBMISSION OF PROJECT - SEMINAR**

**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 projectreport.

### **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.