



(UGC- AUTONOMOUS)

**PALLAVI ENGINEERING COLLEGE  
MASTER OF BUSINESS ADMINISTRATION**

**MBA (Regular) PR-24**

**COURSE STRUCTURE AND SYLLABUS**

**(Effective from Academic Year 2024-25 Admitted Batch)**

**I Year I Semester**

Course Code	Course Title	L	T	P	Credits
P24MBA01	Management and Organizational Behavior	4	0	0	4
P24MBA02	Business Economics	4	0	0	4
P24MBA03	Financial Reporting & Analysis	4	0	0	4
P24MBA04	Research Methodology and Statistical Analysis	4	0	0	4
P24MBA05	Legal and Business Environment	4	0	0	4
Open Elective-I P24MBA06	6A Business Ethics and Corporate Governance	3	0	0	3
	6B Project Management				
	6C Sustainability Management				
	6D Cross Cultural Management				
P24MBA07	Business Communication Lab	0	0	2	2
P24MBA08	Statistical Data Analysis Lab	0	0	2	2
	<b>TOTAL</b>	<b>23</b>	<b>0</b>	<b>4</b>	<b>27</b>

**I Year II Semester**

Course Code	Course Title	L	T	P	Credits
P24MBA09	Human Resource Management	4	0	0	4
P24MBA10	Marketing Management	4	0	0	4
P24MBA11	Financial Management	4	0	0	4
P24MBA12	Quantitative Analysis for Business Decisions	4	0	0	4
P24MBA13	Entrepreneurship and Design Thinking	4	0	0	4
P24MBA14	Logistics & Supply Chain Management	4	0	0	4
Open Elective-II P24MBA15	15A Total Quality Management	3	0	0	3
	15B Marketing Research				
	15C International Business				
	15D Rural Marketing				
	<b>TOTAL</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>27</b>

**Note: Internship during Summer vacation (after Semester –II)**

**II Year I Semester**

Course Code	Course Title	L	T	P	Credits
P24MBA16	Production & Operations Management	4	0	0	4
P24MBA17	Management Information Systems	4	0	0	4
P24MBA18	Business Analytics	4	0	0	4
P24MBA19 M1/H1/F1/E1	(MRKG/HRM/FIN/ENTP)	4	0	0	4
P24MBA20 M2/H2/F2/E2	(MRKG/HRM/FIN/ENTP)	4	0	0	4
P24MBA21 M3/H3/31/E3	(MRKG/HRM/FIN/ENTP)	4	0	0	4
P24MBA22	Summer Internship	0	0	2	2
	<b>TOTAL</b>	<b>24</b>	<b>0</b>	<b>2</b>	<b>26</b>

## II Year II Semester

Course Code	Course Title	L	T	P	Credits
P24MBA 23	Strategic Management	4	0	0	4
P24MBA 24 M4/H4/F4/E4	(MRKG/HRM/FIN/ENTP)	4	0	0	4
P24MBA25 M5/H5/F5/E5	(MRKG/HRM/FIN/ENTP)	4	0	0	4
P24MBA26 M6/H6/F6/E6	(MRKG/HRM/FIN/ENTP)	4	0	0	4
P24MBA27	Pre-submission project Seminar	0	0	2	2
P24MBA28	Main Project Viva-Voce	0	0	4	4
	<b>TOTAL</b>	<b>16</b>	<b>0</b>	<b>6</b>	<b>22</b>

## LIST OF ELECTIVE SUBJECTS

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

Course Code	Specialization	Credits
	<b>MARKETING</b>	
P24MBA19M1	Digital Marketing	4
P24MBA20 M2	Sales and Promotion Management	4
P24MBA21 M3	Consumer Behavior	4
P24MBA24 M4	International Marketing	4
P24MBA25 M5	Services Marketing	4
P24MBA26 M6	Marketing Analytics	4
	<b>FINANCE</b>	
P24MBA19F1	Security Analysis and Portfolio Management	4
P24MBA20 F2	Risk Management and Financial Derivatives	4
P24MBA21 F3	Strategic Cost and Management Accounting	4
P24MBA24 F4	International Financial Management	4
P24MBA25 F5	Strategic Financial Management	4
22MBA26F6	Financial Analytics	4
	<b>HUMAN RESOURCES</b>	
P24MBA19H1	Talent and Performance Management Systems	4
P24MBA20 H2	Learning and Development	4
P24MBA21 H3	Employee Relations	4
P24MBA24 H4	International Human Resource Management	4
P24MBA25H5	Leadership and Change Management	4
P24MBA26 H6	HR Analytics	4
	<b>ENTREPRENEURSHIP</b>	
P24MBA19E1	Startup and MSME Management	4
P24MBA20 E2	Technology Business Incubation	4
P24MBA21 E3	Innovation and Entrepreneurship	4
P24MBA24E4	Entrepreneurial Finance	4
P24MBA25 E5	Entrepreneurial Marketing	4
P24MBA26 E6	Family Business Management	4

*Approved*  
*24/12/2024*  
*Sham, Mounika, Rajitha, @, A, Re, PM, Sub*  
*S, M, Prasanna*  
*K. R. S.*  
*Uday*  
*Asimkay*



**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - I**  
**P24MBA02: BUSINESS ECONOMICS**

**Course Objectives:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

- D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
- Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.
- Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e, 2020.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e, 2018.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
- P. N. Chopra, Managerial Economics, Kalyani Publishers, 1e, 2018.

*Handwritten signatures and initials:* P. S. Nayak, Shreshtha S., Rajitha, A. R. S., B. J., P. A., K. R., S. S., J. K. Reddy, (Way) \$

**PALLAVI ENGINEERING COLLEGE GEMBA SEMESTER – I**  
**P24MBA03: FINANCIAL REPORTING AND ANALYSIS**

**Course Objectives:**

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

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

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

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

**Unit – II: The Accounting Process:** Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments. Rectification of Errors.  
 Accounting from Incomplete Records, Advantages and Disadvantages of Single Entry and Double Entry System and the Differences between the two, Preparation of Accounts, and Ascertainment of Profit from Incomplete Records, Accounting Treatment as per the Statement of Affairs Method and Calculation of Missing Figures.

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

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

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

**Suggested Readings:**

- S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, VikasPublishing House, 5e, 2022.
- Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.
- Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 2022.
- Raj Kumar Sah, Financial Accounting, Cengage Learning, 2e, 2020.
- Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, 2015.
- V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015.

*Handwritten signatures and initials:*  
 S. N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Vikas Publishing House, 5e, 2022.  
 Narayanaswamy. R, PHI Learning, 7e, 2022.  
 Ambrish Gupta, Pearson Education, 7e, 2022.  
 Raj Kumar Sah, Cengage Learning, 2e, 2020.  
 Dhanesh K. Khatri, Tata McGraw-Hill Publishing Limited, 2015.  
 V. Rajasekharan, R. Lalitha, Pearson Education, 2015.





**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - I**  
**P24MBA06A: BUSINESS ETHICS AND CORPORATE GOVERNANCE**  
**(OPEN ELECTIVE - I)**

**Course Objectives:**

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

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

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

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

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

**Unit – III: Corporate Governance:** Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India, Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance.

**Unit – IV: Corporate Governance Codes and Committees:** Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees.

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

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

**Suggested Readings:**

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

*Handwritten signatures and initials:* Nalin, Dhanu, Anurag, Rajitha, A, R, P, M, K, S, A, J, K. P, G

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - I**  
**P24MBA06B: PROJECT MANAGEMENT (OPEN ELECTIVE - I)**

**Course Objectives:**

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

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

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

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

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

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

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

**Unit – V: Organizational Behavior in Project Management:** Organizational Structure and Integration, Role of Project Manager, Roles in the Project Team, Project Stakeholder Engagement, Leadership in Project Management, Participative Management, Team Building Approach, Conflict Management in Projects, Stress Management.

**Suggested Readings:**

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

*Handwritten signatures and notes:*  
 Rajitha, Day, Blount, Sir, K. R., Day, J.K.R., etc.

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - I**  
**P24MBA06C: SUSTAINABILITY MANAGEMENT (OPEN ELECTIVE – I)**

**Course Objectives:**

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

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

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

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

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

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

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

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

**Suggested Readings**

- Pardeep Singh, Pramit Verma, Daniela Perrotti, K.K.Srivastava, Environmental Sustainability and Economy, Elsevier Science, 1e,2021.
- Rudiger Hahn, Sustainability Management: Concepts, Instruments, and Stakeholders from a Global Perspective, Paper pack edition, 2022.
- Hardisty, Paul Environmental and Economic Sustainability Press, Routledge, 1e, 2019.
- Dr. Deb Prasanna Choudhury, Sustainability Management: Strategies and execution for achieving Responsible Organizational Goals, 1e, 2018.

*[Handwritten signatures and initials]*  
 10





**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - I**  
**P24MBA08: STATISTICAL DATA ANALYSIS LAB**

**Course Objectives:**

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

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

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

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

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

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

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

**Unit – V: Data Analysis – II:** t-test, F-test, ANOVA One-way classification, Chi-square Test, Independence of attributes.

Time series: Forecasting Method of Least Squares, Moving Average Method. Inference and Discussion of Results.

**Suggested Readings:**

- R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
- Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
- D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MSEXcel, PHI, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
- Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009.

*[Handwritten signatures and notes at the bottom of the page]*

13

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - II**  
**P24MBA09: HUMAN RESOURCE MANAGEMENT**

**Course Objectives:**

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

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

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

**Unit – I: Introduction of HRM:** Introduction to HRM, Line Managers, HR Role and Responsibilities, New Approaches to Organizing HR, Globalization & Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, High Performance Work System's, Equal Employment Opportunity, HR Score Card. Human Resource Information System (HRIS), e-HRM, HR Analytics: An Introduction.

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

**Unit – III: Training and Development and Performance Management:** Importance of Training and Development, Training Process, Analyzing Training Needs & Designing the Program, Implementation of training programs, Training Methods, Management Development Process, Evaluation of Training and Development programs.

**Performance Management:** Concept of Performance Management and Appraisal, The Performance Appraisal Process, Techniques for Performance Appraisal, Career Management.

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

**Unit – V: Employee Relations:** Labor Movement, Collective Bargaining Process, Grievances: Grievances Handling Procedure, Employee Separation, Employee Safety and Health, Occupational Safety Law, Work Place Health Hazards Problems, Remedies and Work-Life Integration, Stress Management: Salient Features of Industrial Disputes Acts 1947, Factories Act. **Prevention of Sexual Harassment (PoSH)** and Migrant Labor Act.

**Suggested Readings:**

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

*Handwritten signatures and initials:* P. Subba Rao, Biswajeet Pattanayak, Gary Dessler, Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, K. Aswathappa, Sharon Pande, Swapnalekha Basak, and others.

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - II**  
**P24MBA10: MARKETING MANAGEMENT**

**Course Objectives:**

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

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

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

**Unit – I: Introduction to Marketing:** Importance and Scope of Marketing, Core Marketing Concepts, Market Place, Marketing in Practice, Marketing Environment, Marketing Strategies and Plans, The New Marketing Realities, Marketing Analytics: An Introduction.

Market Research, Marketing Research Process, Marketing Information Systems. Marketing Research and Ethics, International Marketing Research.

**Unit – II Analyzing Marketing Opportunities, Customer Value and Marketing Mix:** Consumer Decision-making, Building Customer Value, Analyzing Consumer Markets, Consumer Behavior, Cultural, Social & Personal Factors, Developing Products & Brands, Product Levels; Classifying Products, Product Range, Product Line & Product Mix, Product Life Cycles, New Product Development, New Service Development, Stages of Product/ Service innovation development, The Process of Adoption, Branding.

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

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

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

**Suggested Readings:**

- Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, Sage Publications, 5e, 2021.
- G. Shainesh Philip Kotler, Kevin Lane Keller, Alexander Chernov, Jagdish N. Sheth, Marketing Management, Pearson, 16e, 2022.
- Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, Pearson Education, 2020.
- Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing. A South Asian Perspective Cengage Learning, 2016.
- Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publications, 3e, 2016.

15

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - II**  
**P24MBA11: FINANCIAL MANAGEMENT**

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

**Course Objectives:**

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

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

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

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

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

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

**Unit – IV: Dividend Decisions:** Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, the Basic Models, Forms of Dividend. Declaration and Payment of Dividends. Bonus Shares, Rights Issue, Share-splits, Major Forms of Dividends, Cash and Bonus Shares. Dividends and Valuation. Major Theories centered on the works of Gordon, Walter and Lintner, Dividend Policies of Indian companies.

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

**Suggested Readings:**

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

*Pradeep*

*Shayy Ilawith Rajitha, @*

*16, RS, BA, RA, TA, IJus*

*Woj K. Rose*



**PALLAVI ENGINEERING COLLEGE  
MBA SEMESTER - II**

**P24MBA13: ENTREPRENEURSHIP AND DESIGN THINKING**

**Course Objectives:**

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

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

*Handwritten signatures and initials:* S. N. J., Sireesha, Rajitha, @P8, A, R. B. J., P. A., K. S. S., A. N. J., K. R. S., and others.



**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER – II**  
**P24MBA15A: TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE-II)**

**Course Objectives:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

*Handwritten signatures and initials:*  
 [Signatures: Sunil Sharma, Bester field, Suganthi, Janakiraman, James R. Evans, Oakland, J.S.]  
 [Initials: PM, K.P., S.S.]

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - II**  
**P24MBA15B: MARKETING RESEARCH (OPEN ELECTIVE-II)**

**Course Objectives:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

21

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - II**  
**P24MBA15C: INTERNATIONAL BUSINESS (OPEN ELECTIVE - II)**

**Course Objectives:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

*Handwritten signatures and notes:*  
 Prali, Sai, 22, Sai, K. R. S., PM, EA, 58, Sai, K. R. S., Sai, K. R. S.

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - II**  
**P24MBA015D: RURAL MARKETING (OPEN ELECTIVE – II)**

**Course Objectives:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

*Handwritten signatures and notes:*  
 @, NY, sireshe, Rajitha, @, A, RE, B, PM, (A), SHe, K. Poo, 23, Way, A

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - II**  
**SUMMER INTERNSHIP**

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

**Course Outcomes:** Students will be able to understand a) Management Functions and Organizational Structure b) Organizational Dynamics in terms of Organizational Behaviour, Culture and Climate c) Functional Domain Knowledge d) Processes and Systems d) External and Internal Environment Impact on the Organization.

**Approach to Summer Internship:**

- Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework.
- The students in consultation with Supervisor / Mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the University.
- The students can approach any Business Organizations / Corporate of Public and Private Sectors, Government Departments, Research Organizations, J-Hub, T-Hub, Wehub etc. for the Summer Internship. The students should do the Internship during the summer break.
- Summer Internship report has to be submitted to the Department after approval by the concerned Supervisor/Mentor and the Head of the Department for the Power Point (PPT) Presentation for Evaluation.
- Summer Internship Report is evaluated for 25 marks for Internal Exam and for 75 marks for External Exam.
- The Report has to be evaluated by the Head, Supervisor/ Mentor and the senior faculty of the Department.

[Signature] [Signature] [Signature] [Signature] [Signature] [Signature] [Signature] [Signature] [Signature] [Signature]

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - III**  
**P24MBA16: PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Objectives:**

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

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

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

**Unit – I: Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems, Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management, Corporate Strategic, Generic Competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing, Sustainable Operations Management, Industry 4.0.

**Unit – II: Product Design and Analysis:** New Product Development, its Concepts, Steps of Product Design, Process Planning and Design, Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design, Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis, Value Engineering, Lean Production System.

**Unit – III: Plant Location and Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems, Model for Multi Facility Location Problem, Model to Determine X-Coordinates of New Facilities, Model to Determine Y-Coordinate. **Plant Layout** - Plant Layout: Introduction, Classification of Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout, Layout Design Procedures.

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

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

**Suggested Readings:**

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

*Handwritten signatures and initials:* Pradeep, S. N. Chary, Sridhar Bhatt, Rajitha, Q<sup>25</sup>, A. S. B., P. M. K., S. K., S. K. P., S. K. P., S. K. P.

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - III**  
**P24MBA17: MANAGEMENT INFORMATION SYSTEMS**

**Course Objectives:**

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

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

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

**Unit – I: Introduction:** Information Systems in Business, Types of Information Systems, Managerial Challenges of IT, Components of Information System Resources and Activities. System for Collaboration and Social Business, Ethical and Social Issues in Information System, Information System for Strategic Advantages.

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

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

**Unit – IV: Management of Information Systems:** System Development and Organizational Change, Business Process Redesign, Systems Analysis, System Design, System Development Process, Methodology for Modeling and Designing System, Alternative Methods for Building Information System, New Approaches for System Building in the Digital Firm Era, Agile System.

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

**Suggested Readings:**

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

*Handwritten signatures and initials:* Pali, Srinivas, Harvika, Rajitha, @, A, B, B, PM, KW, SB, R, NY, Day, K. P. S.

**PALLAVI ENGINEERING COLLEGE**  
**MBA SEMESTER - III**  
**P24MBA18: BUSINESS ANALYTICS**

**Course Objectives:**

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

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

- Understand the importance of business analytics in practice.
- Learn various rural marketing strategies
- Learn challenges of data modelling.
- Understand the aspects data mining.
- Learn Monte Carlo simulation, risk analysis and decision tree analysis.

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

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

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

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

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

**Suggested Readings:**

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

27



*Syllabus of Elective Subjects*

~~Handwritten signature~~  
Lang, Lowville  
@, Ny. Sinreke  
Handwritten mark

Rajitha, @ ~~A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z~~

Sas

~~Handwritten signature~~  
Handwritten mark

K. Bue

Handwritten signature

~~Handwritten signature~~



**PALLAVI ENGINEERING COLLEGE**  
**MBA MARKETING ELECTIVE**  
**P24MBA20M2: SALES AND PROMOTION MANAGEMENT**

**Course Objective:**

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

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

- Understand Evolution of Sales and Promotion Management.
- Learn the relevance of various types of Advertising.
- Appreciate the significance of sales management.
- Assess the relevance of sales promotion strategies.
- Appreciate the need for the distribution channels.

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

**Unit – II: Advertising and Advertising Media:**

A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout.

B) Types of Media: Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

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

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

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

**Suggested Readings:**

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

*[Handwritten signatures and initials at the bottom of the page, including names like Suresh, Hans, Harshika, Rajitha, Q. A. R., P.M., K.W., Sh., B.M., K.P., and others.]*

**PALLAVI ENGINEERING COLLEGE**  
**MBA MARKETING ELECTIVE**  
**P24MBA21M3: CONSUMER BEHAVIOR**

**Course Objective:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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



**PALLAVI ENGINEERING COLLEGE**  
**MBA MARKETING ELECTIVE**  
**P24MBA25M5: SERVICES MARKETING**

**Course Objective:**

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

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

- Understand Marketing Management of companies offering Services.
- Learn the relevance of services.
- Learn various influences of the consumer behaviour in services.
- Understand the relevance of service operations.
- Identify the need for promotion strategies for services.

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

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

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

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

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

**Suggested Readings:**

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

**Suggested Audio Visuals link**

1. <https://www.youtube.com/watch?v=5MBEHY7Q0Ls>
2. <https://www.youtube.com/watch?v=xFvbgddv7C4>
3. <https://www.youtube.com/watch?v=1zYsQSJvbog>
4. <https://www.youtube.com/watch?v=MnsVEKEqVoM>

*[Handwritten signatures and initials at the bottom of the page, including names like Rajitha, P.M., K.P., and others.]*

**PALLAVI ENGINEERING COLLEGE**  
**MBA MARKETING ELECTIVE**  
**P24MBA26M6 MARKETING ANALYTICS**

**Course Objectives:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

35

**PALLAVI ENGINEERING COLLEGE**  
**MBA FINANCE ELECTIVE**  
**P24MBA19F1: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Course Objective:**

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

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

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

\*\*\*\*\*

**Unit – I: Introduction to Investment:** Introduction, Indian Financial System and Structure, Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment, Securities Market of India, Securities Trading and Settlement, Types of Orders, Margin Trading, Roles and Responsibilities of SEBI.

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

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

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

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

**b) Performance Evaluation:** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models: Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

**Suggested Readings:**

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

*[Handwritten signatures and initials at the bottom of the page, including names like Rajitha, S, NY, Sireetha, K. R, and others.]*

**PALLAVI ENGINEERING COLLEGE**  
**MBA FINANCE ELECTIVE**  
**P24MBA20F2: RISK MANAGEMENT AND FINANCIAL DERIVATIVES**

**Course Objective:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

*Handwritten signatures and initials at the bottom of the page, including names like Rajitha, Day, K. P. S., and others.*

**PALLAVI ENGINEERING COLLEGE**  
**MBA FINANCE ELECTIVE**

**P24MBA21F3: STRATEGIC COST AND MANAGEMENT ACCOUNTING**

**Course Objective:**

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

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

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

**Unit – I: Introduction to Cost and Management Accounting, Cost Analysis and Control:** Management Accounting Vs. Cost Accounting Vs. Financial Accounting, Role of Accounting Information Planning and Control, Strategic Decisions and the Management Accountant. Enhancing the value of Management Accounting Systems. Cost Concepts and Managerial use of Classification of Costs, Cost Analysis and Control: Direct and Indirect Expenses, Allocation and Apportionment of Overheads, Calculation of Machine Hour rate.

**Unit – II: Costing for Decision making:** Unit Costing, Job Costing, Cost Sheet and Tender and Process Costing and their Variants, Treatment of Normal Losses and Abnormal Losses, Inter- process Profits, Costing for By-products and Equivalent Production. Application of Managerial Costing for Control, Profit Planning, Closing down of a Plant, Dropping a Product line, Charging General and Specific Fixed Costs, Fixation of Selling Price, Make or Buy Decisions, Key or Limiting Factor. Selection of Suitable Product Mix, Desired level of Profits, Diversification of Products, Closing down or Suspending activities,

**UNIT – III: Cost-Volume-Profit (CVP) Analysis and Activity-Based Costing (ABC):** Essentials of CVP Analysis. The Breakeven Point using Equation Method, Contribution Margin Method and Graph Method. Target Operating Income. Target Net Income and Income Taxes. Breakeven Analysis for Decision making. Margin of Safety. Application of BEP for various Business Problems. CVP analysis in Service and Nonprofit Organizations.

Activity Based Cost (ABC) Systems: Comparison of Traditional and Activity Based Cost Systems. Emergence of ABC Systems. Activity Hierarchies. Tracing Costs to Activities, Tracing Costs from Activities to Products, Customer Profitability, Process Efficiency. Activity Based Management. ABC Systems in Service Organizations. The Technological Edge of using ABC Systems.

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

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

**Suggested Readings:**

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

*[Handwritten signature]*

**PALLAVI ENGINEERING COLLEGE**  
**MBA FINANCE ELECTIVE**  
**P24MBA24F4: INTERNATIONAL FINANCIAL MANAGEMENT**

**Course Objective:**

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

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

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

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

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

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

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

**Unit – IV: (a) Exchange Rates:** Measuring Exchange Rate Movements, Factors influencing Exchange Rates. Government influence on Exchange Rates, Exchange Rate Systems. Managing Foreign Exchange Risk. International Arbitrage and Interest Rate Parity.

□□□ Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity, International Fisher Effect, Fisher Effect, Interest Rate Parity, Expectations Theory

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

(b) International Financing: Equity, Bond Financing, Parallel Loans, International Cash Management, Accounts Receivable Management, Inventory Management. Payment methods of International Trade, Trade Finance Methods, Export – Import Bank of India, Recent Amendments in EXIM policy, Regulations and Guidelines.

**Suggested Readings:**

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

*Handwritten signatures and initials:* Sircude, Dany, Mounika, Rajitha, Q, A. R, B, P, K. R, etc.

**PALLAVI ENGINEERING COLLEGE**  
**MBA FINANCE ELECTIVE**  
**P24MBA25F5: STRATEGIC FINANCIAL MANAGEMENT**

**Course Objective:**

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

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

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

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

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

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

**Unit – IV: Strategic Financing Decisions:** Capital Structure and Value Creation. Signaling Theory. Tools for developing an Effective Capital Structure. Financial Flexibility and Financial Discipline. Capital Structure Puzzle.

Dividend Policy and Firm Value. Linter's Dividend Model, its Salient features, Dividend Puzzle. Buy Back of Shares and its Characteristics, Modes and Methods of Buy Back of Shares. Reasons, Benefits and Constraints to Buy Back of Shares. Impacts of Share Buybacks. SEBI Regulations.

Financial Distress and Restructuring. Characteristics and Causes of Financial Distress. Costs of Financial Distress. Impacts of Financial Distress. Financial Distress Restructuring. The Insolvency and Bankruptcy Code 2016, Corporate Insolvency Resolution Process, Liquidation Process.

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

**Suggested Readings:**

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

*Handwritten signatures and initials:* Sridhar, Kalyani, Prasanna, M. Pandey, Brigham & Ehrhardt, MY Khan, Rajni Sofat, Preeti Hiro, Baker, Powell and Veit, Review of Financial Economics, Vol. 11, 2002. Includes a page number '40' and various scribbles.





**PALLAVI ENGINEERING COLLEGE**  
**EMBA HUMAN RESOURCES ELECTIVE**  
**P24MBA20H2: LEARNING AND DEVELOPMENT**

**Course Objective:**

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

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

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

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

**Unit – II: Training Strategy and Designing Training:** The evolution of Training's Role, Strategic Training and Development Process, Training Needs in Different Strategies, Models of Training Department. Training Needs Assessment, Reasons for Planned Training. Designing the Training Program, Developing the Group and the Climate, Trainers and Training Styles, Evaluating Training and Follow-on Support.

**Unit – III: Training Methods:** Traditional Methods: Presentation Methods, Hands-on Methods, Group Building Methods. E-Learning and use of Technology in Training, Technology Influence on Training and Learning, Technology and Multimedia, Computer based Training, Developing Effective Online Learning, Blended Learning, Mobile Technology and Training Methods, Technologies for Training Administration.

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

**Unit – V: Contemporary issues in Training and Development:** Orientation Training, Diversity Training, Sexual Harassment Training, Team-training, Cross-functional Teams, Cross-cultural Training, Training for Talent Management and Competency mapping. Career Management, Career Management Systems, Career Paths, Career Plateau, Coping with Career Breaks, Training for Virtual Work Arrangements.

**Suggested Readings:**

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

*Handwritten signatures and initials:* S. Nyl, S. Sirecha, Rajitha, A, P, PM, KM, Shub, K. P, W.

**PALLAVI ENGINEERING COLLEGE**  
**MBA HUMAN RESOURCES ELECTIVE**  
**P24MBA21H3: EMPLOYEE RELATIONS**

**Course Objectives:**

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

**Course Outcomes:** The students will be able to

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

**Unit – I: Industrial Relations:** Economy and the Labour Force in India, Approaches to Industrial Relations, Industrial Relations in Comparative Framework, Management and Employer Organizations. Introduction, Origin and Growth of IR. Trade Unions: Introduction, Definition and Objectives, Growth and Structure of Trade Unions in India, Trade Unions Act, 1926 and Legal framework, Union Recognition, Union Problems, Non-Union Firms, Management of Trade Unions in India.

**Unit – II: Collective Bargaining:** Nature and Legal Framework of Collective Bargaining, Levels of Bargaining and Agreements, Change in the Labor Management Relations in the Post-Liberalized India, Changes in the Legal Framework of Collective Bargaining, Negotiated Flexibility, Productivity Bargaining, Improved Work Relations, Public Sector Bargaining and Social Security, Negotiating Techniques and Skills, Drafting of an Agreement.

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

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

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

**Suggested Readings:**

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

*Handwritten signature*

*Handwritten signature: Sireesha*

*Handwritten signature: Abhinav*

*Handwritten signature: Rajitha*

*Handwritten signature: A. R. B.*

*Handwritten signature: P. M.*

*Handwritten signature: K. M.*

*Handwritten signature: K. R.*

*Handwritten signature: K. R.*

*Handwritten signature: B. M.*

**PALLAVI ENGINEERING COLLEGE**  
**MBA HUMAN RESOURCE ELECTIVE**  
**P24MBA24H4: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Course Objectives:**

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

**Course Outcomes:** The students will be able to

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

**Unit – I: Introduction and Overview:** Importance to International HRM, Difference between Domestic and International Manager, Global Market Context: Key Perspective in Global Workforce Management, Cultural Foundations of International Human resource Management, Understanding Culture, Cross Culture Differences in Workplace, Major Models of National Culture, Final Caveats on Culture and Global Workforce Management, Changes and Challenges in the Global Labor Market, Globalization, Technological Advancement, Change in Labour Force Demographics and Migration, Emerging on the Contingent Workforce, Offshore Sourcing, Global Workforce Management Challenges.

**Unit – II: The Key role of International HRM in Successful MNC Strategy:** Knowledge Transfer, Global Leadership Training and Development, Strategic Control Needs, Competitive Strategy of Multinational Corporations, Structuring for Optimal Global Performances, Linking Human Resource Management Practices to Competitive Strategy and Organization Structure, Paradigm Shift of International Human Resource Management from Contingency Model to Process Development.

**Unit – III: Global Human Resource Planning:** From Strategy to Decision about Work Demand and Labor Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, HR Planning for the Long-term. **Global Staffing:** General Actors Affecting Global Staffing, Global Recruitment of Human Resources, Global Selection of Human Resources.

**Unit – IV: Global Workforce Training and Development:** Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. **Managing International Assignments:** Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.

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

**Suggested Readings:**

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

*Handwritten signatures and initials:* Shreyas, Nandini, Rajitha, A. R. B. I., P.M., K.V. Shu., P. J. K. R. G.

**PALLAVI ENGINEERING COLLEGE**  
**MBA HUMAN RESOURCE MANAGEMENT ELECTIVE**  
**P24MBA25H5: LEADERSHIP AND CHANGE MANAGEMENT**

**Course Objectives:**

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

**Course Outcomes:** The students will be able to

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

**Unit – I: Introduction to Leadership:** Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin's Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton's Managerial Grid.

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

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

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

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

**Suggested Readings:**

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

*Handwritten signatures and notes:*  
 Roylth, Of A RE B, P.M. K.N. S.G.  
 46  
 Law  
 K. Rye  
 (Signature)

**PALLAVI ENGINEERING COLLEGE**  
**MBA HUMAN RESOURCE MANAGEMENT ELECTIVE**  
**P24MBA26H6: HR ANALYTICS**

**Course Objectives:**

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

**Course Outcomes:** The students will be able to

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

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

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

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

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

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

**Suggested Readings:**

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

*Handwritten signatures and notes:*  
 47, A, R, B, P, M, S, A  
 K. R. B.

**PALLAVI ENGINEERING COLLEGE**  
**MBA ENTREPRENEURSHIP ELECTIVE**  
**P24MBA19E1: STARTUP AND MSME MANAGEMENT**

**Course Objective:**

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

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

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

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

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

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

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

**Unit – V: Institutional Support for MSMEs:** Forms of Financial Support, Long-term and Short-term Financial Support, Sources of Financial Support, Dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Schemes for Women Entrepreneurs.

**Suggested Readings:**

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

*[Handwritten signatures and initials at the bottom of the page, including names like Rajitha, K. P. P., and others.]*

**PALLAVI ENGINEERING COLLEGE**  
**MBA ENTREPRENEURSHIP ELECTIVE**  
**P24MBA20E2: TECHNOLOGY BUSINESS INCUBATION**

**Course Objective:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

49

**PALLAVI ENGINEERING COLLEGE**  
**MBA ENTREPRENEURSHIP ELECTIVE**  
**22MBA21E3: INNOVATION AND ENTREPRENEURSHIP**

**Course Objectives:**

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

**Course Outcomes:** The students will be able to

- Gain an understanding of the concepts and processes of creativity and appreciate the need for improving the quality of creativity.
- Learn the methods of creative problem solving.
- Orient themselves on developing creative intelligence and unblock their creative energies
- Learn the concepts and methods of innovation and ideation and the theories of outsourcing new product development.
- Develop a perspective of micro and macro level innovation.

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

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

**Unit – III: Creative Intelligence:** Creative Intelligence Abilities, A Model of Creative Intelligence, Convergent Thinking Ability, Traits Congenial to Creativity, Creative Personality and Forms of Creativity, Motivation and Creativity, Blocks to Creativity: Fears and Disabilities, Strategies for Unblocking Energy of your Creativity, Designing Creativogenic Environment.

**Unit – IV: Innovation Management:** Concept of Innovation, Levels of Innovation: Incremental Vs Radical Innovation, Inbound and Outbound Ideation, Open and Other Innovative Ideation Methods. Theories of Outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

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

**Suggested Readings:**

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

*Handwritten signatures and notes:*  
 Sai 50  
 K. R. G. (with a large green checkmark)  
 Other illegible signatures and initials.

**PALLAVI ENGINEERING COLLEGE**  
**MBA ENTREPRENEURSHIP ELECTIVE**  
**P24MBA24E4: ENTREPRENEURIAL FINANCE**

**Course Objective:**

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

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

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

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

**Unit – II: Organizing and Operating the Venture:** Financing a New Venture, Seed, Startup and First Round Financing Sources, Financial Bootstrapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the Resources to Start and Build a New Venture, Asset and Liabilities and Owners Equity in Business, Sale Expenses and Profits Internal Operating Schedules, Statement of Cash Flows, Operating Breakeven Analysis. Evaluating Operating and Financial Performance using Ratio Analysis.

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

**Unit – IV: Venture Valuation:** Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of Valuation, Developing the Projected Financial Statements for a Discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier and Discounted Dividends.

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

**Suggested Readings:**

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

*Handwritten signatures and notes:*  
 Shaw, Mowinthe, Rajitha, A. R. B. J., P.M. K., P.K., K. P., etc.

**PALLAVI ENGINEERING COLLEGE**  
**MBA ENTREPRENEURSHIP ELECTIVE**  
**P24MBA25E5: ENTREPRENEURIAL MARKETING**

**Course Objective:**

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

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

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

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

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

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

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

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

**Suggested Readings:**

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

*Handwritten signatures and notes:*  
 [Signature] along the circle Rajitha, @ A. R. S. [Signature], PM. [Signature], [Signature] & [Signature]  
 [Signature] N.J., sivecha [Signature] [Signature] [Signature] K. R. [Signature] [Signature]

