MALLA REDDY (MR)
(DEEMED TO BE UNIVERSITY)

MALLAREDDY(MR)

(DEEMED TO BE UNIVERSITY)

Recognized under Section 3 of the UGC Act, 1956

School of Management & Technology
Master of Business Administration(MBA)

Course Structure and Syllabus

Academic Year 2025-2026

Approved by AICTE, Accredited by NAAC with 'A++' Grade (Cycle-III)
Maisammaguda,Dhulapally(Post,ViaKompally)Medchal-Malkajgiri.Pin–500100,
www.mrdu.edu.in,

MBA Semester-I

AY: 2025-26				Teaching Hours/ week			Examinations			
Sl. No.	**Category**	**Course Code**	**Course Name**	**Lecture**	**Tutorial**	**Practical**	**Credit**	**CIE Marks**	**SEE Marks**	**Total Marks**
1	Basic Course	2562T01	Managerial Economics	3	-	-	3	50	50	100
2	Basic Course	2562T02	Accounting for Managers	4	-	-	4	50	50	100
3	Basic Course	2562T03	Information System and Business Analytics	3	-	-	4	50	50	100
4	Basic Course	2562T04	Marketing Management	3	-	-	3	50	50	100
5	Basic Course	2562T05	Business Research Methodology and Decision Science	4	-	-	4	50	50	100
6	Basic Course	2562T06	Human Resource Management	3	-	-	3	50	50	100
7	Basic Course	2562P01	Business Communication Lab	2	-	2	3	50	50	100
Common Core (Non-Credit) - Graduate Requirement:										
8	SP		Career Preparedness Program - I (Oral and Written Communication+ Career Essentials + Prepare for Aptitude Test - I)	4	-	-	**GR**			
							24			**700**

MBA Semester-II

AY: 2025-26				Teaching Hours/ week			Examinations			
Sl. No.	**Category**	**Course Code**	**Course Name**	**Lecture**	**Tutorial**	**Practical**	**Credit**	**CIE Marks**	**SEE Marks**	**Total Marks**
1	Basic Course	2562T08	International Business Management Practices	3	-	-	3	50	50	100
2	Basic Course	2562T09	Legal Environment of Business	3	-	-	3	50	50	100
3	Basic Course	2562T10	Financial Management	4	-	-	4	50	50	100
4	Basic Course	2562T11	Management and Organizational Behaviour	3	-	-	3	50	50	100
5	Elective	2562T12	Security Analysis and Portfolio Management	4	-	-	4	50	50	100
6		2562T16	Financial Modelling and Analytics							
8	Elective	2562T13	Digital Marketing	4	-	-	4	50	50	100
9		2562T17	Dynamics of Consumer Behaviour							
11	Elective	2562T14	Talent Acquisition and Management	4	-	-	4	50	50	100
12		2562T18	Management of Industrial Relations							
14	Elective	2562T15	Advanced Business Analytics Using SPSS	4	-	-	4	50	50	100
15		2562T19	Data Science Using Python							
	Elective (Minor)	2562T20	Financial Institutions, Markets and Services	4	-	-	4	50	50	100
		2562T21	Retail Management							
		2562T22	Performance Management							
		2562T23	AI and Machine Learning for Managers							
17	INT	2562PR1	Internship I (CIP)	3	-	6	3	50	50	100
18	MC	2500M03	Community Service-I (COS-I)	1	-	2	1	100	--	100
Common Core (Non-Credit) - Graduate Requirement:										

19			Career Preparedness Program - II (Design Thinking + Career Effectiveness + Prepare for Aptitude Tests - II)	4	-	-	**GR**			
						Total	29			**900**

MBA Semester-III

AY: 2025-26				**Teaching Hours/ week**			**Examinations**			
Sl. No.	**Category**	**Course Code**	**Course Name**	**Lecture**	**Tutorial**	**Practical**	**Credit**	**CIE Marks**	**SEE Marks**	**Total Marks**
1	Basic Course	2562T24	Business Policy and Strategic Management	3	-	-	3	50	50	100
2	Basic Course	2562T25	Production and Operations Management	3	-	-	3	50	50	100
3	General Elective	2562T26	Project Management	4	-	-	4	50	50	100
4	Elective	2562T27	International Financial Management	4	-	-	4	50	50	100
5		2562T31	Strategic Investment and Financial Decisions							
6		2562T35	Financial Derivatives and Risk Management							
8	Elective	2562T28	B2B Marketing	4	-	-	4	50	50	100
9		2562T32	Marketing Research							
10		2562T36	Marketing Analytics							
12	Elective	2562T29	Compensation Management	4	-	-	4	50	50	100
13		2562T33	International Human Resource Management							
14		2562T37	HR Analytics							
16	Elective	2562T30	Application of R-tool	4	-	-	4	50	50	100
17		2562T34	Business Intelligence and Predictive analytics							
18		2562T38	Data Visualization Using Tableau							
		2562T39	Personal Finance Planning	4	-	-	4	50	50	100

	Elective (Minor)	2562T40	Advertising & social media							
		2562T41	Organizational Change & Development							
		2562T42	Exploratory Data Analytics for Business Managers							
20	INT	2562PR2	Internship II (SIP)	3	-	6	3	50	50	100
Common Core										
21	MC	2500M04	Community Service-II (COS-II)	1	-	2	1	100	--	100
Common Core (Non-Credit) - Graduate Requirement:										
22	SP		Career Preparedness Program - III (Strategy for Self-Management)	4	-	-	**GR**			
						Total	30			900

MBA Semester-IV

AY: 2025-26				**Teaching Hours/ week**			**Examinations**			
Sl. No.	**Category**	**Course Code**	**Course Name**	**Lecture**	**Tutorial**	**Practical**	**Credit**	**CIE Marks**	**SEE Marks**	**Total Marks**
1	Foundation	2562T43	Corporate Governance and Social Responsibility	3	-	-	3	50	50	100
2	Foundation	2562T44	Leadership and Capacity Building	3	-	-	3	50	50	100
3	Foundation	2562T45	Total Quality Management	3	-	-	3	50	50	100
4	General Elective	2562T46	Entrepreneurship	4	-	-	4	50	50	100
5	Capstone		Project	6	-	-	6	60	40	100
						Total	19			500

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA I Semester		
Code: 2562T01	MANAGERIAL ECONOMICS	L	T	P
Credits: 3		3	-	-

COURSE OBJECTIVES:

1. Illustrate the fundamentals of managerial economics and its relationship with other management subjects
2. Explain the applications of theories of consumer behaviour in Management.
3. Understand the production function, costs and revenue.
4. Illustrate how price and output get determined under a different market structure.
5. Present an overview of Macroeconomics.

MODULE-I INTRODUCTION TO ECONOMICS

Introduction to economics: basic terminologies; definition of Economics, Micro and macroeconomics, Environmental Economics, Positive and Normative Economics, Managerial Economics- Nature and Scope of Managerial Economics - Principles of managerial economics, Economic Systems-Managerial Economics Links with Other Disciplines.

MODULE-II THEORY OF CONSUMER BEHAVIOR

Definition of demand, Law of demand and its determinants and exceptions, movement along the demand curve, and shift in demand curve. Demand and supply relationship. Definition of supply, Law of supply, Movement along the supply curve and shift in the supply curve, Factors affecting supply, Market equilibrium and pricing, floor price, and ceiling price. Application of demand and supply analysis.

Concepts of elasticity, degree, determinants & types, practical implication, Relationship of Revenue and elasticity of demand, Demand forecasting, and its use in demand. Qualitative and Quantitative interpretation of demand techniques-model specification using regression and OLS.

Consumer Behavior (Application) Introduction to Consumer behavior, Utility, Cardinal approach, Ordinal approach, Consumer's equilibrium using Indifference curve analysis and Consumer surplus, Application of Indifference curve analyses.

MODULE-III ANALYSES OF PRODUCTION, COSTS, AND REVENUES

Production functions, Law of Variable proportions, returns to scale, and economies of scale. Producers' surplus- Costs, Isoquants, least cost combination types of costs, Cost output Relations both in Short-run and long-run, Revenue Analysis –TR, AR, and MR.

Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

MODULE-IV MARKET STRUCTURE AND DECISION-MAKING

Market types, characteristics, s, Monopoly - features, equilibrium conditions, and Price discrimination. Monopolistic competition- features, Oligopoly Collusive and Non-Collusive models, Game theory types, static and dynamic games-Pricing Strategy. Case study

MODULE-V OVERVIEW OF MACROECONOMICS

Concepts: GDP, GNP, NDP NNP & PCI- Factors include and exclude from GDP calculation and various methods of National Income Measurement: Production Income & Expenditure Method calculations. Nominal GDP & Real GDP(Calculations)contribution of sectors (Primary, secondary & tertiary) to National income and employment; balance of payments, economic growth, and sustainable development. Globalization: dimensions and Driving Forces.

Inflation: Meaning- types- causes & consequences. Business cycle. -Phases of the business cycle. Causes and Remedies. Concept of Profit and major theories of Profit, Dynamic surplus theory, Risk and Uncertainty, Bearing theory, and Innovation theory.

TEXT BOOKS:

T1- Salvatore, D. Managerial Economics Principles and Worldwide applications, New York: Oxford University Press New Delhi, 9TH Edition, 2020.

T2- Mankiw, N. Gregory. Principles of microeconomics. South western college publishing, January 2023.

REFERENCE BOOKS:

R1- Geetika. Ghosh. Piyali. And Choudhari, P. R. Managerial Economics. (2 nd ed.). New Delhi, India: McGraw Hill Higher Education, January 2014.

R2- Trivedi M.L. Managerial economics - Theory and applications. New Delhi: TATA MC Graw Hill, August 2002.

R3. Nick Wilkinson, Managerial Economics A problem-solving approach, Cambridge University Press, May 2005.

Course Outcomes:

On successful completion of the course, Students will be able to

CO1: Understand managerial economics and its relationship with other management subjects.

CO2: Apply consumer behaviour theories and concepts in solving numerical problems.

CO3: Analyse the production function, costs, and revenue.

CO4: Analyse how price and output get determined under a different market structure.

CO5: Evaluate the current macroeconomic situation.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	1	2	3	4	3	2	-	2	1	2	3
CO2	3	2	-	-	3	-	2	2	3	3	-
CO3	3	-	2	-	3	-	1	-	1	3	-
CO4	3	-	1	-	-	3	-	-	3	2	-
CO5	-	3	-	-	-	3	3	3	3	1	-

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA I Semester		
Code: 2562T02	ACCOUNTING FOR MANAGERS	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. To understand the accounting fundamentals that are prerequisites in the accounting field.
2. To develop an understanding of the accounting standards and their role to prepare financial statements.
3. To study various problems on financial statements as per Schedule III.
4. To study various accounting and ratio analysis problems.
5. To develop the understanding of the accounting for Not-for-Profit Organizations.

MODULE 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.

MODULE II The Accounting Process
Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.

MODULE III
A: Valuation of fixed assets: Tangible v/s Intangible assets, methods of depreciation; Depreciation concept– Depreciation of Fixed Assets -Methods of depreciation–their impact on measurement of business Accounting.
B: Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.

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

MODULE V
Financial Analysis-II: Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios –Du Pont Chart –Accounting Standards Issued by ICAI, their rationale and growing importance in global accounting environment, –IAS-IFRS-US - Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

Reference Books:

1. ICAI Study Materials
2. Analysis of Financial Statements - T.S. Grewal's
3. New ISC Accountancy – D K Goel and Rajesh Goel

Course Outcomes:

On successful completion of the course, Students will be able to

CO1: To understand the basic concepts of accounting.
CO2: To understand the accounting standards and the role in the preparation of financial statements.
CO3: To understand the preparation of financial statements as per Schedule III.
CO4: To perform correct and meaningful financial statement analysis of simple to moderate complexity.
CO5: To understand the preparation of financial statements for Not-for-Profit Organizations.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	1	1	-	1	1	3	2	1
CO2	3	2	2	2	1	-	1	2	3	2	2
CO3	3	3	2	2	1	-	1	2	3	3	2
CO4	3	3	3	3	2	-	1	2	3	3	3
CO5	3	2	2	2	1	1	2	2	3	2	2

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA I Semester		
Code: 2562T03	INFORMATION SYSTEMS AND BUSINESS ANALYTICS	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. Understand how Information Systems (IS) support business strategy, processes and real-time applications in an organization. To develop an understanding of the accounting standards and their role to prepare financial statements.
2. Correlate how information systems can be used to make effective business decisions and sustain competitive advantage.
3. Assess the relationship among business data, data management, Database, Data warehouse, Data mining and Business Intelligence.
4. Understand the concepts, needs and methods of Business Analytics.
5. Comprehend various types of data including Big Data and how analytical techniques can be applied in a structured way to gain insight.

MODULE I: Foundation Concepts

Foundation Concepts in Information Systems, Role of IS in Business, Trends in Information System, types of Information System, Managerial challenges of Information Systems, Technology concepts - Competing with Information Technology, Current trends in Hardware and Software, Input and Output technologies, Storage trade off, RFID, Factors to be considered while purchasing Hardware - Application and System Software, factors to be considered while making software decisions; Impact of Hardware and Software on managing Information System - Systems Development Life Cycle- Phases of System Development Life Cycle- implementation challenges. The role of Information Technology in Business success. Gaining the required Competitive edge

MODULE II: Data Management

Technological foundation of Database Management, Evolution of Big Data and its impact on DBMS- Database structures and Models, Managing data resources, Data Warehouse (OLAP, OLTP) and Data mining process; the Networked Enterprise, Business value of Telecommunications, Internet revolution, Types of Telecommunications, Wireless Technologies and Software.Data Mining for Business Decisions. Automating Bus Travel Industry

MODULE III: Introduction to Business Analytics

Part A: -E-Business systems, Cross functional applications, Functional Business Systems- e-CRM-e-SCM, Enterprise Resource Planning, trends in ERP, Electronic Commerce technologies, Types of business models in e-commerce, e-Commerce applications and issue.

Part B: -Decision Support System, components of Decision Support System, Executive Information System, Artificial Intelligence technologies in business, Crypto currency. Unified Financial Reporting and 'One Version of Truth'. Making of Gurucool.com. Connecting India village by village

MODULE IV: Introduction to Business Analytics

Definition, evolution, impacts and challenges, types and applications of Business Analytics, data for Business Analytics, Data sets and Databases, Metrics and Data classification; Analytical methodology, Problem solving with analytics, Analytics technology, Big Data, types and sources of big data, Applications of big data in real-time. Business Intelligence for Financial Services. Oracle Big Data for Enterprise

MODULE V: Descriptive Analytics for Managers

Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI, their rationale and growing importance in global accounting environment, –IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

Reference Books:

1. Fundamentals of Information Technology, Leon, Alexis, 2nd edition, Vikas Publishing house. Pvt. Ltd.
2. Management Information System, 12th Edition, Laudon, Kenneth., et al, Pearson publications, New Delhi.
3. Managing Information Systems in Business, Government and Society in India, Rahul De, Wiley India Pvt Ltd, ISBN: 9788126520190

Course Outcomes:

On successful completion of the course, Students will be able to

CO1: Explain why knowledge of Information Systems is important for Management Professionals and identify areas of IS knowledge that they need.
CO2: Provide components of the real-world Information System comprising Hardware, Software, Data, and Network as resources to perform input, processing, output, storage and control activities that transform data resources into Information Products.
CO3: Distinguish the purpose of several software packages for end-user productivity and collaborative computing.
CO4: Apply appropriate analytical methods to make effective decisions based on data.
CO5: Interpret quantitative results/solutions represented by various visualization techniques and identify appropriate courses of action for a given situation, whether a problem or an opportunity.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	-	-	1	-	-	-	3	2	-
CO2	3	3	2	-	2	-	-	-	3	3	1
CO3	2	2	2	-	3	-	-	-	2	3	2
CO4	2	3	3	3	3	-	-	-	2	3	3
CO5	2	3	3	3	3	-	-	-	2	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA I Semester		
Code: 2562T04	MARKETING MANAGEMENT	L	T	P
Credits: 3		3	-	-

Course Objectives:

1. To introduce the core marketing concept to the management students
2. To sensitise the implications of the marketing environment on the marketing strategies
3. To enable the students to identify the bases for the segmentation and analyse the positioning Strategies
4. To equip students with Marketing Mix strategies
5. To expose the students with the new trends in the marketing arena.

Module I Introduction to Marketing Management

Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment-Analysing Macro and Micro environment-Market Segmentation and Targeting- Identification of Market Segments, Consumer and Institutional/corporate Clientele, Segmenting Consumer Marketing, Segmentation Basis, Selecting Target Markets, Developing and Communicating a Positioning Strategy.
Case Study

MODULE II Product Management

New Product Development: Classification of new products, new product development- Idea Generation, Idea screening, concept testing, business analysis, market testing, commercialization.
Product Life Cycle, PLC as a tool for Marketing Strategy, Constituents of a Product, Core Product, Augmented Product, Differentiated Products, Potential Product, Product Line, Product Mix, Product line decisions, Brand decisions.
Case Study

MODULE III Pricing Strategy
Objectives of Pricing, Factors Affecting Price Decisions, Methods of pricing, selecting the final price adopting price, initiating the price cuts, imitating price increases, responding to Competitor's price changes.
Case Study

MODULE IV Distribution Strategies: Channel Decisions- function and flows, channel levels. Types of retailers, trends in retailing, the growth and trends in wholesaling, Modern trends in distribution, SCM- Concept and Meaning. Sales force Objectives, Sales force structure and size, Sales force Compensation, Sales force and sales agency, Advantages and disadvantages. Recent trends in distribution: DTC Marketing- sales driven to product, Digital & people focused.
Case Study

MODULE V Promotional Strategies: Role of Marketing Communication, Developing Effective Communication, Marketing Communication Mix, Managing the Integrated Marketing Communications process, Managing Mass Communication, Advertising and Sales promotion, Word of mouth, public relations and Direct Marketing.

New trends in Marketing: IT & Online Marketing, Green Marketing, BOP Marketing, Digital Marketing & SEO, Marketing Analytics, Affiliate Marketing, Rural Marketing, Customer Database Marketing, Managing PR, ATL and BTL Activities, OTT & CTV, Chatbot Marketing, AI in Marketing, Case Study.

Reference Books:

1) Marketing Management- South Asian Perspective - Philip Kotler, Koshy and; Jha – Pearson Publication
2) Marketing Management - Ramaswamy and Namkumari – 5th edition – Mc Graw Hill Publication.
3) Marketing Management by Tapan Panda, 2ndEdition
4) Marketing Management – Concepts Cases, Challenges and trends by M. Govida Rajan, 2nd
5) Edition PHI Publications
6) Marketing Management- Global Edition, By Kotler and Keller, 15e, Pearson

Course Outcomes:

On successful completion of the course, Students will be able to

CO1: Understand the fundamental concepts of marketing and its importance.
CO2: Demonstrate a clear understanding of Consumers' Buying Behaviour.
CO3: Analyse the impact of Micro and Macro environmental factors on Marketing Decisions.
CO4: Evaluate & conceptualise the Distribution and Channel strategies.
CO5: Develop & Design Promotional Strategies.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	1	1	2	1	2	3	2	1
CO2	3	3	2	2	1	2	1	2	3	3	2
CO3	3	3	3	2	2	3	2	2	3	3	2
CO4	3	3	3	2	2	2	2	2	3	3	2
CO5	3	3	3	3	2	3	2	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA I Semester		
Code: 2562T05	BUSINESS RESEARCH METHODOLOGY AND DECISION SCIENCE	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. To understand basic mathematical tools and techniques for solving complex business problems.
2. To explain the role of descriptive statistics and associate the different aspects of probability, probability distributions and decision theory with business problems and hence solve them for better decisions.
3. To describe various operation research techniques to get optimum solutions in business problems.
4. To compare the projects based on different aspects of project management techniques and to classify the replacement techniques based on time value of money.
5. To apply the operation research tools and techniques in Game theory and Simulation and hence study their practical utility.

Module I Introduction to Research, Formulation of Research Problem and Literature Review

Meaning, Objectives, types of research, scope of research, research process, characteristics and criteria of good research, applications of research in functional areas of Business. Research problem, Meaning, Defining and formulating the research problem, Literature review, concept, Identifying research gaps, references, hypothesis-null and alternate and types of errors

MODULE II Research Design and Methods of Data Collection and Sampling Techniques

Meaning, Need for Research Design, Important concepts relating to research design, types of research design, criteria for questionnaire designing, Pilot test and qualitative methods. Sampling, Concept of sample and target population, sample frame, characteristics of a good sample, sampling design process

MODULE III Data Analysis, Research Report Writing and Introduction to Operations Research

Measurement in research, measurement scales-nominal, ordinal, interval and ratio scales, Types of research report, Report structure,
Report writing: Report formulation, layout, structure and Language of the report.
OPERATIONS RESEARCH: Meaning-scope-phases of OR models in characteristics and advantages of good OR model tools and techniques in OR.
LINEARPROGRAMMING: Meaning, problem formulation, graphical method of problem solving, simplex method

MODULE IV Transportation and Assignment Problems in Linear Programming Problem II

Meaning, Nature and scope of transportation and assignment models, methods of allocation, different methods for finding IBS-VAM, NWCM, LCM and Concept of Degeneracy.
Assignment problems: TSM Problem and Hungarian method of assigning jobs,
QUEUING THEORY: Meaning, single server/ single queue, essential features of queuing system, and single queue.

MODULE V Queuing Theory and Game Theory and Simulation

Probability distribution in queuing system, Network Scheduling: Components of a network, CPM, PERT-Meanings, distinctions between CPM and PERT and constructing a network.

Game Theory and Simulation: Theory of Games: Meaning, pure and mixed strategies with two-person zero-sum game, maxi-min and Mini-max principle, Principle of Dominance and Simulation

Reference Books:

1) D Vohra, Quantitative Techniques in Management, TMH
2) Barry Render, Ralph Stair and Michael Hanna, Quantitative Analysis, Pearson
3) Richard Levin, Statistics for Management, Pearson Publishers.
4) Panneerselvam: Research methodology ,2 nd Edition, Prentice Hall of India, New Delhi

Course Outcomes:

On successful completion of the course, Students will be able to

CO1: Apply suitable optimization techniques.

CO2: Apply the fundamental concept of OR to solve queueing theory and sequencing problems.

CO3: Design a suitable technique (CPM/PERT) in managing projects and use an appropriate replacement model to make better decisions.

CO4: Develop and solve Operations Research problems using Linear Programming,

CO5: Assess and judge the applications of Game Theory and Simulation in solving complex business problems.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	3	2	3	2	1	2	3	3	2
CO2	3	3	3	2	2	2	1	2	3	3	2
CO3	3	3	3	3	2	3	2	2	3	3	3
CO4	3	3	3	3	3	2	1	2	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA I Semester		
Code: 2562T06	HUMAN RESOURCE MANAGEMENT	L	T	P
Credits: 3		3	-	-

Course Objectives:

1. To provide insight about Human Resource Management and how important it is for an organisation.
2. To equip students to prepare statement of Job Description and Job Specification
3. To provide knowledge how recruitment and selection processes are undertaken in organizations.
4. To give in-depth knowledge about compensation planning, performance appraisal, and auditing in an organisation.
5. To prepare students to understand the challenges of HRM.

Module I Introduction to Human Resource Management

Conceptual foundation of HRM, Scope of HRM, Objectives, HR Philosophy, Policies, Practices, Functions and importance of HRM, Competencies of HR manager, Changing role of HR manager, Recent trends in HRM. Models of HRM, Human Resource Management in India. HR as a Factor of Competitive Advantage.
Case Study.

MODULE II Human Resource Planning

Job analysis - Job description and specifications, Job design, Job characteristic approach to job design, Job evaluation, Assessing Human resource requirements, Human resource planning - Tools and Techniques and methods of Human Resource planning, HR supply forecasting, factors influencing HRP, work load analysis.
Case Study

MODULE III Recruitment, Selection and Training

Part A: Recruitment Process: -

Nature of recruitment, Factors affecting recruitment, Recruitment process, Sources of recruitment (internal and external), Employee selection, Basic selection model, process of employee selection, psychological tests for selection,

Part B: -Interviewing: - Selection in new type of organisations, Placement and Induction, Methods of Training, An overview of Training and Development.

MODULE IV Compensation Management and Performance Management System

Compensation Management - Components of employee and Executive compensation, Factors affecting employee compensation; Employee incentive schemes, and Recent trends in compensations management, Performance Management System - Concept, Objectives, Importance and Traditional and Modern Methods, Potential Appraisal, Future of performance management system.

MODULE V Challenges in HRM and Industrial Relations

Changing scenario of HRM, Challenges faced by HR managers, Nature of employee relations, Industrial relations, Resolution of industrial disputes, Employee grievance, Trade unions and their relevance. Impact of HRM practices on organisational efficiency.

Reference Books:

Text Books

1. D'Censo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, New Delhi., 12th edition.
2. Gomes-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, New Jersey.n 8th edition.
3. Dessler, Garry, Human Resource Management, Prentice Hall of India., 14th edition,
4. Jennifer Lewis, Human Capital Management, Create space Independent Publication

Course Outcomes:

On successful completion of the course, Students will be able to

CO1: Appreciate the importance of human resource management as a field of study and as a central management function.
CO2: Develop a job description and Job specification for a particular job.
CO3: Perform the recruitment and selection activity in the organization.
CO4: Design the compensation system of the organisation; evaluate the performance of the employees.
CO5: Analyze the challenges of HRM to create a healthy working environment.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	1	1	3	3	3	3	2	2
CO2	3	3	3	2	2	2	1	3	3	3	2
CO3	3	3	3	2	2	3	2	3	3	3	3
CO4	3	3	3	3	2	3	2	3	3	3	3
CO5	3	3	3	2	2	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA I Semester		
Code: 2562P01	BUSINESS COMMUNICATION LAB	L	T	P
Credits: 3		2	-	2

Course Objective:

1. Develop a strong foundation in business and managerial communication for effective organizational interaction.
2. Enhance students' written, oral, and non-verbal communication skills for professional environments.
3. Foster interpersonal, listening, and presentation abilities essential for teamwork and leadership.
4. Build managerial competence through understanding motivation, leadership, ethics, and decision-making processes.
5. Prepare students for career success by strengthening interview skills, group discussion performance, and professional etiquette

MODULE I: Fundamentals of Communication:

Introduction to Business Communication, Business Communication Models, Communication Barriers, Overcoming Communication Barriers, Interpersonal Communication, Non-Verbal Communication

MODULE II: Developing Business Writing Skills:

Need and functions of business letters, Planning & layout of business letters, Kinds of business Letters, Communicating with E-Mail and Memos.

MODULE III: Listening Process:

Listening as a Managerial Process - Good Listening – Determinants of good listening -Difference between hearing and listening.

MODULE IV: Business Reports and Proposals:

Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, and Citing Sources.

MODULE V: Oral and Employment Communication:

The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, And Online Presentations. Understanding yourself, Career, preparing a resume, writing a covering letter.

Textbooks:

1. Ober Newman, *"Communicating in Business*, Cengage Learning, India. Pvt. Ltd., 2015.

2. P. Subba Rao, B. Anitha Kumar, & C. Himabindu, *"Business Communication*", Cengage Learning, India. Pvt. Ltd., 2012.

References Book(s):

1. Rebecca Moore Howaward, Writing Matters, 3e, McGraw Hill Education, 2018. · Jeff

Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.

2. Rajendra Pal, J. S. Korlahani, Essentials of Business Communication, Sultan Chand & Sons,

New Delhi,2013.

3. Sailesh Sen Gupta, Business and Managerial Communication, PHI,2011. · Elevate English, McGraw Hill, www.ellevateenglish.com

4. Raman, Meenakshi, and Prakash Singh. *Business communication*. Oxford University Press, 2012.

Course Outcomes (COs) – Business Communication

CO1: Understand the fundamentals of business communication, communication models, communication barriers, interpersonal communication, and non-verbal communication.

CO2: Apply business writing skills to prepare effective business letters, emails, and memos using appropriate formats and layouts.

CO3: Demonstrate effective listening skills by understanding the listening process, the importance of good listening, and the difference between hearing and listening.

CO4: Develop skills to plan, organize, and prepare business reports and proposals, including proper citation of sources.

CO5: Demonstrate effective oral and employment communication skills through business presentations, team and online presentations, resume preparation, and cover letter writing.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	2	1	-	1	2	3	2	2
CO2	2	2	3	2	2	-	1	2	2	3	2
CO3	2	2	3	2	1	-	1	2	2	2	2
CO4	2	3	2	3	2	1	2	2	2	3	2
CO5	2	2	3	2	3	1	2	3	2	2	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T08	INTERNATIONAL BUSINESS MANAGEMENT PRACTICES	L	T	P
Credits: 3		3	-	-

Course Objectives

1. Understand the fundamentals of international business and globalization.
2. Analyse cross-cultural management practices and global organizational behaviour.
3. Evaluate international trade theories, policies, and institutions.
4. Apply strategies for global marketing, finance, and operations.
5. Assess ethical, legal, and sustainability issues in international business.

Module I: Introduction to International Business

Definition, scope, and importance of international business—Globalization: drivers, and dimensions—Domestic vs. international business.

Module II: Global Business Environment

Political, economic, social, technological, environmental, and legal (PESTEL) factors. International institutions: WTO, IMF, World Bank, UNCTAD. Regional trade agreements (EU, NAFTA, ASEAN, SAARC).

Module III: International Cultural Dimensions and Business Entry Strategies

Impact of Culture in International Business—Hofstede's cultural dimensions—Managing cultural diversity in organizations. Entry modes: exporting, licensing, franchising, joint ventures, wholly-owned subsidiaries. Strategic alliances and mergers.

Module IV: Global Functional Practices

International Marketing Management—Global Market Segmentation and Positioning—International branding and communication strategies. International Financial Management—Foreign exchange markets and exchange rate mechanisms. Global Supply Chain Management—International logistics and distribution—Outsourcing and off shoring practices. Human Resource Management in Global Context—Expatriate management and cross-cultural training.

Module V: Emerging Trends in International Business

Digital globalization and e-commerce, Data Analytics and Business Intelligence, Role of AI and technology in global trade, Sustainable and inclusive business practices, Digital Finance, Future of international business.

Suggested Readings & References

1. Hill, C. W. L., & Hult, G. T. M. (2020). *International business: Competing in the global marketplace* (13th ed.). McGraw-Hill Education.
2. Rugman, A. M., & Collinson, S. (2012). *International business* (6th ed.). Pearson Education.
3. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
4. Keegan, W. J., & Green, M. C. (2020). *Global marketing* (10th ed.). Pearson Education.

5. Baldwin, R. (2016). *The great convergence: Information technology and the new globalization*. Harvard University Press.
6. Cherunilam, F. (2019). *International business: Text and cases* (6th ed.). PHI Learning.
7. Wild, J. J., Wild, K. L., & Han, J. C. Y. (2018). *International business: The challenges of globalization* (9th ed.). Pearson Education.

Course Outcomes

At the end of the course, the student will be able to:

CO1: Understand the concept, scope, importance of international business, globalization drivers, and differences between domestic and international business.
CO2: Analyze global business environments using PESTEL framework and evaluate the role of international institutions and regional trade agreements.
CO3: Examine cultural influences on international business and assess suitable market entry strategies for global operations.
CO4: Apply international practices in marketing, finance, supply chain, and human resource management in a global business context.
CO5: Evaluate emerging global business trends including digitalization, AI, sustainability, and their impact on the future of international business.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	1	1	2	2	3	3	2	2
CO2	3	3	3	3	2	2	3	3	3	3	2
CO3	3	3	3	2	2	3	3	3	3	3	3
CO4	3	3	3	2	3	3	2	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T09	LEGAL ENVIRONMENT OF BUSINESS	L	T	P
Credits: 3		3	-	-

Course Objectives:

1. To develop an understanding of the principles governing formation, performance, discharge, and breach of contracts, including quasi contracts and freedom to contract.
2. To familiarize students with the legal framework of company incorporation, management, governance, audit, and winding-up under the Companies Act, 2013.
3. To impart knowledge of the law relating to sale of goods and introduce the concept, nature, and importance of the business environment affecting business decisions.
4. To familiarize students with the nature and structure of the economy and the role of economic policies, RBI, and banking sector reforms in shaping the economic environment.
5. To provide students with an understanding of globalization and the role of international institutions and trade blocs such as WTO, BRICS, SAARC, and ASEAN in shaping the global economic environment.

Module I: Indian Contracts Act-1972: Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Quasi Contracts.

Module II: 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, Board Resolutions, Winding-up of a Company.

Module III: Sale of Goods Act-1930: General Principles, Conditions & Warranties, and Performance of Contract of Sale, Auction Sale and E-Auctions.

Business Environment: Meaning, Nature, and Significance of Business Environment; – Factors affecting Micro and Macro Environment, types Environment of Business; Environmental Scanning.

Module IV: Economic Environment: Nature of the Economy, Structure of the Economy, New Economic Policy, New Industrial Policy, Fiscal Policy, Monetary Policy and RBI, Banking Sector Reforms.

Module V: Global Environment: Globalization, Role of WTO, Functions of WTO, Trade Blocks, BRICS, SAARC, ASEAN in Globalization. Digital globalization and e-commerce, Data Analytics and Business Intelligence, Role of AI and technology in global trade, Sustainable and inclusive business practices, Digital Finance, Future of international business

Suggested Readings & References

1. Kapoor, N. D. (2021). *Elements of mercantile law* (40th ed.). Sultan Chand & Sons.
2. Singh, A. K. (2021). *Business environment*. Excel Books.
3. Taxmann.(2023). *Companies Act, 2013 with rules & regulations*.Taxmann Publications.

4. Cherunilam, F. (2021). *Business environment: Text and cases* (8th ed.). Himalaya Publishing House.
5. Misra, S. K., &Puri, V. K. (2022). *Indian economy*. Himalaya Publishing House.
6. Gupta, S. P. (2021). *Consumer protection law in India*. Universal Law Publishing

Course Outcomes:

At the end of the course, the student will be able to:

CO1: To explain and apply the provisions of contract law to identify valid contracts and analyse legal consequences of breach.
CO2: To describe and interpret corporate legal procedures related to incorporation, directors, audit, meetings, and winding-up of companies.
CO3: To apply the Sale of Goods Act to business transactions and assess the impact of the business environment on organizations.
CO4: To understand and assess economic policies, institutional roles, and reforms influencing overall economic development.
CO5: To analyze the impact of globalization and evaluate the functions of WTO and major regional trade blocs in promoting global trade and economic integration.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	3	2	1	2	3	3	3	3	2
CO2	3	3	3	2	1	3	3	3	3	3	3
CO3	3	3	3	2	2	2	3	3	3	3	3
CO4	3	3	3	3	2	3	3	3	3	3	2
CO5	3	3	3	3	3	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T10	FINANCIAL MANAGEMENT	L	T	P
Credits: 4		4	-	-

Course Objectives

1. To enable students to apply fundamental and contemporary financial management concepts in organizational decision-making.
2. To develop the ability to analyze and evaluate investment proposals using capital budgeting and risk assessment techniques.
3. To equip students with skills to assess cost of capital and capital structure decisions in dynamic business environments.
4. To facilitate understanding of dividend policy decisions and corporate governance practices influencing firm value.
5. To empower students to manage working capital efficiently and use FinTech tools for digital financial planning and control.

Module I : Foundations of Modern Financial Management

Nature and Scope of Financial Management — Evolution of Finance Function: Traditional to Modern and Digital Finance — Role of Financial Manager and CFO in the Contemporary Business Environment — Objectives of Financial Management: Profit Maximization, Wealth Maximization, Stakeholder Value and ESG Perspective — Risk-Return Trade-off — Behavioral Finance: Overview and Managerial Implications.

Module II: Investment Decisions and Capital Budgeting

Concept and Importance of Investment Decisions — Capital Budgeting Process — Estimation of Cash Flows: Relevant and Incremental Cash Flows — Time Value of Money: Future Value and Present Value, Compounding and Discounting — Capital Budgeting Techniques: Traditional method and modern methods — Capital Rationing — Capital Budgeting under Risk and Uncertainty.

Module III: Cost Of Capital and Capital Structure

Cost of Capital: Concept and Significance of Cost of Capital — Measurement of Cost of Debt — Cost of Preference Share Capital — Cost of Equity Capital — Cost of Retained Earnings — Weighted Average Cost of Capital (WACC) — Marginal Cost of Capital — Application of Cost of Capital in Investment Decisions.

Capital Structure Decisions: Financial Structure vs Capital Structure — Financial Leverage, Operating Leverage, and Combined Leverage — EBIT-EPS Analysis — Capital Structure Theories: Net Income (NI) Theory, Net Operating Income (NOI) Theory, Traditional Theory, Modigliani-Miller Theory (with and without taxes) — Capital Structure Practices in Indian Corporates.

Module IV: Dividend Policy

Concept and Significance of Dividend Policy — Dividends and Value of the Firm — Dividend Theories: Modigliani-Miller Hypothesis, Gordon's Model, Walter's Model, Lintner's Model — Factors Influencing Dividend Policy — Forms of Dividends: Cash Dividends, Bonus Shares, Share Splits, Share Buybacks — Dividend Policies of Indian Companies.

Module V: Working Capital Management and Digital Finance

Working Capital Management: Concept, Nature, and Components of Working Capital — Gross Working Capital vs Net Working Capital — Determinants of Working Capital Requirements — Operating Cycle Approach — Planning and Financing of Working Capital — Bank Finance and Trade Credit — Management of Current Assets: Cash Management: Cash Budget, Cash Management Techniques; Management of Receivables; Inventory Management Techniques.

Digital Finance: Role of technology in automating financial planning, budgeting, reporting, and control functions — FinTech Applications in Corporate Finance.

Suggested Readings & References

1. Prasanna Chandra, *Financial Management: Theory and Practice*, Latest Edition, McGraw Hill Education, New Delhi.
2. M. Pandey, *Financial Management*, Latest Edition, Vikas Publishing House, New Delhi.
3. M. Y. Khan and P. K. Jain, *Financial Management: Text and Problems*, Latest Edition, McGraw Hill Education, New Delhi.
4. James C. Van Horne & John M. Wachowicz, *Fundamentals of Financial Management*, Pearson, Latest Edition.

Course Outcomes:

At the end of the course, the student will be able to:

CO1: Understand the Fundamental and contemporary concepts of financial management in modern business organizations.
CO2: Analyze and evaluate investment decision using time value of money and capital budgeting techniques.
CO3: Assess the cost of capital and capital structure decisions for achieving optimal financial performance.
CO4: Examine dividend policy decisions and their impact on the value of the firm with reference to corporate practices.
CO5: Apply working capital management techniques and FinTech tools for effective short-term financial planning and control.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	2	1	1	1	2	3	2	2
CO2	3	3	3	3	2	1	1	2	3	3	3
CO3	3	3	3	3	2	1	1	2	3	3	3
CO4	3	3	3	2	2	1	1	2	3	3	2
CO5	3	3	3	3	3	2	2	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T11	MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	L	T	P
Credits: 3		3	-	-

Course Objectives:

1. Introduce students to the fundamental concepts, functions, and evolution of management.
2. Provide a clear understanding of organizational behavior and its relevance to managerial effectiveness.
3. Develop insights into individual behavior, personality, perception, learning, and motivation at the workplace.
4. Enhance knowledge of group behavior, leadership styles, and team dynamics in organizations.
5. Enable students to understand organizational culture, change, and development interventions in contemporary organizations.

Module-I: Introduction to Management

Introduction, Meaning, Objectives and Functions of Management, Management as an Art, Science and Profession, Administration and Management Differences, Levels of Management, Evolution of Management Thought – Scientific Management and Administrative Management, Contemporary Issues in Management.

Module-II: Introduction to Organisational Behavior

Introduction, Meaning and Definitions of Organisational Behavior, Nature and Scope of Organisational Behavior, Objectives and Importance of Organisational Behavior, Three Basic Units of Analysis of OB, Key Elements of OB, Intuition and Systematic Study in OB – Challenges of OB in 21st Century.

Module-III: Individual Behavior and Motivation

Understanding Individual Behavior – Perception; What is Perception? Perceptual Process, Perceptual Distortion and Types – Attribution; Types of Attributions, Attribution Theory and Attribution Errors – Attitudes; Characteristics and Components of Attitude, Attitudes and Consistency – Personality; Determinants of Personality, Big 5 Model of Personality, Major Personality Attribute/Theories (Locus of Control, Theory of Machiavellianism, Extroversion and Introversion, Endomorph, Ectomorph, Type A and Type B Behaviours) – Motivation – Concept and Importance, Motivation Theories – Maslow's Need Hierarchy Theory, Herzberg's Two-Factor Theory, McClelland's Theory of Needs, Porter and Lawler Model.

Module-IV: Group Behavior and Leadership

Group Behavior – Meaning and Definition of Groups, Types of Groups – Group Formation/Development Stages – Group Dynamics – What is Team? Types of Teams – Problems in Team work - Concept and Need for Leadership – Leadership Theories – Leadership Styles – Women Leadership in India

Module-V: Emerging Aspects of Organizational Behavior

Organizational Culture – Culture and Cultural Diversity – Globalization and People at Work – Cultural Contingencies and Global Perspectives – Concept of DEI (Diversity, Equity and Inclusion)

– Purpose Driven Work – Knowledge Worker – Flexible and Hybrid Work Models – Power and Politics – Management of Organizational Conflicts.

Suggested Readings & References

1. Organizational Behavior — Stephen P. Robbins, Timothy A. Judge, and Sang-hi Park
2. Organizational Behavior: Improving Performance and Commitment in the Workplace — Jason A. Colquitt, Jeffery A. LePine & Michael J. Wesson
3. Managing Organizational Behavior — Paul Hersey, Kenneth H. Blanchard, and Dewey E. Johnson
4. Behaviour in Organizations — Jerald Greenberg & Robert A. Baron
5. Organizational Theory, Design, and Change — Gareth R. Jones
6. Managing People and Organizations in the 21st Century — Charles J. Fombrun, Noel M. Tichy, and Mary Anne Devanna

Course Outcomes:
At the end of the course, the student will be able to:
CO1: Apply management concepts and theories to solve organizational problems.
CO2: Analyze organizational situations using critical and analytical thinking.
CO3: Demonstrate effective communication and interpersonal skills.
CO4: Exhibit leadership qualities and ability to work effectively in teams.
CO5: Adapt to organizational change and contemporary business challenges.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	3	2	1	3	2	2	3	3	2
CO2	3	3	3	3	2	2	2	2	3	3	3
CO3	2	2	2	1	1	3	2	3	3	2	2
CO4	3	2	3	2	1	3	3	3	3	3	3
CO5	3	3	3	3	2	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T12	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P
Credits: 4	[FINANCE]	4	-	-

Course Objectives

1. To understand the structure of the Indian financial system and apply security analysis techniques for sound investment decisions.
2. To analyse and construct optimal portfolios by evaluating risk-return relationships using modern portfolio theory and asset pricing models.
3. To value bonds and manage fixed-income investments using yield measures, duration, convexity, and bond management strategies.
4. To evaluate equity investments using financial statement analysis, valuation models, and value-based performance measures.
5. To understand mutual fund products and assess their performance using risk-adjusted evaluation models and emerging investment trends.

Module I: Investment Environment in India

Indian Financial System, Capital Market Structure, Primary and Secondary Markets, Role of SEBI, Real vs Financial Assets, Investment Alternatives, Investment Process, Investment vs Speculation.
Security Analysis: Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis, Behavioural Finance and Investor Biases.

Module II: Portfolio Analysis

The returns and risks from investing — Markowitz portfolio Theory, Mean-variance approach, portfolio selection-efficient portfolios, The Sharpe single index model — Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT).

Module III: Bond Valuation and Bond Pricing Theorems

Bond Valuation: Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Holding Period Return.
Bond Pricing Theorems: Bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

Module IV: Equity Valuation

Equity Analysis & Valuation, Balance sheet Analysis, equity valuation models, intrinsic value & market price, The P/E Ratio & Earnings multiplier Approach, CAGR, Price/Book value, Price/Sales ratio, Economic Value-Added [EVA] and MVA.

Module V: Mutual Funds

Mutual Funds: Concept, Types, Structure, NAV, Risk & Return, Performance Evaluation (Sharpe, Treynor, Jensen, FAMA), ETFs & Index Funds, SIP-based Investing, Trends in Indian Mutual Fund Industry.

Textbooks:

1. *Investment Analysis and Portfolio Management* – Prasanna Chandra, McGraw Hill Education.
2. *Security Analysis and Portfolio Management* – Pearson Education.
3. *Investments* – Zvi Bodie, Alex Kane & Alan J. Marcus, McGraw Hill Education.
4. *Investment Management* – S. Chand & Company.
5. *Fundamentals of Financial Management* – Cengage Learning.

Course Outcomes

At the end of the course, the student will be able to:

CO1: Analyze the Indian investment environment and apply security analysis techniques to make informed investment decisions.
CO2: Evaluate and construct efficient portfolios using risk-return analysis and asset pricing Models.
CO3: Value fixed-income securities and apply bond management strategies to control interest rate risk.
CO4: Assess equity investments using valuation models, financial ratios, and value creation measures.
CO5: Analyze mutual fund schemes and evaluate their performance using risk-adjusted return models and contemporary investment tools.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	2	3	2	1	1	2	3	3	2
CO2	3	3	3	3	3	2	1	2	3	3	3
CO3	3	3	3	2	2	1	1	2	3	3	2
CO4	3	3	3	3	2	1	1	2	3	3	3
CO5	3	3	3	3	3	2	2	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T16	FINANCIAL MODELING AND ANALYTICS [FINANCE]	L	T	P
Credits: 4		4	-	-

COURSE OBJECTIVES

1. To provide a strong foundation in financial modeling concepts and techniques for managerial decision-making.
2. To develop the ability to build and interpret financial statement and valuation models using spreadsheet tools.
3. To introduce fundamentals of financial analytics and their application in financial decisions.
4. To enable application of portfolio, risk, and volatility analytics in finance.
5. To equip students with predictive and simulation-based analytics skills under uncertainty.

MODULE I: Fundamentals of Financial Modelling

Meaning, scope, and applications of financial modeling-Types of financial models and modeler skills-Principles of good model design and structure-Model layout, documentation, version control-Common modeling errors and control mechanisms.

MODULE II: Financial Statement & Valuation Modelling

Financial statement analysis for modeling -Revenue, cost, working capital, and asset modeling -Cash flow forecasting-Capital budgeting models-Discounted Cash Flow (DCF) valuation -Sensitivity and scenario analysis

MODULE III: Fundamentals of Financial Analytics & Portfolio Analytics

Meaning and scope of financial analytics -Difference between financial modeling andanalytics- Role of analytics in financial decision-making-Financial data types andanalytics process- Use of spreadsheets for financial analytics-best practices in financialanalytics and model interpretation.

Portfolio diversification- Scenario analysis for portfolio decisions -Portfolio analysis using historical (time-series) data-Markowitz mean–variance portfolio framework (conceptual & spreadsheet-based)-sensitivity analysis for portfolio decisions

MODULE IV: Risk and Volatility Analytics

Concept of financial risk and volatility - Volatility modeling concepts -GARCH intuition and applications - Bond analytics and interest rate risk - Stress testing and risk assessment

MODULE V: Predictive & Simulation-Based Financial Analytics

Financial forecasting and trend analysis -Regression analysis for financial decisions -Monte Carlo simulation for valuation and risk - What-if and scenario planning - Managerial interpretation of analytics results

TEXT BOOKS

1. Benninga, Simon – Financial Modeling, MIT Press.
2. Pignataro, Paul – Financial Modeling and Valuation, Wiley.

3. Brealey, Myers & Allen – Principles of Corporate Finance, McGraw-Hill.
4. Damodaran, Aswath – Investment Valuation, Wiley.

REFERENCE BOOKS

1. Hull, John C. – Options, Futures and Other Derivatives, Pearson.
2. Fabozzi, Frank J. – Investment Management, Pearson.
3. Ross, Westerfield & Jordan – Fundamentals of Corporate Finance, McGraw-Hill.
4. Albright, Winston & Zappe – Data Analysis and Decision Making, Cengage.
5. Gujarati & Porter – Basic Econometrics, McGraw-Hill.

COURSE OUTCOMES

After successful completion of the coursestudents can able to:

CO1: Understand and apply the fundamental principles of financial modelingfor managerial decision-making.
CO2: Develop financial statement, cash flow, and valuation models using spreadsheet tools.
CO3: Apply financial analytics techniques to analyze investment and portfolio decisions.
CO4: Evaluate financial risk and volatility using analytical, scenario, and stress-testing methods.
CO5: Use predictive and simulation-based financial analytics to support financial planning and strategic decisions.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	3	2	2	1	1	2	3	3	2
CO2	3	3	3	3	3	2	1	2	3	3	3
CO3	3	3	3	3	3	2	1	2	3	3	3
CO4	3	3	3	3	3	2	2	2	3	3	3
CO5	3	3	3	3	3	3	2	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T20	FINANCIAL INSTITUTIONS, MARKETS AND SERVICES [FINANCE]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. To understand the basics of financial systems and markets.
2. To equip learners with a comprehensive understanding of money market instruments.
3. Streamlining learners with a holistic understanding of capital markets.
4. Understanding of leasing and factoring as financial services.
5. To know credit rating systems, their processes, regulatory frameworks, and practical implications for financial markets.

Module I: Introduction to Financial System

Structure of Financial System: Concept of financial system, importance in an economic system — Financial Markets and Instruments, Types of Markets: Equity, Debt, Derivatives, Commodities — Characteristics of Financial Markets.

Module II: Money Market

Meaning, importance and role of money market — Call money market — Treasury bills market — Discount market — Commercial paper market — Certificate of deposit — Money market in India — RBI regulation on money market.

Module III: Capital Market & Stock Exchange

Capital Market: Meaning and classification — Government securities market — Industrial loan market — Mortgage market — Credit guarantee market — Bond market — DFIs in India: IFCI, SFCs, IDFC, ICICI, SIDBI and NBFCs — Role of DFI in industrial development in India.

Stock Exchange: Functions of stock exchanges, procedure of issuing new shares, formalities of listing, Role of SEBI, SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018, SEBI (Buy-back of Securities) Regulations, 2018, financial sector reforms.

Module IV: Leasing, Factoring and Merchant Banking

Leasing & Factoring: Meaning, types, advantages, and disadvantages of Leasing — Regulatory Aspects of Leasing & Factoring — Concepts of factoring, Definition and Mechanism of Factoring, Types/Forms of Factoring, Functions of a Factoring.

Merchant Banking & Venture Capital: Merchant Banking: meaning, types and responsibilities of merchant banks, regulations of merchant banking in India — Introduction to Venture Capital, Concept of venture capital, growth of venture capital in India, financing pattern, securitization of debt, option vs. borrowing.

Module V: Credit Rating Services

Introduction of credit Rating Services, functions of credit rating agencies — Credit rating in India — Debt rating system of CRISIL, ICRA and CARE, Objectives and types, Uses of Credit Rating, Credit Rating Process, Credit Rating Methodology, CAMEL Model of Credit Rating, Rating Revisions, Credit Rating Agencies in India and abroad, Credit Rating Agencies and the US sub-prime crisis, Limitations of Credit Rating Agencies.

Textbooks & Reference Books

Textbooks:

1. Gordon, E., & Natarajan, K. (Latest edition). *Financial markets and services*.
2. Bhole, L. M. (Latest edition). *Financial institutions and markets*.
3. Khan, M. Y. (Latest edition). *Indian financial system*.
4. Saunders, A., & Cornett, M. M. (Latest edition). *Financial markets & institutions*.
5. Gomez, C. (Latest edition). *Financial markets, institutions, and financial services*.

Reference Books:

1. Francis Cherunilam – *Global Economy and Business Environment* – Himalaya Publishing House.
2. V. A. Avadhani – *Marketing of Financial Services* – Himalaya Publishing House.
3. Vasant Desai – *Indian Financial System* – Himalaya Publishing House.
4. Madura Jeff – *Financial Markets and Institutions* – South-Western Cengage Learning.
5. Bharati V. Pathak – *Indian Financial System: Markets, Institutions & Services*.

Course Outcomes

At the end of the course, the student will be able to:

CO1: Basic understanding of various financial market intermediaries in the financial market.
CO2: Knowledge of different special focus on money markets.
CO3: Ability to know about capital market and stock exchange.
CO4: Knowledge regarding leasing and factoring.
CO5: Understanding the role of credit Rating Services in financial market.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	2	2	2	1	1	2	3	3	2
CO2	3	3	3	2	2	1	1	2	3	3	2
CO3	3	3	3	3	2	1	1	2	3	3	3
CO4	3	2	3	2	2	1	1	2	3	3	2
CO5	3	3	3	2	2	1	2	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T13	DIGITAL MARKETING [MARKETING]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. Understand the fundamentals of digital marketing and the role of digital marketing.
2. Analyse content marketing and develop skills required for AI.
3. Understanding Google AdWords structure and build networks.
4. Apply strategies for E-commerce Marketing and Retention strategies.
5. Assess emerging trends of Google Analytics and able to prepare reports.

MODULE-I: Introduction of Digital Marketing

Digital Marketing meaning, Scope and career opportunities in digital marketing, Digital Marketing Vs Traditional Marketing, Skills needed to become as digital marketer, Role of digital marketing in generating leads, Digital Marketing Process — Creating digital marketing strategy — Latest trends in digital marketing.

MODULE-II: Content Marketing and Organic Growth

Content marketing strategies, AI content creation, automating blog, image and video generation using AI tools, ChatGPT, Midjourney, Gemini AI, Brand storytelling, Crafting visual content through brand voice. Search Engine Optimization types, SEO life cycle, Keyword Research Strategies.

MODULE-III: Google AdSense & Paid Advertising

Understanding Google AdWords structure, Account creation, Code installation, learn how to earn from Google, Search and display advertising modules, Writing Ads in Google AdWords, Branding through paid networks, Ads on Google/Facebook. Navigating through Google AdWords, Writing Ads in Google AdWords, Legal policies of Google earning programs.

MODULE-IV: E-commerce Marketing and Retention Strategies

Marketplace advertising, E-commerce platforms such as Amazon PPC, Flipkart, Constructing Email marketing funnels, Types of email marketing, Free Email marketing apps, Email newsletters, Tracking Email conversions, WhatsApp campaign, Facebook, YouTube channel marketing, Instagram LinkedIn Ads in B2B marketing, International E-commerce strategies, Mobile payments.

MODULE-V: Google Analytics

Google analytics basics, Accounts management in Google Analytics, Google analytics navigation, Basic metrics in Google analytics, Google analytics reports, how to setup automatic intelligence alerts.

Reference Books:

1. *The Art and Science of Digital Marketing and Advertising* by Alex Schultz (2025).
2. *Digital Marketing Essentials You Always Wanted to Know: Master Content Strategy, Social Media, SEO, Advertising, and Key Metrics for Digital Growth* by Vibrant Publishers (2020).
3. *Social Media Marketing Essentials You Always Wanted To Know: A Beginner's Guide to Social Media Strategies, Content Creation, and Platform-Specific Marketing* by Vibrant Publishers (2024).

4. *Digital Marketing* (3rd Edition) by Seema Gupta (2022).
5. *Digital Marketing for Dummies* by Ryan Deiss, Russ Henneberry (2020).
6. *Digital Transformation | Frameworks, Methodologies, and Strategic Approaches (15+ Case Studies)* by Seema Gupta (2025).

Course Outcomes

At the end of the course, the student will be able to:

CO1: Explain the structure, scope, and evolution of digital marketing in India.
CO2: Assess content marketing strategies and AI content creation.
CO3: Write effective Ads in Google AdWords.
CO4: Design marketing campaigns for E-commerce Marketing and Retention strategies and recommend technology adoption for competitive advantage.
CO5: Critically evaluate emerging trends in Google Analytics and propose sustainable practices for long-term business success

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	2	2	3	2	2	2	3	3	2
CO2	3	3	3	3	3	2	2	2	3	3	3
CO3	3	3	3	3	3	2	1	2	3	3	3
CO4	3	3	3	3	3	2	2	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T17	DYNAMICS OF CONSUMER BEHAVIOUR [MARKETING]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. Understand the fundamentals of consumer behaviour in India.
2. Able to interpret, analyse, and apply psychological concepts of needs, motivation, self-concept, and attitudes.
3. Interpret and apply theories of group dynamics, family roles, and cultural values to understand consumer behaviour.
4. Analyse and apply consumer decision-making frameworks and innovation diffusion theories to predict consumer responses.
5. To understand consumer rights, evaluate marketer responsibilities, and design ethics.

MODULE-I: Introduction to Consumer Behavior

Defining Concept, nature, and scope and application, Consumer behavior in a world of economic instability, characteristics of consumer behaviour, role of consumer research, consumer behaviour — interdisciplinary approach, Consumer Segmentation, Market Segmentation, VALS 2 segmentation profile.

MODULE-II: Internal Influences on Consumer Behaviour

Consumer Needs & Motivation: Characteristics of motivation, arousal of motives; theories of needs & motivation — Maslow's hierarchy of needs, McClelland's APA theory, Bayton's classification of motives; self-concept & its importance; types of involvement.

Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes, Tri-component model, multi-attribute model, attitude towards advertisement model, attribution theory.

MODULE-III: External Influences on Consumer Behaviour

Group Dynamics & Consumer Reference Groups: Different types of reference groups, factors affecting reference group influence, Family & Consumer Behaviour, Consumer socialisation process, consumer roles within a family, purchase influences and role played by children.

Culture & Consumer Behaviour: Characteristics of culture; core values held by society & their influence on consumer behaviour; introduction to sub-cultural & cross-cultural influences.

MODULE-IV: Consumer Decision Making Processes & Diffusion of Innovation

Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, pre-purchasing search influence, information evaluation; purchase decision — compensatory decision rule.

Diffusion of Innovation: Definition of innovation and adoption process, product characteristics influencing diffusion, resistance to innovation.

MODULE-V: Consumerism and Ethics & Contemporary Issues

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

Contemporary Issues: Digital consumer behaviour (e-commerce, social media, influencer marketing), Consumer protection laws and rights, Emerging trends: neuromarketing, AI-driven personalization, sustainability-driven consumption.

Reference Books:

1. *Consumer Behaviour* (12th Edition) by Leon G. Schiffman, Joe Wisenblit, S. Ramesh
2. *Consumer Behaviour Essentials You Always Wanted to Know* by Pablo Ibarreche, Vibrant Publishers
3. *Consumer Behaviour: Building Marketing Strategy* by Del I. Hawkins, David Mothersbaugh
4. *Why We Buy: The Science of Shopping* by Paco Underhill

Course Outcomes

At the end of the course, the student will be able to:

CO1: Learn the basics of consumer behavior and Consumer Segmentation.
CO2: Understand the market influences on Consumer attitudes.
CO3: Understand external and cultural influence on consumer behaviour.
CO4: Identify the consumer decision making process.
CO5: Apply marketing ethics towards consumers.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	2	3	2	1	1	2	3	3	2
CO2	3	3	3	3	2	2	1	2	3	3	2
CO3	3	3	3	3	2	2	2	2	3	3	3
CO4	3	3	3	3	3	2	1	2	3	3	3
CO5	3	3	3	2	2	3	2	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T21	RETAIL MANAGEMENT [MARKETING]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. Understand the fundamentals of retailing and the retailing sector in India.
2. Analyse consumer behaviour and cultural influences in retail.
3. Evaluate retail formats, merchandising, and store operations.
4. Apply strategies for retail marketing, supply chain, and technology adoption.
5. Assess emerging trends, ethical, and sustainability issues in retail management.

Module I: Foundations of Retail Management

Definition, scope, and importance of retailing.Retail Evolution: Evolution of retail formats including department stores, supermarkets, hypermarkets, specialty stores, malls, and e-commerce.Economic Impact: Role of retail in economic development.Indian Market Landscape: Retailing in India — Organized vs. unorganized retail, FDI in Indian retail.Key Challenges: Retail challenges including competition, regulatory issues, and infrastructure gaps in emerging markets.

Module II: Retail Consumer Behaviour and Cultural Dimensions

Consumer Decision-Making: Decision-making in retail driven by cultural, social, and psychological factors.Demographics & Lifestyle: Influence of lifestyle, age, income, education, and urbanization trends.In-Store Experience: Impulse buying, in-store behaviour, and the role of atmospherics, store layout, and sensory marketing.Cross-Cultural Retailing: Adapting retail strategies to diverse cultural contexts.

Module III: Retail Formats, Merchandise Management, and Store Operations

Store & Non-Store Formats:Store-based formats: Supermarkets, convenience stores, specialty stores, discount stores. Non-store formats: E-commerce, catalogues, direct selling.
Multi-channel approach: Omni-channel retailing.Merchandise Management: Planning, buying, assortment planning, product mix, and private labels.Store Operations & Design: Visual merchandising, store layout types and design, and store operations management (staffing, scheduling, service quality)

Module IV: Retail Management Strategies, Supply Chain, and Technology

Marketing & Positioning: Retail branding, positioning, pricing strategies, promotions, loyalty programs, and CRM.Supply Chain & Logistics: Retail supply chain management, logistics, inventory control, and vendor relations.Communication & Tech Integration: Customer experience management, retail communication mix, and IT applications (ERP, RFID, AI, and analytics).

Module V: Emerging Trends and Sustainability in Retail Management

Global Trends: Experiential retail, luxury retail, and fashion trends.Ethics & Inclusion: Sustainable retailing, ethical practices, inclusive retailing, and workforce diversity.Digital Transformation: Digital finance, AI-driven personalization, and metaverse retail.Case Studies: Amazon, Flipkart, Reliance Retail, and IKEA.

Suggested Readings & References

1. Berman, B., & Evans, J. R. (2018). *Retail Management: A Strategic Approach* (13th ed.). Pearson.
2. Levy, M., & Weitz, B. A. (2018). *Retailing Management* (9th ed.). McGraw-Hill Education.
3. Vedamani, G. G. (2017). *Retail Management: Functional Principles and Practices* (4th ed.). Jaico Publishing House.
4. Pradhan, S. (2017). *Retail Management: Text and Cases* (5th ed.). McGraw-Hill Education.
5. Kunz, G. I. (2005). *Merchandising: Theory, Principles, and Practice* (3rd ed.). Fairchild Publications.
6. Gilbert, D. (2003). *Retail Marketing Management* (2nd ed.). Pearson Education.

Course Outcomes

At the end of the course, the student will be able to:

CO1: Explain the structure, scope, and evolution of the retailing sector in India, highlighting its role in economic development.
CO2: Assess consumer decision-making processes and evaluate the impact of cultural and social factors on retail strategies.
CO3: Compare different retail formats, design effective merchandising plans, and analyze store operations for efficiency.
CO4: Design marketing campaigns, optimize supply chain processes, and recommend technology adoption for competitive advantage.
CO5: Critically evaluate emerging trends in retail management and propose sustainable practices for long-term business success.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	2	2	2	2	2	2	3	3	2
CO2	3	3	3	3	2	2	2	2	3	3	3
CO3	3	3	3	3	3	2	1	2	3	3	3
CO4	3	3	3	3	3	2	2	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T14	TALENT ACQUISITION AND MANAGEMENT [HRM]	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. This course focuses on the attraction, acquisition and retention of talent in organizations.
2. A clear understanding of talent management and its linkage with organizational strategy and other HR practices.
3. To provide the understanding of acquiring and retaining the talent in the organizations.
4. To provide them the process of identifying and developing potential talent to fulfill the present and future needs of the organization.
5. In addition, the course will cover the negotiation problems that managers may face in decision-making process.

MODULE-I

Introduction to Talent Acquisition and Management: Introduction to Talent Management, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention, Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, some suggestive tools for Managing Talent.

MODULE-II

Talent Acquisition: Job Analysis - Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centers, selection errors & minimizing selection errors, Reliability & Validity tests, Choosing the types of interviews.

MODULE-III

Talent Management: The elements of Talent Management, The resourcing strategy - Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management.

Talent Management Strategy: Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development.

MODULE-IV

Talent Planning and Development - Concept, succession management process, integrating succession planning and career planning, designing succession planning program, contingency plan for talent; building a reservoir of talent. Potential identification and development, talent development budget, integrating coaching, developing talent management information system.

MODULE-V

Employee Retention: Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated

Rewards, Sustainable Talent Management and Reward Model, Contemporary Talent Management Issues and challenges.

References/Suggested Learning Resources:

Text Books:

1. Lance A Berger, Dorothy R Berger, Talent Management Handbook, 13th Edition, McGraw Hill.
2. Reference Books:
3. Dessler Gary, A Framework for Human Resource Management, 7th Edition, Pearson.
4. Dessler Gary, Varkkey Biju, Fundamentals of Human Resource Management, 14th Edition, Pearson.
5. Hasan, M., Singh, A.K., Dhamija, Talent Management in India: Challenges and Opportunities, Latest Edition, Atlantic Publication.

Course Outcomes:

At the end of the course, the student will be able to:

CO1: Define the basic concepts of talent management, including talent acquisition, retention, and succession planning.
CO2: Explain the significance of aligning talent strategies with organizational goals and culture.
CO3: Apply methods such as job analysis, HR planning tools, and recruitment techniques to attract and acquire talent effectively.
CO4: Analyze various employee retention strategies, talent audits, and performance management practices to assess their impact on organizational excellence.
CO5: Evaluate integrated reward systems, Talent development, and career management frameworks for sustainable talent development.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	2	2	2	1	1	2	3	3	2
CO2	3	3	3	3	2	2	2	3	3	3	3
CO3	3	3	3	3	3	2	1	2	3	3	3
CO4	3	3	3	3	3	2	2	3	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T18	MANAGEMENT OF INDUSTRIAL RELATIONS [HRM]	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. Understand and explain the theoretical foundations and institutional framework of industrial relations.
2. Analyse the roles of management, trade unions, and the state in shaping industrial relations outcomes.
3. Apply labor laws and collective bargaining principles to real-world organizational contexts.
4. Evaluate industrial disputes and dispute resolution mechanisms for managerial effectiveness.
5. Design strategic industrial relations policies to address contemporary workplace challenges.

Module I: Foundations of Industrial Relations (IR)
Concept of Industrial Relations – Scope and Significance of IR – Evolution and Approaches to IR – Dunlop's System Model and Oxford Mode of IR – Industrial Relations Climate and Organizational Performance.

Module II: Trade Unions and Employer Strategies
Trade Union Movement in India – Trade unions: objectives, structure, and functions – Trade Unions Act-1926 and Legal Framework – Union Leadership and Governance – Employer's Associations in India: Objectives and Structure – Union-Management Relations and Challenges.

Module III: Labor Legislations and Regulatory Framework – I
Factories Act, 1948 – Employee Compensation Act-1923 – ESI Act-1948 – Minimum Wages Act-1948 – Payment of Bonus Act-1965 – Maternity Benefit Act-1961 – Payment of Gratuity Act-1972 – The Prohibition of Sexual Harassment of Women at Workplace Act-2013

Module IV: Labor Legislations and Regulatory Framework – II
Industrial Disputes Act-1947, Meaning, Nature and Scope of Industrial Disputes, Causes and Consequences. Dispute Settlement Machinery – Grievances, Causes of Grievances, Grievance Handling Procedures – The Industrial Employment (Standing Orders) Act-1946 – Collective Bargaining; objectives, types and process – Reforms Made into Labour Laws by Indian Government in 2021; Social Security Code (2020), Industrial Relations Code (2020), Code on Social Security (2020), OSH (Occupational Safety, Health and Working Conditions) Code (2020).

Module V: Contemporary Issues in Industrial Relations
Globalization and Labour Market Flexibility – IR in Gig Economy and Contracting – Remote Work & Work-life Balance – Equality, Diversity and Inclusion – Workforce Downsizing and Restructuring – Skill Polarization – Algorithmic management and surveillance.

Core Textbooks

1. Monappa, A. (2021). *Industrial relations* (5th ed.). Tata McGraw-Hill.
2. Venkata Ratnam, C. S. (2016). *Industrial relations* (3rd ed.). Oxford University Press.
3. Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2020). *Dynamics of industrial relations* (15th ed.). Himalaya Publishing House.
4. Singh, B. D. (2018). *Industrial relations: Emerging dimensions*. Excel Books.
5. Dunlop, J. T. (1993). *Industrial relations systems*. Harvard University Press.
6. International Labour Organization. (2020). *World employment and social outlook: Trends 2020*. Geneva: ILO Publications.

CourseOutcomes:
At the end of the course, the student will be able to:

CO1: Explain key concepts, theories, and systems of industrial relations
CO2: Analyze the dynamics between employers, employees, trade unions, and government
CO3: Apply labor legislation and collective bargaining strategies in managerial decision-making
CO4: Evaluate industrial disputes and apply appropriate dispute resolution mechanisms to the workplace and organizational settings.
CO5: Formulate strategic approaches to manage industrial relations in a changing business environment

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	2	2	2	2	1	3	3	3	2
CO2	3	3	3	3	2	3	2	3	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T22	PERFORMANCE MANAGEMENT	L	T	P
Credits: 4	[HRM]	4	-	-

Course Objectives:

1. To develop a comprehensive understanding of the scope, significance, processes, and strategic role of Performance Management in organizations.
2. To familiarize students with the formulation of performance standards, setting expectations, measurement approaches, and the use of metrics in performance management systems.
3. To enable students to understand the role of performance management in employee development, including goal setting, assessment systems, and the strategic role of HR professionals.
4. To impart knowledge on performance appraisal methods, reward systems, contingent pay plans, and legal issues influencing performance management decisions.
5. To expose students to contemporary performance-related concepts and practices adopted by world-class organizations to enhance organizational effectiveness.

Unit-I: Performance Management: Scope and Significance - Advantages of Performance Management - Performance management Vs Human resource management. Performance management process – Implications of Performance Management. Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.

Unit-II: Performance Standards and Expectations: Defining objectives and performance standards, Performance management system implementation, automation of performance management process. Communication of Performance Expectations - Choosing a measurement approach measuring results and Behaviors - Critical Success Factors Indicators– managing Metrics.

Unit-III: Performance Management and Employee Development: Setting objectives - Organizational and individual performance plans. Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

Unit-IV: Reward Systems and Legal Issues: Purpose of Appraising - Methods of appraisal - appraisal system design - Implementing the appraisal system - Appraisals and HR decisions. Contingent Pay Plan - Selecting a contingent pay plan, Problems associated with contingent pay plan - Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management.

Unit-V: Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis, High-Performance Work Teams, Steps for Building High-Performance Work Teams, Reward Practices in World- Class Organizations

TEXT BOOKS

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
3. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
4. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Henderson, Compensation Management in a Knowledge Based World 9/e Pearson Education.

Course Outcome: The students will be able

CO1: To explain and analyse the performance management process and its strategic implications for organizational effectiveness.
CO2: To design performance standards, communicate expectations effectively, and apply appropriate measurement and metric-based evaluation techniques.
CO3: To develop organizational and individual performance plans and assess the role of performance management in employee growth and development.
CO4: To evaluate appraisal systems, link performance outcomes to reward and pay structures, and interpret legal principles affecting performance management.
CO5: To apply relevant performance-related concepts such as benchmarking, Balanced Scorecard, competency mapping, and high-performance work practices in organizational contexts.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	3	3	2	2	2	3	3	3	3
CO2	3	3	3	3	3	2	1	2	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T15	ADVANCED BUSINESS ANALYTICS USING SPSS [BUSINESS ANALYTICS]	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. To enable students on how to harness the potential of data analysis using SPSS, and turn raw data into actionable insights that drive informed decision-making.
2. To provide hands-on experience to students in data preparation, analysis, and visualization, equipping you with the expertise needed for real-world research and business applications.
3. To facilitate the knowledge of SPSS effectively, design robust studies, and troubleshoot data issues, making you a proficient data analyst.
4. To apply SPSS based skills for a wide range of statistical techniques, from correlation and regression to hypothesis testing and beyond, empowering you to tackle diverse data challenges.
5. To advance career prospects for students by adding a valuable skill set to your portfolio indispensable in data-driven industries and research environments.

Module I: Getting to know IBM SPSS statistics:
Starting SPSS statistics, opening an existing data file. Work with data files, windows, menus, dialogue boxes, and closing IBM SPSS statistics. Getting help from IBM SPSS. Introduction to samples and the population, level of measurement a special case: rating scales, independent and dependent variables, data access. Data checking by using minimum, maximum and number of valid cases, identifying inconsistent responses, when errors are discovered, SPSS missing values option

Module II: Preliminary Data Analysis and Plotting:
Exploratory Data Analysis: Interval Scale Data – Frequency Tables and Histograms, Exploratory Data Analysis, Options with Missing Values, Measures of Central Tendency, Variability Measures, Confidence Band for Mean, Shape of the Distribution, Stem & Leaf Plot, Box & Whisker Plot, Saving an Updated Copy of the Data. Mean Differences Between Groups I: (Simple Case) Logic of Testing for Mean Differences, Sample Size, Exploring the Different Groups, T – Test, Displaying Mean Differences, Paired T Test, Normal Probability Plots.

Module III:Statistical Techniques to Compare Groups:
Mean Differences Between Groups II: (One Factor ANOVA) Logic of Testing for Mean Differences, Factors, Exploring the Data, Running One-Factor ANOVA, One-Factor ANOVA Results, Post Hoc Testing of Means, Graphing the results. Mean Differences between Groups III: (Two Factor ANOVA): Logic of Testing and Assumptions, Interactions, exploring the data, Two-Factor ANOVA, The ANOVA Table, observed means, presenting the results.

Module IV: Multivariate Statistics:
Reading the Data, Exploring the Data, Scatterplots, correlations. Introduction to Regression: The Regression Equation and Fit Measure, Residuals and Outliers, Assumptions, Simple Regression, Multiple Regression, Residual Plots, Multiple Regression Results, Residual and Outlier Results, Summary of Regression Results, Stepwise Regression, Stepwise Regression Results, Stepwise Summary.

Module V: Advanced IBM SPSS Techniques to Explore Relationships:
Data view tabs in SPSS, Variable view tabs in SPSS, entering data, saving a file, select cases, Merging, splitting file, Export and Import, Graphs, Comparing Groups (Categorical Data) A Basic Two-Way Table, Chi – Square Test of Independence, Requesting the Chi-Square Test, Different Tests and Different Results. Association Measures Available within Crosstabs, Graphing Cross Tabulation Results, Three-Way Tables creation.

Suggested Readings

Text Books:

1. S.P. Gupta: Statistical Methods, Sultan Chand & Sons
2. Anil Kumar Mishra - A Hand Book on SPSS for Research Work, 1st Edition, Himalaya Publishing House, 2011.
3. Business Statistics: S. L Aggarwal, S. L. Bhardwaj, Kalyani Publications, 2015.
4. Fundamentals of Statistical: S. P Gupta, Sultan Chand, 2017

Course Outcomes:
At the end of the course, the student will be able to:
CO1: Understand data collection, managing, and cleaning data, ensuring its accuracy and reliability using SPSS
CO2: Evaluate statistical methods and perform a wide range of statistical analyses, from basic descriptive statistics to advanced regression and factor analyses.
CO3: Assess advanced data visualization techniques including charts and graphs, to effectively communicate your findings.
CO4: Apply research skills, such as designing surveys, coding responses, and conducting hypothesis tests.
CO5: Execute decision-making with confidence to make data-driven decisions, whether in academic research, business analytics, or other fields.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	3	3	3	1	1	2	3	3	3
CO2	3	3	3	3	3	2	1	2	3	3	3
CO3	3	3	3	3	3	2	1	3	3	3	3
CO4	3	3	3	3	3	2	2	3	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T19	DATA SCIENCE USING PYTHON [BUSINESS ANALYTICS]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. To master core Python programming, data structures, and functional programming techniques for general-purpose automation.
2. To gain proficiency in high-performance numerical computing and data manipulation using NumPy and Pandas frameworks.
3. To develop a strong theoretical foundation in probability and inferential statistics for data-driven decision-making.
4. To understand the end-to-end machine learning pipeline including supervised, unsupervised, and model evaluation techniques.
5. To apply specialized data techniques in NLP and Time Series to build and deploy a real-world capstone project.

Module I: Python Fundamentals for Data Science

Introduction to Python, Environment setup (Anaconda, Jupyter Notebooks, VS Code), Core Programming, Data types (Strings, Lists, Tuples, Dictionaries, Sets), Control flow (if-else, loops), and Functions. Advanced Python, List comprehensions, Lambda expressions, Map/Filter/Reduce, and Exception handling. File I/O, Reading and writing CSV, Excel, and JSON files.

Module II: Scientific Computing & Data Manipulation

Numerical Python (NumPy), Array operations, indexing, slicing, and broadcasting. Data Analysis (Pandas), Data Frames and Series, handling missing data, data alignment, grouping, merging, and pivoting. Data Visualization, Basic plotting with Matplotlib and statistical visualization with Seaborn (Histograms, Scatter plots, Heatmaps).

Module III: Statistics and Exploratory Data Analysis (EDA)

Descriptive Statistics, Measures of central tendency (Mean, Median, Mode) and dispersion (Standard Deviation, Variance, IQR). Probability Theory, Random variables, Normal distribution, and Central Limit Theorem. Inferential Statistics, Hypothesis testing (Z-test, T-test, ANOVA), P-values, and Correlation vs. Causation. EDA Framework, Identifying outliers, data trends, and feature engineering.

Module IV: Foundations of Machine Learning

Introduction to Scikit-Learn, the machine learning pipeline. Supervised Learning: Linear Regression, Logistic Regression, Decision Trees, and K-Nearest Neighbors (KNN). Unsupervised Learning: K-Means Clustering and Dimensionality Reduction (PCA). Model Evaluation, Bias-Variance trade off, Confusion Matrix, Precision, Recall, and F1-Score.

Module V: Specialized Topics & Capstone Project

Introduction to NLP, Text preprocessing, Tokenization, and Sentiment Analysis using NLTK or SpaCy. Time Series Analysis, Basics of trend and seasonality. Capstone Project, End-to-end project

involving an Indian dataset (e.g., IPL player stats, Indian Census data, or E-commerce trends). Deployment Basics, Introduction to Stream lit or Flask for showcasing models.

Suggested Readings and References

Textbooks:

1. *Python for Data Analysis* by Wes McKinney (O'Reilly) – Written by the creator of Pandas.
2. *Introduction to Machine Learning with Python* by Andreas C. Müller & Sarah Guido.
3. *Data Science from Scratch* by Joel Grus (O'Reilly).
4. *Programming and Problem Solving with Python* by Ashok Kamthane (McGraw Hill India).

Course Outcomes

CO1: Students will be able to write efficient Python scripts and handle complex file operations with robust exception handling.
CO2: Students will be able to clean, transform, and visualize multi-dimensional datasets to extract actionable business insights.
CO3: Students will be able to perform hypothesis testing and exploratory data analysis (EDA) to validate statistical significance.
CO4: Students will be able to build and tune predictive models using Scikit-Learn while evaluating performance via industry-standard metrics.
CO5: Students will be able to develop and deploy an end-to-end data science application using Stream lit or Flask based on real-world datasets.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	2	2	-	-	3	-	-	1	2	1	-
CO2	2	3	2	3	2	1	2	-	2	3	2
CO3	2	3	-	3	2	-	-	-	2	3	1
CO4	2	3	3	3	3	1	-	-	2	3	3
CO5	2	3	3	2	3	2	2	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA II Semester		
Code: 2562T23	AI AND MACHINE LEARNING FOR MANAGERS [BUSINESS ANALYTICS]	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. To enable students to learn different types of machine learning techniques and various characteristics of artificial intelligence (AI)
2. To understand the predictive, descriptive and prescriptive analytics using different search strategies in AI
3. To apply different types of machine learning techniques for solving business problems.
4. To apply the different regression modeling, clustering and optimization methods in machine learning.
5. To understand the different ways of designing software agents and the various applications of AI

Module I: Introduction to Artificial Intelligence & Problem-Solving Methods

Introduction–Definition - Future of Artificial Intelligence – Characteristics of Intelligent Agents– Typical Intelligent Agents – Problem Solving Approach to Typical AI problems – Search Strategies- Uninformed- Heuristics- Informed. Local Search Algorithms and Optimization Problems - Searching with Partial Observations – Constraint Satisfaction Problems – Constraint Propagation - Backtracking Search - Game Playing – Optimal Decisions in Games – Alpha - Beta Pruning - Stochastic Games

Module II: Graphical Models in Artificial Intelligence

Directed Graphical Model-Overview, representation of probability distribution and conditional independence statements, Undirected Graphical Model- potentials, conditional independence and graph separability, factorization- Constructing undirected models from distributions Relationship between directed and undirected models- Common undirected graphical models: Factor models, Ising and Potts model, Gibbs distribution, log-linear models, Condition random field - Feature-based potentials for flexible deployment in many applications- applications in vision and text mining.

Module III: Applications of Artificial Intelligence

AI applications – Language Models – Information Retrieval- Information Extraction – Natural Language Processing - Robot – Hardware – Perception – Planning – Moving

Module IV: Regression Modelling

Introduction regression modelling – Mathematical model for Linear regression – Simple Linear regression – Multiple Linear Regression – Improving Accuracy of Linear regression model - Polynomial Regression - Logistic regression – Maximum likelihood Estimation - Stepwise regression – Ridge regression – Lasso Regression – Elastic Net regression modeling Gaussian Process Time series forecasting: Correlated time series- High-dimensional multivariate forecasting with low-rank Gaussian Copula Processes

Module V: Introduction to Machine Learning

Introduction to Machine Learning – Types of Machine learning – Supervised – Un-supervised – Reinforcement Learning types – Applications of Machine learning techniques with Case study–

Banking and Finance – Healthcare – Insurance – Issues in Machine learning Introduction to Feature Engineering – Feature construction – Feature extraction – Feature subset selection – Classification learning models and steps - Classification Algorithms – KNN – Decision Tree – Random Forest Model – Support Vector Machine

Suggested readings and references

TEXT BOOKS

1. Tom M Mitchell, "Machine Learning", First Edition, McGraw Hill Education, 2013
2. Saikat Dutt, Subramanian Chandramouli, Amit Kumar Das, "Machine Learning", First Edition, Pearson, 2018
3. Thomas P. Trappenberg, "Fundamentals of Machine Learning", Oxford University Press, 2020
4. S. Russell and P. Norvig, "Artificial Intelligence: A Modern Approach, Prentice Hall, Third Edition, 2009
5. Bratko, "Prolog: Programming for Artificial Intelligence", Fourth edition, Addison-Wesley Educational Publishers Inc., 2011.

COURSE OUTCOMES:

Upon completion of the course, the student should be able to

CO1: Distinguish between different graphical models in artificial intelligence

CO2: Design high dimensional objects for business applications using AI techniques

CO3: Design systems that use the appropriate graph models of machine learning

CO4: Modify existing machine learning algorithms based on Uncertainty Estimation

CO5: Apply concept of advanced machine learning for real time applications

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	2	3	2	2	2	1	-	1	2	2	1
CO2	2	3	3	2	3	2	1	1	2	3	2
CO3	2	3	3	3	3	2	1	1	2	3	2
CO4	2	3	3	3	3	2	2	1	2	3	3
CO5	2	3	3	3	3	3	2	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T24	BUSINESS POLICY AND STRATEGIC MANAGEMENT	L	T	P
Credits: 3		3	-	-

Course Objectives:
Upon completion of the course, students will be able to:

1. Understand the concepts and significance of business policy and strategic management.
2. Analyze organizational environments and formulate appropriate business strategies.
3. Develop strategic plans for organizational growth, diversification, and recovery.
4. Apply competitive and functional strategies to achieve sustainable competitive advantage.
5. Implement, evaluate, and control organizational strategies using appropriate strategic management tools and techniques.

MODULE-I: INTRODUCTION TO BUSINESS POLICY:
Business Definition, Meaning and Definition of Business Policy, Nature of Business Policy, Objectives of Business Policy, Evaluation of Business Policy as a Discipline, Importance of Business Policy, Conceptual Understanding of Strategy, Policy, Tactics, Strategic Management, Difference between Business Policy and Strategic Management.

MODULE-II: INTRODUCTION TO STRATEGIC MANAGEMENT:
Strategic Management – Vision, Mission and Objectives, Level at which Strategy Operates and Essentials of Strategic Management Process, Strategic Models: Porter's Five force theory, BCG matrix, IE matrix, GE model, and SWOT Analysis, Organizational appraisal.

MODULE-III: PLANNING AND CREATING CORPORATE STRATEGY:
Part A: Strategy Formulation- Planning & Planning Systems, Strategic Planning Techniques. Strategic Alternatives and Market Entry Strategies, Disinvestment Strategies, International Entry Strategies and Selection of Strategies.
Part B: Issues in Strategic Growth: Diversification and Acquisition, Effective Acquisition Strategies, Joint Ventures and Strategic alliances. Issues in strategic consolidation and Recovery: the Feasibility of Recovery, Retrenchment Strategies, Turnaround Strategies, Managing Recession, Strategies for Declining Industries, Implementing Recovery Strategies.

MODULE-IV: STRATEGIC SUCCESS:
Competition and the Structure, Analyzing an Industry, Successful Competitive Strategies. Competitive advantage through products, processes and service, The Organization's Value Chain-The Value Chain and Competitive Advantage, Marketing Strategy, Research and Development, Innovation and New Products, Speed and Competitive Advantage, Operations Management, Service and Total Quality Management.

MODULE-V: STRATEGIC IMPLEMENTATION, EVALUATION AND CONTROL:
Strategy Implementation- Model of Strategy Implementation, Resource Allocation, Strategic Budgeting, Factor Affecting Resource Allocation and Difficulties in Resource Allocation. Strategic Evaluation: Importance, Participants and Barriers in Strategic Evaluation, Requirements for Effective Evaluation. Strategic Control: Premise Control, Implementation Control, Strategic Surveillance & Special Control. Techniques of Strategic Evaluation and Control.

Text Books:

1 Kazmi, A. (2020). *Strategic management and business policy* (4th ed.). McGraw Hill Education (India).

2 Rothaermel, F. T. (2024). *Strategic management* (6th ed.). McGraw Hill.

Reference Books:

1. Johnson, G., Scholes, K., Whittington, R., Angwin, D., & Regnér, P. (2020). *Exploring strategy: Text and cases* (12th ed.). Pearson.

2. Thompson, A. A., Strickland, A. J., Gamble, J. E., & Peteraf, M. A. (2022). *Crafting and executing strategy: The quest for competitive advantage: Concepts and cases* (24th ed.). McGraw Hill.

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

CO1: Explain the principles and importance of business policy and strategic management.
CO2: Assess internal and external business environments to support strategic decision-making.
CO3: Formulate and evaluate corporate and competitive strategies for different business situations.
CO4: Analyze the role of value chain, innovation, marketing, and operations in achieving strategic success.
CO5: Implement, monitor, evaluate, and control organizational strategies for sustained organizational performance and competitive advantage.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	1	1	1	2	2	2	3	2	2
CO2	3	3	2	2	3	2	2	2	3	3	2
CO3	3	3	3	2	2	3	2	3	3	3	3
CO4	3	3	2	2	3	2	2	3	3	3	2
CO5	2	3	2	3	3	3	2	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T25	PRODUCTION AND OPERATIONS MANAGEMENT	L	T	P
Credits: 3		3	-	-

Course Objectives

1. Understand the basic concepts, functions, and importance of production and operations management.
2. Explain production planning, facility location, layout, and capacity planning.
3. Understand the principles and techniques of inventory and materials management.
4. Explain quality management concepts and quality improvement techniques.
5. Identify contemporary trends and technologies in production and operations management.

Module I: Fundamentals of Production and Operations Management

Meaning, Concept, Nature and Objectives of Production and Operations Management – Importance and Functions of Operations Management – Types of Production – Product and Process Design – Productivity – Factors Affecting Productivity.

Module II: Production Planning and Facility Planning

Production Planning and Control – Objectives and Functions of PPC – Aggregate Planning – Scheduling – Routing – Loading – Dispatching – Facility Location – Factors Influencing Location – Facility Layout – Types of Layouts – Principles of Good Layout – Capacity Planning.

Module III: Materials and Inventory Management

PART- A: Meaning and Importance of Materials Management – Purchasing Management – Procurement Process – Vendor Selection – Stores Management

PART- B: Inventory Management – Types of Inventories – Inventory Costs – Economic Order Quantity – Reorder Level – Safety Stock – ABC Analysis – Just-in-Time.

Module IV: Quality Management

Meaning and Dimensions of Quality – Quality Management – Total Quality Management – Principles of TQM – Quality Control and Quality Assurance – Statistical Quality Control – Control Charts – Six Sigma – Continuous Improvement – Quality Circles – ISO Standards.

Module V: Contemporary Operations Management

Supply Chain Management – Logistics Management – Total Productive Maintenance Automation – Industry 4.0 and Smart Manufacturing – Artificial Intelligence Operations – Sustainable Operations Management.

Text Books

1. Panneerselvam, R. Production and Operations Management. 3rd Edition, PHI Learning, 2012.
2. Chary, S. N. Production and Operations Management. 6th Edition, McGraw Hill Education, 2019.
3. Aswathappa, K., & Bhat, K. Shridhara. Production and Operations Management. 2nd Edition, Himalaya Publishing House, 2015.
4. Jay Heizer, Barry Render and Chuck Munson, *Operations Management*.

5. S. N. Chary, *Production and Operations Management: Planning and Control*.
6. Norman Gaither and Greg Frazier, *Operations Management*.

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

CO1: Explain the basic concepts, functions, production systems, and strategies of production and operations management.
CO2: Describe production planning, scheduling, facility location, layout, and capacity planning.
CO3: Apply basic techniques of materials and inventory management for effective operations.
CO4: Explain quality management concepts and apply quality improvement techniques.
CO5: Describe contemporary practices and technologies used in production and operations management.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	1	1	1	3	2	2	3	3	2
CO2	3	3	1	3	1	2	2	1	3	3	2
CO3	3	3	2	3	2	2	2	2	3	3	3
CO4	3	3	2	3	2	2	1	2	3	3	2
CO5	2	3	2	3	2	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T26	PROJECT MANAGEMENT	L	T	P
Credits: 4		4	-	-

Course Objectives

1. Understand the fundamentals and importance of project management in business organizations.
2. Develop competencies in project planning, scheduling, budgeting, and resource management.
3. Apply project management tools for managing quality, risk, procurement, and stakeholders.
4. Evaluate project performance using monitoring and control techniques.
5. Understand contemporary project management practices and their business applications.

Module I: Fundamentals of Project Management

Meaning & Characteristics of Project – Introduction to the project Management- Objectives of Project Management — Types of Projects – Project Life Cycle – Project Management as a Profession – Skills, Roles, and Responsibilities of the Project Manager – Project Success and Failure Factors – Business Applications of Project Management.

Module II: Project Planning and Scheduling

Project Planning: Objectives and Planning Process – Work Breakdown Structure – Activity Sequencing – Project Scheduling – Project Scheduling Techniques – Project Scheduling Process – Gantt Charts – Network Techniques: PERT and CPM – Resource Planning and Allocation.

Module III: Project Financing and Implementation:

Part-A: Concept of Project Financing - Sources of Project Finance – Project Cost Estimation and Budgeting –Financial Institutions and Project Funding – Project Financing Techniques.

Part-B: Concept Project Implementation & Process – Project Organization Structure – Resource Mobilization – Project Contracting and Procurement – Project Execution and Commissioning.

Module IV: Project Monitoring and Control

Project Monitoring and Performance Measurement – Time and Cost Control – Earned Value Management – Project Control Techniques – Project Performance Reporting – Change Management – Project Review and Audit – Project Closure – Post-Project Evaluation.

Module V: Contemporary Issues in Project Management

Artificial Intelligence (AI) in Project Management – Digital Transformation – Sustainability and Green Project Management – Virtual Project Teams – Cloud Based Project Management Tools – Project Governance – Emerging Trends in Project Management.

Text Books

1. Clifford F. Gray & Erik W. Larson, *Project Management: The Managerial Process*, 8th Edition, McGraw-Hill Education.
2. Prasanna Chandra, *Projects: Planning, Analysis, Financing, Implementation and Review*, 10th Edition, McGraw-Hill Education.

Reference Books

1. Jack R. Meredith, Samuel J. Mantel Jr. & Scott M. Shafer, *Project Management: A Managerial Approach*, 10th Edition, Wiley.
2. Project Management Institute (PMI), *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, 7th Edition, Project Management Institute.

Course Outcomes

After successful completion of the course, students will be able to:

CO1: Explain the concepts, processes, and significance of project management in business organizations.

CO2: Prepare project plans using project planning and scheduling techniques.

CO3: Apply cost, quality, procurement, stakeholder, and risk management practices to business projects.

CO4: Evaluate project performance through effective monitoring, control, and project closure techniques.

CO5: Analyze contemporary project management approaches, including Agile and Scrum, to improve organizational project performance.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	1	3	2	1	1	1	3	2	2
CO2	3	3	1	3	1	2	2	1	3	3	2
CO3	3	3	2	3	2	2	2	2	3	3	3
CO4	3	3	2	3	2	2	1	2	3	3	2
CO5	2	3	2	3	2	3	3	3	3	3	3

2025-2026 onwards MR25	MALLA REDDY (MR) DEEMED TO BE UNIVERSITY	MBA III - Semester		
Code: 2562T27	INTERNATIONAL FINANCIAL MANAGEMENT [FINANCE]	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. To understand the concepts, nature, scope, and importance of International Financial Management.
2. To develop knowledge of international financial markets, and global financial institutions.
3. To enlighten on various aspects in Foreign Exchange Market
4. To help understand the International Investment and Financing Decisions.
5. To develop skills for effective financial decision-making in international business operations.

Module – I: Introduction to International Financial Management (IFM)
Basic concepts and terminologies of International Financial Management, Nature, Scope of IFM, Domestic Financial Management vs. International Financial Management, Gold standard to Bretton-woods, Role of Multinational Corporations (MNCs) in International Business, Recent Trends and Challenges in International Financial Management.

Module – II: International flow of funds
Balance of Payments (BOP)-fundamentals of BOP, factors affecting international trade and Capital Flows, International Trade theories, Euro Currency Market, Euro Credit Market, Euro Bond Markets institutions, Role of International Financial Institutions (IMF, World Bank, WTO and EXIM Bank), Advantages and disadvantages of overseas financial markets.

Module – III: Foreign Exchange Market
Part A: Function and Structure of the Forex Markets and Major Participants, fixed vs. floating Exchange Rate, exchange rates Regimes, Types of Transactions and Settlements Dates, Foreign exchange quotations, process of arbitrage.
Part B: Exchange Rate theories – Purchasing power parity theory, international arbitrage and Interest rate parity, future spot exchange rate, factors influencing exchange rates, government influence on exchange rates

Module – IV: International Investment and Financing Decisions:
International Sources of Finance, International Capital Budgeting: Concepts and Applications, Cost of Capital in International Business (Basic Concepts), International Project Financing, Sustainable Finance (ESG) and Green Investments, International Financial Risk Management, Asset-liability management-Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI)

Module – V: International Trade Finance and Emerging Trends
Export–Import Finance and Trade Finance, Methods of International Payments, FEMA and RBI Guidelines for International Transactions, Digital Banking and Financial Innovation, Case Studies on Multinational Companies and International Financial Decisions, Future Trends in International Financial Management.

Text Books:

1. International Financial Management – Jeff Madura, 14th Edition, 2020, Cengage Learning.

2. International Financial Management – Eun Cheol S. Kim & Bruce G. Resnick, 8th Edition, 2022, McGraw Hill Education.
3. International Financial Management – P. G. Apte, 8th Edition, 2020, McGraw Hill Education (India).
4. International Financial Management – V. K. Bhalla, 13th Edition, 2021, S. Chand Publishing.
5. Multinational Financial Management – David K. Eiteman, Arthur I. Stonehill & Michael H. Moffett, 15th Edition, 2022, Pearson Education.

Course Outcomes:

CO1: Understand the concepts and importance of International Financial Management in the global business environment.
CO2: Analyze international financial markets, foreign exchange systems, and exchange rate movements.
CO3: Evaluate international investment, financing decisions, and financial risk management practices.
CO4: Apply knowledge of digital finance, Fin Tech, AI, block chain, and modern payment systems in international finance.
CO5: Develop skills to make effective financial decisions related to international trade and multinational business operations.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	1	1	2	1	1	2	3	1	2
CO2	3	3	3	2	1	1	1	2	3	2	2
CO3	3	3	3	2	2	2	2	2	3	2	3
CO4	2	2	2	3	2	2	1	3	3	3	3
CO5	3	3	3	2	3	3	2	3	3	2	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T30	STRATEGIC INVESTMENT AND FINANCIAL DECISIONS [FINANCE]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. Provide students with a comprehensive understanding of strategic investment and financing decisions in corporate financial management.
2. Develop analytical skills in evaluating investment proposals using modern capital budgeting techniques.
3. Familiarize students with project appraisal methods, risk analysis, and investment evaluation under uncertainty.
4. Enhance knowledge of leasing, financing alternatives, and strategic financing decisions.
5. Introduce mergers, acquisitions, and corporate restructuring for corporate growth and value creation.

Module I: Investment Decisions under Risk and Uncertainty

Investment decision process; concepts of risk and uncertainty; risk analysis in investment decisions; risk-adjusted discount rate; certainty equivalent approach; sensitivity analysis; decision tree analysis; introduction to Monte Carlo simulation; applications of Artificial Intelligence and data analytics in investment decision-making.

Module II: Strategic Capital Budgeting Decisions

Project Abandonment Decisions, Capital budgeting process; Adjusted NPV, evidence of IRR, multiple IRR Modified IRR, Discounted Payback Period; Capital Rationing; Inflation on Capital Budgeting Decisions.

Module III: Investment Appraisal and Project Evaluation

Part-A: Critical analysis of appraisal techniques: Discounted payback, post payback, Return on Investment; Equivalent Annual Cost;

Part-B: Terminal Value Analysis: Project Selection under Capital Constraints, single period constraints, multi period capital constraint & on unsolved problem, NPV mean Variance analysis.

Module IV: Strategic Financing Decisions

Lease Financing; Types of Leases; Finance Lease and Operating Lease; Lease versus Buy Decision; Hire Purchase and Instalment Purchase; Accounting and Tax Aspects of Leasing; Advantages and Limitations of Leasing; Evaluation of Lease Financing Decisions.

Module V: Mergers, Acquisitions and Corporate Restructuring

Concept and Objectives of Mergers and Acquisitions; Types of Mergers and Acquisitions; Motives for Mergers and Acquisitions; Corporate Restructuring – Meaning, Objectives and Forms (Demerger, Divestiture and Spin-off); Legal and Regulatory Framework for Mergers and Takeovers; Evaluation of Mergers and Acquisitions.

TEXT BOOKS:

1. Prasanna Chandra (2012)– Financial Management: Theory and Practice.
2. I.M. Pandey (2014) – Financial Management
3. Reference Books
4. Brealey, Myers & Allen – Principles of Corporate Finance.
5. Jonathan Berk & Peter DeMarzo – Corporate Finance.
6. Aswath Damodaran – Applied Corporate Finance.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	3	3		2			3	3	1
CO2	3	3	3	3		2			3	3	2
CO3	3	3	2	3		3			3	3	2
CO4	3	2	3	2		3			3	3	2
CO5	3	2	3	2	3	3		2	3	3	2

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T35	FINANCIAL DERIVATIVES & RISK MANAGEMENT [FINANCE]	L	T	P
Credits: 4		4	-	-

The objectives of this course are to:

1. To understand the concept of derivatives and various types
2. To explore the knowledge of options and futures
3. To know about hedging mechanism and the development of derivatives in India
4. To provide an insight into tools that are useful in derivatives trading
5. To study the efffectivess of pricing models and trading strategies in derivative markets

Unit I: Forwards Contracts

Derivatives – Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

Unit II: Futures Contracts

Futures – Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism – Specification

Unit III: Options & Swap Contracts

Part A: Options and Swaps – Concept of Options – Types of options – Option Valuation–Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing;
Part B: Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap

Unit IV: Hedging Methods

Hedging and Stock Index Futures – Concepts, Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge –Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures Trading in Indian Stock Market.

Unit V: Derivative Markets in India

Financial Derivatives Market in India – Need for Derivatives – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Emerging Structure of Derivatives Markets in India -Regulation of Financial Derivatives in India, Structure of the Market – Trading systems – Badla system in Indian Stock Market

TEXT BOOKS

1. John, C. H. & Basu. S., Options, Futures and Other Derivatives, 11th Edition, Pearson Publishers, New Delhi, 2022,
2. Prakash, Y., Financial Derivatives: Text & Cases, Vikas Publishing House, New Delhi, 2018.
3. Gupta S.L., Financial Derivatives Theory, Concepts and Problems, 2nd Edition, PHI, Delhi, 2017.
4. Khatri Dhanesh. K., Derivatives and Risk Management, 2nd Edition, PHI, New Delhi, 2016.

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Explain the concepts of derivatives in trading and benefits in business

CO2: Analyse derivatives trading strategies in business markets

CO3: Apply the knowledge of hedging and risk management in derivatives markets

CO4: Classify the different types of derivative contracts and use of trading systems

CO5: Evaluate the stock portfolios and pricing strategies in derivatives

CO-PO MAPPING

CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								Program Specific Outcomes (PSOs)		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	3	1	1		2	2	3	2	2
CO2	3	3	3	2	1		2	2	3	3	2
CO3	3	3	3	1	1		3	2	3	2	2
CO4	3	2	3	1	1		3	3	3	2	2
CO5	3	3	3	3	2	2	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code:2562T39	PERSONAL FINANCIAL PLANNING	L	T	P
Credits: 4	[FINANCE]	4	-	-

Course Objectives:

1. To provide a strong foundation in personal financial planning concepts and principles.
2. To develop the ability to plan and manage personal income, expenditure, savings, and investments.
3. To introduce insurance and risk management concepts for effective personal financial protection.
4. To enable students to understand personal taxation and retirement planning.
5. To equip students with goal-based financial planning, credit management, and digital financial skills

Module I: Fundamentals of Personal Financial Planning

Meaning, importance and objectives of personal financial planning; financial goals and needs; personal financial life cycle; income and expenditure management; preparation of personal budget; emergency fund; financial literacy and financial discipline.

Module II: Savings and Investment Planning

Concept of saving and investment; savings instruments; bank deposits; recurring deposits; post office savings schemes; mutual funds; SIP; equity and bonds – basic concepts; gold as an investment; risk and return.

Module III: Insurance and Risk Management

Part-A: Meaning and importance of insurance; life insurance; term insurance; health insurance; general insurance; insurance planning; identification of personal risks;
Part-B: Risk management; selection of suitable insurance products; common mistakes in insurance planning.

Module IV: Tax and Retirement Planning

Basics of personal taxation; tax planning, tax avoidance and tax evasion; tax-saving investment options; basic deductions and exemptions; retirement planning and its importance; Provident Fund; PPF; National Pension System; pension planning and retirement income management.

Module V: Personal Financial Plan and Digital Finance

Goal-based financial planning; short-term, medium-term and long-term financial goals; credit cards and personal loans; credit score; responsible borrowing; digital banking and digital payments; financial frauds and cyber-financial awareness; preparation and evaluation of a simple personal financial plan.

Test Books:

1. Personal Finance, Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes
2. Personal Finance, E. Thomas Garman & Raymond E. Forgue
3. The Intelligent Investor, Benjamin Graham
4. Personal Finance for Dummies, Eric Tyson
5. Indian Financial System, M. Y. Khan

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Understand and apply the fundamental principles of personal financial planning and budgeting.

CO2: Identify and evaluate suitable savings and investment avenues based on risk and return.

CO3: Apply insurance and risk management principles for personal financial protection.

CO4: Understand personal taxation, tax planning, and retirement planning options.

CO5: Prepare and evaluate a simple personal financial plan incorporating credit and digital finance.

CO-PO MAPPING

CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								Program Specific Outcomes (PSOs)		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	3	1	1		2	2	3	2	2
CO2	3	3	3	2	1		2	2	3	3	2
CO3	3	3	3	1	1		3	2	3	2	2
CO4	3	2	3	1	1		3	3	3	2	2
CO5	3	3	3	3	2	2	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T28	BUSINESS TO BUSINESS (B2B) [MARKETING]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. To understand the concepts, characteristics, and significance of Business-to-Business (B2B) marketing.
2. To gain knowledge of industrial buying behavior, market segmentation, targeting, and positioning in B2B markets.
3. To analyze customer relationship management, key account management, and strategic sales practices.
4. To understand pricing, distribution, digital marketing, and supply chain integration in B2B markets.
5. To develop the ability to formulate and implement effective B2B marketing strategies that create customer value and competitive advantage.

MODULE I: Foundations of Business-to-Business (B2B) Marketing

Definition, scope, and importance of Business-to-Business (B2B) marketing, Characteristics of B2B markets, Differences between B2B and Business-to-Consumer (B2C) marketing, Types of business customers and organizational markets, Business marketing environment, Emerging trends in B2B marketing**.**

MODULE II: Organizational Buying Behaviour and Market Analysis

Organizational buying behaviour, buying center and decision-making unit, Factors influencing organizational buying decisions, Market segmentation, targeting, and positioning in B2B markets, Business market research and customer analysis. Supplier Selection and Vendor Evaluation in B2B Markets

MODULE III: Customer Relationship Management and Strategic Selling

Part A: Customer Relationship Management (CRM): Customer Segmentation and Targeting, Customer Acquisition and Retention, CRM Strategies, Customer Satisfaction and Loyalty, Future Trends in CRM

Part B: Strategic Selling: Strategic Selling Process, Understanding Customer Needs, Sales Planning and Strategy, Negotiation Strategies, Sales Forecasting, Building Long-Term Customer relationships, Cross-Selling and Up-Selling

MODULE IV: B2B Marketing Strategies and Distribution Management

Pricing strategies in B2B: Cost-Based Pricing in B2B, Value-Based Pricing in B2B, Competition-Based Pricing, Negotiated Pricing, Volume-Based Pricing, Distribution channel management, Supply chain integration, Digital marketing in B2B, E-commerce and marketing automation, Communication strategies in industrial markets.

MODULE V: Strategic B2B Marketing

Strategic planning in B2B marketing, International B2B marketing, Innovation and value creation, Sustainable and ethical business marketing practices, Artificial Intelligence (AI) role in B2B, Industry 4.0 applications, Emerging trends in Business-to-Business marketing**.**

Text Books

1. Michael D. Hutt & Thomas W. Speh, *Business Marketing Management: B2B*. Cengage Learning.
2. Krishna K. Havaldar, *Business Marketing*. McGraw-Hill Education.
3. Ross Brennan, Louise Canning & Raymond McDowell, *Business-to-Business Marketing*. Sage Publications.
4. Philip Kotler & Kevin Lane Keller, *Marketing Management*. Pearson Education.

Suggested Readings & References

1. Hutt, M. D., & Speh, T. W. *Business Marketing Management*. Cengage Learning.
2. Brennan, R., Canning, L., & McDowell, R. *Business-to-Business Marketing*. Sage Publications.
3. Havaldar, K. K. *Business Marketing*. McGraw-Hill Education.
4. Kotler, P., & Keller, K. L. *Marketing Management*. Pearson Education.

Course Outcomes

At the end of the course, the student will be able to:

CO1: Explain the concepts, characteristics, and importance of Business-to-Business marketing.
CO2: Analyse organizational buying behaviour and develop effective B2B marketing strategies.
CO3: Apply CRM, relationship marketing, and strategic sales techniques to enhance customer value.
CO4: Evaluate pricing, distribution, digital marketing, and supply chain strategies in B2B markets.
CO5: Design strategic B2B marketing plans that support organizational competitiveness and sustainable growth.

CO-PO MAPPING

CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								Program Specific Outcomes (PSOs)		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	1	1	2	1	1	3	2	1
CO2	3	3	2	2	2	2	1	1	3	3	2
CO3	2	3	3	2	3	2	2	2	3	3	2
CO4	2	3	3	3	3	2	2	2	3	3	3
CO5	3	3	3	3	3	3	3	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T32	MARKETING RESEARCH [MARKETING]	L	T	P
Credits: 4		4	-	-

The objectives of this course are to:

1. To understand the role of marketing research in decision making through ethical practices
2. To identify marketing problems and create suitable research design
3. To determine sample sizes and apply appropriate sample techniques
4. To measure consumer attitudes and evaluate data accuracy using scaling methods
5. To analyze research findings and present actionable insight for business decision

Module I: Marketing Research: An Introduction
Basic and applications of marketing research, nature and scope of research in marketing decision-making, the research proposal and process, types of research, think like a researcher, ethics in marketing research, use of information technology in marketing research.

Module II: The Design of Marketing Research:
The process of defining the problem and developing an approach, benefits of research design, types of research design, defining a marketing research problem, Exploratory: Qualitative research, descriptive: Survey and observation, Conclusive research, experimentation.

Module III:
Part–A: Methods of Data Collection and Questionnaire:
Methods of data collection (primary & Secondary), questionnaire method, types of questions, types of questionnaires.
Part–B: Samples & Sampling Design:
Introduction, steps in sampling design process, characteristics of a good sample, of Sampling, Types of Sample Designs, Determining the Sample Size, Sampling Distribution of the Mean, Advantages and Limitation of Sampling,

Module IV: Measurement In Marketing Research:
Concept of measurement; scales of measurement, Nature of measurement, characteristics of a good measurement, measurement techniques -accuracy; reliability; validity, Methods of data collection - observational and survey methods. Types Scaling Techniques: The concept of Attitude, Difficulty of Attitude Measurement, Types of Scales, and Applications of Scaling in Marketing Research.

Module V: Applications of Marketing Research and Presentation of Data: Applications of marketing research, market segmentation research, product research, sales forecasting, advertising research, data preparation and process, report writing, report preparation and presentation.

Text Books

1. **Naresh K. Malhotra**,MARKETING RESEARCH: AN APPLIED ORIENTATION, *Pearson Education, Asia.*
2. **Paul E. Green & Donald S. Tull**, RESEARCH FOR MARKETING DECISIONS. *PHI Learning Private Limited, New Delhi, 2009*

3. **Donald R. Cooper & Schindler**, MARKETING RESEARCH CONCEPT & CASES, *Tata McGraw-Hill Publishing Company Limited, new Delhi, 2006*
4. **S.C. Gupta**, MARKETING RESEARCH, *Excel Books India, 2007*
5. MARKETING RESEARCH CONCEPTS AND CASES *by Donald R. Cooper, the McGraw-Hill companies.*

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Understand the importance of marketing research
CO2: Learn various aspects in research design.
CO3: Learn data collection methods and sampling design process.
CO4: Understand the characteristics of a good measurement, and analysis techniques of marketing research.
CO5: Learn applications of marketing research and data presentation.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	1	2	2	1	2	2	3	2	2
CO2	3	3	2	2	1	2	1	2	3	2	2
CO3	3	3	2	3	2	1	1	2	3	3	2
CO4	3	3	3	3	2	2	1	2	3	3	2
CO5	3	3	3	3	3	3	1	3	3	3	3

2025-2026 onwards MR-25	MALLA REDDY (MR) DEEMED TO BE UNIVERSITY	MBA III - Semester		
Code: 2562T36	MARKETING ANALYTICS [MARKETING]	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. Understand the fundamentals of marketing analytics and its role in business decision-making.
2. Analyze customer data for segmentation, targeting, and customer value assessment.
3. Apply analytics techniques for demand forecasting, pricing, and marketing mix decisions.
4. Understand digital and social media analytics, including SEO and competitor analysis using tools like SEMRUSH, for marketing communication and engagement.
5. Use dashboards and marketing metrics to support data-driven marketing decisions.

Module I: Introduction to Marketing Analytics

Role of Analytics in Marketing Decision Making Marketing Information Systems Types of Marketing Data Marketing Research Process Descriptive, Predictive, and Prescriptive Analytics; **Overview of Analytics Tools:** Excel, Tableau, R, and Power BI Data Collection Sources Ethical Issues in Marketing Analytics

Module II: Customer Analytics

Understanding Customer Value Market Segmentation Targeting and Positioning Segmentation Bases and Techniques RFM Analysis (Recency, Frequency, Monetary) Customer Lifetime Value (CLV) Customer Churn Analysis Customer Relationship Management (CRM) Analytics Application of Customer Analytics in Business

Module III: Market Research and Demand Analytics

Part A: Understanding Consumer Preferences Demand Forecasting Methods.

Part B: Introduction to Pricing Analytics: Basic Concepts of Price Sensitivity and Price Elasticity. Marketing Mix Modeling – Introduction Measuring Advertising Effectiveness Overview of Sales Response Models

Module IV: Digital and Social Media Marketing Analytics

Introduction to Web Analytics: Website Traffic and Engagement Metrics Search Engine Optimization (SEO) and Keyword Analytics using SEMrush Social Media Analytics Text Mining and Sentiment Analysis Introduction to Market Basket Analysis Email and Content Marketing Metrics Online Campaign Performance Measurement

Module V: Marketing Dashboards and Applications

Key Marketing Metrics and KPIs Sales and Marketing Performance Dashboards Campaign ROI Measurement Brand Performance Tracking Customer Analytics Dashboards Marketing Analytics Applications in Retail, FMCG, Banking, and E-commerce

Text Books:

1. Rajkumar Venkatesan, Paul Farris, Ronald Wilcox, Cutting Edge Marketing Analytics, Pearson Education.
2. **Wayne L. Winston, Marketing Analytics:** Data-Driven Techniques with Microsoft Excel, Wiley.

3. V. Kumar, Marketing Analytics: Modern Tools for Data-Driven Marketing Decisions, Cambridge University Press.
4. **Mike Grigsby, Marketing Analytics:** A Practical Guide to Real Marketing Science, Kogan Page.

Reference Books:

1. **Stephan Sorger, Marketing Analytics:** Strategic Models and Metrics, Independent Publishing.
2. **Jerry Rackley, Marketing Analytics Roadmap:** Methods, Metrics, and Tools, Apress.
3. Philip Kotler, Kevin Lane Keller, Marketing Management, Pearson Education.
4. Bruce Ratner, Statistical and Machine-Learning Data Mining, CRC Press.
5. Foster Provost, Tom Fawcett, Data Science for Business, O'Reilly Media.

Course Outcomes:
At the end of the course, the student will be able to:
CO1: Explain the fundamental concepts of marketing analytics and its importance in business decision-making.
CO2: Analyze customer data using segmentation, targeting, RFM analysis, and customer lifetime value.
CO3: Apply analytics techniques for demand forecasting, pricing, and marketing mix decisions.
CO4: Interpret digital and social media analytics to evaluate marketing communication effectiveness.
CO5: Use marketing dashboards and metrics to support data-driven marketing decision-making.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	3	3	-	2	-	-	3	3	1
CO2	3	3	3	3	-	2	-	-	3	3	2
CO3	3	3	2	3	-	3	-	-	3	3	2
CO4	3	2	3	2	-	3	-	-	3	3	2
CO5	3	2	3	2	3	3	-	2	3	3	2

2025-2026 onwards MR-25	MALLA REDDY (MR) DEEMED TO BE UNIVERSITY	MBA III - Semester		
Code: 2562T40	ADVERTISING AND SOCIAL MEDIA [MARKETING]	L	T	P
Credits: 4		4	-	-

Course Objectives:

1. To understand the concepts, nature, importance, objectives, and functions of advertising.
2. To develop knowledge of advertising strategy, creative execution, media planning, and advertising effectiveness.
3. To understand sales promotion techniques and their application in consumer and trade markets.
4. To understand the concepts, platforms, strategies, and consumer behavior associated with social media marketing.
5. To develop the ability to plan, implement, monitor, and evaluate social media marketing campaigns.

MODULE I: Advertising – Basics

Meaning, Nature of Advertising, Importance of Advertising, Types of Advertising, Advertising Objectives, Advertising Functions, Marketing Communication of Advertisement, Advertising Process, Advertising Ethics. Advertising Research, Advertising Budgeting

MODULE II: Advertising – Strategy

Advertising Campaign Planning, Advertising Message, Advertising Appeals, Creative Strategy of Advertising, Media Planning of Advertising, Advertising Effectiveness, Advertising Budget. Copywriting and Creative Execution of advertisement

MODULE III: Sales Promotion

Part A: -Meaning of sales promotion, Importance and Objectives of Sales Promotion, Consumer Sales Promotion, Trade Sales Promotion, Major Sales Promotion Techniques of sales promotion, Sales Promotion Planning

Part B: -Evaluation of sales promotion, Sales Promotion Budget. Personal Selling Support, Dealer and Distributor Incentives, Sales Promotion Campaigns

MODULE IV: Social Media Marketing – Basics

Meaning of social media marketing, Importance and Scope of Social Media Marketing, Major Social Media Platforms, Social Media Strategy, Target Audience and Content Strategy, Social Media Engagement, Social Media Consumer Behavior

MODULE V: Social Media Marketing – Applications

Social Media Advertising, Influencer Marketing, Social Media Campaigns, Social Media Analytics, Emerging Trends in Social Media Marketing, Social Media Content Creation, Social Media Monitoring, Social Media Performance Measurement

Text Books:

1. George E. Belch & Michael A. Belch, ***Advertising and Promotion: An Integrated Marketing Communications Perspective***. McGraw-Hill Education.

2. William D. Wells, Sandra Moriarty & John Burnett, ***Advertising: Principles and Practice***. Pearson Education.
3. S. H. H. Kazmi & Satish K. Batra, ***Advertising and Sales Promotion***. Excel Books.
4. Philip Kotler & Kevin Lane Keller, ***Marketing Management***. Pearson Education.

Suggested Readings & References:

1. David Ogilvy, ***Ogilvy on Advertising***. Vintage Books.
2. Chris Fill & Sarah Turnbull, ***Marketing Communications: Discovery, Creation and Conversations***. Pearson Education.
3. Percy, L. & Rosenbaum-Elliott, R., ***Strategic Advertising Management***. Oxford University Press.
4. Tuten, T. L. & Solomon, M. R., ***Social Media Marketing***. Sage Publications.

Course Outcomes:
At the end of the course, the student will be able to:
CO1: Explain the concepts, objectives, functions, and importance of advertising.
CO2: Analyze advertising strategies, creative approaches, media planning, and campaign effectiveness.
CO3: Apply appropriate sales promotion techniques for consumer and trade markets.
CO4: Explain social media marketing platforms, strategies, content, and consumer engagement.
CO5: Design and evaluate effective social media marketing campaigns using analytics and performance measures.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	1	1	2	1	2	2	1	3	2	3
CO2	3	3	2	2	3	2	3	2	3	3	3
CO3	3	2	1	2	2	2	2	2	3	3	3
CO4	3	2	3	2	2	2	3	3	3	3	3
CO5	3	3	2	2	3	3	3	3	3	3	3

025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T29	COMPENSATION MANAGEMENT [HRM]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. To understand the concept, objectives, components, policies, and factors influencing compensation decisions.
2. To develop knowledge of job evaluation, wage administration, pay structures, salary surveys, equity, and incentive wage plans.
3. To understand incentive schemes, employee benefits, executive compensation, welfare measures, and flexible benefit plans.
4. To understand wage laws, social security provisions, taxation, working hours, employee compensation, and labour welfare legislation.
5. To develop knowledge of strategic rewards, performance-based pay, international compensation, total rewards, and compensation analytics

MODULE I: Foundations of Compensation Management

Definition, scope, and importance of compensation management, Objectives of compensation, Components of compensation: Direct and indirect compensation, Compensation philosophy and policies, Factors influencing compensation decisions.

MODULE II: Job Evaluation, Wage and Salary Administration

Job analysis and job description, Job evaluation: Meaning, objectives, and methods, Wage and salary administration, Pay structures and salary surveys, Internal and external equity in compensation, Wage Differentials and Incentive Wage Plans, Legal and Regulatory Aspects of Wage Administration.

MODULE III: Incentives and Employee Benefits

Part A: Incentives: Meaning, scope, and objectives of incentive plans, Individual and group incentive schemes, Incentive plan design and administration, Executive compensation and recognition programs.

Part B: Employee Benefits: Meaning and importance of employee benefits, Fringe benefits and welfare measures, Statutory and voluntary benefits, Flexible benefits and cafeteria benefit plans, emerging trends in employee benefits.

MODULE IV: Compensation Laws and Compliance

Code on Wages, 2019, Minimum wages and equal remuneration, Provident Fund (PF), Employee State Insurance (ESI), Gratuity and Bonus, Taxation and legal compliance in employee compensation, **Payment of Wages and Working Hours Regulations, Employee Compensation and Labour Welfare Legislation**

MODULE V: Strategic Compensation Management

Compensation planning and budgeting, Competency-based and skill-based pay, Pay-for-performance systems, international compensation management, Emerging trends in compensation management, Strategic Reward Management and Total Rewards, Compensation Analytics and Data-Driven Pay Decisions.

Text Books

1. Milkovich, G. T., Newman, J. M., & Gerhart, B. *Compensation*. McGraw-Hill Education.
2. Dessler, G. *Human Resource Management*. Pearson Education.
3. Armstrong, M. *Armstrong's Handbook of Reward Management Practice*. Kogan Page.
4. Aswathappa, K. *Human Resource Management*. McGraw-Hill Education.

Suggested Readings & References:

1. Milkovich, G. T., Newman, J. M., & Gerhart, B. *Compensation*. McGraw-Hill Education.
2. Dessler, G. *Human Resource Management*. Pearson Education.
3. Armstrong, M. *Armstrong's Handbook of Reward Management Practice*. Kogan Page.

Course Outcomes:
At the end of the course, the student will be able to:

CO1: Explain the concepts, objectives, and importance of compensation management.
CO2: Apply job evaluation techniques and design equitable wage and salary structures.
CO3: Develop incentive plans, employee benefits, and reward systems to improve employee performance.
CO4: Interpret statutory provisions governing employee compensation and social security.
CO5: Design and evaluate strategic compensation systems that support organizational effectiveness.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	1	1	2	1	1	3	2	1
CO2	3	3	2	3	2	1	2	3	2	3	2
CO3	3	3	3	2	3	3	2	2	3	3	3
CO4	3	2	2	3	2	3	3	3	3	2	3
CO5	3	3	3	3	3	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T33	INTERNATIONAL HUMAN RESOURSE MANAGEMENT [HRM]	L	T	P
Credits: 4		4	-	-

Course Objectives:

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

1. Define the concepts, principles, and functions of International Human Resource Management (IHRM) and explain the differences between domestic and international HRM.
2. Explain the impact of globalization, cultural diversity, international labor markets, and legal environments on HRM practices across countries.
3. Apply IHRM concepts and strategies in international recruitment, selection, training, performance management, compensation, and expatriate management.
4. Analyze cross-cultural, political, economic, and legal factors influencing HR decisions in multinational enterprises (MNEs).
5. Evaluate the effectiveness of international HR policies, expatriate assignments, global talent management, and employee relations practices in multinational organizations.

Module – I Introduction to IHRM

Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities-HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

Module – II International Recruitment and Selection

Approaches to international Recruitment ethnocentric, polycentric, geocentric, region-centric; Selection process-factors affecting in expatriate selection process, technical ability, cross-cultural suitability, individual adjustments, family adjustments IHRM practices – USA, UK, Japan and India A comparative study.

Module – III International Training, Performance Appraisal and Compensation

International training; objectives, types and importance, Phases, benefits, HCN and PCN training – Expatriate Performance Appraisal; Importance, Key considerations and Methods. Expatriate Compensation; Major components, Host Currency, Home Currency and Split pay Approaches.

Module – IV Managing HRM In Virtual Organization and Globalization

Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations. Globalization, key drivers and Impact of Globalization on Employment.

Module – V IHRM Model of India

Culture and Indian Managers-Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill-based approach and staff training and Development priority – The global managers and future organizations – India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

Text Books

1. International Human Resource Management by Peter J. Dowling, Marion Festing, Allen D. Engle, 7th Edition, Cengage, 2017.
2. International Human Resource Management by K. Aswthappa, Sadhana Dash, 4th Edition, Mc Graw hill, 2024
3. International Human Resource Management – Text and Cases by P. L. Rao, Excel Books, 2008.
4. International Human Resource Management – Text and Cases by P. Subba Rao, 3rd Edition Himalaya Publishing House, 2025

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Explain the concepts, principles, scope, and functions of International Human Resource Management (IHRM) and distinguish between domestic and international HRM practices.

CO2: Analyze the influence of globalization, cultural diversity, international labor markets, and legal environments on HRM policies and practices in multinational organizations.

CO3: Apply IHRM strategies to international recruitment, selection, training and development, performance management, compensation, and expatriate management.

CO4: Evaluate the impact of cross-cultural, political, economic, and legal factors on human resource decision-making in multinational enterprises (MNEs).

CO5: Assess the effectiveness of global HR policies, expatriate management, talent management, employee relations, and international performance management systems.

CO-PO MAPPING

CO-PO Mapping (3/2/1indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								**Program Specific Outcomes (PSOs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	2	1	1	2	1	1	3	2
CO2	2	3	2	2	2	2	1	2	2	3	2
CO3	3	3	3	2	2	2	2	2	3	3	2
CO4	2	3	3	3	2	2	2	2	2	3	2
CO5	2	3	3	3	3	3	2	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T37	HR ANALYTICS	L	T	P
Credits: 4	[HRM]	4	-	-

The objectives of this course are to:

1. To provide overview of concepts in HRM and HR analytics
2. To acquaint students with knowledge of HR metrics from a business research perspective
3. To manage the essential HR processes using data analytic tools like MS-EXCEL, SPSS
4. To analyse the HR metrics using descriptive statistics and data visualization tools
5. Help understand the predictive and prescriptive aspects of HR analytics

Modul I: Introduction to HR Analytics

History of different HRM perspectives, HR Analytics and changing role of HR professionals, Importance and scope of HR Analytics, Significance of HR Analytics, Key influencers of HR analytics processes. Big data era in HR analytics and linkage to business outcomes

Modul II: Understanding HR Analytics

Conducting the HR / Workforce analytics, Models of HR Analytics, Understanding HR data, Types and Scales of Data, Methods of Capturing HR Data and Processing, Know-how of HR metrics from business perspective

Modul III: Managing HR Processes

Part A: HR analytics for recruitment and selection, training and development, performance appraisal,

Part B: Talent management, employee engagement, compensation and expatriate management

Modul IV: Descriptive HR Analytics

Overview of data analytics tools in HR: MS-EXCEL R, Tableau, PowerBI, Python, SPSS, Descriptive statistics in HR, creating dashboards using EXCE, Slicing and Dicing of HR Data using EXCEL pivot table applications, Data visualizations for HR processes

Modul V: Predictive & Prescriptive HR Analytics

Predictive HR analytics, Correlation, Linear and Multiple regression, Factor and Cluster analysis, Comparison of means and ANOVA for workforce planning and demographics, Employee job satisfaction, training effectiveness and job evaluation, Future of HR analytics

TEXT BOOKS

1. Ghosh V., Mayur J.S., Upadhyay S., HR Analytics: Bridging Theory and Practise, McGraw Hill Publishers, New Delhi, 2025.
2. Walsh J.M., HR Analytics Essentials You Always Wanted to Know: A practical guide to HR Metrics, Data Analytics and Effective People Management Strategies, Vibrant Publishers, Maharashtra, 2021.
3. Punita D., Dangi HK., Anshu L., HR Analytics: Concepts and applications, Vikas Publishing House, New Delhi, 2024.

4. Bussin M., Fermin D., Venessa L., Fundamentals of HR Analytics: A manual on becoming HR analytical, Emerald Publishers, 2019.

COURSE OUTCOMES
After successful completion of the course, students will be able to:

CO1: Gain knowledge of HR analytics in current business scenario
CO2: Work with different HR analytic models required for strategic business operations
CO3: Develop HR analytics tools using MS-EXCEL
CO4: Perform data visualization and apply descriptive statistics tools for HR processes
CO5: Appreciate the significance of predictive and prescriptive analytics

CO-PO MAPPING

CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								Program Specific Outcomes (PSOs)		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	3	1	1		2	2	3	2	2
CO2	3	3	3	2	1		2	2	3	3	2
CO3	3	3	3	1	1		3	2	3	2	2
CO4	3	2	3	1	1		3	3	3	2	2
CO5	3	3	3	3	2	2	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T41	ORGANIZATIONAL CHANGE & DEVELOPMENT [HRM]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. Understand the basic concepts and importance of organizational change and development.
2. Explain the process and models of organizational change.
3. Understand the concept and process of organizational development.
4. Identify the causes of resistance to change and methods to manage it.
5. Explain various organizational development interventions and contemporary changes.

Module I: Fundamentals of Organizational Change
Meaning, concept, Nature & Objectives of Organizational Change – Importance of Change – Types of Change – Forces for Change – Planned Change – Change Process – Role of Change Agents.

Module II: Organizational Development
Meaning and Concept of Organizational Development – Objectives and Importance – Principles of OD – OD Process – Organizational Diagnosis – Role of OD Consultant – OD and Organizational Effectiveness.

Module III: Change Management
PART A: Meaning of Change Management – Change Management Process – Lewin's Change Model – Kotter's Change Model
PART B: Leadership and Change –meaning- qualities of Leader- styles of leadership- Communication in Change – Employee Participation.

Module IV: Resistance to Change
Meaning and Causes of Resistance – Types of Resistance – Individual and Organizational Resistance – Managing Resistance – Strategies for Overcoming Resistance – Employee Engagement – Organizational Culture and Change.

Module V: Organizational Development Interventions
Meaning and Types of OD Interventions – Training and Development – Team Building – Coaching and Counselling – Process Consultation – Performance Improvement – Organizational Culture Development – Contemporary Trends in Organizational Change.

Text Books

1. Thomas (2012) G. Cummings and Christopher G. Worley, *Organization Development and Change*.
2. Wendell L (2014). French and Cecil H. Bell, *Organization Development*.
3. Kavita Singh (2016), *Organization Change and Development*.

Reference Books

1. Stephen P. Robbins and Timothy A. Judge, *Organizational Behavior*.
2. John P. Kotter, *Leading Change*.
3. W. Warner Burke, *Organization Change: Theory and Practice*.

Course Outcomes

After successful completion of the course, students will be able to:

CO1: Explain the meaning, nature, types, and process of organizational change.
CO2: Describe the concept, objectives, principles, and process of organizational development.
CO3: Explain the basic models and process of change management.
CO4: Identify the causes and types of resistance to change and suggest suitable strategies for managing resistance.
CO5: Describe various organizational development interventions and contemporary trends in organizational change and development.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	3	2	2	3	3	3	2	1
CO2	3	2	3	1	3	3	2	2	3	3	2
CO3	3	3	1	3	2	1	3	2	3	3	2
CO4	2	3	3	2	3	2	3	1	3	3	1
CO5	5	2	3	2	3	3	1	2	2	3	2

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T30	APPLICATION OF R-TOOL [BUSINESS ANALYTICS]	L	T	P
Credits: 4		4	-	-

COURSE OBJECTIVES

1. To introduce students to the basic concepts and uses of R in business analytics.
2. To develop basic skills in entering, importing, organizing, and managing business data using R.
3. To enable students to perform simple statistical analysis using R.
4. To develop the ability to create and interpret basic charts and graphs using R.
5. To introduce simple business analytics techniques and support data-driven managerial decision-making.

Module I: Basics of R and RStudio

Introduction to R; applications of R in business analytics; advantages of using R; introduction to RStudio; understanding the RStudio interface; working with scripts and commands; basic calculations using R; variables and simple data types; basic operators; vectors; simple functions; installing and using packages; saving and opening R projects; basic troubleshooting and common errors.

Module II: Introduction to Business Data Using R

Understanding business data and datasets; types of business data; entering simple data in R; importing data from Excel and CSV files; understanding rows and columns; data frames; viewing and checking data; selecting columns and rows; sorting data; filtering data; adding and modifying variables; identifying missing values; basic data cleaning; saving and exporting data.

Module III: Basic Statistical Analysis Using R

Importance of statistics in business decision-making; descriptive statistics; frequency distribution; mean, median and mode; minimum and maximum values; range; variance and standard deviation; percentages and proportions; simple cross-tabulation; introduction to correlation; basic interpretation of statistical results; using R to generate summary statistics.

Module IV: Data Visualization Using R

Importance of data visualization; understanding charts and graphs; creating simple bar charts; pie charts; histograms; line charts; scatter plots; box plots; selecting appropriate charts for business data; adding titles and labels; interpreting charts and identifying trends and patterns; introduction to ggplot2 through simple examples.

Module V: Introduction to Business Analytics Using R

Introduction to business analytics and data-driven decision-making; basic concept of regression analysis; simple linear regression using R; understanding relationships between variables; basic prediction; introduction to classification and clustering concepts; simple business case studies using R; interpretation of analytical output; presenting findings and making managerial recommendations.

Text Books

1. R for Data Science: Hadley Wickham & Garrett Grolemund Import, Cengage Learning O'Reilly Media Tidy, Transform, Visualize, and Model Data
2. Business Analytics: S. Christian Albright & Wayne L. Winston Data Analysis & Decision Making
3. Hands-On Programming with R: Write Your Own Functions and Simulations, Garrett Grolemund, O'Reilly Media
4. Data Visualization: A Practical Introduction, Kieran Healy, Princeton University Press
5. An Introduction to Statistical Learning: with Applications in R (ISLR), Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani, Springer

COURSE OUTCOMES

After successful completion of the course, students will be able to:

CO1: Understand the basic concepts of R and RStudio and their applications in business analytics.
CO2: Enter, import, organize, and clean simple business datasets using R.
CO3: Perform basic statistical analysis and interpret the results using R.
CO4: Create and interpret basic charts and graphs for business data visualization.
CO5: Apply basic business analytics techniques using R and communicate findings for managerial decision-making.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	2	2	1	1	2	1	1	1	2	1	1
CO2	2	3	2	2	3	1	1	1	3	2	1
CO3	3	3	2	3	3	1	1	1	3	3	2
CO4	2	3	2	3	3	1	1	1	3	3	2
CO5	3	3	3	3	3	1	1	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T34	BUSINESS INTELLIGENCE AND PREDICTIVE ANALYTICS [BUSINESS ANALYTICS]	L	T	P
Credits: 4		4	-	-

Course Objectives

1. Understand the fundamentals of Business Intelligence, Business Analytics and Predictive Analytics.
2. Examine the role of Business Intelligence in organisational planning and managerial decision-making.
3. Interpret dashboards, reports, Key Performance Indicators (KPIs), and predictive insights for business performance evaluation.
4. Explore business applications of Predictive Analytics across functional domains.
5. Evaluate emerging technologies, ethical considerations, and strategic opportunities in data-driven organizations.

Module – I Introduction to Business Intelligence;
Evolution and Significance of Business Intelligence; Data, Information and Knowledge; Business Data Sources; Types of Business Analytics—Descriptive, Diagnostic, Predictive and Prescriptive; Data Quality and Data Governance; Decision Support Systems; Data Warehouses and Data Marts (Conceptual Overview); Business Intelligence Architecture and Ecosystem; Benefits, Challenges and Limitations of Business Intelligence.

Module – II Business Intelligence for Managerial Decision-Making;
Business Reporting; Management Information Systems and Executive Information Systems; Key Performance Indicators (KPIs); Dashboards and Scorecards; Data Visualisation Principles; Performance Measurement; Strategic Planning using BI; Functional Applications in Marketing, Finance, Human Resources, Operations and Supply Chain Management; Customer Relationship Management (CRM) Analytics; Business Intelligence Case Studies and Managerial Insights.

Module – III
Part – A: Introduction to Predictive Analytics; Evolution and Importance; Relationship between Business Intelligence and Predictive Analytics; Predictive Analytics Process; Business Forecasting; Trend Analysis; Predictive Modelling (Conceptual Overview); Risk Assessment; Opportunity Identification.
Part – B: Customer Segmentation; Demand Forecasting; Sales Forecasting; Business Scenario Analysis; Interpretation of Predictive Reports; Challenges and Limitations of Predictive Analytics; Ethical Considerations; Managerial Decision-Making using Predictive Insights.

Module – IV: Applications of Predictive Analytics in Business
Customer Behaviour and Churn Prediction; Sales and Revenue Forecasting; Financial Risk Analytics; Credit and Fraud Analytics; Human Resource Analytics; Retail Analytics;

E Commerce Analytics; Healthcare Analytics; Manufacturing Analytics; Supply Chain Analytics; Predictive Maintenance; Operational Optimisation; Industry Case Studies.

Module – V: Artificial Intelligence for Business Managers
Machine Learning Concepts for Decision Support; Big Data Analytics; Cloud-Based Analytics; Real-Time Business Analytics; Self-Service Business Intelligence; Data Privacy; Data Security; Responsible AI; Ethical Decision-Making; Future Trends in Business Intelligence and Predictive Analytics; Analytics-Driven Organisations; Managerial Competencies for the Data-Driven Economy; Business Case Analysis and Presentation.

Text Books

1. Efraim Turban, Ramesh Sharda & Dursun Delen, Business Intelligence, Analytics, and Data Science: A Managerial Perspective, Pearson.
2. Cindi Howson, Successful Business Intelligence, McGraw-Hill Education.
3. Foster Provost & Tom Fawcett, Data Science for Business, O'Reilly Media.
4. Thomas H. Davenport & Jeanne G. Harris, Competing on Analytics, Harvard Business Review Press.

COURSE OUTCOMES

CO1: Explain the concepts, components, and significance of Business Intelligence and Predictive Analytics for managerial decision-making.
CO2: Interpret business reports, dashboards, KPIs, and analytical insights to evaluate organisational performance.
CO3: Analyse business problems using predictive analytics concepts, forecasting techniques, and business scenarios.
CO4: Evaluate the application of Business Intelligence and Predictive Analytics across various business functions and industries.
CO5: Assess emerging technologies, ethical issues, and strategic opportunities in building data-driven organizations.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	1	2	1	1	2	3	2	2
CO2	3	3	3	2	2	1	1	2	3	3	2
CO3	3	3	3	3	2	2	1	2	3	3	3
CO4	3	3	3	3	3	2	2	3	3	3	3
CO5	2	3	3	3	3	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T38	DATA VISUALIZATION USING TABLEAU [BUSINESS ANALYTICS]	L	T	P
Credits: 4		4	-	-

Course Objectives

The objectives of this course are to:

1. Understand the fundamentals of data visualization, business intelligence, and Tableau.
2. Develop business visualizations using Tableau visualization techniques.
3. Perform data preparation and interactive analysis using Tableau features.
4. Design interactive dashboards and data stories for business communication.
5. Apply Tableau to support data-driven business decision-making.

Module I: Introduction to Data Visualization

Business Intelligence and Business Analytics; Importance of Data Visualization in Business Decision Making, Types of Business Data, Principles of Effective Data Visualization, Introduction to Tableau; Tableau Architecture and Interface; Connecting Data Sources; Data Types; Dimensions and Measures; Worksheets, Dashboards and Stories; Data Exploration and Visualization Best Practices.

Module II: Creating Text Tables and Crosstabs

Bar Charts; Line Charts; Pie Charts; Area Charts; Scatter Plots; Maps; Tree Maps; Heat Maps; Highlight Tables; Packed Bubble Charts; Dual Axis Charts; Sorting and Filtering; Groups and Hierarchies; Formatting and Customizing Visualizations; Choosing Appropriate Charts for Business Data.

MODULE III: Data Preparation and Interactive Analytics

Part–A: Data Preparation and Cleaning; Handling Missing Data; Data Relationships and Joins (Introduction); Union and Data Blending (Introduction); Calculated Fields; Aggregate Functions.

Part–B: Interactive Analytics- Date Functions, Logical Functions; Parameters; Sets; Interactive Filters; Tooltips; Drill-Down and Drill-Up Analysis; Trend Analysis and Basic Forecasting.

Module IV: Dashboard Design Principles

Dashboard Layout and Containers; Dashboard Objects; Filter Actions; Highlight Actions; URL Actions; Navigation Buttons; KPIs; Story Points; Storytelling with Data; Dashboard Formatting; Publishing and Sharing Dashboards; Dashboard Performance and Best Practices.

Module V: Basic concepts of Marketing, Financial, HR Analytics, Supply Chain Analytics; Executive Dashboards; Business Performance Monitoring; Business Decision Support using Dashboards; Mini Project using Real Business Dataset and Presentation.

Text Books

1. Joshua N. Milligan, Learning Tableau: Create Effective Data Visualizations, Build Interactive Visual Analytics, and Improve Business Decision-Making, Packt Publishing.
2. Ben Jones, Communicating Data with Tableau, O'Reilly Media.
3. Alexander Loth, Visual Analytics with Tableau, Wiley.
4. Cole Nussbaumer Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, Wiley.

COURSE OUTCOMES
After successful completion of the course, students will be able to:

CO1: Explain the concepts of data visualization, business intelligence, and Tableau for business analytics and managerial decision-making.
CO2: Create business visualizations using appropriate Tableau charts and visualization techniques.
CO3: Analyze business data using Tableau through data preparation, calculated fields, filters, parameters, and interactive features.
CO4: Design interactive dashboards and data stories to effectively communicate business insights.
CO5: Evaluate business performance using Tableau dashboards to support data-driven managerial decision-making.

CO-PO MAPPING

	CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak										
COs	**Programme Outcomes (POs)**								**Programme Outcomes (POs)**		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2	PSO3
CO1	2	2	1	1	2	1	1	1	2	1	1
CO2	2	3	2	2	3	1	1	1	3	2	1
CO3	3	3	2	3	3	1	1	1	3	3	2
CO4	2	3	2	3	3	1	1	1	3	3	2
CO5	3	3	3	3	3	1	1	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA III Semester		
Code: 2562T42	EXPLORATORY DATA ANALYTICS FOR BUSINESS MANAGERS [BUSINESS ANALYTICS]	L	T	P
Credits: 4		4	-	-

The objectives of this course are to:

1. To understand the role of data analytics in modern business situations.
2. To develop basic skills in collecting and preparing business data,
3. To explore datasets to identify meaningful patterns,
4. To apply analytical thinking to managerial problems.
5. To provide skills to communicate data-driven insights effectively.

Modul I: Introduction to Business Data Analytics

Meaning & importance of data analytics, Types of data, Data-driven decision making, Sources of business data, Analytics in Marketing, Finance, HR & Operations, Descriptive, Diagnostic, Predictive & Prescriptive Analytics

Modul II: Data Collection, Preparation and Visualization

Data collection methods, Data quality, Cleaning and organizing data, handling missing data, Basic Excel for analytics, Tables, charts & dashboards, Choosing the right visualization

Modul III: Exploratory Data Analysis

Part A: Understanding datasets, Measures of central tendency, Range & dispersion, Trends and patterns, Comparing groups,

Part B: Correlation basics, Outliers, Asking business questions from data

Modul IV: Business Analytics for Managerial Decisions

Sales & customer analytics, Marketing analytics, financial analytics, HR analytics, Operations analytics, KPIs & business metrics, Interpreting analytical results for decisions, Business case studies

Modul V: Practical Business Analytics and Data Storytelling

Building a simple business dashboard, Excel-based analysis, Data storytelling, Presenting insights to management, from data → insight → action, Mini business analytics project, Ethical use of business data

TEXT BOOKS

1. Wayne L. Winston, **Microsoft Excel Data Analysis and Business Modeling**, Microsoft Press.
2. Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin Patel & Kenneth Lichtendahl Jr., **Data Mining for Business Analytics**, Wiley.
3. Bill Franks, **Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie or Die**, Wiley.
4. Dean Abbott, **Applied Predictive Analytics**, Wiley.
5. Thomas H. Davenport, **Big Data at Work**, Harvard Business Review Press.

COURSE OUTCOMES
After successful completion of the course, students will be able to:

CO1: Understand the basic concepts and types of business analytics
CO2: Identify and prepare relevant business data
CO3: Perform basic exploratory analysis, Interpret business trends, patterns and Relationships.
CO4: Apply analytics to functional areas of management
CO5: Communicate insights for effective managerial decision-making.

CO-PO MAPPING

CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								Program Specific Outcomes (PSOs)		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	3	1	1		2	2	3	2	2
CO2	3	3	3	2	1		2	2	3	3	2
CO3	3	3	3	1	1		3	2	3	2	2
CO4	3	2	3	1	1		3	3	3	2	2
CO5	3	3	3	3	2	2	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA IV Semester		
Code: 2562T43	CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY	L	T	P
Credits: 3		3	-	-

Course Objectives:

1. Understand the principles, frameworks, and significance of corporate governance and social responsibility.
2. Evaluate governance structures, ethical practices, and board effectiveness in organizations.
3. Analyze CSR strategies and their impact on stakeholders and society.
4. Assess sustainability and ESG practices for responsible business management.
5. Apply governance and social responsibility concepts to contemporary business challenges and decision-making.

Module I: Introduction to Corporate Governance

Corporate Governance: Meaning, Definition, Evolution and Importance of Corporate Governance, Theories of Corporate Governance: Agency Theory, Stewardship Theory, Stakeholder Theory and Legitimacy Theory, Principles of Good Governance, Global Governance Models (Anglo-American, German and Japanese Models), Corporate Governance Framework in India, Corporate Governance under Companies Act, 2013, Role of Regulatory Institutions, Governance Challenges in Modern Organizations.

Module II: Board Governance, Business Ethics and Accountability

Board Governance: Structure and Composition of the Board, Roles and Responsibilities of Directors, Independent Directors, Board Diversity and Inclusion, Role of CSR Committee. Corporate Disclosure Practices, Whistleblower Mechanisms, Internal Control Systems, Corporate Fraud and Governance Failures. Corporate Governance Failures: Analysis of Satyam, Volkswagen Emissions Scandal.

Module III: Corporate Social Responsibility (CSR) and Stakeholder Management

Part A: Corporate Social Responsibility: Meaning, Evolution and Scope of CSR, Carroll's Pyramid of CSR, Strategic CSR versus Philanthropy, Corporate Citizenship, Creating Shared Value (CSV), CSR and Competitive Advantage.

Part B: CSR Regulatory Frameworks and Stakeholder Management: CSR Provisions under Companies Act, 2013: National Guidelines on Responsible Business Conduct (NGRBC): Stakeholder Theory, Identification and Mapping of Stakeholders, Stakeholder Engagement Strategies: NGO-Corporate Partnerships.

Module IV: Sustainability, ESG and Responsible Business Practices

Sustainability and Responsible Business: Concept of Sustainability, Triple Bottom Line (People, Planet and Profit), Circular Economy, Sustainable Business Models, Sustainable Supply Chains, Responsible Consumption and Production. Environmental, Social and Governance (ESG): ESG Framework, ESG Integration in Corporate Strategy, Sustainability Reporting: Business Responsibility and Sustainability Reporting (BRSR), Contemporary Issues: Net-Zero Commitments, Climate Governance, Carbon Accounting and Climate Risk Management.

Module V: Emerging Issues in Corporate Governance and Social Responsibility
Governance in the Digital Age: Corporate Governance and Digital Transformation, Cyber security Governance, Data Privacy and Protection, Enterprise Risk Governance, Emerging Social and Governance Challenges: Diversity, Equity and Inclusion (DEI), Human Rights and Business Responsibility, AI Governance and Responsible Artificial Intelligence, Sustainable Innovation, Future Trends in ESG and Sustainability.

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

CO1: Explain the concepts, theories, principles and regulatory frameworks of corporate governance and social responsibility.
CO2: Evaluate board effectiveness, ethical issues and governance mechanisms in organizations.
CO3: Design and assess CSR initiatives considering stakeholder expectations and societal impact.
CO4: Analyze sustainability and ESG practices for responsible business decision-making and long-term value creation.
CO5: Apply corporate governance, CSR and ESG principles to address contemporary organizational and societal challenges.

Text Books:

1. Fernando, A. C. (2024). Corporate Governance: Principles, Policies and Practices (4th ed.). Pearson.
2. Blowfield, M., & Murray, A. (2023). Corporate Responsibility (4th ed.). Oxford University Press.
3. Tricker, B. (2024). Corporate Governance: Principles, Policies and Practices (5th ed.). Oxford University Press.
4. Carroll, A. B., Brown, J., & Buchholtz, A. K. (2023). Business and Society: Ethics, Sustainability, and Stakeholder Management. Cengage Learning.
5. Visser, W. (2023). CSR International: Corporate Social Responsibility in the Global Context. Routledge.

CO-PO MAPPING

CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								Program Specific Outcomes (PSOs)		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	1	2	1	3	2	2	3	2	1
CO2	2	3	2	2	2	3	1	2	3	1	2
CO3	2	2	3	3	3	3	3	2	2	3	1
CO4	2	3	3	2	2	3	3	3	2	3	2
CO5	3	3	3	2	2	3	3	3	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA IV Semester		
Code: 2562T44	LEADERSHIP AND CAPACITY BUILDING	L	T	P
Credits: 3		3	-	-

Course Objective:

1. To learn the fundamental concepts, theories, principles, and approaches of leadership and capacity building.
2. Develop leadership qualities, self-awareness, emotional intelligence, communication, and interpersonal skills among students.
3. Equip students with skills for effective decision-making, problem-solving, conflict management, teamwork, and motivation.
4. Enhance individual and organizational capacity through effective learning, performance development, coaching, mentoring, and team building.
5. Apply leadership and capacity-building strategies to manage organizational change, challenges, and achieve sustainable organizational effectiveness.

Module-I: Introduction to Leadership

Nature and Definition of Leadership: Who is a leader? Distinguishing between a leader and a manager, Leadership Traits and Characteristics: Key physical, mental, and social attributes, Leadership Styles: Autocratic, democratic, laissez-faire, transactional, and transformational leadership, Personality & Leadership: Personality types and leadership frameworks (including the Five-Factor Model of personality),Cultural Perspectives: Leadership perspectives on cultural values and ethics in global and local contexts, Responsibility & Performance: Responsibility and organizational performance.

Module-II: Leadership Development Programs and Models

Leadership Development: Characteristics, types, and evaluation of leadership development programs, Leader-Member Exchange (LMX) Theory: Dyadic relationships between leaders and followers, Behavioral & Contingency Theories: Trait and Behavioral Approaches, Managerial Grid (Blake and Mouton), Path-Goal Theory, Vroom's Decision Tree Approach, Hersey and Blanchard's Situational Leadership Model, Followership: Dynamics of effective followership in modern organizations.

Module-III: Leadership and Organizational Change

Part A: The Role of a Leader: Role of a leader in a changing business environment, Change Leadership: Qualities and competencies of a change leader; leader as a change agent, Nature and Sources of Change: Aims, importance, and environmental triggers of organizational change (technology, market shifts, competition), Levers of Change: Leadership, communication, training, structure, rewards, and technology, Types of Changes: Planned, developmental, transitional, and transformational changes, Impact of Change: Positive and negative impacts on organizations and employees.

Module- IV: Change Management Models

Kurt Lewin's Three-Step Model (Unfreeze-Change-Refreeze), Mc Kinsey's 7-S Model, Action Research Model, John Kotter's Eight-Step Change Model, Organization Intelligence Model, ADKAR Model (Awareness, Desire, Knowledge, Ability, Reinforcement)

Module-V: Group Dynamics, Culture, and Organization Development
Group Dynamics & Team Building: Building self-managed and high-performing teams, Conflict Resolution Models: Managing and resolving workplace conflicts, Organizational Culture and Climate: Shaping values, norms, and a healthy climate, Stress Management and Counseling: Helping employees cope with workplace stress and change, Organization Development (OD): Interventions and strategies for long-term organizational transformation, Behavioral Metrics & Learning Organizations: Entropy in learning organizations and behavioral metrics for effectiveness.

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

1. Student will understand the fundamental concepts, theories, principles, and approaches of leadership and capacity building.
2. Student will develop leadership qualities, self-awareness, emotional intelligence, communication, and interpersonal skills.
3. Student will equip with skills for effective decision-making, problem-solving, conflict management, teamwork, and motivation.
4. Student enhance individual and organizational capacity through effective learning, performance development, coaching, mentoring, and team building.
5. Student apply leadership and capacity-building strategies to manage organizational change, challenges, and achieve sustainable organizational effectiveness.

Text Books

1. Developing the Leader Within You – John C. Maxwell
2. Leadership and Management - M. S. Venkataraman
3. Leadership: Theory and Practice - B. L. Mathur
4. Leadership in Organizations – Gary Yukl
5. The Leadership Challenge – James M. Kouzes & Barry Z. Posner
6. Primal Leadership – Daniel Goleman, Richard Boyatzis & Annie McKee

CO-PO MAPPING

CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								Program Specific Outcomes (PSOs)		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	2	1	2	2	2	2	3	2	2
CO2	2	2	3	2	2	2	2	3	3	3	2
CO3	2	3	3	3	2	2	2	2	3	3	2
CO4	2	2	3	2	3	3	2	2	3	3	3
CO5	2	3	3	3	3	3	3	2	3	3	3

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA IV Semester		
Code: 2562T45	TOTAL QUALITY MANAGEMENT	L	T	P
Credits: 3		3	-	-

The objectives of TQM course as follows:

1. To understand the fundamental concepts, principles and importance of Total Quality Management.
2. To explain the major quality philosophies and contributions of eminent quality gurus.
3. To understand quality management systems, ISO standards and quality certification.
4. To familiarize students with quality improvement tools and Six Sigma techniques.
5. To introduce statistical process control and its applications in quality management.

MODULE I: BASICS OF QUALITY MANAGEMENT

Introduction, Meaning, Evolution, Importance and Objectives of TQM; Principles of Quality Management; Quality Leadership and Deming's Philosophy; Strategic Quality Planning; Customer Satisfaction and Service Quality; Employee Involvement, Empowerment and Quality Circles.

MODULE II: TQM PRINCIPLES AND PRACTICES

TQM Principles and Practices; Plan–Do–Check–Act (PDCA) Cycle; Continuous Improvement and Kaizen; Business Process Re-engineering (BPR); Cost of Quality; Supplier Quality Management; Benchmarking; Basic Quality Management Tools.

MODULE III: QUALITY GURUS AND QUALITY MANAGEMENT SYSTEMS

Part A: Contributions of Quality Gurus
W. Edwards Deming, Joseph M. Juran, Armand V. Feigenbaum, Kaoru Ishikawa, Genichi Taguchi, Shigeo Shingo, Philip B. Crosby, Tom Peters and Claus Møller.

Part B: Quality Management Systems
Quality Management Systems (QMS); ISO 9000 and ISO 9001; ISO 14001; Internal and External Quality Audits; Quality Certification; Applications of Quality Management in Manufacturing and Service Organizations.

MODULE IV: QUALITY IMPROVEMENT TOOLS

Quality Function Deployment (QFD); Failure Mode and Effects Analysis (FMEA); Total Productive Maintenance (TPM); Poka-Yoke; Six Sigma—Concept and DMAIC Methodology; Quality Improvement Teams.

MODULE V: STATISTICAL QUALITY CONTROL

Introduction to Statistical Process Control (SPC); Normal Distribution; Process Capability; Control Charts for Variables and Attributes; Interpretation of Control Charts; Simple Numerical Problems on Statistical Quality Control.

Reference Books

1. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., and Besterfield-Sacre, M. *Total Quality Management*. Pearson Education.
2. Evans, J. R., and Lindsay, W. M. *Managing for Quality and Performance Excellence*. Cengage Learning.
3. Oakland, J. S. *Total Quality Management and Operational Excellence: Text with Cases*. Routledge.
4. Dale, B. G., van der Wiele, T., and van Iwaarden, J. *Managing Quality*. Wiley.
5. Goetsch, D. L., and Davis, S. B. *Quality Management for Organizational Excellence: Introduction to Total Quality*. Pearson.

Online Learning Resources

1. SWAYAM/NPTEL, *Total Quality Management – I*, IIT Kanpur.
2. SWAYAM/NPTEL, *Total Quality Management – II*, IIT Kanpur.

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

CO1: Explain the fundamental concepts, principles and importance of Total Quality Management.
CO2: Describe the contributions of quality gurus and explain the role of quality management systems in organizations.
CO3: Apply TQM principles and continuous improvement practices to organizational situations.
CO4: Explain and select appropriate quality improvement tools for solving organizational quality problems.
CO5: Interpret basic statistical process control techniques and control charts for quality monitoring.

CO-PO MAPPING

CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								Program Specific Outcomes (PSOs)		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	2	1	1	-	1	-	1	2	1	1
CO2	3	2	2	1	-	1	1	1	2	1	1
CO3	2	3	3	2	2	2	1	2	2	2	2
CO4	2	3	3	3	1	2	1	2	2	3	2
CO5	1	3	3	3	-	1	1	2	1	3	2

2025-2027 Onwards MR25	MALLA REDDY (MR) (Deemed to Be University)	MBA IV Semester		
Code: 2562T46	ENTREPRENEURSHIP	L	T	P
Credits: 4		4	-	-

Course Objective:

1. To examine the core concepts, evolution, and strategic processes of entrepreneurship, in contemporary global and local contexts.
2. To evaluate the principles of social entrepreneurship, social innovation, non-profit management, to tackle societal challenges sustainably.
3. To investigate the psychological and behavioral characteristics, motivations, and evolving roles of entrepreneurs.
4. To analyse institutional networking, government schemes, policies, incentives, and legal mechanisms and managing industrial sickness in small-scale industries.
5. To develop practical competencies in market research, demand analysis, strategic business planning, and project implementation, and regional support organizations.

Module-I: Fundamentals of Entrepreneurship

Concepts, Process, Experience and strategies of Entrepreneurship, Need and Significance of Entrepreneurship Development in Global contexts. Social Entrepreneurship Social Innovation, Non-Profit Management, Impact Measurement, Managing Start-up Strategic Framework for SMEs, Business Models, Growth Strategies, Risk Management.

Module-II: Entrepreneurship Development

Entrepreneurship Development –Dynamics of Entrepreneurship Development, Entrepreneur - meaning- importance, Evolution of Entrepreneurs- Entrepreneurial promotion, Creating and starting the venture, Managing, growing and ending the new venture, etc

Module-III: Entrepreneurship Quality / Motivation:

Part-A: The Entrepreneurship – Myths and Misconception, qualities, Characteristics and role demanded of an Entrepreneur, Process of Developing Entrepreneur Qualities Enterprise Launching & Resources: Government Programs, Policies, Incentive and Institutional Networking for Enterprise setting,

Part-B: Sickness in SSIs (small scale industries in India) Sick Industrial Companies Act (SICA) 1985, Causes of industrial Sickness, Preventive measures for sick industries, Remedial Measures

Module- IV: Business Plan Preparation

Procedure & Steps of setting new/ Small Scale Industries, Business Planning, Start-up Strategies, Need or importance for business plan, Scope and value of business plan, Enterprise & Market Survey & Demand Analysis, Growth, Modernization & Expansion of Enterprise, Steps Scanning Business Environment, Sensing Business opportunity & Identifying Product

Module-V: Implementation of the Project- Institutional Assistance to Small Scale Enterprises-Financial and Extension Infrastructure, Financial Assistance from State Financial Corporations, Financial Assistance from Small Industries Development Bank of India (SIDBI), State Bank of India (SBI) assistance to SSIs, Non-Financial Assistance, Small Industries Development Organization (SIDO), Association and role of Women Entrepreneurs of Telangana, Technical Consultancy Services Organization of Telangana.

Suggested Readings & Text Books:

1. S.S.Khanka; "Entrepreneurial Development"; S.Chand & Co. Ltd. Ram Nagar New Delhi
2. Hisrich R D and Peters M P; "Entrepreneurship"; 5th Edition Tata McGraw-Hill
3. Rabindra N. Kanungo; "Entrepreneurship and Innovation"; Sage Publications, New Delhi

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

CO1: Analyse Core Entrepreneurial and Social Venture Frameworks
CO2: Understand the Lifecycle and Dynamics of Enterprise Development
CO3: Cultivate Entrepreneurial Competencies and Mitigate Industrial Sickness
CO4: Formulate Comprehensive Business Plans and Market Analyses
CO5: Leverage Institutional, Financial, and Regional Support Networks for SSIs

CO-PO MAPPING

CO-PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak											
COs	**Programme Outcomes (POs)**								Program Specific Outcomes (PSOs)		
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PSO1**	**PSO2**	**PSO3**
CO1	3	3	2	2	1	2	2	2	3	2	2
CO2	3	2	3	2	2	2	2	2	3	2	2
CO3	2	2	3	2	2	3	2	2	2	3	2
CO4	2	3	3	3	3	2	2	2	2	3	3
CO5	2	3	3	2	2	3	3	2	2	3	3