VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MASTER OF BUSINESS ADMINISTRATION

MBA (Regular) VR-24 MBA COURSE STRUCTURE AND SYLLABUS
Effective from Academic Year 2024-25 Admitted Batch

I Year I Semester

Course Code	Course Title	L	T	P	Credits
24MBA101C	Management and Organizational Behavior	4	0	0	4
24MBA102C	Business Economics	4	0	0	4
24MBA103C	Financial Reporting & Analysis	4	0	0	4
24MBA104C	Research Methodology and Statistical Analysis	4	0	0	4
24MBA105C	Legal and Business Environment	4	0	0	4
Open Elective-I 24MBA106O	**A:** Business Ethics and Corporate Governance **B:** Project Management **C:** Sustainability Management **D:** Cross Cultural Management	3	0	0	3
24MBA107L	Business Communication Lab	0	0	2	2
24MBA108L	Statistical Data Analysis Lab	0	0	2	2
	TOTAL	**23**	**0**	**4**	**27**

I Year II Semester

Course Code	Course Title	L	T	P	Credits
24MBA201C	Human Resource Management	4	0	0	4
24MBA202C	Marketing Management	4	0	0	4
24MBA203C	Financial Management	4	0	0	4
24MBA204C	Quantitative Analysis for Business Decisions	4	0	0	4
24MBA205C	Entrepreneurship and Design Thinking	4	0	0	4
24MBA206C	Logistics & Supply Chain Management	4	0	0	4
Open Elective-II 24MBA207O	**A:** Total Quality Management **B:** Marketing Research **C:** International Business **D:** Rural Marketing	3	0	0	3
	TOTAL	**27**	**0**	**0**	**27**

Internship during summer vacation (after Semester –II)

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - I

24MBA101C: MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Course Objectives:

- To enable students to understand the Evolution, Functions and Theories of Management
- To orient on the aspects of planning and decision-making using relevant managementprocesses
- To impart knowledge on the processes of Organizing and Controlling with the help of variousTypes of Organization Structures
- To describe the various aspects of individual and group behaviours in an organizational setting
- To elaborate on the impact of leadership and motivation for employee high performance

Course Outcomes: Students will be able to:

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

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

Unit – II: Planning and Decision Making: Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, Steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom’s Participative Decision-making Model.

Unit – III: Organizing and Controlling: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges.
Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling.

Unit – IV: Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.

Unit – V: Leadership and Motivation: Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics.
Motivation: Approaches to Motivation, Maslow’s Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor’s Theory, ERG theory, McClelland’s Needs Theory, Valance Theory.

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - I
24MBA102C: BUSINESS ECONOMICS

Course Objectives:
- To provide an understanding of the basic concepts associated with Business Economics.
- To impart the knowledge of various aspects of Demand and Supply
- To highlight the importance of Production and Cost concepts in a Firm.
- To elaborate on the nature of various Market Structures.
- To enable the understanding of various Pricing Strategies

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

Unit – I: Introduction to Business Economics: Definition, Nature and Scope, Relationship with Other Disciplines, Business Decision-making Process, Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty.

Unit – II: Theory of Demand and Supply: (a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Types of Demand. Elasticity of Demand, Types, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium.

Unit – III: Production and Cost Analysis: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of Scale, Innovations and Global Competitiveness. Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short-run and Long-run, Short-run vs. Long-run Costs, Average Cost Curves, Break Even Analysis.

Unit – IV: Market Structures- Pricing and Output decisions: Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – both the Long-run and the Short-run.

Unit – V: Pricing Strategies: Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioral Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping.

Suggested Readings:

- D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 20V24.
- Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 20V24.
- Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e,2020.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e,2018.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
- P. N. Chopra, Managerial Economics, Kalyani Publishers,1e, 2018.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER – I

24MBA103C: FINANCIAL REPORTING AND ANALYSIS

Course Objectives:

- To provide understanding of the concepts of Financial Reporting & Analysis.
- To highlight the importance of Accounting Process.
- To elaborate on the methods of inventory valuation.
- To elucidate the management of funds/ cash from operations of the company.
- To impart knowledge of various ratios, analysis and interpretation of financial statements.

Course Outcomes: Students will be able to

- Understand the Concepts and Principles of Accounting.
- Understand the Accounting Process in detail.
- Learn various aspects in depreciation, Inventory and Goodwill.
- Analyze the Working Capital and Flow of Funds and Cash into the Business
- Prepare, analyze and Interpret Financial Statements.

Unit – I: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and Conventions and The Generally Accepted Accounting Principles (GAAP), Their Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle.

Unit – II: The Accounting Process: Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments. Rectification of Errors.
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.

Unit – III: Valuation Models: Valuation of Assets, Tangible vs. Intangible Assets. Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting.

Unit – IV: Financial Statement Analysis-I: Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid Costs. Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement, Horizontal Analysis and Vertical Analysis of Company.

Unit – V: Financial Statement Analysis-II: Analysis and Interpretation of Financial Statements, Liquidity, Leverage, Solvency and Profitability Ratios, Valuation Ratios, Du Pont Chart, Accounting Standards Issued by ICAI, Focus on INDAS, International Financial Reporting Standards (IFRS).

Suggested Readings:

- S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, VikasPublishing House, 5e, 20V24.
- Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 20V24.
- Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 20V24.
- Raj Kumar Sah, Financial Accounting, Cengage Learning, 2e, 2020.
- Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited,2015.
- V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER – I

24MBA104C: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

Course Objectives:

- To introduce the basic concepts of Research Methodology.
- To impart knowledge on concepts and types of Research Design; Data and its Collectionmethods along with various tools used for Data Collection.
- To demonstrate Tabulation and Graphical Representation of One, Two, Three-DimensionalData; to introduce the concepts of Statistics and Small Sample Tests.
- To highlight the significance of Statistical Tools for analysis and interpretation of Qualitative & Quantitative data
- To introduce the concepts of Time Series and Index Numbers and train on writing ResearchReports effectively.

Course Outcomes: Students will be able to:

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

Unit – I: Introduction to Research: Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Ethics in Business Research.

Unit – II: Research Design: Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Characteristics of Good Research Design, Sampling and its Applications. Data Collection Methods & Tools: Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.

Unit – III: a) Tabulation of Univariate, Bivariate and Multivariate Data, Data Classification and Tabulation, Diagrammatic and Graphical Representation of Data. One-Dimensional, Two-Dimensional and Three-Dimensional Diagrams and Graphs. Introduction to Statistics, Measurement of Central Tendency and Dispersion. **b) Small Sample Tests**: t-Distribution, Properties and Applications, Testing for One and Two Means, Paired t-Test, Hypothesis Formulation and Testing.

Unit – IV: a) **Analysis of Variance:** One-Way and Two-Way ANOVA (with and without Interaction). Chi-Square Distribution: Test for a Specified Population Variance, Test for Goodness of fit, Test for Independence of Attributes. b) **Correlation Analysis**: Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Linear and Multiple Regression Analysis, Discriminant Analysis, Exploratory Factor Analysis.

Unit – V: Time Series Analysis and Report Writing:
Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. **Index Numbers:** Introduction, Characteristics and Uses of Index Numbers, Types of Index Numbers, Unweighted Price Indexes, Weighted Price Indexes, Tests of Adequacy and Consumer Price Indexes. Importance of Report writing, Types of Research Reports, Report Preparation and Presentation, Report Structure, Report Formulation, Guides for Effective Documentation, Research Briefings. Referencing Styles and Citation in Business Management Research.

Suggested Readings:

- Ranjit Kumar, Research Methodology: Step-by-step Guide for Beginners, sage, 4e,20V24.
- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e,2021.
- Shashik.Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, KalyaniPublishers,6e, 2020.
- Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e,
- 2019.
- Deepak Chawla, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin,Business Research Methods Cengage Learning, 8e, 2016.
- P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand Publishing, 2016.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - I
24MBA105C: LEGAL AND BUSINESS ENVIRONMENT

Course Objectives:
- To educate on the Legal and Regulatory Framework for doing business in India.
- To elucidate various aspects in Law of Contract.
- To explain about Negotiable Instruments and RBI guidelines on Digital Transactions.
- To enlighten students the significance of Monetary, Fiscal Policy, Union Budget.
- To impart knowledge of different Business Regulations and Environmental Laws.

Course Outcomes: Students will be able to:
- Understand the Business Laws related to Incorporation of a company.
- Learn the Law of Contract & Sale of Goods
- Learn the salient features of Negotiable Instruments Act 1881
- Learn the Reforms Undertaken by the Government with respect to the challenging business environments.
- Gain insights of the Regulatory Framework in India.

Unit – I: Introduction: Companies Act, 2013, Steps and Procedure for Incorporation of a Company, Appointment of Directors, Powers, Duties, & Liabilities of Directors, Role of Audit and Auditors, Change of Auditors, Related Party Transactions, Company Meetings, Resolutions, Winding-up of a Company.

Unit – II: Law of Contract: Nature and Types of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object. Unlawful and illegal Agreements, Contingent Contracts, Performance and Discharge of Contracts, Remedies for Breach of Contract.
Contracts-II: Indemnity and Guarantee, Contract of Agency, Sale of Goods Act-1930: General Principles, Conditions & Warranties, Performance of Contract of Sale, Auction Sale and E-Auctions.

Unit – III: Negotiable Instruments Act - 1881: Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, Parties to Negotiable Instruments, Types of Endorsements, Holder, Holder in Due-course, Dishonor and Discharge of Negotiable Instruments, Offences by the Companies, Amendments, RBI Guidelines on Digital Transactions.

Unit – IV: Business Environment: Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions.

Unit – V: Business Regulations and Environment Laws:

a) Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights.
b) Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices.

Suggested Readings:
- Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e,20V24.
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 20V24.
- Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021.
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 20V24.
- Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.
- MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House,5e, 2018.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - I

24MBA106OA: BUSINESS ETHICS AND CORPORATE GOVERNANCE (OPEN ELECTIVE - I)

Course Objectives:

- To enable understanding of the basic concepts of Business Ethics and Corporate Governancein Indian and Global Context.
- To elaborate on various aspects in Professional Ethics.
- To explain Corporate Governance practices followed in Indian corporate. +
- To enlighten students the significance of Company Board and Governance Ratings.
- To explain different aspects of CSR and Business Council for Sustainable Development (BCSD)India.

Course Outcomes: Students will be able to

- Understand the Need for Business Ethics and Corporate Governance in India.
- Apply Knowledge of Established Methodologies of Solving Professional Ethical Issues.
- Learn Codes and Committees in Corporate Governance.
- Understand the Role of Board in Corporate Governance.
- Assess the Stakeholder perspective of Corporate Governance.

Unit – I: Business Ethics in the Changing Environment: Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg's Study, Carol Gilligan's Theory, Principles of Ethics.

Unit – II: Professional Ethics: Introduction to Professional Ethics, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics.

Unit – III: Corporate Governance: 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, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance.

Unit – IV: Corporate Governance Codes and Committees: 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.

Unit – IV: Role of Board: Types of Directors Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings.

Unit – V: Corporate Social Responsibility (CSR): Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135).

Suggested Readings:

- Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.
- C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
- C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
- A. C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018.
- Martin J. Ossewaarde, Introduction to Sustainable Development, sage,1e,2018.
- Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4e,2016.
- T.N. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
- Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press,2015.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - I
24MBA106OB: PROJECT MANAGEMENT (OPEN ELECTIVE - I)

Course Objectives:

- To provide understanding of management of projects with a special focus on every phase suchas project planning, execution, monitoring and evaluation.
- To impart knowledge on various aspects in Project Appraisal.
- To educate on Project Finance Evaluation techniques.
- To explain to students the importance of organizational behaviour in Project Management.
- To elucidate different Control Mechanisms to manage a project.

Course Outcomes: Students will be able to

- Understand and appreciate the importance of Project Management.
- Learn Project Planning, Execution and implementation.
- Apply Project Appraisal Methods to Cash Flows and Corporate Practices of Dividend Payment
- Understand intricacies of Project Evaluation techniques for better decision making.
- Appreciate the significance of Organizational & Team Behaviors in projects.

Unit – I: Introduction: Introduction to Project Management, Project Characteristics, Project Life Cycle, Project Identification, Formulation and Implementation, Project Management in different Sectors: Construction, Services Sector, Public sector and Government Projects. Systems Approach to Project Management.

Unit – II: Project Appraisal: Project Planning, Steps in Project Planning, Scheduling, Project Appraisal, Feasibility Study, Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis, Project Risk Analysis.

Unit – III: Project Finance: Project Cost Estimation, Project Financing, Investment Criteria, Project Evaluation Techniques, Pay Back Period, Accounting Rate of Return, Net Present Value, Internal Rateof Return, Profitability Index, Cash Flows Estimation for New and Replacement Projects, Cost of Capital, Risk Analysis.

Unit – IV: Project Control: Network Diagrams, Network Analysis, Critical Path, Quality Management,Project Execution, Monitoring and Control, Agile Project Management, Scrum, Lean Production and Project Management.

Unit – V: Organizational Behavior in Project Management: 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.

Suggested Readings:

- Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagaasar, Project Management, Sage Publications, 1e, 2021.
- Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation andReview, Tata McGraw Hill, 9e, 2019.
- Jack Gido, Jim Clements, Rose Baker, Mind Tap for Successful Project Management, CengageLearning, 7e, 2018
- John M, Nicholas, Herman Steyn, Project Management for Engineering, Business andTechnology, 5e, Routledge, 2017.
- K. Nagarajan, Project Management, New Age International Publishers, 8e, 2017.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - I

24MBA106OC: SUSTAINABILITY MANAGEMENT (OPEN ELECTIVE – I)

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

Unit – II: Environment and Economic Sustainability: The Environment and Economic Growth Linkage, Impact of Transport Infrastructure Development, Interconnection of the Environment and Economic Development, Environment Pollution and Sustainability, Economic Approaches toSustainable Development.

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

Unit – IV: Sustainability in Urban Metabolism: Introduction, Sustainable and Circular Value Chain, Systemic Perspective on Value Creation, Emergence and Dynamics of Circular Value Systems, Materials and Methods, Territorial Analysis, Natural Capital, Human Capital, Economic and ManufactureCapital, Social Capital, Cultural Capital, Consequential Lifecycle Assessment.

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

Suggested Readings

- Pardeep Singh, Pramit Verma, Daniela Perrotti, K.K.Srivastava, Environmental Sustainabilityand Economy, Elsevier Science, 1e,2021.
- Rudiger Hahn, Sustainability Management: Concepts, Instruments,and Stakeholders from aGlobal Perspective, Paper pack edition,20V24.
- Hardisty, Paul Environmental and Economic Sustainability Press, Routlege,1e,2019.
- Dr.Deb Prasanna Choudhury, Sustainability Management: Strategies and execution forachieving Responsible Organizational Goals, 1e, 2018.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER – I

24MBA106OD: CROSS CULTURAL MANAGEMENT (OPEN ELECTIVE - I)

Course Objectives:

- To enable understanding of importance of cross culture in conduct of business.
- To elucidate various aspects in reconciling cultural dilemmas, culture and styles ofmanagement.
- To explain culture and corporate structures.
- To elucidate on the importance of business communication across cultures.
- To highlight the importance of Working with International teams.

Course Outcomes: Students will be able to

- Understand the importance of the influence of national culture on business culture.
- Learn about value orientations and dimensions.
- Assess culture and leadership, culture and strategy, cultural change in organizations.
- Understand cross cultural team management.
- Learn the aspects of working with international teams and multiple cultures and managementof conflicts

Unit – I: Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, The Influence of National Culture on Business Culture. BusinessCultures: East and West.

Unit – II: Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

Unit – III: Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.

Unit – IV: Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

Unit – V: Cross Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

Suggested Readings:

- Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e,2019.
- David C.Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall,2012.
- Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
- Jerome Dumetz, Cross-cultural Management Textbook: Lessons from the world leading expertsin cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - I
24MBA107L: BUSINESS COMMUNICATION LAB

Course Objectives:
- To demonstrate the importance various modes of communication and their applications inbusiness.
- To develop Business Writing skills with practice of writing letters and improving the readabilityof written communication.
- To highlight the importance of writing business reports and proposals.
- To impart knowledge and skills necessary for development of verbal (speech & presentation)and non-verbal (body language) skills.
- To orient on the contemporary aspects in communication.

Course Outcomes: Students will be able to
- Appreciate the importance and influence of Business Communication and learn its applicationsfor the purpose of self-development.
- Learn by practice of writing a variety of formal and informal letters & e-mails and reports and improve the readability of written documents
- Identify the intricacies of writing Business Reports and Proposals
- Develop verbal (oral) skills by giving presentations and participating in group discussions; appreciate the impact of body language in the process of communication
- Polish their etiquette, improve telephonic skills and appreciate the need for culture inmaintenance of public relations.

Unit – I: Introduction: 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.

Unit – II: Developing Business Writing Skills: 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. Improving Readability of Written Communication using Gunning Fog Index.

Unit – III: Business Reports and Proposals: Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, Citing Sources.

Unit – IV: Oral and Employment Communication: 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.

Unit – V: Contemporary Aspects in Communication: Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

Suggested Readings:

- Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
- Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
- Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers,6e,2019.
- Ober Newman, Communicating in Business, Cengage Learning, 2015.
- Rebecca Moore Howaward, Writing Matters, 3e, Mc Graw Hill Education, 2018.
- Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
- Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons,New Delhi, 2013.
- Elevate English, Mc Graw Hill, www.ellevateenglish.com.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - I

24MBA108L: STATISTICAL DATA ANALYSIS LAB

Course Objectives:

- To highlight the importance of application of Statistical tools to Research Problem / Projects.
- To enable the practice of MS- EXCEL / SPSS.
- To demonstrate the management and analysis of data using graphs, tables, worksheets, pivottables etc.
- To educate students on the significance of data from external Sources.
- To highlight the importance of statistical analysis for better decision making.

Course Outcomes: Students will be able to

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

.

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

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

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

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

Unit – V: Data Analysis – II: t-test, F-test, ANOVA One-way classification, Chi-square Test, Independence of attributes.
Time series: Forecasting Method of Least Squares, Moving Average Method. Inference and Discussion of Results.

Suggested Readings:

- R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 20V24.
- Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
- D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MSExcel, PHI, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
- Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II
24MBA201C: HUMAN RESOURCE MANAGEMENT

Course Objectives:

- To educate on the concepts, significance and role of Human Resource Management in an Organization.
- To impart knowledge on the aspects of Talent Management, Manpower Planning, Recruitmentand selection.
- To educate on the processes of Training & Development and Performance Management & Appraisals.
- To highlight the significance of effective Compensation, Rewards and Employee WelfarePractices in Organizations along with the relevant Acts.
- To elucidate on the aspects of employee relations and stress management along with therelevant Acts.

Course Outcomes: Students will be able to

- Understand the concepts, role and functions of HRM and appreciate the need of HR to act as aStrategic Business Partner of the Organization.
- Learn the methods of conducting Job Analysis, process of writing Job Descriptions & Specifications and the processes of recruitment and selection.
- Gain an understanding of various concepts and practices of Employee Training & Development and Performance Management & Appraisals.
- Learn the principles and practices of Employee Compensation and Rewards, with the help of Job Evaluation & Broad-banding etc. and the salient features of Workmen Compensation Act and Minimum Wages Act.
- Appreciate the need for effective Employee Relations and learn the salient features of Industrial Disputes Act and Factories Act.

Unit – I: 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 System’s, Equal Employment Opportunity, HR Score Card. Human Resource Information System (HRIS), e-HRM, HR Analytics: An Introduction.

Unit – II: Recruitment and Selection: Basics of Talent Management Process, Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Satisfaction, Job Enlargement, Job Enrichment and Job Rotation, HR Planning, Recruitment, e-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.

Unit – III: Training and Development 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.

Unit – IV: Compensation and Employee Welfare: Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Pricing Managerial and Professional Jobs, Performance based Pay Benefits: Insurance, Retirement Benefits, Employee Welfare Facilities. Salient Features of Workmen Compensation Act & Minimum Wages Act.

Unit – V: 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 and Work-Life Integration, Stress Management: Salient Features of Industrial Disputes Acts 1947, Factories Act. **Prevention of Sexual Harassment** (PoSH) and Migrant Labor Act.

Suggested Readings:

- P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.
- Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 4e, 2017.
- Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management,Cengage Learning 2016.
- Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- K. Aswathappa, Human Resource Management: Text and Cases, TMH,8e, 2017.
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases,Vikas Publishing, 2e, 2016.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II
24MBA202C: MARKETING MANAGEMENT

Course Objectives:

- To enable understanding of the basic concepts and applications of Marketing and Marketing Research.
- To educate on the aspects of analyzing Market Opportunities and Customer Value andMarketing Mix.
- To elucidate on designing a customer driven strategy through Marketing Segmentation,Targeting and Positioning.
- To clarify the significance of Distribution decisions, Promotion & Communication strategies.
- To highlight the importance of pricing decisions & personal communication.

Course Outcomes: Students will be able to

- Understand the important concepts and principles of Marketing Management and Marketing Research.
- Learn about the analysis of Market Opportunities and Customer Value with the help of MarketingMix Elements.
- Learn the significance of designing a customer driven strategy through MarketingSegmentation, Targeting and Positioning.
- Assess Global marketing, green marketing strategies for sustainable development.
- Gain insights of the key aspects of pricing decisions and the role of communication

Unit – I: Introduction to Marketing: Importance and Scope of Marketing, Core Marketing Concepts, Market Place, Marketing in Practice, Marketing Environment, Marketing Strategies and Plans, The New Marketing Realities, Marketing Analytics: An Introduction.
Market Research, Marketing Research Process, Marketing Information Systems. Marketing Research and Ethics, International Marketing Research.

Unit – II Analyzing Marketing Opportunities, Customer Value and Marketing Mix: 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.

Unit – III: Designing a Customer Driven Strategy: Market Segmentation, Targeting, Positioning Process, Segmentation of Consumer Market, Business Market, Requirement for Effective Segmentation, Market Targeting, Evaluating Market Segmentation, Selecting Target Market Segmentation, Positioning and Repositioning, Positioning Maps, Product Positioning Strategies.

Unit – IV: Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel Intermediates and Functions, Channel Structure, Channel for Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotional Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Direct and Online Marketing. Marketing Communication: Communication Process, Communication Promotion Mix, Factors Affecting the Promotion Mix.

Unit – V: Pricing Decisions & Personal Communication: Importance of Price, Cost Determinant of Price, Markup Pricing, Profit Maximization Pricing, Break-even Pricing, Pricing Strategies, Ethics of Pricing Strategy, Product Line Pricing, Word of Mouth, Rural Marketing, Bottom of the Pyramid, Relationship Marketing, Retail Marketing, Digital marketing, social media and Mobile Marketing, Market Sustainability and Ethics, Global marketing, Green Marketing.

Suggested Readings:

- Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, SagePublications, 5e, 2021.
- G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth, Marketing Management, Pearson, 16e, 20V24.
- Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, PearsonEducation, 2020.
- Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
- Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publications, 3e, 2016.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II
24MBA203C: FINANCIAL MANAGEMENT
*__The students need Discounting Table and Annuity tables for the examination.__

Course Objectives:

- To provide an understanding of basic decisions taken by a Finance Manager in a corporateand help the manager to understand the use of resources efficiently, effectively and economically.
- To explain the various aspects in Investment Decision.
- To learn about Capital structure and its theories.
- To educate students on the significance of dividends and valuation of the firm.
- To elucidate the importance of working capital management, management of current assets.

Course Outcomes: Students will be able to:

- Understand the concept of time value of money.
- Learn about the capital budgeting techniques and cost of capital.
- Learn the significance of Capital structure vs. financial structure.
- Assess dividend policies of Indian companies, determinants of working capital, analysis of investment in inventory.
- Understand the Concepts and Applications of Working Capital Management and Managementof Current Assets.

Unit – I: The Finance Function: Nature and Scope, Evolution of Finance Function, Its New Role in the Contemporary Scenario, Goals of Finance Function, Profit Maximization and Wealth Maximization, the Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model.

Unit – II: The Investment Decision: Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow, Data for New Projects, Capital Budgeting Techniques: Traditional and DCF Methods. The NPV vs. IRR Debate, Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty. Cost Of Capital: Concept and Measurement of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital. Importance of Cost of Capital in Capital Budgeting Decisions.

Unit – III: Capital Structure and Dividend Decisions: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Break-even Analysis of Financial Leverage, Capital Structure Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.

Unit – IV: Dividend Decisions: Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, the Basic Models, 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 centered on the works of Gordon, Walter and Lintner, Dividend Policies of Indian companies.

Unit – V: (a) Working Capital Management and Finance: Working Capital Management: Components of Working Capital, Gross vs. Net Working capital, Determinants of Working Capital Needs, the Operating Cycle Approach. Financing of Working Capital through Bank Finance and Trade Credit.**(b) Management of Current Assets**: Basic Strategies for Cash Management, Cash Planning, Cash Budget, Cash Management Techniques/Processes. Marketable Securities: Characteristics, Selection Criterion, Management of Receivables, Credit Policy, Credit Evaluation of Individual Accounts, Monitoring Receivables. (c) Management of Inventory, Inventory Management Process, Inventory Control Systems, Analysis of Investment in Inventory.

Suggested Readings:

- Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.
- M.Y Khan, P K Jain, Financial Management-Text and Problems, Mc Graw Hill, 8e, 2019.
- I M Pandey, Financial Management, Vikas Publications, 11e, 2015.
- James Cvan Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education,New Delhi,12e,2011.
- Eugene F. Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
- Arindam Banerjee, Financial Management, Oxford Publications, 2016.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II

24MBA204C: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Objectives:

- To impart knowledge of basic tools of Operations research in solving the management problemsusing mathematical approaches for decision making.
- To teach the methods of solving Linear Programming Problems.
- To impart knowledge on assignment model and transportation problem.
- To impart knowledge on the significance of decision tree and Network analysis.
- To highlight the importance of Queuing Theory.

Course Outcomes: Students will be able to:

- Understand the origin and application of operations research.
- Learn about the Formulation of Linear Programming Problem for different areas.
- appreciate the significance of variations of assignment problem, methods for finding Initialfeasible solution.
- Learn the aspects of Decision Theory and Network Analysis
- Gain insights of the theoretical principles and practical applications of different queuing models.

Unit – I: Introduction to Operations Research: Nature and Scope of Operations Research: Origins of OR, Applications of OR in different Managerial Areas, Problem Solving and Decision-making, Quantitative and Qualitative Analysis. Defining a Model, Types of Models, Process for Developing an Operations Research Model, Practices, Opportunities and Shortcomings of using an OR Model.

Unit – II: Linear Programming Method: Structure of LPP, Assumptions of LPP, Application Areas of LPP, Guidelines for Formulation of LPP, Formulation of LPP for Different Areas**,** Solving of LPP by Graphical Method: Extreme Point Method, Simplex Method, Converting Primal LPP to Dual LPP, Limitations of LPP.

Unit – III: Assignment Model: Algorithm for Solving Assignment Model, Hungarians Method for Solving Assignment Problem, Variations of Assignment Problem: Multiple Optimal Solutions, Maximization Case in Assignment Problem, Unbalanced Assignment Problem, Travelling Salesman Problem, Simplex Method for Solving Assignment Problem.
Transportation Problem: 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.

Unit – IV: Decision Theory: Introduction, Ingredients of Decision Problems. Decision-making under Uncertainty, Cost of Uncertainty Under Risk, Under Perfect Information, Decision Tree, Construction of Decision Tree.
Network Analysis: Network Diagram, PERT, CPM, Critical Path Determination, Project Completion Time, Project Crashing.

Unit – V: Queuing Theory: Queuing Structure and Basic Component of a Queuing Model, Distributions in Queuing Model, Different Queuing Models with FCFS, Queue Discipline, Single and Multiple Service Station with Finite and Infinite Population. Game Theory, Suddle Point, Value of the Game.

Suggested Readings:

- Mik Wisniewski, Dr Farhad Shafti, Quantiative Analysis for Decision Makers, Pearson,7e,2019.
- Miguel Ángel Canela, Inés Alegre, Alberto Ibarra ,Quantiative Methods for Management: A Practical Approach, Springer International Publishing,1e,2019.
- James E. Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset ,Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS,Springer International Publising,1e,2021.
- R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015.
- N.V.S.Raju,Operations Research:Theory and Practice,CRC Press,2020.
- R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015
- J.K. Sharma, Operations Research: Theory Dand applications, Macmillian,5e, 2013.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II

24MBA205C: ENTREPRENEURSHIP AND DESIGN THINKING

Course Objectives:

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

Course Outcomes: Students will be able to:

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

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

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

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

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

Unit – IV: Design Thinking – An Introduction: Principles of Design Thinking, Process of Design Thinking, planning a Design Thinking Project, Understanding of the Problem, Problem Analysis, Reformation of the Problem, Empathetic Design Methods.

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

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II
24MBA206C: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objectives:

- To provide understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain.
- To impart knowledge on the various functions of logistics management.
- To educate on designing of the supply chain network.
- To clarify the significance of establishing global supply chain.
- To highlight the role of information technology in supply chain.

Course Outcomes: Students will be able to:

- Understand the cyclical perspective of logistics and supply chain process.
- Learn about the distribution, transportation, warehousing related issues and challenges insupply chain.
- Appreciate the significance of network design in the supply chain.
- Gain knowledge of various models / tools of measuring the Supply Chain Performance.
- Appreciate the role of coordination and technology in supply chain management.

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Unit – I: Understanding Supply Chain: Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Logistics & SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Strategic Fit, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability.

Unit – II: Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, Transportation: Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. Outsourcing: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL).

Unit – III: Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors Influencing Distribution, Design Options, e-Business and its Impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modeling for Supply Chain.

Unit – IV: Supply Chain Performance: Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network.

Unit – V: Coordination in a Supply Chain: Importance of Coordination, Lack of Supply Chain Coordination and the Bullwhip Effect, Obstacles to Coordination, Managerial Levels, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain, Supply Chain 4.0.

Suggested Readings:

- IMT Ghaziabad, Advanced Supply Chain Management, Sage Publications, 2021.
- Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
- K Sridhara Bhat, Logistics & Supply Chain Management, HPH,1e,2017.
- Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy,Planningand Operation; Pearson Education, 6e, 2016.
- Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning ,1e,2005.
- Ballou, R.H. Business Logistics Management. Pearson Education, 5e,2014.
- Coyle, Bardi, Langley, The Management of Business Logistics – A Supply Chain Perspective, Thomson Press, 7e,2003.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER – II

24MBA207OA: TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE-II)

Course Objectives:

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

Course Outcomes: Students will be able to:

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

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

Unit – II: TQM Principles: Leadership, Strategic Quality Planning, Quality Councils, Employee Involvement, Motivation, Empowerment, Team and Teamwork, Quality Circles Recognition and Reward, Performance Appraisal, Continuous Process Improvement, PDCA Cycle, 5S, Kaizen, SupplierPartnership, Partnering, Supplier Selection, Supplier Rating.

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

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

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

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II
24MBA207OB: MARKETING RESEARCH (OPEN ELECTIVE-II)

Course Objectives:

- To provide conceptual understanding of marketing research, its design, and application ofresearch methodology to Marketing issues.
- To explain to students the need for creating proper marketing research proposal.
- To impart knowledge on sampling and acquire knowledge on probability and non- probability sampling techniques.
- To impart knowledge on the concepts of measurement and scaling.
- To highlight the role of marketing research methodology in different business contexts.

Course Outcomes: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II
24MBA207OC: INTERNATIONAL BUSINESS (OPEN ELECTIVE - II)

Course Objectives:

- To highlight the need and importance of studying International Business and provideunderstanding of the concepts associated with International Business
- To impart knowledge of Classical and Modern International Trade Theories.
- To educate on the aspects of Business, Economic and Regional Integration and MultilateralTrade Agreements
- To elucidate on the elements of Strategy & Structure in International Business
- To highlight the role played by various Functional Areas of Business in International Business Operations

Course Outcomes: Students will be able to:

- Understand the Concepts, Principles and Approaches of International Business.
- Learn the evolution of International Trade thought process with the help of classical and moderntheories of International Trade.
- Gain insights of the aspects of Business and Economic Integration with the help of variousRegional Economic Integrations and Multilateral Trade Agreements.
- Understand the Strategy and Structure of International Business with the help of Value ChainAnalysis, Environmental Scanning, Strategic Alliances.
- Gain knowledge of the contribution of major functional areas of business viz. Production, Finance, Marketing and HRM in International Business Operations.

Unit – I: Introduction to International Business: Need for International Business, Drivers of Globalization, Distinction between Domestic and International Business, International Business Approaches, Modes of International Business, Impediments in International Business, Opportunities and Challenges of International Business, Ease of Doing Business (World Bank), Multi National Corporation (MNCs), International Business Environment: Cultural, Political, Social and Technological Environment.

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

Unit – III: International Business and Economic Integration: Levels of Economic Integration, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), The Customs Union, The Common Market, The Economic Union. Arguments Surrounding Economic Integration, Regional Economic Groups: European Union, NAFTA, ASEAN, SAARC, QUAD and G8. Multilateral Trade Agreements: GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

Unit – IV: Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances, Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance Development Process, Economic Considerations for Strategic Alliances. Choosing an Organizational Design Structure, Issues in Global Organizational Design.

Unit – V: International Business Operations: Issues involving International Production: Sourcing and Vertical Integration. Major Activities in International Marketing: Brand Decisions. Issues of International Financial management: Forex Market, International Monetary System, International Financial Markets, Export Financing. Managing International HR Activities: HR Planning, Recruitment and selection, Expatriate Selection and Training. Cross Cultural Issues in International Business.

Suggested Readings:

- Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, Mc Graw Hill,11e,2019.
- Ehud Menipaz, Amit Menipaz and Shiv S Tripathi, International Business – Theory and Practice,Sage Publishers, 1e, 2017.
- Michael R. Czinkota, Ilkka A. Ronkainen, Michael H. Moffett, International Business, Wiley,8e,2011.
- K Ashwatappa, International Business, Mc Graw Hill, 6e,2015.
- Sanjay Misra, P.K. Yadav, International Business: Text & Cases, PHI,2009.
- Rakesh Mohanh Joshi, International Business, Oxford University Press, 2009.
- Subba Rao,International Business, Himalaya Publications,2007.

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II
24MBA207OD: RURAL MARKETING (OPEN ELECTIVE – II)

Course Objectives:

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

Course Outcomes: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING (AUTONOMOUS) – KARIMNAGAR

MBA SEMESTER - II
SUMMER INTERNSHIP

Course Objectives: 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 dynamics in an organization.

Course Outcomes: Students will be able to understand a) Management Functions and Organizational Structure b) Organizational Dynamics in terms of Organizational Behaviour, Culture and Climate c) Functional Domain Knowledge d) Processes and Systems d) 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 Public and Private Sectors, Government Departments, Research Organizations, J-Hub, T-Hub, Wehub 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.
- Summer Internship Report is evaluated for 25 marks for Internal Exam and for 75 marks for External Exam.
- The Report has to be evaluated by the Head, Supervisor/ Mentor and the senior faculty of the Department.

VAAGESWARI COLLEGE OF ENGINEERING- KARIMNAGAR

MASTER OF BUSINESS ADMINISTRATION

MBA (Regular) VR-24 COURSE STRUCTURE AND SYLLABUS

Effective from Academic Year 2024-25 Admitted Batch

II Year I Semester

Course Code	Course Title	L	T	P	Credits
24MBA301C	Production & Operations Management	4	0	0	4
24MBA302C	Management Information Systems	4	0	0	4
24MBA303C	Business Analytics	4	0	0	4
24MBA304E M1/H1/FI/E1	(MRKG/HRM/FIN/ENTP)	4	0	0	4
24MBA305E M2/H2/F2/E2	(MRKG/HRM/FIN/ENTP)	4	0	0	4
24MBA306E M3/H3/3I/E3	(MRKG/HRM/FIN/ENTP)	4	0	0	4
24MBA307E	Summer Internship	0	0	2	2
	TOTAL	**24**	**0**	**2**	**26**

II Year II Semester

Course Code	Course Title	L	T	P	Credits
24MBA401C	Strategic Management	4	0	0	4
24MBA402E M4/H4/F4/E4	(MRKG/HRM/FIN/ENTP)	4	0	0	4
24MBA403E M5/H5/F5/E5	(MRKG/HRM/FIN/ENTP)	4	0	0	4
24MBA404E M6/H6/F6/E6	(MRKG/HRM/FIN/ENTP)	4	0	0	4
24MBA405S	Pre-submission project Seminar	0	0	2	2
24MBA406P	Main Project Viva-Voce	0	0	4	4
	TOTAL	**16**	**0**	**6**	**22**

LIST OF ELECTIVE SUBJECTS

Students have to select any One Specialization (Marketing, Finance, Human Resources, and Entrepreneurship) and he/she needs to select the Core Elective subjects listed under the chosen specialization only.

Course Code	Specialization	Credits
	MARKETING	
24MBA3EM1	Digital Marketing	4
24MBA3E M2	Sales and Promotion Management	4
24MBA3E M3	Consumer Behavior	4
24MBA4E M4	International Marketing	4
24MBA4E M5	Services Marketing	4
24MBA4E M6	Marketing Analytics	4
	FINANCE	
24MBA3EF1	Security Analysis and Portfolio Management	4
24MBA3EF2	Risk Management and Financial Derivatives	4
24MBA3EF3	Strategic Cost and Management Accounting	4
24MBA4EF4	International Financial Management	4
24MBA4EF5	Strategic Financial Management	4
24MBA4EF6	Financial Analytics	4
	HUMAN RESOURCES	
24MBA3EH1	Talent and Performance Management Systems	4
24MBA3EH2	Learning and Development	4
24MBA3EH3	Employee Relations	4
24MBA4EH4	International Human Resource Management	4
24MBA4EH5	Leadership and Change Management	4
24MBA4EH6	HR Analytics	4
	ENTREPRENEURSHIP	
24MBA3EE1	Startup and MSME Management	4
24MBA3EE2	Technology Business Incubation	4
24MBA3EE3	Innovation and Entrepreneurship	4
24MBA4EE4	Entrepreneurial Finance	4
24MBA4EE5	Entrepreneurial Marketing	4
24MBA4EE6	Family Business Management	4

VAAGESWARI COLLEGE OF ENGINEERING – KARIMNAGAR

MBA SEMESTER - III
24MBA301C: PRODUCTION AND OPERATIONS MANAGEMENT

Course Objectives:

- To provide understanding of the concepts of production and operations management in an organization and analytical methods.
- To explain to students the steps in new product design and analysis.
- To provide an understanding of plant location and layout.
- To help understand the Process and factors that influence scheduling.
- To impart knowledge of various aspects of materials management viz. e-Procurement, Green Purchasing.

Course Outcomes: Students will be able to:

- Understand the importance concepts of operations management.
- Learn various strategies in product and process design, analysis.
- Learn examine the various aspects of plant location and product layout.
- Understand the aspects of scheduling.
- Gain insights of integrated materials management, e-procurement, materials planning.

Unit – I: Introduction to Operations Management: 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, Sustainable Operations Management, Industry 4.0.

Unit – II: Product Design and Analysis: 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, Lean Production System.

Unit – III: Plant Location and Plant Layout: 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.

Unit – IV: Scheduling: Introduction, Johnson's Algorithm, Extension of Johnson's Rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, Heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality Control Concepts.

Unit – V: Materials Management: Integrated Materials Management, Components of Integrated Materials Management, Materials Planning, Inventory Control, Purchase Management, e-Procurement, Green Purchasing, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

Suggested Readings:

- K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya PublishingHouse, 2e, 2021.
- S N Chary, Productions and Operations Management, Mc Graw Hill, 2019.
- Jay Heizer, Barry Render, Operations Management, 11e, 2016.
- Panneerselvam, Production and Operations Management, PHI, 3e, 2012.
- Ajay K. Garg, Production and Operations Management, TMH, 2012.
- K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
- B. Mahadevan, Operations Management: Theory and Practice, Pearson Education 2e, 2010.

VAAGESWARI COLLEGE OF ENGINEERING – KARIMNAGAR

MBA SEMESTER - III
24MBA302C: MANAGEMENT INFORMATION SYSTEMS

Course Objectives:
- To help understand the importance of information systems in organization for decision making.
- To elucidate the business applications of information systems.
- To provide understanding of the system development life cycle.
- To impart knowledge of new approaches for system building in the digital firm era.
- To highlight the challenges of cybercrime.

Course Outcomes: Students will be able to:
- Understand the importance of MIS for strategic advantages.
- Learn various business applications of information systems like e-business, BPR, DSS.
- Learn examine the information system planning.
- Understand alternative methods for building information system.
- Learn cyber security with inter networks security defenses.

Unit – I: Introduction: 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 Systemfor Strategic Advantages.

Unit – II: Business Applications of Information Systems: e-Business Systems, Functional BusinessSystems, Customer Relationship Management, BPR, ERP Systems, Supply Chain, e-Commerce, DSS, Business Analytics, Business Intelligence and Knowledge Management System.

Unit – III: Management of Information Systems: Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Lifecycle, V-Model, Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation & Maintenance.

Unit – IV: Management of Information Systems: 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, Agile System.

Unit – V: Introduction to Cyber Crime: Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Blockchain.

Suggested Readings:

- James A.O' Brien, George M. Marcus, Management Information Systems, Ramesh Behl,McGraw Hill, 11e, 2019.
- Jaytilak Biswas, Management Information System, Sage Publications,1e,2020.
- Laudon & Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e,2017.
- Sahil Raj, Management Information Systems, Pearson, 2e, 2018.
- D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3e , 2010.
- Jawadekar, Management Information Systems Text and Cases, Tata Mc Graw Hill, 2012.
- Kelkar, Management Information Systems, Prentice Hall India, 2012.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA SEMESTER - III
24MBA303C: BUSINESS ANALYTICS

Course Objectives:
- To orient on the importance of ever-increasing volume, variety and velocity of data inorganization and application of data analytical tools for decision making.
- To explain the different descriptive statistical measures.
- To impart knowledge on the aspects of predictive analytics.
- To provide understanding of the scope of data mining, regression trees, logistical regression.
- To elaborate on various applications of simulation in business.

Course Outcomes: Students will be able to:
- Understand the importance of business analytics in practice.
- Learn various rural marketing strategies
- Learn challenges of data modelling.
- Understand the aspects data mining.
- Learn Monte Carlo simulation, risk analysis and decision tree analysis.

Unit – I: Introduction to Data Analytics: Introduction to Data, Importance of Analytics, Data for Business Analytics, Big Data, Business Analytics in Practice. Data Visualization, Data Visualization Tools, Data Queries, Statistical Methods for Summarizing Data, Exploring Data using Pivot Tables.

Unit – II: Descriptive Statistical Measures: Population and Samples, Measures of location, Measures of Dispersion, Measures of Variability, Measures of Association. Probability Distribution and Data Modeling, Discrete Probability Distribution, Continuous Probability Distribution, Random Sampling from Probability Distribution, Data Modeling and Distribution fitting.

Unit – III: Predictive Analytics: Karl Pearson Correlation Technique, Multiple Correlation, Spearman's Rank Correlation, Simple and Multiple Regression, Regression by the Method of Least Squares, Building Good Regression Models. Regression with Categorical Independent Variables, Linear Discriminant Analysis, One-Way and Two-Way ANOVA.

Unit – IV: Data Mining: Scope of Data Mining, Data Exploration and Reduction, Unsupervised Learning,Cluster Analysis, Association Rules, Supervised Learning, Partition Data, Classification Accuracy, Prediction Accuracy, K-Nearest Neighbors, Classification and Regression Trees, Logistics Regression.

Unit – V: Simulation: Random Number Generation, Monte Carlo Simulation, What If Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision TreeAnalysis.

Suggested Readings:

- James E.Sallis, Geir Gripsrud, Ulf Henning Olsson,Ragnhild Silkoset,Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS,Springer International Publising,1e,2021.
- Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019.
- James Evans, Business Analytics, Pearson Education,2e, 2017.
- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics,Cengage Learning, 2015.
- Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
- Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.
- Thomas Eri, Wajid Khattack& Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA SEMESTER - IV
22MBA23: STRATEGIC MANAGEMENT

Course Objectives:

- To enable strategic orientation in conduct of the business.
- To explain to students about different tools and techniques of strategic analysis.
- To educate on strategy implementation, planning systems for implementation.
- To provide understanding of various turnaround and diversification strategies.
- To elucidate qualitative and quantitative benchmarking to evaluate performance.

Course Outcomes: Students will be able to:

- Understand the importance of strategic management process.
- Learn various market life cycle models for strategic analysis.
- Learn Strategies for competing in global markets and internet economy.
- Appreciate the need for having appropriate Turnaround and Diversification Strategies.
- Understand the aspects of strategy evaluation and control.

Unit – I: Introduction: Concepts in Strategic Management, Strategic Management Process, developinga Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company's Strategy, Environmental Scanning: Industry and Competitive Analysis. Evaluating Company's Resources and Competitive Capabilities by using 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.

Unit – IV: Turnaround and Diversification Strategies: Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Alliances and Cooperatives, Diversification Strategy: Why Firms Diversify, Different Types of Diversification Strategies, the Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation. 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.

Suggested Readings*:*

- Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
- Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory andPractice, Sage Publications,3e, 2020.
- Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management ADynamic Perspective, Pearson, 2e, 2017.
- Hitt & Ireland el al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e,2013.
- V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books, 1e, 2012
- Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
- S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

Syllabus of Elective Subjects

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA MARKETING ELECTIVE
24MBA3EM1: DIGITAL MARKETING

Course Objective:

- To provide an understanding of the basic concepts of Digital Marketing.
- To highlight the importance of various **channels of Digital Marketing**
- **To impart knowledge of various aspects of m**arketing in digital era.
- To elucidate the various aspects in search engine marketing and online advertising.
- To highlight the impact of social media on marketing.

Course Outcome: Students will be able to:

- Understand Evolution of digital marketing, its strategies and platforms.
- Learn the relevance of digital marketing channels.
- Learn the significance of digital marketing.
- understand the relevance of online advertising.
- Understand the methods of measuring the digital media performance.

Unit – I: Understanding Digital Marketing: Concept, Need and Scope of Digital Marketing, Comparison of Marketing and Digital Marketing, Components of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Digital Marketing Trends.

Unit – II: Channels of Digital Marketing: 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, Migrating from Traditional Channels to Digital Channels.
Marketing in the Digital Era: Segmentation: Importance of Audience Segmentation, Use of Digital Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using Digital Media for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty.

Unit – III: Digital Marketing Plan: 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.

Unit – IV: Search Engine Marketing (SEM) and Online Advertising: Importance of SEM, Understanding Web Search: Key Words, HTML Tags, Inbound Links. Online Advertising vs. Traditional Advertising. Payment Methods of Online Advertising: CPM (Cost-per-Thousand) and CPC (Cost-per- click). Display of Ads: Choosing a Display Ad Format, Landing Page and its Importance.

Unit – V: Social Media Marketing: Understanding social media, Social Networking with Facebook, LinkedIn, Blogging as a Social Medium, Microblogging 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.

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING – KARIMNAGAR

MBA MARKETING ELECTIVE
24MBA3EM2: SALES AND PROMOTION MANAGEMENT

Course Objective:
- To provide an understanding of the basic concepts of sales and promotion management.
- To highlight the importance of advertising and choosing appropriate advertising media.
- To impart knowledge of the concepts associated with sales management.
- To help understand the various aspects in sales promotion.
- To elucidate the aspects of sales distribution.

Course Outcome: Students will be able to:
- Understand Evolution of Sales and Promotion Management.
- Learn the relevance of various types of Advertising.
- Appreciate the significance of sales management.
- Assess the relevance of sales promotion strategies.
- Appreciate the need for the distribution channels.

Unit – I: Promotion: Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. **Managing Promotional Tools**: Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity.

Unit – II: Advertising and Advertising Media:
A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout.
B) Types of Media: Print, Electronic and 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.

Unit – III: Sales Management: Importance, Types of Selling, Difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation.

Unit – IV: Sales Promotion: Concepts, Need and Objective, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies: Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising. Ethical and legal aspects of sales promotion.

Unit – V: Sales Distribution: Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, Channels for Rural Markets, Channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers. Managing Conflict, Reasons for Channel Conflicts. Managing International Channel of Distribution. Ethical issues in Salesand Distribution Management.

Suggested Readings:

- Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.
- George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.
- Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
- Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas,2016.
- Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015.
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management,5e, Pearson, 2011.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA MARKETING ELECTIVE
24MBA3EM3: CONSUMER BEHAVIOR

Course Objective:

- To enable understanding of marketing decisions keeping in mind the consumer behaviour.
- To explain the influence of culture, sub culture, social class, social group, family and personality on consumer behaviour
- To help learn about consumer perception and motivation.
- To highlight the aspects in consumer decision making process.
- To help understand the impact of consumerism and ethics.

Course Outcome: Students will be able to:

- Understand Evolution of consumer behaviour.
- Learn the relevance various influences on consumer behaviour.
- Learn the significance of personality, attitudes of the consumer.
- Assess the relevance of the different models of Consumer decision making.
- Identify the need for the marketing ethics towards consumers.

Unit – I: Understanding Consumer Behaviour: Defining Consumer Behaviour, need for Consumer Behaviour, Understanding Consumer through Research Process, Consumer Behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

Unit – II: Environmental Influences on Consumer Behaviour: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour. Consumer Behaviour Models: Advert Sheth Model, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model.

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

Unit – IV: Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, Purchasing Processes, Post Purchase Behaviour, Models of Consumer Decision making, Consumers and the Diffusion of Innovation.

Unit – V: Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information,Consumer Responsibilities, Marketer Responses to Consumer Issues, Marketing Ethics towards Consumers.

Suggested Readings:

- Zubin Sethna, Jim Blythe, Consumer Behavior, Sage Publications, 4e, 2019
- Leon G. Schiffman, Leslie lazer Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
- David l. Loudon and Albert J.Della Bitta, TMH,4e, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning,1e,2012.
- S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 1e,2013.
- Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning,1e, 2015.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA MARKETING ELECTIVE
24MBA4EM4: INTERNATIONAL MARKETING

Course Objective:

- To enable understanding of the Global Markets, Markets, formulation of Global Marketing Strategies and its Implementation.
- To impart knowledge of the Global Environmental Drivers.
- To elucidate various aspects in global customers.
- To help identify the various aspects in global marketing.
- To highlight the impact of Implementing Global marketing strategies.

Course Outcome: Students will be able to:

- Understand the Global Marketing Management
- Learn the relevance of WTO, EXIM Policy.
- Learn various influences of the Global Consumer
- Understand the relevance of International Marketing Mix, distribution promotion strategies.
- Identify the need for E-Marketing channels.

Unit – I: Introduction to International Marketing: Nature, Importance, Features and Scope of International Marketing, Comparison of Domestic and International Marketing, Environment and Sustainability, Opportunities and Challenges in International Marketing, Stages of International Marketing Involvement, Motivating Factors of International Marketing, Reasons and Strategies of Internationalization.

Unit – II: Global Environmental Drivers: WTO and Globalization, Types of External Environments: Political, Economic, Social, Technological, Environmental and Legal. EXIM Policy of India. International Trade and its Barriers, Trade in Goods & Services, Regional Integration and Multi-lateral Trade Agreements.

Unit – III: Global Customers: Drivers of the Global Consumers, Influences on the Global Consumer, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Country (Market) Selection, Assessing International Market Size and Sales Potential. Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes and Strategies, Opportunities and Challenges of Entry Modes. Digital Revolution & Global E-Commerce.

Unit – IV: Global Marketing: Globalization Drivers: Market, Cost, Environmental, Competitive Factors. International Marketing Mix, Developing the Global Marketing Program, Segmentation of Products andServices, Distributors & Channels, Direct & Indirect Marketing Channels. Promotion Strategies, PricingStrategies, Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

Unit – V: Implementing Global Marketing Strategies: Negotiation with Customers and Selection Method, Cultural and International Negotiations, E-Marketing Channels Organization, Implementing Global Marketing Program, Export Documentation, Export Procedures, Steps in processing an Export Order.

Suggested Readings:

- Daniel Baack, Barbara Czarnecka, Donal Baack, International Marketing, 2e, Sage, 2019.
- Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, Cengage,10e, 2017.
- Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e,2012.
- Prateek Maheshwari, International Marketing, Wiley,8e, 2017.
- Philip R. Cateora John L Graham Prashant Salwan, International Marketing TMH,13e, 2011.
- Warren J. Keegan, Mark C. Green, Global Marketing, Pearson,7e 2013
- P.K. Vasudeva, International Marketing, 4th edition, Excel Books, 2012.

VAAGESWARI COLLEGE OF ENGINEERING – KARIMNAGAR

MBA MARKETING ELECTIVE
24MBA4EM5: SERVICES MARKETING

Course Objective:
- To provide understanding of the concepts of services marketing.
- To help understand the consumer perceptions of service.
- To impart knowledge of various aspects in Innovation and Quality.
- To elucidate various aspects in Managing Service Operations.
- To help appreciate the impact of Distribution Channels in Service Industry.

Course Outcome: Students will be able to:
- Understand Marketing Management of companies offering Services.
- Learn the relevance of services.
- Learn various influences of the consumer behaviour in services.
- Understand the relevance of service operations.
- Identify the need for promotion strategies for services.

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

Unit – II: Focusing on Consumer: Consumer Behaviour in Services, Relevance of Consumer Behaviour, Consumer Expectations in Service, Consumer Perceptions of Service, Customer Satisfaction, Understanding Consumer Requirements: Listening to Customers through Research,Building Customer Relationships, Customer Feedback, Service Failure, Service Recovery and Recovery Strategies.

Unit – III: Innovation and Quality: Service Innovation: Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, Stages in Service Innovation and Development, Service Quality, Gap model of Service Quality: Customer Gap and Provider Gaps, Closing Gaps. Service Excellence, Service Standards: Factors & Types. Physical Evidence: Managing Physical Evidence, Servicescape and Designing the Servicescape.

Unit – IV: Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Service Delivery: Employee's role & Customer's role. Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

Unit – V: Managing Service Promises: Managing Distribution Channels in Service Industry, Strategies for Distribution, Managing People in Service Industry and its Challenges, Pricing Strategies for Services and its Methods, Promotion Strategies for Services, Need for Coordination in Marketing Communication, Strategies to match Service Promises with Delivery.

Suggested Readings:

- Wirtz Jochen, Lovelock Christoper, Services Marketing: People Technology Strategy, Pearson Education,9e,2022.
- Mathur, SP,Mathur, Nishu, Service Marketing, New Age International (P) Ltd Publishers. 1e,2018
- Valarie A. Zeithaml, Mary Jo Bitner, Dwanye D. Gremler , Ajay Pandit, Services Marketing - Integrating Customer Focus Across the Firm, McGraw Hill Education ,2018.
- K. Douglas Hoffman, John E.G. Bateson, Services Marketing Concepts Strategies & Cases,Cengage Learning ,5e, 2017.
- S. Shajahan, Services Marketing: Himalaya Publishing House. 2017.
- Govind Apte: Services Marketing, Oxford Press, 2011.
- John E.G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2012.

Suggested Audio Visuals link
1. https://www.youtube.com/watch?v=5MBEHY7Q0Ls
2. https://www.youtube.com/watch?v=xFvbgddv7C4
3. https://www.youtube.com/watch?v=1zYsQSJvbog
4. https://www.youtube.com/watch?v=MnsVEKEqVoM

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA MARKETING ELECTIVE
24MBA4EM6 MARKETING ANALYTICS

Course Objectives:

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

Course Outcomes: Students will be able to

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

Unit – I: Introduction to Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of PivotTables and Organizing Data.

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

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

Unit – IV: Pricing Analytics: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

Unit – V: Segmentation & Promotion Analytics: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

Suggested Readings:

- Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
- Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
- Chuck Hermann, Ken Burbary, Digital Marketing Analytics, Que Publishing, 2e, 2018.
- Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher education, 2021.
- Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
- Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA FINANCE ELECTIVE
24MBA3EF1: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

- To enable understanding of the investment process, investment alternatives, Valuation of debtand equity.
- To impart knowledge of the Portfolio Analysis.
- To elaborate various aspects in Bond Valuation.
- To educate on the various aspects in Equity valuation.
- To discuss the methods of performance evaluation of mutual funds.

Course Outcome: Students will be able to:

- Understand the Indian financial system and also about Investment.
- Learn the relevance of risk and returns.
- Learn various influences bond valuation and management.
- Understand the relevance of equity valuation of cash market and derivatives.
- Identify the need for mutual funds in India.

Unit – I: Introduction to Investment: Introduction, Indian Financial System and Structure, 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, Roles and Responsibilities of SEBI.

Unit – II: Portfolio Analysis: Risk and Return Analysis, Markowitz Portfolio Theory, Mean – Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit – III: Bond Valuation: Classification of Fixed Income Securities, Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Holding PeriodReturn, Bond Pricing Theorems, Bond Duration, Modified Duration. Active and Passive Bond Management Strategies, Bond immunization, Bond Volatility, Bond Convexity.

Unit – IV: Equity Valuation: a) Intrinsic Value versus Market Value, Equity Valuation Models- Discounted Cash Flow Techniques, Dividend Discount Models (DDM), Growth Rate cases for DDM, Free Cash Flow Valuation Approaches, Relative Valuation Techniques, Earnings Multiplier Approach, Price/ Earnings, Price/ Book Value, Price/ Sales Ratio, EVA.
b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

Unit – V: a) Derivatives: Overview of Indian Derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future Markets, Mechanics of Trading,
b) Performance Evaluation: 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.

Suggested Readings:

- ZVI Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty Investments, Mc Graw Hill, 11 e,2019.
- Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
- Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014.
- William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6e,Pearson.
- Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
- Prasanna Chandra: Investment analysis and Portfolio Management" 4th Edition, TMH, 2013.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA FINANCE ELECTIVE

24MBA3EF2: RISK MANAGEMENT AND FINANCIAL DERIVATIVES

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

- John C Hull, Risk Management and Financial Institutions, Wiley, 5e,2018.
- Jayanth Rama Varma, Derivatives and Risk management, Tata McGraw Hill,1e, 2011.
- Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, Cengage, 2013.
- Dhanesh K. Khatri, Derivatives and Risk Management, Macmillan, 1e,2012
- Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 1e,2003.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA FINANCE ELECTIVE
24MBA3EF3: STRATEGIC COST AND MANAGEMENT ACCOUNTING

Course Objective:
- To provide understanding of various aspects in strategic cost and management accounting.
- To elucidate the role of cost accounting for better managerial decision making.
- To impart knowledge of various aspects in CVP and ABC analysis.
- To discuss in detail various aspects in budget and budgetary control.
- To help understand the variances and their importance in cost accounting.

Course Outcome: Students will be able to:
- Understand the cost analysis and control.
- Learn the relevance of unit, job, process costing for strategic decisions.
- Learn various aspects of activity-based management.
- Understand the role of types of budgets and the budgeting process in non-profit organizations.
- Identify the need for establishing cost standards.

Unit – I: Introduction to Cost and Management Accounting, Cost Analysis and Control: Management Accounting Vs. Cost Accounting Vs. Financial Accounting, Role of Accounting Information Planning and Control, Strategic Decisions and the Management Accountant. Enhancing the value of Management Accounting Systems. 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.

Unit – II: Costing for Decision making: 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. Application of Managerial Costing for Control, Profit Planning, Closing down of a Plant, Dropping a Product line, Charging General and Specific Fixed Costs, Fixation of Selling Price, Make or Buy Decisions, Key or Limiting Factor. Selection of Suitable Product Mix, Desired level of Profits, Diversification of Products, Closing down or Suspending activities,

UNIT – III: Cost-Volume-Profit (CVP) Analysis and Activity-Based Costing (ABC): Essentials of CVP Analysis. The Breakeven Point using Equation Method, Contribution Margin Method and Graph Method. Target Operating Income. Target Net Income and Income Taxes. Breakeven Analysis for Decision making. Margin of Safety. Application of BEP for various Business Problems. CVP analysis inService and Nonprofit Organizations. Activity Based Cost (ABC) Systems: Comparison of Traditional and Activity Based Cost Systems. Emergence of ABC Systems. Activity Hierarchies. Tracing Costs to Activities, Tracing Costs from Activities to Products, Customer Profitability, Process Efficiency. Activity Based Management. ABC Systems in Service Organizations. The Technological Edge of using ABC Systems.

Unit – IV: Budgetary Control: Budget, Budgetary Control, Steps in Budgetary Control, Flexible Budget, Different Types of Budgets: Sales Budget, Cash Budget, Production Budget, Performance Budgets and Computerized Budgeting. Activity Based Budgeting. Budgeting Process in Non-Profit Organizations. Zero Based Budgeting. Criticisms of Budgeting. An Introduction to Cost Audit and Managerial Audit

UNIT – V: Standard Costing and Variance Analysis: Standard Costing – Establishing cost standards, Standard Cost and Standard Costing, Standard Costing Vs Budgetary Control, Standard Costing Vs Estimated Cost, Standard Costing and Marginal Costing, Analysis of Variance, Material Variance, Labour Variance and Sales Variance. Reconciling Budgeted Profit and Actual Profit. Standard Absorption Costing. Volume Efficiency and Capacity Variance.

Suggested Readings:

- S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, NewDelhi, 6e,2019.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi,7e, 2019.
- M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 7e2017.
- Horngre, Data, Foster, Cost Accounting: A Managerial Emphasis. Pearson Education ,16e, 2017.
- Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications, 5e,2012.
- Colin Drury, Cost and Management Accounting, Cengage Learning,8e,2015.
- John K Shank and Vijay Govindarajan. Strategic Cost Management The new tool for competitive Advantage. The Free press. 2008.
- Atkinson, Banker, Kaplan and Young, Management Accounting PHI, 2006.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA FINANCE ELECTIVE
24MBA4EF4: INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective:

- To provide an understanding about MNC Financial Management.
- To elucidate various aspects of Balance of Payments.
- To enlighten on various aspects in Foreign Exchange Market.
- To discuss on the methods of Measuring exchange rate movements.
- To help understand the Asset-Liability Management and International Financing.

Course Outcome: Students will be able to:

- Understand recent changes and challenges in International Financial Management.
- Learn Factors affecting International Trade flows
- Learn various aspects about International Stock market.
- Understand the uses of exchange rates.
- Examine the importance of International Financing.

Unit – I: Introduction: An Overview, Importance, Nature and Scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent Changes and Challengesin International Financial Management.

Unit – II: International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting Components of BOP, Factors affecting International Trade Flows, Agencies that facilitate International Flows. Indian BOP Trends.

International Monetary System: Evolution, Gold Standard, Bretton Woods's System, the Flexible Exchange Rate Regime, Evaluation of Floating Rates, the Current Exchange Rate arrangements, the Economic and Monetary Union (EMU) and Developments.

Unit – III: Foreign Exchange Market: Function and Structure of the Forex Markets, Major Participants,Types of Transactions and Settlements Dates, Foreign Exchange Quotations. Process of Arbitrage, Speculation in the Forward Market. Currency Futures and Options Markets, Overview of the other markets, Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Market.

Unit – IV: (a) Exchange Rates: Measuring Exchange Rate Movements, Factors influencing Exchange Rates. Government influence on Exchange Rates, Exchange Rate Systems. Managing Foreign Exchange Risk. International Arbitrage and Interest Rate Parity.
□ □ □ Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity, International Fisher Effect, Fisher Effect, Interest Rate Parity, Expectations Theory

Unit – V: Asset–liability Management: (a) Foreign Direct Investment, International Capital Budgeting, International Capital Structure and Cost of Capital. International Portfolio Management.
(b) 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.

Suggested Readings:

- Cheol Eun, Bruce Resnick,Tuugi Chuluun, International Financial Management, TMH, 9e,2021.
- P.G. Apte, Sanjeevan Kapshe, International Financial Management, TMH ,8e,2020.
- Alan C. Shapiro, Multinational Financial Management, John Wiley,11e, 2019.
- Jeff Madura, International Corporate Management, Cengage, 13e,2016.
- S. Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
- Sharan.V, International Financial Management 6e, PHI, 2014.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA FINANCE ELECTIVE
24MBA4EF5: STRATEGIC FINANCIAL MANAGEMENT

Course Objective:

- To orient on various aspects in strategic financial management.
- To elaborate on the role of finance manager for making better investment decisions.
- To impart knowledge of various aspects in Strategic Investment Decisions.
- To discuss in detail the aspects pertaining to Strategic Financing Decisions.
- To elucidate the practical aspects of Mergers, Acquisitions and Value Based Management.

Course Outcome: Students will be able to:

- Understand financial strategy and control of a company.
- Learn the relevance of risk and uncertainty in making strategic decisions.
- Learn various aspects of capital budgeting.
- Understand the capital structure, dividend policy, financial distress, restructuring.
- Identify the different diversification strategies and mergers and acquisitions.

Unit – I: Financial Strategy and Planning: Strategic approach to Financial Management, Definition, Characteristics, Scope and Importance of Strategic Financial Management. Success Factors and Constraints to Strategic Financial Management. Financial Forecasting, Techniques, Financial Planning Process, Decision-making and Problem-solving process. Agency Theory, Agency Costs, Constituents and Criticism of Agency Theory.

Unit – II: Investment Decisions under Risk and Uncertainty: Concepts of Risk and Uncertainty. RiskAnalysis in Investment Decisions, Risk Adjusted Rate of Return, Certainty Equivalents, Probability Distributions of Cash Flows, Decision Trees, Sensitivity Analysis and Monte Carlo Approach to Simulation, Investment Decisions under Capital Constraints and Capital Rationing. Corporate Cost of Capital - Divisional Cost of Capital, Pure Play Technique, Accounting Beta.

Unit – III: Strategic Investment Decisions: Real Options, the Timing of Options, Project Abandonment Decisions. IRR - Multiple IRR, Modified IRR, Pure, Simple and Mixed investments. Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions. Discounted Pay back, Post Pay Back, Surplus Life and Surplus Pay Back, Bail Out Pay Back, Return on Investment, Terminal Value, Single Period Constraints, Multi Period Capital Constraint and an Unresolved Problem, NPV Mean Variance analysis,Hertz Simulation and Hillier Approaches.

Unit – IV: Strategic Financing Decisions: Capital Structure and Value Creation. Signaling Theory. Tools for developing an Effective Capital Structure. Financial Flexibility and Financial Discipline. CapitalStructure Puzzle. Dividend Policy and Firm Value. Linter's Dividend Model, its Salient features, Dividend Puzzle. Buy Back of Shares and its Characteristics, Modes and Methods of Buy Back of Shares. Reasons, Benefits and Constraints to Buy Back of Shares. Impacts of Share Buybacks. SEBI Regulations.
Financial Distress and Restructuring. Characteristics and Causes of Financial Distress. Costs of Financial Distress. Impacts of Financial Distress. Financial Distress Restructuring. The Insolvency and Bankruptcy Code 2016, Corporate Insolvency Resolution Process, Liquidation Process.

Unit – V: Mergers, Acquisitions and Value Based Management: Mergers and Acquisitions, Need, Strategy, Diversification and Mergers and Acquisitions, Value Creation in Mergers and Acquisitions. Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers and Acquisitions and Cases. Value-based Management: Introduction, Elements and Importance of Value-based Management. Approaches to Value-based Management: Marakon, Alcar, McKinsey, BCG, Economic Value Added, Market Value Added and Cash Value Added.

Suggested Readings:

- A. N. Sridhar, Strategic Financial Management, Shroff Publishers, 3e, 2018
- Kalyani Karna, Strategic Financial Management,2019.
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e,TMH, 2012
- I. M. Pandey: Financial Management, Vikas, 2012
- Brigham& Ehrhardt: Financial management, text and Cases, Cengage, 2012
- MY Khan and PK Jain: Financial Management: Text, problems & Cases, TMH, 2012
- Rajni Sofat and Preeti Hiro, Strategic Financial Management, PHI Learning Pvt. Ltd, 2011
- Revisiting the dividend puzzle. Do all of the pieces now fit? By Baker, Powell and Veit. Reviewof Financial economics, Vol. 11, 2002

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA FINANCE ELECTIVE
24MBA4EF6: FINANCIAL ANALYTICS

Course Objective:

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

Course Outcome: Students will be able to:

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

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

Unit – II: (a) Time Value of Money: Future Value: Simple, Compound Interest and Annuity, PresentValue: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets.
(b) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta, Covariance of Stock.

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

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

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

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA HUMAN RESOURCES ELECTIVE
24MBA3EH1: TALENT AND PERFORMANCE MANAGEMENT SYSTEMS

Course Objective:

- To provide an understanding of the importance of talent and performance management.
- To elucidate how companies integrate competencies with Talent management process.
- To help learn various aspects in performance management.
- To impart knowledge of the various aspects in PMS Process and implementation.
- To elaborate on Employee development, Reward & Legal Systems.

Course Outcome: Students will be able to:

- Understand Talent Management Process along with its key components.
- Learn the significance of performance management and employee development inorganizations.
- Learn different approaches to Performance Management System.
- Understand KRA's and KPI's and performance metrics.
- Identify the importance of reward systems in organizations.

Unit – I: Introduction to Talent Management (TM): Meaning and Importance of TM, Scope of TM. Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centers.

Unit – II: Implementing Competency based TM: Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning andTalent Retention. Using TM to build High Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength.

Unit – III: Performance Management (PM): Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy.

Unit – IV: PMS Process & Implementation: Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.

Unit – V: PM: Employee Development, Reward & Legal Systems: Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Sills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS.

Suggested Readings

- Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications,1e, 2021.
- Sonal Minocha,Dean Hristov: An Integrated Approach, Sage Publications,1e,2019.
- Gowri Joshi, Veena Vohra, Talent Management, Cengage Learning, 1e,2018.
- Lance A. Berger, Dorthony R. Berger,TMH Education, 3e,2018.
- Seema Sanghi, The Handbook of Competency Mapping, Sage Publishers, 3e, 2016.
- Herman Aguinis, Performance Management, Pearson, 3e, 2013.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA HUMAN RESOURCES ELECTIVE
24MBA3EH2: LEARNING AND DEVELOPMENT

Course Objective:

- To provide understanding of the concept of Learning with emphasis on training andDevelopment and its role in organizational Development.
- To impart knowledge on Strategic Training and development Process.
- To make students to learn various methods of training.
- To elucidate on various aspects in Development.
- To help understand Contemporary issues in Learning and Development.

Course Outcome: Students will be able to:

- Understand Learning theories with the emphasis on learning outcomes.
- Learn the significance of Training in organization.
- Learn different training methods.
- Understand essentials of management development.
- Identify the Training needs, Training methods for different sectors.

Unit – I: Introduction to Learning: Concepts of Learning, Phases in Learning, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal theories, Need theories, Expectancy theory, AdultLearning Theory and Information Processing Theory. The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

Unit – II: Training Strategy and Designing Training: 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 andFollow-on Support.

Unit – III: Training Methods: 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.

Unit – IV: Development: Employee Development, Essential Ingredients of Management Development,Strategy and Development, Approaches to Employee Development: Formal Education, Assessment, Job Experiences. Interpersonal Relationships, Development Planning Process, Company's Strategies for Providing Development, E-Learning and Employee Development. Electronic MDPs.

Unit – V: Contemporary issues in Training and Development: 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 ManagementSystems, Career Paths, Career Plateau, Coping with Career Breaks, Training for Virtual Work Arrangements.

Suggested Readings:

- Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill,7e, 2019.
- Rolf Lynton, Uday Pareek, Training for Development, 3e, Sage Publishers, 2012.
- P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
- Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley,1e,2014
- G. Pandu Naik, Training and Development, Excel Books, 2011.
- Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.

VAAGESWARI COLLEGE OF ENGINEERING – KARIMNAGAR

MBA HUMAN RESOURCES ELECTIVE
24MBA3EH3: EMPLOYEE RELATIONS

Course Objectives:

- To provide an overview of Industrial Relations, Legal Framework and Management of Trade Unionsin Indian Organizations
- To elucidate on the processes of Negotiations and Collective Bargaining
- To elucidate on the aspects of Tripartism and Social Dialogue
- To impart knowledge on Labor Legislation with help of various Acts such as Factories Act, MinimumWages Act, ESI Act etc.
- To impart knowledge on Labor Legislation with help of various Acts such as Industrial Disputes Act.

Course Outcomes: The students will be able to

- Understand the changing nature of Labor/Workforce in India and appreciate the need for knowingand maintaining good relations with Industry and Trade Unions.
- Learn the legal framework/process of Collective Bargaining and the aspects of Negotiation, SocialSecurity and Drafting of Agreements.
- Learn various aspects of Tripartism, Social Dialogue and the role of Government in Industrial Relations
- Understand the salient features of various Acts such as Factories Act, Minimum Wages Act, ESIAct etc. and the need for maintenance of good Employee Relations
- Understand the salient features of Acts such as Industrial Disputes Act, Occupational Safety,Health and Working Conditions Code etc.

Unit – I: Industrial Relations: Economy and the Laboure Force in India, Approaches to Industrial Relations, Industrial Relations in Comparative Framework, Management and Employer Organizations. Introduction, Origin and Growth of IR. 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.

Unit – II: Collective Bargaining: Nature and Legal Framework of Collective Bargaining, Levels of Bargaining and Agreements, Change in the Labor Management Relations in the Post-Liberalized 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.

Unit – III: Tripartism and Social Dialogue: Types and Levels of Tripartism, Social Dialogue and the Reform Process, Strengthening Tripartite Social Dialogue, Role of Government in Industrial Relations.

Unit – IV: Labor Legislation – I: Factories Act, 1948, Employee Compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965.The Prohibition of Sexual Harassment of Women at Workplace Act, 2013, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972, The Unorganized Workers' Social Security Act, 2008.

Unit – V: Labor Legislation – II: Industrial Disputes Act, 1948, Meaning, Nature and Scope of Industrial Disputes, Causes and Consequences. Dispute Settlement Machinery. Grievance Handling, Causes of Grievances, Standing Orders Act 1948. 2021-22 Reforms into Labor Laws: Right to Minimum Wages (**Code on Wages, 2019)**, Social Security for Everyone (Social Security Code, 2020), Right of Security to Workers in all situations (OSH Code (Occupational Safety, Health and Working Conditions Code) – 2020), towards end to Disputes (Industrial Relations (IR) Code, 2020), Welfare of Interstate Migrant Workers.

Suggested Readings:

- C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2nd Edition2019.
- D.P.Sahoo, Employee Relations, Text & Cases, 1e, Sage Publications, 2020.
- Parul Gupta, Industrial Relations & Labour Laws for Managers, Sage Publications, 2019.
- Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, NewDelhi, 2017.
- C.B. Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya PublishingHouse Pvt Ltd, 13e, 2014.
- P.N. Singh and Neeraj Kumar, “Employee Relations Management”, Pearson Education, 2010. https://labour.gov.in/sites/default/files/Labour_Code_Eng.pdf

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA HUMAN RESOURCE ELECTIVE

24MBA4EH4: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objectives:

- To provide an overview of concepts, nature and manpower related aspects of InternationalHuman Resource Management
- To highlight on the role of IHRM in devising successful business strategies of multinational corporations
- To elucidate the aspects of Global Human Resource Planning and Staffing
- To impart knowledge of the principles of global workforce training
- To educate on the process of process of planning, managing and appraising the performance of global workforce; highlighting on the need for managing the complexities related to Compensation of global workforce.

Course Outcomes: The students will be able to

- Gain an overview of the nature, scope and importance of International Human Resource Management
- Understand and appreciate the role of International Human Resource Management indevelopment and execution of strategies for success of multinational corporations.
- Learn the role of International Human Resource Management in long-term planning and staffingof manpower globally
- Gain insights of the strategic role of Training and Development of Expatriates in managementof international assignments.
- Acquaint themselves with the process of global performance management and understand the complexities of global compensation

Unit – I: Introduction and Overview: Importance to International HRM, Difference between Domestic and International Manager, Global Market Context: Key Perspective in Global Workforce Management, Cultural Foundations of International Human resource Management, Understanding Culture, Cross Culture Differences in Workplace, 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.

Unit – II: The Key role of International HRM in Successful MNC Strategy: 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 from Contingency Model to Process Development.

Unit – III: Global Human Resource Planning: From Strategy to Decision about Work Demand and Labor 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.

Unit – IV: Global Workforce Training and Development: 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 Assignments:** Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.

Unit – V: Global Workforce Performance Management: Performing Management Process, Important Consideration for Global Performance Management, Planning and Implementing Global Performance Appraisal. **Compensation for a Global workforce:** Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package. Approaches to International Compensation Management Expatriation and Repatriation.

Suggested Readings:

- Srinivas R Kandula, International Human Resource Management, Sage,4e, 2018.
- Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, Sage Publications, 4e, 2017.
- S.C. Gupta, International Human Resource Management, McMilan, 2e, 2017.
- Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 3e, 2015.
- Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
- Peter Dowling, International Human Resource Management: Managing People in aMultinational Context, Thomson, 5e, 2008.
- Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Reading and Cases in InternationalHuman Resource Management, Routledge, 4e, 2007.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA HUMAN RESOURCE MANAGEMENT ELECTIVE
24MBA4EH5: LEADERSHIP AND CHANGE MANAGEMENT

Course Objectives:

- To introduce the concepts, philosophies, studies and approaches of Leadership
- To impart knowledge of various theories and styles of leadership
- To orient on the role of leadership in changing business environment, with the help of variouschange management models
- To elucidate the aspects of organizational structure, culture and management of organizationalchange
- To educate on the strategies for managing change through the process of organizational development

Course Outcomes: The students will be able to

- Gain an understanding of the concepts and principles of leadership by studying the contributionsmade by various philosophers and Universities.
- Learn from the various theories and styles of leadership and their contribution the subject matterof leadership from time to time.
- Appreciate the role of leader in the ever-changing business scenario and gain knowledge ofvarious models of change.
- Understand the role of power, politics and conflicts in times of change, management ofresistance to change in the process of implementing organizational change.
- Gain insights of the process organizational development from a consultative perspective.

Unit – I: Introduction to Leadership: Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, 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.

Unit – II: Leadership Theories and Styles: Contingency Theories of Leadership: Fiedler’s ContingencyModel, The Path-Goal Theory, Leader Member Exchange Theory (LMX), The Hersey - Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership, Adaptive Leadership,Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Models for Leadership at All Levels.

Unit – III: Leadership & Organizational Change: Role of a Leader in Changing Business Environment,Qualities & Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sourcesof Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change, Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin’s Three-step Model,McKinsey’s 7-S Model, Action Research Model, John Kotter’s Eight-step Model, Organization Intelligence Model, ADKAR Model.

Unit – IV: Management of Organizational Change: Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to OrganizationalChange, Change Strategies, Response of Employees to Change: People Opposing Change and Peoplewith Positive Response, Resistance to Change and Management of Resistance to Change.

Unit – V: Strategies for Managing Change: Factors for Effective Change. Organization Development(OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation ofan Intervention & Closing an Engagement.

Suggested Readings:

- Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.
- Change Management & OD – Ratna Raina, Sage Publications, 1e,2018.
- Peter G. Northhouse, Leadership Theory and Practice, Sage Publications,1e, 2016.
- Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015.
- John P. Kotter, Leading Change, HBR Press, 2012.
- Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA HUMAN RESOURCE MANAGEMENT ELECTIVE
24MBA4EH6: HR ANALYTICS

Course Objectives:

- To provide an overview of evolution of HRM and its journey towards Analytics and highlight theneed, concepts and scope of HR Analytics linked with business outcomes.
- To elucidate the methods of capturing, examining & purifying data and to introduce the aspectof HR Metrics in the context of HR Analytics.
- To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.
- To provide an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

Course Outcomes: The students will be able to

- Gain an understanding of the relevance of HR Analytics in the current business scenario.
- Have an understanding of the models of conducting HR Analytics and understanding of themethods of capturing, examining & purifying data for conduction of HR Analytics.
- Use MS Excel for conduction of HR Analytics for key HR Processes
- Have an overview of various tools and software technologies used for conduction of DescriptiveHR Analytics and Visualization of HR Data.
- Appreciate the significance of Predictive and Prescriptive Analytics.

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

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

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

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

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

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA ENTREPRENEURSHIP ELECTIVE
24MBA3EE1: STARTUP AND MSME MANAGEMENT

Course Objective:

- To orient on the importance of Startup and MSME Management.
- To enlighten on how companies identify its requirements.
- To impart knowledge of various legal aspects in startup management.
- To elucidate various aspects to evaluate entrepreneurial performance
- To discuss in detail various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- Understand various Startup opportunities.
- Learn Business Startup, Ideation, and Venture Choices.
- Learn Legal and other requirements for new ventures.
- Learn Problems of entrepreneurs.
- Understand the Forms of Financial support.

Unit – I: Introduction to Startup and MSME: The Rise of the Startup Economy, The Six Forces ofChange, The Startup Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India.
Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues and Challenges of MSMEs, MSME Policies in India.

Unit – II: Startup Requirements: The Big Idea, Generate Ideas with Brainstorming, Business Startup,Ideation, Venture Choices. Identifying Startup Capital Resource Requirements, Estimating Startup Cash Requirements, Developing Financial Assumptions, Constructing a Process Map, Positioning the Venture in the Value Chain, Launch strategy to reduce Risks, Startup Financing Metrics, Feasibility Analysis, The Cost and Process of Raising Capital, Unique Funding Issues of High-tech Ventures, Funding with Equity, Financing with Debt, Funding Startups with Bootstrapping, Crowd Funding.

Unit – III: Startup and Legal Environment: Stages of Growth in a New Venture, Growing with the Market, Growing within the Industry, Venture Life Patterns, Reasons for New Venture Failures, Scaling Ventures, Preparing for Change, Leadership Succession. Support for Growth and Sustainability of the Venture. The Legal Environment, Approval for New Ventures, Taxes or Duties Payable for New Ventures.

Unit – IV: Management of MSME: Management of Product Line; Communication with Clients, Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of MSME, Problems of Entrepreneurs, Sickness in MSME, Reasons and Remedies, Evaluating Entrepreneurial Performance

Unit – V: Institutional Support for MSMEs: Forms of Financial Support, Long-term and Short-term Financial Support, Sources of Financial Support, Dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. 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). Schemes for Women Entrepreneurs.

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA ENTREPRENEURSHIP ELECTIVE
24MBA3EE2: TECHNOLOGY BUSINESS INCUBATION

Course Objective:

- To provide an understanding of the importance of Startup and MSME Management.
- To discuss the aspects of how companies identify its requirements.
- To help learn various legal aspects in startup management.
- To discuss the aspects of evaluation of entrepreneurial performance
- To elucidate various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- Understand various Startup opportunities.
- Learn Business Startup, Ideation, and Venture Choices.
- Learn Legal and other requirements for new ventures.
- Learn Problems of entrepreneurs.
- Understand Forms of Financial support.

Unit – I: Introduction to Technology Business Incubation (TBI): Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status.

Unit – II: Planning the TBI: Preparatory Process, Feasibility Process and Business Plan, Key Playersand Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits.

Unit – III: TBI Implementation and Operations: Organization Structure, Training of the ManagementTeam, Marketing the Incubator, Selecting Tenant Companies, Exit Policy, Serving Tenant Companies: Progression of Service Needs, Training Clients, Counselling and Mentoring, Enhancing and AssessingPerformance.

Unit – IV: TBI in India: Introduction, TBIs: Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives.

Unit – V: Global Perspective of TBI: Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation.

Suggested Readings:

- M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche Nationalbibliothek,2021.
- Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche National bibliothek, 2019.
- Rustam Lalkaka, Technology Business Incubation, UNESCO, 2006.
- https://www.startupindia.gov.in/content/sih/en/compendium_of_good_practices/incubationsupport.html
- https://cis-india.org/internet-governance/blog/technology-business-incubators.pdf

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA ENTREPRENEURSHIP ELECTIVE
24MBA3EE3: INNOVATION AND ENTREPRENEURSHIP

Course Objectives:
- To highlight the relevance of creative thinking in the context of Innovation and Entrepreneurship.
- To provide an overview of the models of creative problem solving.
- To impart knowledge of the models and methods of developing creative intelligence.
- To provide an overview of innovation management and theories of outsourcing new product development.
- To provide a micro and macro perspective of innovation.

Course Outcomes: The students will be able to
- Gain an understanding of the concepts and processes of creativity and appreciate the need forimproving the quality of creativity.
- Learn the methods of creative problem solving.
- Orient themselves on developing creative intelligence and unblock their creative energies
- Learn the concepts and methods of innovation and ideation and the theories of outsourcing newproduct development.
- Develop a perspective of micro and macro level innovation.

Unit – I: The Creativity Phenomenon: Creative Cerebration, Creative Personality and Motivation, Creative Environment, Creative Technology, Creativity Training Puzzles of Creativity, Spiritual and Social Roots of Creativity, Essence, Elaborative and Expressive Creativities, Quality of Creativity, Existential, Entrepreneurial and Empowerment Creativities, Criteria for Evaluating Creativity, Credible Evaluation, Improving the Quality of our Creativity.

Unit – II: Mastering Creative Problem Solving: Structuring of ill-defined problems, Creative Problem Solving, Models of Creative Problem Solving, Mechanisms of Divergent Thinking, Useful Mechanisms of Convergent Thinking, Techniques of Creative Problem solving

Unit – III: Creative Intelligence: 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 of your Creativity, Designing Creativogenic Environment.

Unit – IV: Innovation Management: 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.

Unit – V: Micro and Macro Perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies, Organizational Factors affecting Innovation at the Firm Level, Leadership and Innovations, Open Innovation, Innovation Framework, Innovations Developed by Open Technology Communities.

Suggested Readings:

- Mike Kennard, Innovation and Entrepreneurship, Routledge,2021.
- Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.
- Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House,2010.
- Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.
- Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
- A. Dale Timpe, Creativity, Jaico Publishing House, 2003.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA ENTREPRENEURSHIP ELECTIVE
24MBA4EE4: ENTREPRENEURIAL FINANCE

Course Objective:

- To highlight the importance of Entrepreneurial Finance.
- To elucidate how companies Organize and Operate the Venture.
- To impart knowledge of various aspects in financial planning.
- To provide understanding of various aspects in venture valuation.
- To discuss the aspects of financing the growing ventures.

Course Outcome: Students will be able to:

- Understand Financing through venture lifecycle in a company.
- Learn Startup and First Round Financing Sources.
- Learn the significance of Financial Planning throughout the Venture's life cycle.
- Understand Mechanics of venture valuation.
- Understand the importance of venture capital financing.

Unit – I: Finance for Entrepreneurs: Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance, The Successful Venture Lifecycle, Financing through Venture Lifecycle, Lifecycle Approach for Teaching, Entrepreneurial Finance. Developing Business Idea, Business Model. Screening Venture Opportunities: Pricing / Profitability Considerations, Financial / Harvest Considerations. Financial Plansand Projections.

Unit – II: Organizing and Operating the Venture: Financing a New Venture, Seed, Startup and First Round Financing Sources, Financial Bootstrapping, 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 Breakeven Analysis. Evaluating Operating and Financial Performance using Ratio Analysis.

Unit – III: Financial Planning: Financial Planning throughout the Venture's Lifecycle, Short Term Cash Planning Tools, Projected Monthly Financial Statements. Types and Costs of Financial Capital: Implicit and Explicit Financial Capital Costs, Financial Markets, Determining the Cost of Debt Capital, Investment Risk, Estimating the Cost of Equity Capital, Weighted Average Cost of Capital.

Unit – IV: Venture Valuation: 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.

Unit – V: Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the Fund Objectives and Policies, Organizing the New Fund, Soliciting Investments in the new Fund, Capital Call, Conducting Due-diligence and Actively Investing, Arranging Harvest or Liquidation, Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Suggested Readings:

- Leach, Melicher, Entrepreneurial Finance, South-Western College Pub,5e, 2022.
- Marco Da Rin Thomas Hellman, Fundamentals of Entrepreneurial Finance, Oxford Publishers,1e, 2020.
- M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
- Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA ENTREPRENEURSHIP ELECTIVE
24MBA4EE5: ENTREPRENEURIAL MARKETING

Course Objective:

- To enable understanding of the importance of Entrepreneurial Marketing.
- To help learn how companies master structures of organizational growth.
- To impart knowledge of various aspects in Growth Strategies.
- To elucidate various aspects in Entrepreneurial Market Development Strategies.
- To elaborate on the Entrepreneurial Marketing Tools.

Course Outcome: Students will be able to:

- Understand Marketing mix of an enterprise.
- Learn the Growth and marketing strategies.
- Learn Market Development strategies.
- Understand entrepreneurial communication.
- Understand the importance of entrepreneurial marketing.

Unit – I: Introduction to Entrepreneurial Marketing: Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P’s). Identifying Entrepreneurial Marketing Opportunities, Market Research, Demand Forecasting.

Unit – II: Enterprise Growth: Concept of Enterprise Growth, Forms, Types, Structures of Organizational Growth, Gazelles and Mice, Growth Objectives, Operative and Strategic Targets, Growth Analysis, Portfolio Analysis, ERRC Grid, SWOT Analysis, and Raising Entrepreneurial Finance.

Unit – III: Growth Strategies and Models: Growth Strategies: Concept and Forms, Internal, External and Co-operative Growth strategies. Growth Models: Lifecycle and Phase Model, Integrated Lifecycle Model (Evolutionary), Greiner’s Growth Model (Revolutionary), and Complexity Management (Process)Model.

Unit – IV: Entrepreneurial Market Development Strategies: Positioning, Segmentation, Targeting, Entrepreneurial Communication Strategy, Entrepreneurial Pricing Strategy, Entrepreneurial DistributionStrategy, Building Customer Relationships, Marketing Plans.

Unit – V: Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free-ride Marketing., Tools of Entrepreneurial Marketing: Buzz, social media, Viral Marketing.

Suggested Readings:

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

VAAGESWARI COLLEGE OF ENGINEERING - KARIMNAGAR

MBA ENTREPRENEURSHIP ELECTIVE
24MBA4EE6: FAMILY BUSINESS MANAGEMENT

Course Objective:

- To highlight the importance of Startup and MSME Management.
- To elucidate how companies identify its requirements.
- To impart knowledge on various legal aspects in startup management.
- To elaborate on various aspects to evaluate entrepreneurial performance
- To elucidate various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- Understand various Startup opportunities.
- Learn Business Startup, Ideation, and Venture Choices.
- Learn Legal and other requirements for new ventures.
- Learn Problems of entrepreneurs.
- Understand Forms of Financial support.

Unit – I: Introduction to Family Business: Family Business as a Unique Synthesis, Succession and Continuity: The Three-generation Rule, Building Family Businesses 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, TheECI-U Model.

Unit – II: Ownership Challenges and Family Governance: Shareholder Priorities, Managers vs Owners, Responsibilities of Shareholders to the Company, Effective Governance of the Shareholder, Firm Relationship, Family Governance: Structure, Challenges to Family Governance, Managing the Challenges of Succession. Enterprise Sustainability: Twelve Elements of Strategic-Fit and its Implications on Family Firms.

Unit – III: Successor Development: Characteristics of Next Generation Leaders, Next Generation Attributes, Interests and Abilities for Responsible Leadership. Next Generation Personalities, Managing Interdependence. CEO as an Architect of Succession and Continuity, Types of CEOs, Spouse and theTransfer of Power.

Unit – IV: Strategic Planning and Transgenerational Entrepreneurship: Life Cycle Stages Influencing Family Business Strategy, Turning Core Competencies into Competitive Advantage. The Unique Vision of Family-controlled Businesses, Strategic Regeneration, The Business Rejuvenation Matrix and Intrapreneurship.

Unit – V: The Future of Family Business: New Leaders of the Evolution, Three States of Evolution, Continuity and Culture, Changing the Culture, The Change Formula, Organization Development Approaches to Change, Commitment Planning, Organic Competencies and Business's Future, thriving through Competition, Institutionalizing the Change.

Suggested Readings:

- Rajiv G. Agarwal, Family Business Management, Sage Publications,1e,2022.
- Ernesto J. Poza, Mary S. Daughterty, Family Business, Cengage Learning,4e, 2020.
- Carole Howorth, Nick Robinson, Family Business, Routledge,1e,2020.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 1e,2010.
- Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-AustralianFamily Business over 100 years, Springer,2015.
- M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations, Edward and Elgar Publishing Limited,2010.