

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MASTER OF BUSINESS ADMINISTRATION MBA (Regular) R-21**  
**Effective from Academic Year 2021 - 22 Admitted Batch**

**COURSE STRUCTURE AND SYLLABUS**

**I Year I Semester**

Course Code	Course Title	L	T	P	Credits
21MBA01	Management and Organizational Behaviour	3	1	0	4
21MBA02	Business Economics	3	1	0	4
21MBA03	Financial Accounting & Analysis	3	1	0	4
21MBA04	Research Methodology and Statistical Analysis	3	1	0	4
21MBA05	Legal and Business Environment	3	1	0	4
Open Elective-I 21MBA06	6A Business Ethics and Corporate Governance 6B Project Management 6C Technology Management 6D Cross Cultural Management	3	0	0	3
21MBA07	Statistical Data Analysis	0	0	2	2
21MBA08	Business Communication Lab	0	0	2	2
	<b>TOTAL</b>	<b>18</b>	<b>5</b>	<b>4</b>	<b>27</b>

**I Year II Semester**

Course Code	Course Title	L	T	P	Credits
21MBA09	Human Resource Management	3	1	0	4
21MBA10	Marketing Management	3	1	0	4
21MBA11	Financial Management	3	1	0	4
21MBA12	Quantitative Analysis for Business Decisions	3	1	0	4
21MBA13	Entrepreneurship	3	1	0	4
21MBA14	Logistics & Supply Chain Management	3	1	0	4
Open Elective-II 21MBA15	15A Total Quality Management 15B Marketing Research 15C International Business 15D Rural Marketing	3	0	0	3
21MBA16	Company Analysis Report	2	0	0	1
	<b>TOTAL</b>	<b>23</b>	<b>6</b>	<b>0</b>	<b>28</b>

Internship during summer vacation (after Semester –II)

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - I**  
**21MBA01: MANAGEMENT & ORGANIZATIONAL BEHAVIOR**

**MBA. I Year I Sem.**

**L T P C**  
**3 1 0 4**

**Course Objective:** To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.

**Learning outcome:** Students will be able to understand a) Evolution of Management and contribution of Management thinkers b) the relevance of environmental scanning, planning and to take decisions, c) Organizing and controlling d) Individual and group behaviour e) Leadership and Motivation.

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**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, 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, build teams.

**Unit – V: Leadership and Motivation:** Definition and skills, Leader as a manager, Role of leadership in an organizational success, Leadership theories, Leadership styles based on the authority, Leadership at the time of adversity and crisis; Power, Politics and Influence tactics in leadership.

**Motivation:** Definition and importance, Types of motivation, Role of motivation in an organizational success, Theories of Motivation: Abraham Maslow's theory, Herzberg theory, Alderfer's theory, McClelland' theory and Valance Theory.

**Suggested Readings:**

- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson, 16e, 2017.
- Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 2015.
- Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
- Laurie J. Mullins, Management and Organizational Behaviour, Pearson Publications, 9e, 2017
- Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill, 2011.
- Harold koontz, Essentials of Management; Tata McGraw Hills, 2012.

- Yuki, Leadership in organizations; Pearson Education India, 2007

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**

**MBA SEMESTER - I**

**21MBA02: BUSINESS ECONOMICS**

**MBA. I Year I Sem**

**L T P C**  
**3 1 0 4**

**Course Objective:** To understand the Business, impact of Micro and Macro Economic Environment on business decisions.

**Learning Outcome:** Students will be able to understand (a) Economic Principles in Business (b) Forecast Demand and Supply (c) Production and Cost Estimates (d) Market Structure and Pricing Practices e)

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**Unit - I: Introduction to Business Economics:** Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

**Unit - II: Theory of Demand and Supply:** Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting.

Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

**Unit - III: Production and Cost Analysis:** Production function, Production function with one, 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 - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.

**Unit - V: Business-Markets and Pricing Policies:**

Characteristic features of business, Features and evaluation of Sole proprietorship, Partnership, Joint stock company, Public enterprise and their types , Objectives and policies of pricing Methods of pricing : cost plus pricing, Marginal cost pricing, sealed bid pricing, Going rate pricing, Limit Pricing, Two part pricing, Block pricing, Bundling pricing, Peak load pricing, Cross subsidization, International pricing and dumping.

**Suggested Readings:**

- H L Ahuja, Business Economics, S. Chand & Co, 9e, 2017.
- D N Dwivedi, Managerial Economics, Vikas Publications 8e, 2015.
- Chaturvedi, Business Economics, International Book House, 2012.
- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
- Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
- Mark Hirschey, Managerial Economics, Thomson, 10e, 2003.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - I**  
**21MBA03: FINANCIAL ACCOUNTING AND ANALYSIS**

**MBA. I Year I Sem**

**L T P C**  
**3 1 0 4**

**Course Objective:** To prepare, analyze, interpret the financial statements for business decision making.

**Learning Outcome:** Students will be able to understand a) Principles of Accounting, Accounting Process b) Inventory Valuation c) Accounts of limited liability companies d) Preparation, Analysis and Interpretation of Financial Statements.

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**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 with adjustments, Rectification of Errors, Valuation of Fixed Assets -Tangible vs Intangible assets. Depreciation, Methods of depreciation—their impact on measurement of business Accounting. Accounts by limited liability companies: shares and debentures.

**Unit - III: Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting for 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 as per the statement of affairs method.

**Unit - IV: Financial Analysis-I: Funds flow statement:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. **Cash flow statement:** cash profits and book profits. Preparation and analysis of cash flow statements.

**Unit - V: Financial Analysis-II:** Analysis and interpretation of financial statements, Horizontal Analysis and Vertical Analysis of Company, Financial Statements, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI- Focus on importance of Standards to give a general view on Financial Accounting practices, International Financial Reporting Standards (IFRS).

**Suggested Readings:**

- S.N. Maheswari, S. K. Maheswari, Sharad K. Maheswari, Accounting for Management, 4e, Vikas Publishing House, 2018.
- Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
- V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, New Delhi, 2015.
- Dr. Jawaharlal, Accounting for Management, Himalaya Publishing House, Mumbai. 2010.
- Ashish K. Bhattacharya, Financial Accounting & Analysis, PHI, 2012.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - I**  
**21MBA04: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

**MBA. I Year I Sem.**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**Course Objective:** To understand the basic statistical tools for analysis and interpretation of qualitative & quantitative data.

**Learning outcome:** Students will be able to understand a) Conceptual overview of Research b) To apply, analyze various simple & advanced statistical tools c) to apply the principles of research methodology for various projects.

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**Unit - I: Introduction to Research** - Types of Research, Research Process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement- Ethics in business research.

**Unit - II: Research design** - Research Problem- purpose of Research design, Types of Research Design- Experimental research design, Research Design for cross sectional, longitudinal studies, Research design for action research – Characteristics of the good research design. Data Collection Methods & Tools: Types of Data, Sources and Instruments for data, Guidelines for Questionnaire, Sampling and its application.

**Unit – III: Data Analysis- I: 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. **Small Sample Tests** - t-Distribution-properties and applications, testing for one and two means, paired t-test.

**Unit – IV: Data Analysis- II: Analysis of Variance** - One Way and Two-Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. **Correlation Analysis**- correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Linear and Multiple regression analysis, Discriminant analysis, Exploratory Factor Analysis, Introduction to structural equation modeling, Cluster Analysis and Conjoint Analysis. **Time Series Analysis:** Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend Analysis- Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, unweight price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

**Unit – V: Report Writing**

Importance of Report writing, Types of Research Reports, Report Preparation and presentation, Report structure, Report formulation, Guidelines for effective documentation, Research Briefings, Referencing styles and citation in Business Management Research.

**Suggested Readings:**

- Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin , Barry J. Babin, Business Research Methods Cengage Learning, 2012.
- Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.
- Naval Bajpai, Business Research Methods, Pearson Publications, 2e 2017.
- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 2018.
- P.C. Tulsian, Bharat Jhunjunwala, Business Statistics, S. Chand, 2016.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**

**MBA SEMESTER - I**

**21MBA05: LEGAL AND BUSINESS ENVIRONMENT**

**MBA. I Year I Sem.**

**L T P C**  
**3 1 0 4**

**Course Objective:** To understand the Legal and Regulatory Framework for doing business in India.

**Learning Outcome:** Students will be able to understand a) Business Laws related to incorporating a company b) Law of contract and Negotiable Instruments c) Regulatory framework in India.

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**Unit – I: Introduction:** Companies Act, 2013, Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Role of Audit and Auditors, Company Meetings, Resolutions, Winding-up of a Company.

**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, Dishonour and discharge of negotiable Instruments, Offences by the companies.

**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.

**Unit – V: Business Regulations and Environment Laws:**

(a) I T Act 2000, Competition Act 2002, Intellectual Property Rights. FEMA 1999, Income tax act 1961.  
(b) Environmental Law- Water, Air pollution, Green Tribunal in protecting Environment.

**Suggested Readings:**

- MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
- Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
- Akhileshwar Patha, Legal Aspects of Business, Tata Mc Graw Hill, 7e, 2019.
- P.P.S.Gogna, Company Law, S.Chand, 2016.
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.
- Justin Paul, Business Environment Text and Cases, 3e, Mc Graw Hill Publication, 2010.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - I**

**21MBA06A: BUSINESS ETHICS AND CORPORATE GOVERNANCE (OPEN ELECTIVE - I)**

**MBA. I Year I Sem.**

**L T P C**  
**3 0 0 3**

**Course Aim:** To understand the growing importance of Corporate Governance in Indian and Global Context.

**Learning Outcome:** Students will be able to understand a) Need for Business Ethics and Corporate Governance in India b) Codes and Committees in Corporate Governance c) Role of Board in Corporate Governance d) Stakeholder perspective of Corporate Governance.

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**Unit - I: Business Ethics The Changing Environment:** Business Ethics-why does it matter?; Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and Trained?; stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics.

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

**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 – Convergence- Problems of Governance in Companies.

**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 - Role of capital Markets, Regulator, Government in Corporate Governance.

**Unit - IV: Role of Board:** Functions of the Board, Structure of the Board, role of the board, Role, duties and responsibilities of Directors, Types of Directors, Board as a learning organization, Leveraging Good Governance for Competitive Advantage.

Conflicts of Interest, Remedial Actions. Governance Ratings- Merits and Demerits.

**UNIT-V: Corporate Social Responsibility:** Meaning, need, benefits and factors responsible for CSR growth - Steps to attain CSR - CSR initiatives in Indian Context- CSR policies and practices in a company- Relevant provision of Indian Companies Act 2013 and Corporate Responsibility Rules 2014 - CSR committee & Functions in a Company-Responsibility of Board of Directors in CSR- CSR Activities as a Social Obligations of Business- Social Accountability 8000-CSR and Sustainable Development.

**Suggested Readings:**

- A. C. Fernando: Business Ethics and Corporate Governance, 2e, Pearson, 2018.
- SK Mandal: Ethics in Business and Corporate Governance, TMH, 2012.
- C.S.V. Murthy: Business Ethics, Himalaya Publishing House, 2012.
- Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
- Christine A. Mallin, Corporate Governance, Oxford University Press, 4e, South Asia Edition, 2016.
- Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press, 2015.
- N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.
- A. C. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - I**  
**21MBA06B: PROJECT MANAGEMENT (OPEN ELECTIVE – I)**

**MBA. I Year I Sem.**

**L T P C**  
**3 0 0 3**

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

**Learning Outcome:** Students will be able to understand a) Importance of Project Management

b) Project Planning, Execution and implementation c) Significance of teams in projects d) Project evaluation techniques.

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**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 Rate of 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: Human Resource Management in Projects Management-** Organisational Planning - Organisational Structure-Pure & Matrix Structure - Building a Project Team-- Need for Team Building - Process of Project Team Building- Advantages and Disadvantages of Team Building - Selection of Project Staff- Role of Project Manager& Core Team Members- - Manager and employee relationship in international projects-Language, Culture &Managerial Behaviour – Conflicts and Resolutions.

**Suggested Readings:**

- John M, Nicholas and Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and review, 6e, Tata Mc Graw Hill2008.
- K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.
- Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.
- R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - I**  
**21MBA06C: TECHNOLOGY MANAGEMENT (OPEN ELECTIVE – I)**

**MBA. I Year I Sem.**

**L T P C**  
**3 0 0 3**

**Course Objective:** To understand the importance of technology in conduct of business.

**Learning Outcome:** Student will be able to understand: a) Importance of Technological Innovation

b) Importance of Research and development in technology management

c) Forecasting of Technology

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**Unit – I: The Process of Technological Innovation:** The need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Characteristics of Innovative firms, Dynamics of diffusion, A model of Innovation Adoption, Factors that drive the process of diffusion.

**Unit – II: Technology Strategy:** Collaborative Arrangements in domains of Technology Strategy, Risks of Collaborative Activity, Evolution of Technology Appropriation principles, External Sourcing of Technological Capability, Productivity of in-house R& D, influence of Environmental Trends

**Unit – III: Research and Development:** Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

**Unit – IV: Technological Forecasting for Decision Making:** Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization for Technological Forecasting.

Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

**Unit-V: Technology Diffusion, Absorption and Deployment:** Technology Diffusion -Meaning &Importance-Factors Influencing Technology Diffusion-Diffusion Strategy-Technology Absorption-factors influencing technology absorption & Types - Deployment Strategies -Key Elements of Deployment Process.

**Suggested Readings:**

- Tarek Khalil, Management of Technology -The Key to Competitiveness and Wealth, Tata McGraw Hill, Boston, 2015.
- V. K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
- Norma Harison and Samson, Technology management – Text and cases, TMH, 2015
- Shane, Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
- Khandwala, Corporate Creativity, TMH, 2015.
- Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology, 6e, Pearson.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - I**  
**21MBA6D: CROSS CULTURAL MANAGEMENT (OPEN ELECTIVE- I)**

**MBA. I Year I Sem.**

**L T P C**  
**3 0 0 3**

**Course Objective:** To understand the importance of cross culture in conduct of business.

**Learning Outcome:** Student will be able to understand: a) Importance of culture b) Values c) culture and styles of Management d) communication in different cultures e) cross cultural team management.

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**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. Business Cultures: 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: International Cross Culture:** Impact of culture on International Organizational Behaviour-Motivation, Leadership and Decision Making across cultures –Cultural differences at International Level- Competences for Global Manager –Adjustment to New Cultures –Conflicts and Resolutions in Cultural Differences.

**Suggested Readings:**

- Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
- David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
- 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 experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**

**MBA SEMESTER - I**

**21MBA07 BUSINESS COMMUNICATIONS (LAB)**

**MBA. I Year I Sem.**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

**Course Objective:** To understand the importance of oral and written communication and its applications in Business.

**Learning Outcome:** Students will be able to understand a) the importance of Communication in Business b) to develop writing skills and presentation c) writing business proposals and letters d) application of business communication in the self-development process.

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**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.

**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: Business Etiquette:** Importance of skill development in business- strategies for enhancing skills to employees –skill requirements for entrepreneurs - innovative skills- rules of business etiquette in various regions of business centers across the globe.

Suggested Readings

:

- Ober Newman, Communicating in Business, Cengage Learning, 2015.
- P. Subba Rao, B.Anita Kumar, C.Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
- 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.
- Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011.
- Elevate english , Mc Graw Hill, [www.ellevateenglish.com](http://www.ellevateenglish.com)

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - I**

**21MBA08: STATISTICAL DATA ANALYSIS- LAB**

MBA. I Year I Sem.

L	T	P	C
0	0	2	2

**Course Objective:** To understand the application of Statistical tools to Research Problem / Projects.

**Pre-requisites:** Computer Basics with Windows OS and Statistical methods

**Learning Outcome:** Students will be able to understand a) Analyse and apply the statistical tools for decision making b) Hypotheses Testing c) Discussion of Results for better decision making.

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**Unit - I: Introduction to Statistical Packages - MS - EXCEL/SPSS:** Introduction, uses, functions and features of Statistical Packages, Getting started with excel/SPSS, Highlights and main functions: Home, Insert, page layout, formulas, Data, review, view, add-ins, Using help function, Customizing the Quick Access Toolbar.

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

**Unit - III: Data from External Sources:** Using and Formatting Tables, Basic Formulas and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulas 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, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

**Unit - V: Data Analysis – II Using SPSS:** Introduction to SPSS, Basic operations with SPSS, Parametric tests: Two independent sample t-test, paired test, one way ANOVA. Non-parametric: Chi-Square tests, Man Whitney test, Wilcoxon signed rank test, kruskal Wallis test, Friedman test. Factor Analysis, Cluster Analysis, Drawing inferences.

**Suggested Readings:**

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

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - II**  
**21MBA09: HUMAN RESOURCE MANAGEMENT**

**MBA. I Year II Sem.**

**L T P C**  
**3 1 0 4**

**Course Objective:** To understand various functions of HRM and to manage the human resources of any organization effectively.

**Learning Outcome:** Students will be able to understand a) HR concepts b) Process of recruitment and selection, c) Learning and development d) Performance Management and Compensation e) Employee retention strategies f) Employer employee relations and employee welfare

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**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 developed. Human Resource Information System (HRIS) - e HRM.

**Unit - II: Recruitment and Selection:** Basics of Job Analysis and talent Management process – Methods for Collecting Job Analysis Information – Job Descriptions and specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HR Planning – Recruitment & Selection Process – Planning & Forecasting of human resources – Sources of Recruitment – Recruitment on Diverse Work Force - Employee Testing and Selection - Basic types of Interviews – Errors in Interviews.

**Unit - III: Training and Developing and Performance Management** – Importance of Training and Development – Training process - Analyzing Training needs & Designing the program – Implementation of training programmes – training methods – Management development process – Evaluation of training and development programmes.

**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 - Establishing pay rates – 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: Employer Employee Relations**– Industrial disputes - Machinery for Settlement of disputes - Trade Union - Workers Participation in Management – Collective Bargaining Process – Grievances – Grievances Handling Procedure –Employee Safety and Health - Occupational Safety Law (OHSAS) - Quality of Work Life - Work-Life Balance.

**Suggested Readings:**

- Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.
- Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
- Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
- K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011.
- Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- Subba Rao P, 2008; Essential of Human Resource Management and Industrial Relations; Text, Cases and Games, Himalaya Publishing House, Mumbai.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - II**  
**21MBA10: MARKETING MANAGEMENT**

**MBA. I Year II Sem.**

**L T P C**  
**3 1 0 4**

**Course Objective:** To understand the basic marketing concepts and its applications in markets.  
**Learning outcome:** Students will be able to understand a) concepts of marketing management b) to analyze markets and design customer driven strategies c) to reach the target market through various types of communication towards business development with superior customer value.

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**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.

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 – Segmentation Targeting Positioning Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies.

**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:**

Price Concept - Factors influencing price - Pricing Objectives - Steps in setting the price - Methods of Pricing - Pricing Policies and Strategies- Interactive Marketing-Word of Mouth, Digital marketing, Relationship marketing, Social media and mobile marketing, Global marketing, green marketing.

**Suggested Readings:**

- Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 17e, Pearson Education, 2018.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
- Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
- J. William Stanton & Furteet, Fundamentals of Marketing-Mc. Graw Hill Inc
- Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.
- Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**

**MBA SEMESTER - II**

**21MBA11: FINANCIAL MANAGEMENT**

**MBA. I Year II Sem.**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

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

**Course Objective:** To understand the basic decisions taken by a finance manager in a Corporate. FM helps in understanding the use of resources efficiently, effectively and economically.

**Learning Outcome:** Students will be able to understand a) Finance function, objectives and basics of time value of money b) the methods of project evaluation and importance of cost of capital c) importance of Capital structure and Dividend Decisions in a firm d) the estimation method of working capital requirement e) techniques of cash, inventory and corporate restructuring.

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

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

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

**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 Linter. A brief discussion on dividend policies of Indian companies.

**Unit - IV: 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. Planning of working capital, Financing of working capital through Bank finance and Trade Credit, Regulation of Bank Credit - Marathe Committee Recommendations - Kannan Committee Recommendations -Nayak Committee Recommendations.

**Unit - V: Management of Current Assets: Inventory Management:** The Nature of Inventory and its Role in Working Capital – The Purpose of having Inventories –Types of Inventory and Costs Associated with it – Inventory Management Techniques like determination of Economic Order Quantity, Economic Production Quantity, Re-order Point, Stock Level, etc. – Inventory Planning – Introduction to Specialized Techniques like ABC Analysis and VED Analysis – Various methods of Pricing of Inventories. **Receivables Management:** Meaning and Computation of Receivables – Purpose and cost of Maintaining Receivables – Impact of a Firm's Credit Policy on Level of Investment in Receivables, Level of Sales, Bad Debt Loss, etc. Monitoring of Receivables. **Cash Management:** The

Difference between Profits and Cash – Need For and Objective of Cash Management – Short-term Cash Forecasting and Cash Budgets – Cash Reports for Monitoring and Control – Factors to be reckoned with for Efficient Cash Management – Forms of Liquidity and the Choice of Liquidity-mix.  
**Corporate Restructuring:** Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers, Financial evaluation of Mergers.

**Suggested Readings:**

- I M Pandey, Financial Management, 11 e, Vikas Publications, 2015.
- M.Y Khan, P K Jain, Financial Management-Text and Problems, 8e, Mc Graw Hill, 2019.
- Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.
- Arindam Banerjee, Financial Management, Oxford Publications, 2016.
- James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - II**  
**21MBA12: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**MBA. I Year II Sem.**

**L T P C**  
**3 1 0 4**

**Course Objective:** To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Learning Outcome:** Students will be able to understand a) The course covers origin and application of OR, b) Linear Programming Method, c) Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

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**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 model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

**Unit - II: Linear Programming Method:** Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP.

**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, Vogel's 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.

**Unit - V: Queuing Theory:** Queuing Structure and basic component of an Queuing Model,. Single Server Queues, Multiple Server Queues, Economic Evaluation of Queuing Systems, Simulation Models: Models of Queuing Systems, Models of Inventory Systems, Evaluating Decision Alternatives Using Simulation Models, Using Regression Analysis to Evaluate Alternatives, Game theory, Saddle point, Value of the Game.

**Suggested Readings:**

- S.D. Sharma, Operations Research, Kedarnath Ramnath and Company.
- R. Paneerselvam, Operations Research, Prentice Hall International, 3e, 2012.
- J.K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
- Hamdy A.Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
- Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S. Chand, 2012.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - II**  
**21MBA13: ENTREPRENEURSHIP**

**MBA. I Year II Sem.**

**L T P C**  
**3 1 0 4**

**Course Objective:** To make students understand the Entrepreneurial process and also inspire them to be Entrepreneurs.

**Learning Outcomes:** Students will be able to understand a) mindset of the entrepreneurs, b) identify ventures for launching, c) develop an idea on the legal framework and d) strategic perspectives in entrepreneurship.

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**Unit - I: Understanding Entrepreneurial Mindset:** The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.

**Unit - II: The individual entrepreneurial mind-set and Personality:** The entrepreneurial journey- Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies. Corporate Entrepreneurial Mindset, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

**Unit - III: Launching Entrepreneurial Ventures:** Creativity and Business Idea, opportunities identification- Finding gaps in the market place – techniques for generating ideas- entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages of Franchising.

**Unit - IV: Legal challenges of Entrepreneurship:** Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls.

Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

**Unit - V: Strategic perspectives and Women 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.

**Women entrepreneurship:** Role and Importance - Profile of women entrepreneur - Problems of women entrepreneurs - Government initiatives in India to promote women entrepreneurship. Social Entrepreneurship: Role and Importance.

**Suggested Readings:**

- D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill, 2018.
- Bruce R. Barringer/ R.Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
- Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012.
- Vasanth Desai, Small Business in Entrepreneurship, Himalaya Publishing House.
- C.V. Bakshi, Entrepreneurship Development, Excel Publications.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - II**

**21MBA14: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**MBA. I Year II Sem.**

**L T P C**  
**3 1 0 4**

**Course Objective:** To understand the importance of Supply chain management in present Business context.

**Learning Outcome:** Students will be able to understand a) growing importance of Logistics and Supply Chain Management b) LSCM Costs and Performance c) Benchmarking in SCM d) Sourcing and transportation e) Global aspects in SCM

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

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

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

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

**UNIT-V: Global Logistics and Global Supply Chains:** Meaning and Definition, Factors affecting Global Logistics, - Global Operating Levels - International Supply Chain-Issues and Challenges - Global Supply chain Business Process- Regional differences in logistics & Supply Chains - Performance Expectation and Evaluation-Global Strategy-Requirements and Implementation- Issues and challenges.

**Suggested Readings:**

- Donald J. Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
- Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
- Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
- Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
- Deepak P, Milind M.Oka: “Supply Chain Management” Everest Publishing House, New Delhi.
- Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, New Delhi, 2012.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**

**MBA SEMESTER - II**

**21MBA15A: TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE- II)**

**MBA. I Year II Sem.**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objective:** To facilitate students understand the quality concepts and tools and techniques relating to total quality management.

**Learning outcomes:** Students will be able to understand a) importance of Quality b) Principles and Practices of TQM c) tools and techniques in Quality management.

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

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

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

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

**UNIT-V: Strategic Quality Management & Quality Audit:** Principles of Quality Management-Linking with Strategic Quality Management Process-Quality Strategy for Indian Industries - Quality Management in India -Quality Audits-System Audit & Review-Objectives of System Audit – Types of Quality Audit – Product Vs System Audit – Introduction to software quality.

**Suggested Readings:**

- Joel E Ross: Total Quality Management, 3e, CRC press, 2015.
- Dale H.Besterfeild, Carlon Besterfeild: Total Quality Management, Pearson Education, 2015
- Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
- Poornima M Charantimath Total Quality Management, Pearson Education, 2015
- Kanishka Bedi: Quality Management, Oxford, 2015.
- Dr.S.Kumar , Total Quality Management, University Science Press, 2015

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**  
**MBA SEMESTER - II**

**21MBA15B: MARKETING RESEARCH (OPEN ELECTIVE - II)**

**MBA. I Year II Sem.**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objective:** To facilitate students to understand the marketing research design and application of research methodology to Marketing issues.

**Learning Outcome:** Students will be able to understand a) importance of Marketing Research b) Research design c) Scaling and sampling methodology d) data presentation.

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**Unit - I: Introduction to Marketing Research:** Definition 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, qualities of a Marketing Research Manager, Organising Marketing Research function, Evaluation and Control of Marketing Research, International Marketing Research, Marketing Research in Social Media, Mobile Marketing Research, Ethics in Marketing Research.

**Unit - II: Marketing Research Design:** The process of defining the problem and developing an approach, Defining an Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal.

**Unit - III: Measurement and Scaling:** Sources and Collection of data, Nature of Measurement, Measurement Scales, Characteristics of a good Measurement, Nature of Attitude Scale, Rating scale, Ranking scale, Questionnaire Design.

**Unit - IV: Sampling:** 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.

**UNIT-V: Data Processing and Report Writing :** Data editing -Coding- Classification and Tabulation of Data -Hypothesis Testing -Steps in Hypothesis Testing-Bi Variate Analysis-Discriminant, Logit, cluster and Multi-Variate analysis - Research Report Writing - Structure of the research report – Interpretation of Results and Suggested Recommendations- Presenting tabular data-Ethics in Research.

**Suggested Readings:**

- Naresh Malhotra, Satyabhushan Dash, Marketing Research, 7e, Pearson, 2019.
- GC Beri, Marketing Research, 4e, 2018, Mc Graw Hill 2018.
- Donald R Cooper, Pamela S Schindler, Marketing Research Concepts and Cases, 2007
- David J Luck, Ronald S Rubin, Marketing Research, 7e, PHI, 2002.
- David A Aaker, V.Kumar, Georges, Marketing Research, 9e, Wiley India Pvt Ltd, 2009.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD**

**MBA SEMESTER - II**

**21MBA15C: INTERNATIONAL BUSINESS (OPEN ELECTIVE - II)**

**MBA. I Year II Sem.**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objective:** To understand the International Business theories and methods, Economic Environment, Strategic and Operational issues of IB.

**Learning Outcome:** Students will be able to understand a) Importance of International Business b) International Trade theories c) International Economic environment d) Strategic and operational issues of IB.

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**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 - Multi National Corporation (MNCs) - International Business Environment- Cultural, Political and Technological Environment.

**Unit - II: International Trade Theories:** Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage- 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. 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. Organizational Design- Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.

**UNIT-V: International Financial Management:** Components and Scope of International Financial Management-Finance and International Trade: Payment Mechanism-Documents in International Trade-FX Markets-Export Financing -International Marketing: Scanning of International Markets-Branding in International Markets – International Human Resources Management: International Organisational Structure-HR Planning, Recruitment and Selection- Cross Culture Issues in International Business.

**Suggested Readings:**

- Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, International Business, 7e, Cengage Learning, 2008.
- K Ashwatappa, International Business, 6e, Mc Graw Hill, 2015.
- Sanjay Misra, P.K. Yadav, International Business, PHI, 2009.
- Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, 11e, Mc Graw Hill, 2019.
- Rakesh Mohanh Joshi, International Business, Oxford University Press, 2009
- Subba Rao, International Business, Himalaya Publications, 2007

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD  
MBA SEMESTER - II**

**21MBA15D: RURAL MARKETING (OPEN ELECTIVE – II)**

**MBA. I Year II Sem.**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**Course Objective:** To understand the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India and Strategies to be adopted by the corporate.

**Learning Outcome:** Students will be able to understand: (a) Rural Marketing opportunities (b) Rural Economy and Environment c) Social and cultural aspects in rural India d) innovations in rural marketing.

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**Unit – I: Introduction:** Meaning - Evolution – 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 market.

**Unit – II: 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 – III: 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 – IV: 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-V : Agricultural Marketing in India:** Over view of agricultural marketing - Current state of agricultural marketing – Challenges in marketing of agricultural produce – Strategies to promote marketing of agricultural produce and products of rural artisans-Corporate Sector in Agri-business-Reasons and benefits for increased interest of corporate sector in agri-business opportunities-Corporate Social Responsibility -Digitalizing the Indian Rural Markets: e-rural marketing – Role of IT in Rural marketing -e-Governance for Rural India.

**Suggested Readings:**

C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.

Pradeep Kashyap, Rural Marketing, 3e Perason Education, 2016.

Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.

Sanal Kumar Velayudhan, Rural Marketing, 2e Sage publications, 2012.

T P Gopaldaswamy, Rural Marketing, Environment, problems and strategies, 3e Vikas Publications, 2016.

**NALLA MALLA REDDY ENGINEERING COLLEGE HYDERABAD  
MBA SEMESTER - II  
21MBA16: COMPANY ANALYSIS REPORT-SEMINAR PRESENTATION**

**MBA. I Year II Sem.**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**Approach: ANNUAL REPORT OF COMPANIES & MS-Excel, Credits 1      Marks 50**

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

**Learning**

**Outcome:**

By the end of this mini project, students will be able to:

- Analyse balance sheet of an organization.
- Analyse profit and loss of an organization.
- Analyse investment portfolio of the organization.
- Analyse profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

**EXERCISES**

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

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