

**MBA305 OPS: Service Operations Management (4L + 1P + 1T)**

<b>Subject Code</b>	<b>MBA 305 OPS</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

- 1 To understand the nature of services,
2. Aligning service strategy and service competitiveness.
3. Service design, development & automation.
4. Managing human resource in services.
5. Service quality.
6. Service facility design and facility location.
7. Demand management in services.
8. Capacity management or supply management in services.
9. Managing waiting lines & queuing models.
10. Service inventory and supply chain management.
11. Quantitative models in managing service operations.

**Course Outcomes**

At the end of the course, students will be able to assess Service Quality in different organisations, different designing techniques applied in businesses, quantitative models in service operations management.

**UNIT-I**

Service Operations Concept: Difference between Manufacturing and Service Operations, Service Operations Characteristics, Classification of services and analyzing service operations, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction. Service Operation Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized vs. Decentralized, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as Profit Centre.

**UNIT-II**

Service Design and Strategy: Introduction to Service Strategy, Competitive Service Strategies, - New service Design and Development – Design Elements – Service Blue Print – Process Structure – Generic Approaches – Value to Customer, Retail Design Strategies – Store Size – Network Configuration; Managing Service Experience – Experience Economy, Key Dimensions; Vehicle Routing and Scheduling.

**UNIT-III**

Service Quality: Defining Service Quality, Dimensions, Service Process Control, Service Quality Gap Model; Measuring Service Quality – SERVQUAL– Walkthrough Audit; Quality Service by Design; Service Recovery – Service Guarantees; Service Encounter – Triad, Creating Service Orientation, Service Profit Chain; Front office, Back Office Interface – Service Decoupling.

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#### **UNIT-IV**

Service Facility : Servicescapes – Behavior – Environmental Dimensions – Framework; Facility Design –Nature, Objectives, Process Analysis – Process Flow Diagram, Process Steps, Stimulation; Page 86 of 162 Service Facility Layout; Service Facility Location – Considerations, Facility location decision factors, Facility Location Techniques.

#### **UNIT-V**

Demand and Capacity Management in Services: Forecasting Demand in Services – Smoothing Customer Demand in Services – Service Capacity Management – Yield management – Resource and Workforce Scheduling in Services – Inventory Management in Services – Managing Waiting Lines.

#### **Case Study (Not Exceeding 300 words)**

#### **REFERENCE BOOKS:**

1. Heskett, J.L.(1991), "Lessons in the service sector" in The Service Management Course: Cases & Reading, Free Press, 47-64 2.
2. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill, 2007.
3. C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2007.
4. Johnston, R.(2005), "Service operations management: from the roots up" International Journal of Operations & Production Management, 25, 12, 1298-1308.

**MBA306 OPS: Logistics & Distribution Management (4L + 1P + 1T)**

<b>Subject Code</b>	<b>MBA 306 OPS</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Learning objectives:**

This course enables the students to have an understanding of the importance of logistics and the elements of logistic system. The course enables the students to learn about the logistic system, different methods of inventory control, transportation, packaging and warehousing of materials. Also this paper enables the student to understand the concept of channel management, different channels of distribution in detail and the emerging trends in distribution.

**Course Outcomes**

At the end of the course, students understand about the role of logistics in enabling businesses to expand in different diverse regions of the world, the system of logistics applied to grow businesses in the long run.

**UNIT- I**

Introduction- Definition of Logistics and Logistics Management, Types of Logistic Activities, Nature of logistics and Importance of Logistics Management, Integrated Logistics and its Support Logistics activities: Receipt of raw materials, equipment, and supplies; types of production stores arrangements—the closed and open system, different ways to store materials, the difference between expediting and tracing, strategies to bring lost shipments in on time.

**UNIT-II**

Logistic system: Determinants of Designing Logistical System. Elements of logistic system  
Transportation- the scope and function of physical distribution, study of carrier transportation modes and methods; Basic transportation documents-Bill of lading and freight bill  
Warehousing- planning, setting up, and operating a warehouse; Techniques of controlling inventories: EOQ and ABC Analysis – Packaging- dimensions of packaging; Order entry, and customer service (order fulfillment).

**UNIT-III**

Channel management- Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels.

**UNIT- IV**

Wholesaling: Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling – Retailing: Definition of Retailing, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format.

  
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## **UNIT- V**

Emerging Concepts in Distribution Management: Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

### **Case Study (Not Exceeding 300 words)**

### **REFERENCE BOOKS**

1. Handbook of Logistics and Distribution Management – John Gattorna
2. Logistics Management – P. Fawcett, R. McLeish and I Ogden
3. Strategic Logistics Management – D.M. Lambert & J R Stock, Richard D Irwin Inc.
4. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
5. Bowersox D.J. ,Closs D.J. , Logistical Management, McGraw-Hill, 1996
6. Johnson J., and D.Wood, Contemporary Logistics , Prentice Hall
7. Englewood cliffs, New Jersey Lambert, D.M., Stock, J.R., Strategic Logistics Management. Irwin, Inc.
8. Lambert, D.M., Stock J.R. and Lisa M.Ellram, Fundamentals of Logistics Management, Irwin-McGraw-Hill international editions, 1998
9. Martin Christopher, Logistics and Supply Chain Management, Prentice-Hall, 1998
10. Smykay E., F.Mossman, D. Bowersox, Physical Distribution Management, Macmillan, Newyork, 11. Wood, D. F., Johnson, J. C., (1995).Contemporary Transportation. Fifth edition, Prentice Hall
12. Krishna K. Havaladar&Vasant M Cavale : Sales & Distribution Management: Text & Cases, Tata McGraw Hill.
13. Still, Cundiff and Govani , Sales Management - Decisions, Strategies and Cases, Prentice Hall.
14. Gupta S.L., Sales & Distribution Management (Text and Cases), Excel Books, New Delhi

**MBA303 ENT: Business Opportunities in Emerging Economies (4L + 1P + 1T)**

<b>Subject Code</b>	<b>MBA 303 ENT</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

This course focuses on the challenges and opportunities associated with organizational management and business strategy in emerging economies. The course also focuses on specific organizational strategies firms pursue to overcome these obstacles and exploit opportunities in emerging markets. There is also a focus on cross functional strategies that integrate management, marketing, financial, and operational approaches, and discuss how both large multinationals and smaller, entrepreneurial firms can benefit from a better understanding of the dynamics of emerging markets.

1. Study the institutions of emerging markets that are relevant for managers.
2. Analyze opportunities presented by emerging markets.
3. Analyze the additional ethical challenges and issues of social responsibility common in emerging markets.
4. Learn to minimize the risks of doing business in emerging markets.

**Course Outcomes:**

At the end of the course, students will be able to understand about how opportunities will be created, and actualised, the strategies that can be adopted to capture the feasible opportunities in emerging economies.

**UNIT-I**

Introduction: What are Emerging Economies and why are they so important? – Strategic Ideas of Emerging Markets — Different Perspectives for Evaluating Emerging Market Potential –Financial, Business, Economic, Legal and Political approaches to Emerging Economies — Influence of Global Trends on the Emerging Economies — Unique Challenges of Emerging Economies (Case Study: Novartis in India: Innovation versus Affordability) — Emerging Markets Today: BRIC Group.

**UNIT-II**

Growth & Development of Emerging Market Economies: Political Disintegration, Economic Reintegration, Privatization, Regional Decentralization, Internationalization, Deficit of Investments and its effect on the Expanding Business World – Stages of Development of National Economies in the Global Marketplace — Economies in Transition — Internationalization and Strategic Alliances – Prospects for Companies from the Emerging Markets — Pursuing Different Strategies from the Developed Country Multinationals.

**UNIT-III**

Business Models and Strategies for Success in Emerging Markets: Competing in Emerging Markets - A Developed Country Perspective — International Business Strategy in Emerging Markets: Exporting, Market Entry and Relationship Management — New Business Models in Emerging Markets.

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#### **UNIT-IV**

Foreign Investments in Emerging Economies: Wholly-Owned Foreign Companies, International Joint Ventures and its Management System, Strategic Management of International Joint Ventures, Economic and Special Technologic Zones, International Trade and the Global Emerging Market.

#### **UNIT-V**

Competing in Emerging Markets: Evolution of emerging market MNCs, competition in newly industrialized contexts — Strategies for Winning in Home Markets — Emerging Market Companies Going Global — Developed Country Companies Going to Emerging Markets.

#### **Case Study (Not Exceeding 300 words)**

##### **Practical component:**

Individual Assignments:

Students will prepare a written analysis for each of the cases listed in the references. The analysis involves two parts, 1) diagnostics, and 2) recommended actions. Please underline your main recommendation.

Group Assignment:

Groups composed of maximum five students will prepare an in-depth written analysis and a presentation about an emerging market (i.e. Brazil, Russia, India, China, or Mexico) and one company operating in that market. The document and presentation will consist of two main sections, I) Country Analysis, and II) Company analysis. Each section will consist of two parts, I) Diagnostics and, II) Recommendations. The document is to be submitted two times. First when the case is presented in class, and second at the end of the course, taking into account the feedback received by the instructor and classmates.

##### **Reference Books:**

1. Case Study and Article Reading: Eyring and Johnson (2011) "New Business Models in Emerging Markets", Harvard Business Review - (Product Code: R1101E-PDF-ENG)
2. Washburn and Hunsaker (2011) "Finding Great Ideas in Emerging Markets" Harvard Business Review - (Product Code: R1109J-PDF-ENG).
3. Berman, J. (2013), "Seven Reasons Why Africa's Time is Now" Harvard Business Review, October (F1310Z-PDFENG)
4. Eder, G. (2013), "The End of the Emerging Market Boom?" Allianz Economic Research Working Paper 167 –August
5. Garcia-Herrero, A. (2011), "The Next Emerging Giants Take Flight" IESE-Insight Magazine, September (IIR058-PDF-ENG).
6. Jullens, J. (2013) "How Emerging Giants Can Take on the World", Harvard Business Review (R1312J-PDF-ENG).
7. Case: "China: To Float or Not To Float?" Harvard Business School Case 706-021.
8. Victor, R. H. K. (2007), How Countries Compete. Boston: Harvard Business School Press. Chapter 1.

**MBA304 ENT: Startup & New Venture Management (4L + 1P + 1T)**

<b>Subject Code</b>	<b>MBA 304 ENT</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

1. To instill a spirit of entrepreneurship among the student participants.
2. To provide an overview of the competences needed to become an entrepreneur
3. To give insights into the Management of Small Family Business
4. The course enables the student to understand how to prepare a business plan, how to estimate cost of business, different sources of finance and how to secure finance for starting and running enterprises.
5. The course also highlights the importance of harvesting business.

**Course Outcomes**

At the end of the course, the students will be able to know about the process to start and manage new venture, the risks involved, and how to overcome them, the angel investing and other investing mechanisms for financial support.

**UNIT – I**

Introduction: A Typology of Entrepreneurs — Entrepreneur & Entrepreneurship — Entrepreneurial Competencies — Factor Affecting Startup and New Venture — Innovation and Entrepreneurship – Reward, Challenges and Myths of Entrepreneurship - Entrepreneur and Corporate Manager – Entrepreneurship and Economic Growth – New Venture Management: Significance, Challenges and Options — Venture Management versus Corporate Management — Five Critical Success Factors for New Ventures.

**UNIT – II**

Identifying and Evaluating opportunities – The Entrepreneurial Process – Opportunity Identification – Market Research for Entrepreneurship – Evaluating Opportunities — The Business Plan – The concept and Business Plan – The need for Business Plan – Contents of a Business plan – Making the Business plan – Presenting the Business plan .

**UNIT – III**

Starting Up – Legal Issues: The Legal Environment – Forms of Startup Organization – Approval for New Venture – Taxes or Duties Payable – Intellectual Property – Franchising Starting Up – Financial Issues: Types of Finance – Estimating Capital Cost of Project – Securing Finance – Sources of Finance – What lenders and investors look for.

**UNIT – IV**

Starting Up – Human Angle: Individual or Team Start-up – Acquiring Influence by Networking – Leadership – Designing the organization – organization culture. Venture Survival and Growth: Venture Life patterns – Start-up Phase – Early Growth – Changes in Management Style and Organization Design – New venture failures.



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## **UNIT – V**

Harvesting: Venture Harvesting/Exit Strategies – Handing over to family Member – Selling the business – Going Public (IPO) – Liquidation.

**Case Study (Not Exceeding 300 words)**

### **REFERENCE BOOKS:**

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Saini, J. S., 'Entrepreneurial Development Programmes and Practices' , Deep & Deep Publications (P), Ltd.
3. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
4. Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & co. (p) Ltd.
5. Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.
6. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.

**MBA305 ENT: Venture Capital & Private Equity (4L + 1P + 1T)**

Subject Code	MBA 305 ENT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

**Course Objectives:**

The objectives of the course are to support the entrepreneurial talent by providing finance, to provide business management skills, and to get the returns in the form of capital gains. The main aim of the course is to build students skills, frameworks and knowledge in entrepreneurial finance.

The specific course aims are to improve your capacity to:

- Recognize an opportunity worthy of financing.
- Value an opportunity.
- Understand the difference between the funder's perspectives and those of the company being financed.
- Appreciate the difference between venture capital, private equity, early stage and traditional financing sources.
- Approach a venture capital source and present your idea.
- Use different financing techniques.
- Understand the importance of options
- Use strategic partnering
- Operate internationally

**Course Outcomes:**

At the end of the course, students will be able to understand about Venture Capital, how to present a business idea for strategic partnering, the importance of options for funding through different sources.

**UNIT-I**

Introduction to Venture Capital - Overview of Entrepreneurial Finance – Financing choices for start-ups – Alternative Forms of Venture Capital – Venture Capitalists Decision Making: An Information Processing Perspective – Banks Versus Venture Capital in the Financing of New Ventures – Corporate Venture Capital – Venture Capital Funding – Angel Finance: The Other Venture Capital – Business Incubation and its Connection to Venture Capital – Philanthropic Venture Capital: A New Model of Financing for Social Entrepreneurs.

**UNIT-II**

Venture Capital Funding and Valuation: The Structure of Venture Capital Investments – Financial Contracts and Venture Capitalists' Value-Added - Venture Capitalists, Monitoring and Advising – Project Externalities and Moral Hazard – Doing It Not Alone: Antecedents, Dynamics, and Outcomes of Venture Capital Syndication.

**UNIT-III**

Venture Capital Value-Added and Conflicts: Time to Grow Up: Large Sample Evidence on the Maturation Dynamics of Private Venture-Backed Firms – How Do Venture Capitalists Create Value for Entrepreneurial Firms? Venture Capital and Innovation – Reputation in

Financial Intermediation: Evidence from Venture Capital – Investor Opportunism, and Governance in Venture Capital – Conflicts of Interest and Litigation in the Venture Capital Industry – Venture Capital Exits and Returns

#### **UNIT-IV**

Private Equity and Angel Funding: Difference between Venture Capital, Private Equity and Angel Investing — Fund Organization and Structure of Private Equity companies (Overview) — Private Equity Activity, Growth, and Performance in India — Role of VC and PE for Innovation and Development of SMEs – Structure and Terms of Venture Capital and Private Equity Fund — Life Cycle of Private Equity Fund – Identifying Opportunities and Investment Decisions: Key Tools for Assessment, Valuation, Structuring and Terms – Interactions between Private Equity Investors and Entrepreneurs – Angel Financing for Entrepreneurs: Basics about Angel Investors, Looking for Angels and What Angels Are Looking for.

#### **UNIT-V**

Financing the Growth and Achieving Liquidity: Private Equity Funding Sources, Private Equity Funding Rounds, and Process of Financing Growth of their Portfolio Companies, Private Equity Investment Strategy — Constraints for private Equity Financing of Small and Medium Enterprises— Growth Financing and Exits — Collaborations with other Private Equity Firms — Emerging Trends in Private Equity Funding—Funds of Funds

#### **Case Study (Not Exceeding 300 words)**

#### **REFERENCE BOOKS:**

1. Douglas J. Cumming, 2010, VENTURE CAPITAL - Investment Strategies, Structures, and Policies, JohnWiley& Sons, Inc.USA.
2. Susan L. Preston, 2007, Angel Financing for Entrepreneurs – Early Stage Funding for Long-Term Success – John Wiley & Sons, Inc. USA.

#### **WEB LINKS:**

1. "Venture-capital funding drops sharply in Southern California"
2. "History of private equity and venture capital"
3. "Why Angel Investors Don't Make Money ... And Advice For People Who Are Going To Become Angels Anyway"
4. "Centre for Ventura Research: The Angel Investor Market in 2007: Mixed Signs of Growth"

**MBA306 ENT: Entrepreneurial Ecosystem in India (4L + 1P + 1T)**

Subject Code	MBA 306 ENT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

**Course Objectives:**

The objectives of this are to enable students to understand the entrepreneurial ecosystem in India, and get awareness about the ecosystem. To know about different startup techniques, funding sources, Support Entrepreneurship through Entrepreneurship Hubs (EHubs); to understand different ways to sustain competition; to learn about Research & Development Activities, Incubation & Technical Services in Entrepreneurship Development.

**Course Outcomes:**

At the end of the course, students know about various startup techniques, Entrepreneurship hubs, Research in the field of Entrepreneurship in recent times.

**UNIT-I**

Introduction: Concept, Definition – Critical role of entrepreneurship in shaping India's future – Evolution and Growth of Ecosystem in India (brief history) – Startups and Entrepreneurs – Key Elements of Entrepreneurial Ecosystem – Opportunities and Challenges – Changing Business Landscape in India during 2000-2015 – Nurturing the Early Stage Ecosystem – Success and failed startup ventures in India – Women & Startups.

**UNIT-II**

Enabling the Ecosystem: Understanding the Entrepreneurial Ecosystem – Entrepreneurial Motivation, Performance and Reward – Government Policy & Regulations – Industrial policy Resolution-2013, 2015 and 2016 – Ease of Doing Business Initiatives – Startup India, Standup India – Access to Fund: India Aspiration Fund (IAF), SIDBI Make in India Loan for Small Enterprises (SMILE), Micro Units Development and Refinance Agency (MUDRA Bank) – Income Tax Credits – Incentives and Subsidies – Support Entrepreneurship through Entrepreneurship Hubs (EHubs) – Listing Rules for Startups.

**UNIT-III**

Support to Startup and Indian Venture Ecosystem: Registration: Institutional Support – Financing for Startups – Types of Business Funding: Venture capitalist, Angel Investor, Venture Debt – Industry Associations – Non-Govt. Initiatives – Indian Venture Ecosystem: Evolving landscape during 2010-2015, Venture Funds, Private Equity Funds, Public Markets – Venture Capital Investments and Angel Investments – Gaps in Ecosystem– Obstacles and Constraints in Ecosystem.

**UNIT-IV**

Sustaining Competitiveness: Disrupt Startup Ecosystem – Ways of Sustaining Competitive Advantage (Case: Twitter's sustainable competitive advantage) – Maintaining Competitive Advantage (Case: Amazon's sustainable competitive advantage) – Evaluation of Open Sources for Competitive Advantage – Changing role of Entrepreneur – Harvesting Strategies versus go for Growth.

## **UNIT-V**

Entrepreneurship-education and Mentoring; National Policy for Skills Development and Entrepreneurship 2015 – Education & Capacity Building – Research & Development Activities – Incubation & Technical Services – Technology Incubation Platforms – Accelerator Programmes – Co-working Spaces – Industry Bodies, Facilitators & Networks – Innovative Incubators and Industry-Incubator Collaborations and Mentor Networks (The Indus Entrepreneurs (TiE)).

### **Case Study (Not Exceeding 300 words)**

#### **REFERENCE BOOKS:**

- (1) Bains (2015) India Private Equity Report 2015
- (2) InnoVen Capital (2015) India Angel Report 2015
- (3) Nasscom and Zinnov (2015) Start-up India - Momentous Rise of the Indian Start-up Ecosystem
- (4) Niti Aayog (2015) Report of the Expert Committee on Innovation and Entrepreneurship
- (5) Sonne, L. and Jamal, A. (2014) Regional Social Enterprise Ecosystems in India: A Snapshot of Nine Regions. Report
- (6) Thillai Annamalai (2014) IITM India Venture Capital and Private Equity Report 2014 - A study of limited partners
- (7) Unitus Seed Fund (2015) Global Best Practices in Incubation and Acceleration

**MBA308 MOOCS/NCFM/IRDA/NISM/ SWAYAM**

Subject Code	MBA 308	A Pass Certificate with 50% Marks
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**Course Objectives:**

The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

The fundamental objective of the MOOCS is to acquaint the students for Online Learning.

**Course Outcomes:**

At the end of the course, the students will learn different courses in Online Mode and get certified by Institutions that offer the course, upon successful completion of the course(s).  
Institutes/Universities/Organisations offering MOOCS in India:

(1) Indian Institute of Management, Bangalore MOOCs

• Healthcare in India: Strategic Perspectives • Introduction to Banking and Financial Markets-I

• Introduction to Banking and Financial Markets-II • Statistics for Business-I

• Statistics for Business-II

• Do your Venture: Entrepreneurship for everyone.

• Introduction to Investments

• Innovation and IT Management

• Predictive Analytics

• Strategy and sustainable Enterprise

• Introduction to Corporate Finance

(2) IIT, Bombay

• Inferential and Predictive Statistics for Business

• Corporate Strategy

• Exploring and Producing data for Business Decision Making

• Accounting for Business Decision Making: Strategy Assessment and Control

• New Models of Business in Society

• Digital Analytics for Marketing professionals: Marketing Analytics in Theory

• Engagement and Nurture Marketing Strategies

• Leadership through design Innovation

• Brand and Product Management

• Finance for Everyone: Markets

• Financial Evaluation and Strategy: Corporate Finance

• Managing the Company of the Future

• Creating and Develop a tech startup

• Understanding Financial Statements: Company Performance-I

• Understanding Financial Statements: Company Performance-II

(3) Indian HRD Ministry's MOOC Platform – SWAYAM

(4) National Programming on Technology Enhanced Learning (NPTEL), IIT Madras

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- Applied Multivariate Statistical Modeling
  - Bank Management
  - Commercial Banking Credit Risk Modeling & Management
  - Consumer Behaviour
  - Econometric Modelling
  - Global Supply Chain Management
  - Entrepreneurial Finance
  - Infrastructure Finance
- (5) IRDA Certified courses in Insurance and Risk Management
- (6) NISM Mutual Fund Certification Course
- (7) NSE-NCFM Modules (any one module)

Any online course related to MBA from the authentic sources

  
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 K. J. Somaiya Institute of Management Studies & Research  
 V. P. Mehta Campus  
 Andheri (W) - 400 053, Mumbai - 400 053

**MBA309: Life Skills for Managers (2L + 1P + 0T)**

Subject Code	MBA 309	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

**Course Objectives:**

As adults living in a community somewhere you will have connections with business, consumer economics, science, life skills, vocational skills, and leisure activities. The applications taught in Life Skills will help provide an anchor for key concepts in daily living, personal social skills, and occupational/career preparation. Opening your mind to setting goals and creating a plan for such goals is key to becoming a life-long learner and contributing member to a community. This course will provide opportunities for you to gain knowledge, inquire about the world, think and communicate with others, develop principles and risk-taking, demonstrate care and open mindedness towards others, the community, and academics, and allow time to reflect on your learning.

**Course Outcomes:**

At the end of the course, students will be able to learn Life Skills pertaining to professional life, goals setting, and characteristics of managers to be a constant learner.

**UNIT-I**

Introduction: Definition of Life Skills – Assumptions about Life Skills – Concept of Skill in Life Skills – Concept of Skill in Life Skills – Primary Goal of Life Skills Programme – Life Skills Process Model– Group Development and Group Behaviors.

**UNIT-II**

Personal Management: Managing Personal Finance – Selecting and Managing a Household – Caring for Personal Needs – Raising Children and Meeting Marriage Responsibilities – Buying, Preparing, and Consuming Food – Buying and Caring for Clothing – Exhibiting Responsible Citizenship – Using Recreational Facilities and Leisure Time – Getting Around the Community (Mobility).

**UNIT-III**

Personal-Social Skills: Achieving Self-Awareness – Acquiring Self-Confidence – Achieving Socially Responsible Behaviour – Maintaining Good Interpersonal Skills – Achieving Independence, Achieving Problem-Solving Skills – Communicating with Others.

**UNIT-IV**

Occupational Skills: Knowing & Exploring Occupational Possibilities – Selecting and Planning Occupational Choice – Exhibiting Appropriate Work Habits and Behaviours – Seeking, Securing, and Maintaining Employment – Exhibiting Sufficient Physical-Manual Skills – Obtaining a Specific Occupational Skills.

**UNIT-V**

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Coping Strategies: Concept of Coping – Types of coping strategies:1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behaviour) 3) emotion focused Empathy – Fundamentals of Moral Development – Interpersonal Influences on Moral Development – Moral Development and Social Exclusion – Morality and Culture– Morality and Intergroup Attitudes – Moral Emotions.

**Practical Components:**

1. Each student will work on personal goals within our Life Skills class.
2. Each student will respect the different levels of reading/writing competency toward their peers, and work to help others.
3. Opinions will be respected, honoured, listened to, and considered when making decisions that affect the entire class.
4. Mrs. Faulkner will choose all recipes (excluding Open Labs).
5. No inappropriate language or illustrations will be used in any of the projects within this Life Skills class.

**Reference Text Books:**

1. Glencoe, Applying Life Skills, McGraw Hill, 2010.
2. Louise A. Liddell and Yvonne S. Gentzler, Building Life Skills, Goodheart - Wilcox Publishers, 6th Edition
3. Glencoe, Managing Life Skills, McGraw Hill, 2010.
4. Glencoe, Discovering Life Skills, McGraw Hill, 2010.
5. Peter Nicholls, Enjoy Being Proud Of Who You Are: 52 Inspirational Life-Skills Messages for Teenagers, Kindle Edition.
6. ShipraVaidya, Developing Entrepreneurial Life Skills: Creating and Strengthening Entrepreneurial Culture in Indian Schools, Springer Publishers, New Delhi.



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**MBA 310: Creativity & Innovation (2L + 1P + 0T)**

Subject Code	MBA 310	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

**Course Description:**

Students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of innovation. Topics include: personal thinking preferences, everyday creativity and eliminating mental blocks, creative thinking techniques, idea selection approaches, teaming techniques for creativity, conditions that promote creativity, design for interaction, disruptive technologies, and intellectual property. The course uses fun and hands-on activities to stimulate innovation.

**Course Outcomes**

At the end of the course, the students learn about the concept of creativity, importance of creativity and innovation in the modern day organizations for achieving sustainability.

**UNIT-I**

Introduction to Creativity: Concept- Convergent and Divergent Thinking-Creativity Intelligence Creativity Techniques -Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing Creativity Techniques -Brainstorming; lateral Thinking; Forced Relationship; Morphological Analysis; Attribute Listing Enhancing Creativity Intelligence Determinants of Creativity-Creativity Process, Creative thinking as a skill Introduction – Characteristics of creative of creative organization – Valuing diversity in thinking: Thinking preferences and creativity styles – Creativity in problem solving: problem definition, understanding and representing.

**UNIT-II**

Fundamentals of Innovation – Invention, Creativity, and Innovation – Invention vs. Innovation – Creative and Lateral Thinking Management – Drivers of Innovation – Characteristics of Innovation – Types of Innovation – Sources of Innovation – Designing the process of Innovation – Managing Innovation Process Introduction to Innovation: Components of Innovation – Types of Innovations – Key drivers of Innovation, Factors influencing Innovation.

**UNIT-III**

Measures of Innovation: Input measures, output measures, and econometric analysis Types of Measures of Innovation: Firm Level, Organizational Level, and Political Level – Innovation Measurement Tools: Index of Corporate Innovation, and Balanced Score Card (Customer Perspective and Developmental Perspective).



#### UNIT-IV

Innovation Culture within Organizations: Creative Climate for Innovation, Building an Innovation Factory, Creating Breakthroughs – 3M, Designing and sustaining a Winning Innovative Culture – Social Media and Building Innovations into Organizations – Creating Innovative Capabilities – Government's Role in Promoting Innovation – Implementing Innovation: Principles and Practices for Implementing Innovation.

##### **Practical Component:**

The class will be divided into small groups (consisting of 6 students).

Assignments include:

- Brain teasers (aka Puzzle Busters, to be solved individually) o Cartoon captions (small teams)
- TRIZ, a systematic ideation method, reading (individual) o Book readings and discussions (small teams)
- Small teams presentations on innovation: (1) innovative individual, (2) innovative company, (3) innovative movie/game, (4) sustainable innovation, (5) innovation in business, (6) innovation in art, (7) innovation in architecture, (8) innovative nation, (9) innovation in science, and (10) innovation in engineering.

#### **SESSIONS AND ASSIGNMENTS DURING LAB:**

- Undertake a controlled creative process, both in your mind and in a group.
- Apply creative business analysis, idea-generation, solution creation and proof of concept.
- Work effectively in teams, facilitating multiple ways of thinking.
- Reflect on the role of constraints in creativity, and work effectively with constraints in a real world business setting.
- Service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.
- Use basic storytelling skills in a business context.
- Creativity Tools and Methods for individual and groups; Creative Thinking in Business; Actions that support creative thinking, Scenario building; Holistic, Vertical and Horizontal thinking.
- Disruptive Innovation model – Segmentive Models – New market disruption.
- Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry.
- Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation

##### **Reference Text Books:**

1. The Seven Habits of Highly Effective People, by Stephen R. Covey
2. Ten Faces of Innovation, by Tom Kelley
3. The art of Innovation, by Tom Kelley and the Deep Dive story
4. Five Dysfunctions of a Team, by Patrick M. Lencioni
5. The Five Temptations of a CEO: A Leadership Fable, by Patrick M. Lencioni.
6. Strategies for Creative Problem Solving, by H. S. Fogler and S.E. LeBlanc, Prentice Hall, 1995.
7. Creative Problem Solving, E. Lumsdaine and M. Lumsdaine, McGraw Hill, 1995.
8. The Art of Innovation, by T. Kelley.

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9. The Ten Faces of Innovation, by T. Kelley.
10. JoneCeserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
11. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
12. 5. Margaret,A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach.
13. Joe Tidd and John Besant, Managing Innovation, John Wiley and Sons.
14. Allan Afuah, Innovation Management: Strategies, Implementation and Profits, Oxford University Press.
15. ShlomoMaital and D V R Seshadri, Innovation Management: Strategies, Concepts and Tools for Growth and Profit, Response Books.
16. J E Ettlie, Managing Technology Innovation, John Wiley and Sons.
17. C Christensen, The Innovator's Dilemma, Harvard Business School.
18. Peter F. Drucker, Innovation and Entrepreneurship. Drucker series,Butterworth-Heinemann Publications(2006).
19. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation: Integrating Technological, Market and Organizational Change, Wiley (3rd Edition (Paperback)
20. Edward De Bono, Serious Creativity, Indus Publishers.
21. Peter F. Drucker, Innovation and Entrepreneurship: Practice and Principles, Harper Collins.
22. C.K. Prahalad and M.S. Krishnan, The New Age of Innovation: Driving Cocreated Value Through Global Networks, McGraw Hill (2008).
23. Tony Davila, Marc J. Epstein, and Robert Shelton, Making Innovation Work: How to Manage It, Measure It, and Profit from It, Wharton School Publication (2005).



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**MBA 311: Leadership & Change Management (2L + 1P + 0T)**

Subject Code	MBA 311	IA Marks	50
No. of Lecture Hours/Week	02	Total Marks	50
Practical Hours/Week	01	Exam Hours	1 ½
Total Number of Hours per Semester (13 weeks/91 days)	39		

**Course Objectives:**

The purpose of Leadership Lab is to enable students to prepare themselves to become leaders of organizations and to embark on paths of personal leadership development. The Leadership Lab imparts techniques and frameworks for managing individuals, teams, and networks. The goal is to give students an edge as leaders in today's decentralized, diverse, and dynamic organizations. Leadership Labs foster deep self-reflection about what behaviours we choose to use, the consequences of those behaviours, and given choices, how we might be even more productive. This interactive and experiential course focuses on questions such as: How do we maximize the performance of the teams we become a part of? What interpersonal skills give us influence? Which interpersonal strengths can propel us to our next promotion? What development areas might prevent our ascension to the executive suite?

**Course Outcomes**

At the end of the course, the students learn about leadership skills needed to lead teams and network of individuals in diversified and decentralized organizations.

**UNIT-I**

Introduction to Leadership: Importance of leadership, Roles of a Leader – Leadership Theory Paradigms, Levels of Analysis of Leadership Theory – Leadership Traits and Ethics: Personality Traits and Leadership, Traits of Effective Leaders, Leadership Attitudes, Ethical Leadership.

**Practical component:**

Each class participant will be assigned to a leadership development group (LDG) with five other people. Discuss with your LDG the people and the relationships that have been most important to you. Describe for your group a specific situation you have faced where these relationships were especially important for your leadership. To whom did you turn for counsel and advice? How did you use these relationships in this case? Discuss these relationships with your Development group, and solicit their feedback and insights about the role relationships play in your life. Then discuss the kind of support network you plan to establish in the future and discover your authentic leadership. Discussion questions: What can you learn from their experiences that will help you in thinking about your life story's influence on your leadership trajectory?

**UNIT-II**

Leadership Behavior and Motivation: Leadership Behavior and Styles, University of Michigan and Ohio Studies, Leadership Grid – Leadership and Motivation – Content and Process Theories: Reinforcement Theory, Contingency Leadership Theories and Models,

Leadership Continuum theory, normative leadership theory, and Leadership Substitute Theory (discuss them in brief)

**Practical component:**

Discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are balancing your motivations, and the challenges you face. Share the results of the "Motivated Capabilities Exercise" with your group, and solicit feedback about whether others see your motivated capabilities the same way you do. The purpose of this session is to glean insights from your peers to see yourself as others see your motivations and motivated capabilities and why leaders lose their way. Discussion questions: What are the root causes of leaders losing their way? Can you identify leaders from your personal experience who have lost their way or are in danger of doing so? What can leaders, including you, do to avoid these temptations, stay grounded, and be authentic in their leadership? What is motivating true leaders? What are their unique capabilities that have made them so successful?

**UNIT-III**

Team Leadership, Organizational Leadership: The Use of Teams in Organizations, Types of Teams, Decision Making in Teams – Leadership Skills for Effective Team Meetings – Ginnet's Team Effectiveness Leadership Model.

**Practical component:**

Each class participant will be assigned to a leadership development group (LDG) with five other people to build his/her support team with values, principles and ethical boundaries. Describe your leadership style to your group and solicit their feedback. Talk about the role of power in your leadership and how you deal with your power and the power of people you work with. Discussion questions: Page 101 of 162 How are efficient leaders utilizing support resources to help them deal with any kind of crisis in typical business organisations? What resources should he/she call upon in determining a course of action?

**UNIT-IV**

Leadership Development and Succession: Development through Self Awareness and Self Discipline, Development through Education, Experience, and Mentoring – Succession Policy – Leadership Development Programs

**Practical component and discussion questions:**

Identify any three effective and efficient leaders in Indian and Western business organisations? How well they build an integrated leadership in their organisations? How did they optimize their leadership effectiveness? How well do they use their personal leadership to empower others? In what ways do you want your leadership (assumed) to change to improve your effectiveness?

**REFERENCE BOOKS:**

1. George, B. with Sims, P. True North: "Discover Your Authentic Leadership"
2. George, B.; McLean, A. and Craig, N. "Finding Your True North: A Personal Guide"



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**MBA – IV SEMESTER**  
**MBA 401: INTERNATIONAL BUSINESS (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 401</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

The objectives of this course are to enable the students learn nature, scope and structure of international business, understand the influence of various environmental factors on international business operations, trade and investment, international financial management and marketing avenues, corporate governance, social responsibility and business ethical issues of MNCs. This course is designed to provide students with an exposure to many of the essential elements of international business in today's global system. Contemporary business leaders must be familiar with, and have a perspective on, the dynamic and rapidly changing international conditions under which they must conduct their operations. The course exposes the differences between domestic and international business focusing on International business management, strategy, marketing, globalization, and trade theories of business.

**Learning Outcomes:**

After completing this course, students should be able to,

1. Understand how political, economic, and legal systems collectively influence a country's ability to achieve meaningful economic progress.
2. Discuss how culture is different because of differences in social structure, religion, language, education, economic philosophy, and political philosophy.
3. Explain the important implications that international trade theory holds for business practice.
4. Reason why some governments intervene in international trade to restrict imports and promote exports.
5. Describe the need and prospects of the world's most important regional economic agreements.
6. Demonstrate how currency exchange rates are determined.
7. Assess the role played by the International Monetary Fund and the World Bank in the global monetary system.
8. Interpret the three basic decisions that a firm contemplating in international business expansion must make: which markets to enter, when to enter, and on what scale.
9. Describe the different approaches to business ethics that can be derived from moral philosophy, and show how these approaches can help managers to make international business decisions that do not violate ethical norms.

**UNIT-I**

International Business: An overview, Elements of International Business, Types of International Business – International Business Environment – Globalization: Forces, Meaning – The External Environment: National Differences in Economic, Political, cultural, and Technological Environment – Ethics in International Business.

## UNIT-II

Global Trade and Investment Environment : International Trade Theories, Investment Theories – Political Economy of International Trade – Barriers to Trade – Regional Economic Integration – Trading Blocks – Foreign Direct Investment – WTO.

## UNIT-III

Global Monetary System : International Monetary System – Foreign Exchange Market – Global Capital Market - Balance of Payments Problems – Macro Economic Management – Role of IMF.

## UNIT-IV

Strategy and Structure of International Business: Strategy of International Business - Country Selection – Market Entry Strategies and Strategic Alliances – Organization Structures of International Business.

## UNIT-V

International Business Operations: Export and Import Management – Government Support - Global Production – Out sourcing, and logistics – Global Marketing and R&D – Global Human Resource Management – Accounting in the International Business – Financial Management in International Business – Export Financing.

### Case Study (Not Exceeding 300 words)

#### Practical Component:

Conduct group project: The Group project is an analysis of a country, multinational firm or theory discussed in class. The topic is left for the group to decide and must be done in groups of 3-4.

International Business Plan: Students should be asked to prepare a International business plan and present it at the end of the semester. This should include the following:

- Executive Summary
- Overview of Business and industry analysis.
- Description of recommended strategy and justification
- Broad functional objectives and Key Result Areas.
- Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.

Analyzing Mission and Vision statements of a few companies and comparing them.

Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.

Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.

Analyze the news items to understand and write down the company's strategy and execution efficiency.

Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market? Analyze the internal and external factors.

Map out GE 9-cell matrix and BCG matrix for some companies and compare them. )

Conduct SWOT analysis of your institution and validate it by discussing with faculty. Page 103 of 103

Conduct SWOT analysis of companies around your campus by talking to them.

### REFERENCE BOOKS:

1. Francis Cherunilam, International Business, Prentice Hall of India private Ltd.
2. John D.Daniels& Lee H. Radebaugh., International Business, Pearson Education.
3. VyuptakeshSharam, International Business, Pearson Education.
4. Bhattacharya, International Business, Excel Books.
5. K.Awathappa, International Business, Tata McGraw Hill.
6. Sundarmos Black., International Business Environment, Prentice Hall of India.
7. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London.
8. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi.
9. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth.
10. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
11. Hill, Charles W. L., International Business, McGraw Hill, New York



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**MBA 402: e- BUSINESS (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 402</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

Upon successful completion of this course the student will be able to understand the e-business concepts and how it is different from e-commerce. Moreover, the student will be able to understand the e-business models and infrastructure. Students will learn how e-business concepts are applied to different fields, such as: education, banking, tourism and so on. Moreover, this course will inspire students with online business ideas and motivate them to apply what the learned in the real life.

**Learning Outcomes:**

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

Understand e-Commerce and e-Business and their types.

Understand the e-Marketplaces.

Understand the main e-Business Models

Understand some innovative e-Business systems: e-Learning, e-Government, e-Tourism...etc.

Understand the requirements for starting an online business.

Discuss and work in a group in order to design a new online business idea.

Analyze and present and case study of successful e-Business stories.

**Unit-I**

Emergence of e-Commerce – Traditional vs. E-Commerce - Internet and World Wide Web- Business Models for e-Commerce-B2C, B2B, C2C & C2B, Merits and Limitations

**Unit-II**

Technologies of the World Wide Web- Internet client-server application-Telnet, PTP, IRC, Chat, ICQ & MIME, Networks, web site-Website goals & Objectives Strategies for website Development.

**Unit-III**

E-Marketing- Traditional Marketing, Online Marketing- Advantages of online Marketing - Advertisements in E-commerce- various means of advertising- advertisement strategies.

**Unit-IV**

CRM-Traditional methods-Technology support-E-CRM-Customer Life Cycle- CRM Capabilities and Customer Life Cycle-Data Mining in CRM - e-Supply Chain- Old ways of Managing supply and information flow-new ways of managing supply chain- several ways to reduce inventory- Real time benefits of e-Supply Chain.

**Unit-V**

E-Commerce Payment Systems-Electronic Payments with Protocols-Security schemes- Electronic Fund Transfer and Debit Cards-E-Cash, Properties of E-Cash-E-Cash in Action- Operational Risk and E-Cash-Legal issues- E-Cheque- Risk and E-Payments Systems- Cashless Economy.

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## References

1. E-Commerce :An Indian Perspective, PT Joseph SJ Prentice Hall of India (3rd).
2. E-Commerce, A Management Perspective—Effraim Turban, Joe Lee, David Kind-H Michael Chung, Pearson Education Asia- (Third)
3. Pandey US &ShuklaEr.S., E-Commerce & M- Commerce Technology, S. Chand & Company New Delhi
4. Gary P. Schneider, E-Commerce Strategy Technology & Implementation, Cengage Learning, New Delhi-2009
5. Trepper, E-Commerce Strategies, Prentice Hall of India, New Delhi. 2006
6. Jonathan Reynolds, E-Business A Management Perspective, Oxford University Press.

**MBA 403MKT: STRATEGIC MARKETING (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 403 MKT</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

The primary objective of the course is to develop knowledge and understanding of the marketing function of an organization, how it interconnects with other functions and its impact as a way of doing business on the evolution of corporate strategy. The aim of this course is to develop understanding and analyze the relationship between consumer behaviors and strategic marketing practices, analyze strategic marketing concepts, and analyze the factors that make marketing a key strategic element in organizational performance. Students will develop their strategic thinking skills while still appreciating the operational role marketing has in terms of meeting corporate objectives.

**Learning Outcomes:**

Upon completion of this course, the student will be able to:

- Understand key principles of marketing strategy and explain marketing and strategy concepts and ideas in their own words.
- Think strategically about marketing issues and provide recommendations.
- Critically evaluate an organization's strategic approach.
- Apply key learning to a company's strategic (marketing) efforts through detailed exploration.
- Use key frameworks to analyze situations and make strategic marketing decisions

**UNIT-I**

Introduction and Overview: Fundamentals of Strategic Marketing – Business Strategy and its Relationship with Strategic Marketing – Objectives & Basic Concepts of Strategic Marketing Management – Creating an Effective Marketing Plan and Decision Making Process – Strategic marketing planning in the Contemporary Environment – Components of a Strategic Marketing Plan – Use of Market Research for Marketing Strategy Decisions.

**UNIT-II**

Analytical Approaches to Strategic Marketing: Organization for Marketing – Strategy Environment & Competitive Analysis- Strategic Analysis (SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing – Strategic options: Value, Focus, Innovation and Customer Page 110 of 162 Relationships – Strategic Positioning, Position Options, Development and Selection of a Strategic Position.

**UNIT-III**

Marketing Strategy Formulation: Developing Competitive Marketing Strategies: Role of Marketing Mix – Diversification Strategies (related and unrelated diversification, synergy, entry strategies) – Strategies for Growth Markets (Penetration, Product-Market Expansion, Vertical Integration and the Big Idea – Strategies for Mature, Declining and Hostile Markets (creating growth, right strategy, milk or harvest, divestment or liquidation) – Turnaround

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Strategies – Strategies for New Economies – Competitive Positioning Strategies: Competitive Advantage through Innovation and Managing Customer Relationships – Global Marketing Strategies.

#### **UNIT-IV**

Marketing Strategy Implementation: A Framework for Going to Market – Prerequisites for Effective Implementation – Constraints in Marketing Strategy Implementation – Organizational Issues – Channel Tactics, New Product Development best Practices – Integration of Marketing Strategies and their Application to Different Business Sectors: FMCG, Industrial, & Services.

#### **UNIT-V**

Marketing Strategy Evaluation and Control: Measurement of Marketing Performance and its feedback to next year's Marketing Strategy Formulation – Types of Control – Strategic Marketing Audit & Scope – Corrective Measures.

**Case Study (Not Exceeding 300 words)**

#### **Practical Component:**

- Students will undertake a strategic marketing project. The project will address an existing strategic marketing problem from an organizational/commercial partner to provide a valuable practical situation in which the strategic marketing theory can be applied to practice.
- Students will conduct critical evaluation of the strategic value of marketing planning in domestic and multinational company of their choice.
- Students will form into groups consist of 3-5 students to evaluate applications of strategic marketing concepts in domestic and international companies of their choice.
- Each student is responsible for developing a case based upon a marketing related problem from work or from an organization in which you have a particular interest. This assignment must specifically address issues and analytical tools discussed during the semester or covered in your text.

#### **REFERENCE BOOKS:**

1. Carol H. Anderson : Strategic Marketing, Houghton Mifflin Harcourt.
2. D. W. Cravens & N. F. Piercy : Strategic Marketing, McGraw Hill/Irwin.
3. O.C. Ferrell, Michael D. Hartline: Strategic Marketing, South-Western Cengage.
4. Boyod Wilker, Mullins Larrech : Marketing Strategy, McGraw Hill.
5. Colin, David J. : Strategic Marketing Management; Planning, Implementation & Control: Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann.
6. Aaker, David : Strategic Marketing, Wiley-India.
7. George S. : Market Driven Strategy Day; Process of Creating Value, Free Press.
8. J. P. Guiltinan, G. W. Paul, T. J. Madden : Marketing Management Strategies and Programs, McGraw-Hill Companies.
9. Jain, Subhash : Marketing; Planning and Strategy, South-Western College Publishers.
10. Kerin Roger, Peterson Robert : Strategic Marketing Management, Allyn and Bacon.
11. P. Baines, R. Brennan & P. Garneau : Contemporary Strategic Marketing, Palgrave.

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**MBA 404MKT: SALES AND DISTRIBUTION MANAGEMENT (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 404 MKT</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

The aim is to prepare students to manage sales and channel teams for different types of selling, with the purpose of enhancing value based output and productivity.

**Learning Outcomes:**

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

- Understand the concept of sales and distribution management and their interrelationship.
- Explain role and responsibility of sales personnel, and essential selling skills.
- Understand the concept and effect of sales organization and sales effort.
- Explain the skills and methods required for sales force management.
- Understand the Management of Marketing Channels.
- Explore the concept and theories of rural distribution.
- Explain the concept of retailing.
- Understand the process of marketing logistics.

**UNIT-I**

Sales Management: Concept, Nature and Scope, Objectives and Functions –Interface of Sales with different functions – Theories of Selling – Organization Framework of the Field Sales Force – Types and Methods – Field Sales Manager: Tasks and Responsibilities, Relation with Salesman, and Relationship with Top Management – Coordinating and Controlling the Marketing Mix –Trends and Challenges – Selling Through Different Media.

**UNIT-II**

Sales Forecasting & Operations: Methods and Procedural Steps in Forecasting – Prospecting for Customers – Modes of Sales Presentation – Designing and Delivering of Sales Presentation — Sales Budgeting – Allocation of Field Sales Resources – Design Sales Territories – Sales Quota – Control of Sales – Sales Meeting.

**UNIT-III**

Sales force Management: Planning Manpower Requirements – Recruiting and Selecting Sales Personnel – Methods and Administering Selection Procedures – Developing Sales Training Programs, Executing and Evaluating Sales Training Programs, Motivating Sales Personnel, Compensating Sales Personnel – Designing and Administering Various Compensation Plans, Controlling Sales Personnel and Managing, Sales Evaluation Programs, Comparing Standards with Actual Performances of Sales Personnel – Sales Audit and Analysis.

**UNIT-IV**

Distribution Management: Role of Distribution in Marketing Mix – An Overview of Marketing Channels – Structure, Functions, and Relationships of Channels of Distribution – Channel Planning and organizational Patterns in Marketing Channels – Channel Management Process and Channel Management Decisions – Channel Intermediaries: Role and Types



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Wholesaling: Types of Wholesalers, and Wholesaler marketing decisions – Retailing: Types of Retailers, and Retailer Marketing Decisions – Channel Dynamics and Conflicts.

#### UNIT-V

Market Logistics & Supply Chain: Logistics Objectives, Market Logistics Decisions for Distribution Channels – Transport and Handling: Economic of Transportation – Modes of Transport, Organizing Transport Facilities – Supply Chain Operations – New Developments in Supply Chain Management.

#### Case Study (Not Exceeding 300 words)

##### Practical Component:

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

##### REFERENCE BOOKS:

1. Krishna K. Havaldar & Vasant M Cavale : Sales & Distribution Management: Text & Cases, Tata McGraw Hill.
2. Still, Cundiff and Govani , Sales Management - Decisions, Strategies and Cases, Prentice Hall.
3. Gupta S.L., Sales & Distribution Management (Text and Cases), Excel Books, New Delhi.
4. Anderson. R. Professional Sales Management: Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Buskirk, R.H. and Stanton. W.J., Management of Sales Force, Homewood Illinois, Richard D. Irwin.
6. Dalrymple, D.J., Sales Management: Concepts and Cases, New York, John Wiley.
7. Johnson. E. M., Sales Management: Concepts, Practices and Cases, New York. McGraw Hill.
8. Stanton, William J etc., Management of Sales Force, Chicago, Irwin

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**MBA 404 MKT: RETAIL MANAGEMENT (4L+1P+1T)**

Subject Code	MBA 405 MKT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

**Course Objectives:**

To develop an understanding of the contemporary retail management, issues, strategies and trends in Retailing; to highlight the significance of retailing and its role in the success of modern business houses; and to acclimatize with the insights of retailing, key activities and relationships.

**Course Outcomes:**

At the end of the course, the students will learn about cross buying behaviour, e- tailing, retail market strategy, retail merchandising, pricing policies, and Customer Life Time Value and Customer Equity.

**UNIT-I**

Introduction to Retailing: Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Indian & Global Retailing – Theories of Retail Development – Retail organization Structure – Types of Retailing: Store Based and Non-store Based Retailing – Retail Customers and Consumers – Changing Trends of Consumerism and Consumer Buying Behavior Retail Consumer Purchase Decision Making Process – Concepts of Cross-shopping, and CrossbuyingBehavior – Opportunities and Challenges of Retailing in India – Innovative Business Models in Indian Retailing: e-tailing.

**UNIT-II**

Retail Market Strategy: Concept, Definition, and Need for Retail Market Strategy – Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process – Retail Growth Strategies: Opportunities and Challenges for Domestic and International Expansion – Retail Location: Concept, Types, and Importance of Retail Location – Retail Location Theories – Retail Location Process – Retail Location and Retail Strategy – Retail Site Selection: Local, Legal, and Market Potential Considerations.

**UNIT-III**

Retail Management: Concept, Scope and Process of Retail of Management – Retail HRM: Policies, Practices, and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals – Strategic Profit Model – Financial Performance Assessment in Retailing – Retail Merchandising: Process of Merchandise Planning, and Methods of Merchandise Procurement – Category Management – Emergence of Private Labels (Store Brands).

**UNIT-IV**

Retail Pricing & Promotion: Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – In-store Pricepromotions – Retail Communication Budget: Process and Methods of Budgeting – Emergence of Multichannel Retailing: Issues and Challenges – Integrating and Controlling Retail Strategy.

  
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## UNIT-V

Store Management: Concept, Scope and Importance of Store Management – Store Layout, Design, Atmospherics, and Visual Merchandising – Retail Customer Service: Managing Service Quality, Complaint Handling, and Service Recovery Strategies – Customer Relationship Management: CRM Process and CRM Programs – Retail Customer Satisfaction, Loyalty, and Retention Strategies – CRM Measurements: Customer Life Time Value and Customer Equity – Retail Information System – Supply Chain Management in Retailing – Ethical Issues in Retailing – Retail Audit – Retailing Research in India.

### Case Study (Not Exceeding 300 words)

#### Practical Component:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

#### Reference Books:

1. Levy & Weitz, Retailing Management, TMH.
2. Swapna Pradhan, Retailing Management Texts & Cases, McGraw Hill Companies.
3. A.J. Lamba, The art of Retailing, TMH.
4. Andrew J Newmann & Petescullen, Retailing Management, Thomson Learning.
5. Barry Berman Joel & R Evans, Retailing Management-A Strategic Approach, Pearson Education.
6. Gilbert, Retail Marketing Management, Pearson Education.
7. Chetan Bajaj, Rajnish Tuli and Srivatsva, Retail Management, Oxford University Press.
8. Suja Nair, Retail Management, Himalaya Publisher.
9. Lecy, M., B.A. Weitz, and Ajay Pundit., Retailing Management, The McGraw-Hill Companies.

**MBA 404MKT: DIGITAL AND SOCIAL MEDIA MARKETING (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 404 MKT</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

The objectives of this course are:

1. To make students aware about Digital Marketing
2. To know about SWOT analysis of an organisation
3. To know about Social Media Marketing

**Course outcomes:**

At the end of the course, the students will be able to understand concepts of digital marketing, role of social media in marketing of products and services, and ethics in social media marketing.

**UNIT-I**

Introduction to the digital marketing- History, Digital vs. Real Marketing - Digital Marketing Channels and Classifications- Relationship to the Purchase Funnel- Fundamental Ideas Underlying Digital Marketing.

**UNIT-II**

Creating initial digital marketing plan - Content management - SWOT analysis- Target Group Analysis- Content Management- Optimisation of Websites-Digital Marketing Budgeting- Privacy Issues in Digital Marketing

**UNIT-III**

Introduction to Social Media- Basics- Different types of Social Media Channels-Role of Social Media in Marketing- Social Media Marketing Goals and Strategies- Developing a Social Marketing Plan.

**UNIT-IV**

Facebook Marketing: Creating a Facebook page - Visual identity of a Facebook page - Types of publications in Face book, Instagram Marketing: Optimization of Instagram profiles- Integrating Instagram with a Web Site and other social networks.

**UNIT-V**

LinkedIn Marketing- Youtube Marketing- Google+ Marketing, E-mail Marketing-Social Media Advertising- Problems and Challenges in Social Media Marketing- Ethics in Social Media Marketing.

**Case Study (Not Exceeding 300 words)****References:**

1. Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. The Beginner's Guide to Digital Marketing (2015). Digital Marketer.Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.

**MBA 403 HRM: HUMAN RESOURCE DEVELOPMENT (4L+1P+1T)**

Subject Code	MBA 403 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

**Course Objectives:**

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

**Course Outcomes:**

At the end of the course, the students will be able to learn behavioural factors in HRD, importance of Management development, global development and research on HRD.

**UNIT-I**

Human Resource Development: Concepts, Goals, Importance, Challenges of HRD – Macro and Micro Perspectives of HRD - HRD Climate and Culture – HRD Process – HRD Approaches for Coping with Organizational Changes – HRD Departments and their Tasks – HRD as A Profession – Duties and Responsibilities of HRD Manager – Present Status of HRD in India – HRD Matrix.

**UNIT-II**

Interventions of Human Resource Development: Behavioral Factors in HRD – Performance Management, Performance Appraisal, Potential Appraisal, Coaching, Counseling and Mentoring, Career Planning and Development – Organizational Development Process – Organizational Development Interventions: Concept and Role of HRD Interventions –TQM and HRD Strategies.

**UNIT-III**

Training and Development: Need for Training, Concept of Learning and Learning Principles, Training Process, Training Need Analysis, Training Methods, and Evaluation of Training Methods – HRD and Employee Engagement – Management Development: Concept, Meaning, Importance and Scope of Management Development.

**UNIT-IV**

HRD in Practice: HRD in Strategic Organizations – HRD Experiences in Indian Public and Private Sector Industries – HRD in Government and Service Sectors – HRD in Voluntary Organizations – Global Developments and Implications for HRD in India.

**UNIT V**

HRD Audit & Research: HRD Audit: Concept and Objectives of HRD Audit, Methodology, Preparation of HRD Audit, HRD Score Card, HRD Audit Failures – Current Status of HRD Audit in India- Future of HRD – Research on HRD.

**Case Study (Not Exceeding 300 words)**



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## Practical Component

- Ask the students to list the human resource development needs for the 21st century.
- Ask students to evaluate their understanding of each topic by conducting group discussions and presentations. Presentation by students on application of HRD program design

### References

1. Nadler Leonard., Corporate Human Resource Development, Van Nostrand, Reinhold / ASTD.
2. TV.Rao., Human Resource Development Audit, Sage Publications.
3. Werner J. M., DeSimone, R.L., Human resource development, South Western.
4. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
5. Mankin, D., Human resource development, Oxford University Press India.
6. Halder, U. K., Human resource development, Oxford University Press India.
7. Rao, T.V., Future of HRD, Macmillan Publishers India.
8. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
9. Rao, T.V., Humanomics for talent management: Making the HRD missionary business-driven, Pearson Education.
10. Curtis, B., Hefley, W. E., Miller, S. A., The people capability maturity model: Guidelines for improving workforce, Pearson Education.



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**MBA 404 HRM: Strategic HRM (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 404 HRM</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

The purpose of this course is to understand Strategic HRM, Aligning HR systems with business strategy, Strategy formulation, Strategies for performance and development with knowledge of global economy factors.

**Course Outcomes:**

At the end of the course, the students will learn about SHRM Framework, managerial issues in strategic planning, strategy implementation in HR, and cross cultural training.

**UNIT-I**

SHRM Framework :SHRM: Meaning, Nature and Scope of SHRM – Strategic Framework for HRM– Process of Strategic HRM – Corporate Strategy and SHRM – SHRM Approaches- Business Strategy and Organizational Capability – Developing SHRM Plans and Strategies – Strategic HR Planning – Acquisition and Development.

**UNIT-II**

Strategy Formulation: Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

**UNIT-III**

HR Strategy Implementation: Human Aspects of Strategy Implementation: Behavioral Issues in Strategy Implementation, Matching Culture with Strategy – Leadership, Power and Politics, Employee Morale – Personal Values and Business Ethics – Retrenchment Strategies: Downsizing, Voluntary Retirement Schemes (VRS), HR Outsourcing, Early Retirement Plans, and Project Based Employment.

**UNIT-IV**

Recruitment and Retention Strategies: Online Recruitment, Employee Referrals, Recruitment Process Outsourcing, Head Hunting, Executive Education, Flexi Timing- Telecommuting – Work– life Balance Practices – Employee Empowerment –Employee Involvement – Autonomous Work Teams – Training, Development and Performance Strategies: Creating a Learning Organization, Competency Mapping, Multi-Skilling Succession Planning, Cross Cultural Training.

**UNIT-V**

HR Strategy Evaluation: HR evaluation process – Overview– Scope – Strategic Impact – Level of Analysis – Criteria – Level of Constituents – Ethical Dimensions – Approaches to Evaluation - Balanced score card perspective – Bench marking – Evaluating Strategic Contribution of Traditional areas such as selection, Training, Compensation – Evaluating

Strategic Contribution in Emerging areas such as Management of Diversity and Quality Readiness.

**Case Study (Not Exceeding 300 words)**

**Practical Component:**

- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Consider some groups like Tata's, Birla's, Infosys etc – what is their HR strategy.
- Hold a debate in the classroom about downsizing the workforce.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.

**Reference Text Books:**

1. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
2. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd., New Delhi, 2008.
3. Monica. Belcourt and Kenneth J. McBey, Strategic Human Resource Planning (Second Edition), Cengage Learning India Pvt. Ltd. New Delhi, 2008.
4. R. Srinivasan, Strategic Management – The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi, 2002.
5. R. Venugopal, Contemporary Strategic Management, Vikas Publishing House Pvt. Ltd., 2000.
6. Richard Regis, Strategic Human Resource Management and Development, Excel Books, New Delhi, 2008.
7. Jeffrey A Mello, Strategic Human Resource Management, Thomson, Singapore, Southwestern.
8. Randy L. Desimone, Jon M. Werner, David M. Marris, Human Resource Development, Thomson Southwestern.
9. Robert L. Mathis and John H. Jackson, Human Resource Management, Thomson Southwestern.
10. Srinivas Kandula, Human Resource Management in Practice, Prentice Hall of India, New Delhi.
11. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
12. Nadler, Competing by Design, Oxford University Press.
13. Charles R. Greer, Strategic Human Resource Management, Pearson Education.
14. Fred R. David, Strategic Management, Prentice Hall of India.
15. Michael Armstrong, Strategic Human Resource Management, Kogan Page.

  
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**MBA 405 HRM: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**(4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 405 HRM</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course objectives:**

The purpose of this course is that the students should gain an understanding on International HRM, Basics of IHRM, Functional Aspects of IHRM, IHRM Practices in Selected Countries, and Special Issues in IHRM.

**Course Outcomes:**

At the end of the course, the students will be able to know the concepts of training in international arena, IHRM practices, IT and IHRM.

**UNIT-I**

Basics of IHRM: Definition, Nature, Importance, Objectives & Problems of IHRM, Difference between IHRM and Domestic HRM - Growing interest in IHRM -Three Dimensions of IHRM activities-Cultural issues in IHRM.

**UNIT-II**

Recruitment, Selection, Staffing and Training in International context: Issues in International Selections, International Staffing Policies, Advantages & Disadvantages of Staffing Policies, Expatriate Selection-Expatriate Failures & Reasons – Need & Importance of Expatriate Training, Cultural Awareness Programs, Current scenario in international training and development.

**UNIT-III**

International Compensation, Performance Management & Labour Relations: Objectives and Key components of an International compensation program, Approaches to International compensation, Performance Management of Expatriates- International Labour Relations, Key issues in International Labour Relations.

**UNIT-IV**

IHRM Practices in Selected Countries: HRM practices in different countries- Japan, America, Britain, Germany, China and India.

**UNIT-V**

Special Issues in IHRM: Information Technology and International HRM, Human Resource Outsourcing, Women Expatriates and their problems, Ethics in IHRM, Future challenges in IHRM.

**Case Study (Not Exceeding 300 words)**

**Practical Component:**

- Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Give a MNC recruitment case and ask the students to design and present a recruitment strategy.

- Debate on the challenges involved in measuring performance of employees in multinational context.
- Give a case and role play it, to negotiate the compensation of a software engineer to be posted from Bangalore to Seattle.
- Debate the Visa policy of India for hiring foreign workers.

**Reference Books:**

1. K Aswathappa, Sadhna Dash-- International Human Resource Management Text and Cases -Tata McGraw Hill Publishing Company Ltd.
2. S.P.S. Bedi ,Minakshi Kishore- - Global Human Resource –Wisdom Publications, Delhi.
- 3.R.V.Badi& S.G. Hundekar - International Human Resource Management – Vrinda Publications, Delhi.
4. P. Subba Rao - International Human Resource Management Himalaya Publishing House.
5. Peter J. Dowling - International Human Resource Management Denice E. Welch 4th Edition, Thomson Learning USA.
6. Dr. NilanjamSengupta- International Human Resource Management Excel Books, New Delhi.
- 7.SujataMangalai - Globalization and Human Resource Management Excel Books.



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### MBA 406 HRM: STRESS MANAGEMENT

Subject Code	MBA 406 HRM	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

#### Course Objectives:

To understand the physiological systems that are affected by stressors and the long-term effects and illnesses that can result from stressors, to understand the specific applications of stress as it relates to the workplace and different target groups; to create effective stress management plans for individual clients and for workplace environments, and to enhancing significance of training and development, performance evaluation Purpose: Purpose of this course examines different sources from where individuals experience a stress response. Through diligent individual and group study, students will be able to learn to apply stress management principles in order to achieve high levels of performance and understand the role of relationships to the management of stress and health.

#### Course Outcomes:

At the end of the semester the student will be able

- Understand the overview of stress.
- Learn about strategies for coping stress.
- Understand about types of conflict and conflict management.
- Learn about stress related disorders and treatment methods.
- Understand about stress management techniques.

#### UNIT-I

Introduction to Stress: Nature, Meaning – Symptoms – Work Related Stress – Individual Stress – Reducing Stress – Sources of Stress –Consequence of Stress Burnout – Symptoms of Burnout – Stress Vs Burnout-Model of Stress-Strategies for Coping Stress (individual and organizational strategies)

#### UNIT-II

Frustration, Meaning of Frustration, Causes of Frustration, Some General Frustration of Our Culture, Conflict, Meaning of Conflict, Types of Conflict, General Conflict of Our Society, Pressure, Meaning of Pressure, Causes of Pressure, General Pressure of Our Society.

#### UNIT -III

Stress Framework-Sources of Managerial Stress, Stress and Thought Processes - Learning, Stress and Personality - Behavioral and Situational Modifiers, Stress and Motivation, Managerial Implications of Stress-Leadership Styles in Stressful and Non-Stressful Situations, Decision Making under Stress.

#### UNIT-IV

Stress-related Disorders and Treatment Methods: Cardiovascular, Gastrointestinal and-convulsion, Pain and hypochondriacs, Eating disorders – Anorexia nervosa, Bulimia Nervosa, obesity Substance use related disorder.



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## UNIT-V

Stress Management Techniques: Coping with Resources and Processes — Assertiveness Training, Stress and Social Support, Group Processes and Changing Values for Understanding and Coping with Stress, Behavioral techniques for stress control, Behavioral assignments, Risk taking, Shame Attaching, Relaxation techniques, Techniques of Relaxation, Yoga, Vipasyana.

### Case Study (Not Exceeding 300 words)

#### Practical Components:

- Ask students to visit different business organizations in their locality or region to identify the factors causing stress to employees/ workers.
- Ask students to analyze various coping mechanism practiced by different business organisations and develop innovative coping mechanisms.
- Students are formed into groups (6-8) to develop case study on stress management mechanism followed in their region.

#### Reference Text Books:

1. Patel ,M.K. and Other Authors, (2006), 1stEd.“ Stress, Emotions, Coping and Health”, Saurashtra University, Rajkot .
2. Patel ,S.T.and Other Authors, (1992), 1stEd.“ Psychology and Effective Behaviour”,Liberty Publication , Ahmedabad.
3. Shah ,K.N.(2001), 1stEd.“ Psychology and Effective Behaviour”,University Book Production Bord, Ahmedabad.
4. Shah, D. R.and Other Authors, (2008 -9). 5thEd, “ Psychology and Effective Behaviour”, C. Jamnadas Co. Ahmedabad.
5. Jerrold Greenberg: Comprehensive Stress Management, McGraw-Hill
6. V. J. Sutherland & C. L. Cooper: Strategic Stress Management: An Organizational Approach, Macmillan Business.
7. Emma Short: Strategic Stress Management: An Organizational Approach, Emerald Group Publishing Limited.
8. Carol Turkington: Stress Management for Busy People: McGraw-Hill
9. J. Cranwell, Ward & A. Abbey: Organizational Stress:, Palgrave Macmillan

  
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**MBA 403 FIN: Financial Services & Risk Management (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 403 FIN</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

The objectives of this course is to make the students to gain insights about Financial Risk Management, and measures to reduce risks, which were identified in advance

**Course Outcomes:**

At the end of the course, the students will be able to learn about various Financial Services, Credit Rating and its methods, and integrated risk management

**Unit – I**

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India - Merchant Banking – Meaning –Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

**Unit –II**

Venture Capital – Growth of Venture Capital in India – Financing Pattern Under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – Types of Leases – Evaluation of Leasing - Lease Vs. Borrowing.

Credit Rating – Meaning, Functions - Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting –Types of Factoring - Arrangements- Factoring in Indian Context.

**Unit – III**

Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization - Concept and Application - De-mat Services-need and Operations-role of NSDL and CSDL.

**Unit-IV**

Introduction to Risks: Financial Risk: An Overview, Evolution, and the Environment-Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity)–Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.

**Unit-V**

Integrated Risk Management framework: Operational, An integrated approach to risk management considering issues such as operational, supervisory, legal, Accounting – Issue of Governance Ratings and Risk in Institutions, the Role of Risk Management Offices (front, middle and back offices), Risk reporting, Risk Budgeting and Setting Risk Limits, limits using notional, Stop Loss and Var based Limits, Establishing Trading Limits.

*Case Study (Not Exceeding 300 words)*

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**References:**

1. I.M. Bhole, Financial Institutions and market, Tata McGraw Hill.
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai.
3. Vasant Desai, Indian financial system, Himalaya Publisher.
4. Benton E.G., Financial Intermediaries An introduction.
5. Edminister R. D, Financial Institution, Markets and Management
6. Cristoffersen, P.F. (2003), Elements of Financial Risk Management, Academic Press, London
7. Hull, John C. (2015), Risk Management and Financial Institutions (4th edition), Pearson
8. Duffie, Darrell and Kenneth J. Singleton (2003): Credit Risk, Princeton UP
5. Jorion, Philippe (2011): Financial Risk Manager Handbook, Wiley
9. McNeil, Alexander, Rüdiger Frey, and Paul Embrechts (2005): Quantitative Risk Management – Concepts, Techniques and Tools, Princeton UP



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**MBA 404 FIN: Financial Derivatives (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 404 FIN</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

The objective of the course is to know about Financial Derivatives, and different types of financial options available to boost the economy.

**Course Outcomes:**

At the end of the course, the students will be able to know about Derivatives, Option Pricing, and Swap Pricing.

**Unit I**

An overview of Financial Derivatives – Types of trades and traders - types of and purpose of derivatives – uses of derivatives.

**Unit II**

Options – Basic principles – Option strategies – Option spreads.

**Unit III**

Option Pricing: Black- Scholes - Option pricing model – Binominal option pricing model – Option greeks.

**Unit IV**

Forwards and Futures – Futures Exchanges – Market participants – Clearing house and margins – Futures pricing - Stock Index futures.

**Unit V**

Financial Swaps: Interest rate swaps – Currency swaps – Swap Pricing.

**(Case study compulsory)**

**Reference Books:**

1. David A. Dufofsky and Thomas W. Miller: **Derivatives**, Oxford.
2. John C. Hull: **Options, Futures and other Derivatives**, Prentice Hall of India, New Delhi.
3. N DVohra and B R Bagri, **Futures and Options**, McGraw Hill
4. Robert .A. Strong, **Derivatives**, Cengage.
5. Don M. Chance and Robert Brooks: **Derivatives and Risk Management Basics**, Cengage.
6. Jayanth Rama Varma, **Derivatives and Risk Management**, McGraw Hill.
7. BishnuPriya Mishra, **Financial Derivatives**, Excel Books, New Delhi.
8. Franklin Edwards and Cindy Ma, **Futures and Options**, Tata McGraw Hill, NewDelhi.
9. Redhead, Financial Derivatives, **An Introduction to Futures, Forwards, Options**, Prentice Hall of India, New Delhi
10. Bhalla, V.K, **Financial Derivatives**, Sultan Chand, New Delhi.
11. Satyanarayana Chary.T, **Financial Derivatives**, Excel Books, New Delhi.
12. Gupta S L., **Financial Derivatives: Theory, Concepts and Problems**, Prentice Hall of India, New Delhi. Kumar S.S, Financial Derivatives, Prentice Hall of India, New Delhi

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**MBA 405 FIN: International Financial Management (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 405 FIN</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

To create awareness among the students about the importance of international financial management, international financial markets, management of exposure, international capital budgeting, international portfolio management and international working capital management. Learning outcomes: The student would be able to understand financial management at international scenario and also about various hedging options to manage the exposure.

**Course Outcomes:**

At the end of the course, the students will be able to understand the mechanism of International Financial operations, international portfolio management, and working capital management in different countries.

**UNIT-I**

Multinational Corporations: Features of MNCs, Motives for Going Global, Factors Inhibiting MNCs to Maximize Profits, Complexities and Issues in Financial Decisions of a Multinational Firm – Financial Management Versus International Financial Management – IFM: Features, Objectives, and Importance of IFM.

**UNIT-II**

International Monetary System: Gold Standard, Interwar Period, Bretton Woods System, Fixed and Floating Exchange Rate System – Foreign Exchange Market: Features and Functions – Exchange Rate: Determination of Exchange Rate – Spot and Forward Rates – International Parity Conditions: Purchasing Power Parity, Forward Rate Parity and Interest Rate Parity – Fisher Open Condition – Exchange Rate Movement and Decision to Invest – Global Financial Markets: International Banks, Euro Currency Market, Euro Bond Market, International Stock Market, and Global Equity Market.

**UNIT-III**

Management of Exposure: Economic, Transaction, Translation, and Real Operating Exposure – Exposure Management Contractual and Natural Hedging – Interest Rate Risk Assessment and Management – International Capital Budgeting: Multinational Considerations and Calculation of Cash Flows, and Adjusted Present Value Approach.

**UNIT-IV**

International Portfolio Management: Decision to Invest in Portfolio, International CAPM, and Identification of Optimum Portfolio – International Project Financing: Concepts, Types, Techniques, and Key Elements – Cost of Capital and Capital Structure of Multinational Firms – Long term Financing Sources of MNCs.

**UNIT- V**

International Working Capital Management: Cash Management, Receivables and Inventory Management – Short-term Financing – International Accounting: Foreign Currency

Translation, Multinational Transfer Pricing and Performance Measurement – Consolidated Financial Reporting International Accounting Standards and Practices – International Taxation: Key elements and Issues, International Tax Environment, Bilateral Treaties, and Tax Heavens – Dividend Policy for Multinational Corporations: Issues, Challenges, and Dividend.

**Case Study (Not Exceeding 300 words)**

**Practical Component**

- Students should study the documentation in international finance (For example, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).
- Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.
- Students should take up one country such as India and look up its BOPs, Foreign Exchange Rates, Theories of Exchange Rate Determination, Management of Foreign Exchange Exposure, and Exchange Rate Forecasting.

**REFERENCE BOOKS**

1. S.P. Srinivasan, B. Janakiram, International Financial Management, Wiley India.
2. V. Sharan, International Financial Management, 3<sup>rd</sup> Edition, Prentice Hall of India.
3. A.K. Seth, International Financial Management, Galgothia Publishing Company.
4. P.G. Apte, International Financial Management, Tata McGraw Hill, 3<sup>rd</sup> Edition.
5. Bhalla, V.K., International Financial Management, 2<sup>nd</sup> Edition, New Delhi, Anmol.
6. V.A. Avadhani, International Financial Management, Himalaya Publishing House.
7. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol.
8. Buckley Adrin, Multinational Finance, 3<sup>rd</sup> Edition, Engle Wood Cliffs, Prentice Hall of India
9. Jain, International Financial Management, MacMillan.
10. Thomas J.O' Brien, International Financial Economics, Oxford.
11. Alan C, Shapiro, Multinational Business Financial Management, Wiley India.
12. Jeff Madura, International Corporate Finance, Cengage.



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**MBA 406 FIN: Corporate Taxation (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 406 FIN</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

The objectives of this course are: to introduce about taxation; to know about taxation in different countries; taxable income; tax administration.

**Course Outcomes:**

At the end of the course, the students will be able to learn about Capital Gains, computation of Taxable income, minimum alternative tax, e-filing of returns, search cases, and refund of tax.

**Unit-I**

Tax Provisions of Companies: Income from Business or Profession, Tax Provisions for certain types of businesses.

**Unit-II**

Tax Provisions of Companies: Capital Gains, Income from Other Sources - Tax Provisions for Off shore and Special Tax Zones.

**Unit-III**

Computation of Taxable Income: Computation of Gross Total Income - Deductions - Carry-forward and set-off of losses - Minimum Alternative Tax (MAT).

**Unit-IV**

Filing of Return and Assessment: Procedure for Filing Returns, e-Filing, Assessment, Reassessment and Settlement of Cases, Special Procedure for Assessment of Search Cases.

**Unit-V**

Tax Authorities and Administration: Powers and Duties – Appeals and Revisions - Tax Administration - Collection of Tax at Source – Advance payment of Tax – Recovery and Refund of Tax – Penalties, Offences and Prosecution.

**Case Study Compulsory****References:**

1. T.S.Reddy&Y.Hari Prasad Reddy, Income Tax Theory, Law and Practice, Margham Publications, Chennai.
2. Vinod K Singhanian, Students' Guide to Income Tax, Taxman Publication.
3. R. Bupathy, A study on Income Tax & CST, Prime Knowledge Series, Chennai.
4. Mehrotra& Sr. Goyal, Income tax Law and Accounts, SahityaBhavan Publication
5. Vinod. K. Singhanian; Direct Taxes – Law and Practice, Taxman Publications



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**MBA 403 OPS: Total Quality Management (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 403 OPS</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

To facilitate the understanding of Quality Management principles and process

**Course Outcomes:**

At the end of the course, the students learn about concept, need of quality, Total Quality Management, TQM Techniques that are practising in organisations, quality certification and their significance.

**UNIT-I**

Introduction – Need for quality – Evolution of quality – Definitions of quality – Dimensions of product and service quality – Basic concepts of TQM – TQM Framework – Contributions of Deming, Juran and Crosby – 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**

TQM Tools and Techniques: The Seven Traditional Tools of Quality – New management tools – Six Sigma: Concepts, Methodology, applications to manufacturing, Service Sector Including IT – Bench Marking – Reason to Bench Mark, Bench Marking Process – FMEA – Stages, Types.

**UNIT-IV**

TQM Tools and Techniques II: Control Charts – Process Capability – Concepts of Six Sigma – Quality Function Development (QFD) – Taguchi Quality Loss Function – TPM – Concepts, Improvement Needs – Performance Measures.

**UNIT-V**

Quality Systems: Need for ISO 9000 – ISO 9001-2008 Quality System – Elements, Documentation, Quality Auditing – QS 9000 – ISO 14000 – Concepts, Requirements and Benefits – TQM Implementation in Manufacturing and Service Sectors.

**Case Study (Not Exceeding 300 words)****Practical Component**

- Study and prepare analysis report of quality dept. procedure and tests conducted for product of any manufacturing industry
- Prepare a documentation and requirement report for ISO 9000 for any retail / manufacturing industry, already having ISO certification.

- Study and benchmarking of customer satisfaction for any four life insurance industry/ Banking. Study and prepare a report on Six Sigma, which is already applicable in the industry
- Prepare a report with parameters study ( for quality assurance in manufacturing process / raw materials ) for a company suggesting necessary implementation of TQM approach with procedure indicating practical benefits

**Reference Text Books:**

1. James R. Evans and William M. Lindsay, "The Management and Control of Quality", 8th Edition, First Indian Edition, Cengage Learning, 2012.
2. Suganthi.L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., 2006.
3. Janakiraman. B and Gopal .R.K., "Total Quality Management – Text and Cases", Prentice Hall (India) Pvt. Ltd., 2006.
4. Dale H. Besterfield, et al., "Total quality Management", Pearson Education Asia, Third Edition, Indian Reprint 2006.



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**MBA 404 OPS: Lean Manufacturing (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 404 OPS</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

The objectives of this course are to enable students to design a globally competitive manufacturing in industry and manage the change process to achieve continuous improvement of efficiency and productivity.

**Learning Outcomes:**

On completion of this course students should be able to:

- 1) Identify key requirements and concepts in lean manufacturing.
- 2) Initiate a continuous improvement change program in a manufacturing organization.
- 3) Apply the tools in lean manufacturing to analyze a manufacturing system and plan for its improvements.
- 4) Manage the manufacturing system to achieve six sigma quality and sustainability.

**UNIT-I**

Introduction: Types of Production Systems; World Class Manufacturing, Agile Manufacturing; Objectives of Lean Manufacturing - Key Principles and Implications of Lean Manufacturing - Traditional Vs Lean Manufacturing – Value Creation and Waste Elimination – Types of Waste – Continuous Flow – Continuous Improvement / Kaizen- Worker Involvement - Cellular Layout.

**UNIT-II**

Lean Manufacturing-5S Principles, Lean Manufacturing Steps – Value Stream, Flow, Creating PULL Systems Cellular Manufacturing, Standard Work, Total Cost of Quality, Changeover/setup Time (SMED) - Batch Size Reduction – Production Levelling – Failure Mode and Effect Analysis (FMEA) – Line Balancing – Poka-yoke - Information Technology aids: Tools and Methodologies.

**UNIT-III**

Pull Systems: Principles of Pull – Lean Production System for Pull – Bad old days of distribution – Lean Distribution for Pull – Theory into Practice Cellular Manufacturing Systems: One-piece Flow – Large Lot Production – Problems – Understanding the Process and Operations – Benefits of Cellular Manufacturing – Creating U Shape Cells – Use of Multi-skill / multi Machine Operations – Cross Training for Maximum Flexibility – Moving with the Work – Using Small and Flexible Machines – Using Autonomation (JIDOKA).

**UNIT-IV**

Value Stream Mapping - Current State Map – Future State Map – VSM Symbols – Mapping Tips - Comparison of CSVSM and FSVSM– Use of e-VSM Software Flow: Definition – World of Batch and Queue – From Batch to Continuous flow, Developing Continuous Flow – Techniques Design using the Lean Approach, Continuous flow Production – Make it Flow – Feed the Flow – Link the Flow – Layout Flow Lines – Line / U shape.

## UNIT-V

Integrated Reliability: Role of Maintenance – Integrated Productive Maintenance – Total Productive Maintenance – Downtime – Lean Production – Benchmarking; Computerized Maintenance Management Systems– Reliability – TPM Implementation. Page 144 of 162  
Lean Supply Chain: Forecasting Systems – Supply Chain Management Concepts – Aggregate Planning – Master Production Schedule – Make the Vendors Lean – Rules for Lean Cell Design – Product Knowledge and Functions.

### Case Study (Not Exceeding 300 words)

#### Reference Text Books:

1. Ronald G Askin, "Design and Analysis of Lean Production system", John Wiley and Sons, New York, 2003.
2. Black J T and Steve L Hunter, "Lean Manufacturing Systems and Cell design", Society of Manufacturing Engineers, USA, 2003.
3. Bedworth D. D, "Integrated Production Control Systems Management, Analysis, Design", John Wiley and Sons, New York, 1987.
4. Vollman T E, "Manufacturing Planning and Control Systems", Galgotia Publication (P) Ltd., New Delhi, 2004.
5. Dennis P Hobbs, "Lean Manufacturing Implementation: A complete Execution Manual for any Size Manufacturing", J Rose, Publishing Inc, 2004.
6. Taiichi Ohno, "Toyota Production System: Beyond Large Scale Production", Productivity Press, New York, 1988.
7. Pascal Dennis, "Lean Production Simplified: A Plain Language Guide to the World's Most Powerful Production System", Shingo, 2007.
8. Paul Myerson "Lean Supply Chain and Logistics Management", McGraw-Hill Education, LLC ISBN: 9780071766265
9. Martin Christopher, "Logistics and Supply Chain Management (Financial Times Series), 2011 ISBN-13: 978-0273731122 ISBN-10: 0273731122, 2012.
10. Bill Kerber and Brian J Dreckshage, "Lean Supply Chain Management Essentials: A Framework for Materials Managers", CRC Press, ISBN 9781439840825, 2011.
11. Askin, R.G. and C.R. Stanridge. 1993. "Modelling and Analysis of Manufacturing Systems", John Wiley & Sons Inc. ISBN 0-471-51418-7



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**MBA 405 OPS: Research & Development (4L+1P+1T)**

Subject Code	MBA 405 OPS	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

**Course Objectives:**

To understand how to design and lead R& D processes and manage R & D Organization.

**Course Outcome:**

At the end of the course, the students will be able to study about effective, efficient and sustainable R & D practices in various organisations.

**Unit- I**

INTRODUCTION: Introduction – historical perspective – validation and evaluation – basic research – applied research – technology in R&D – successful R&D management – basic condition – Elements – vision, mission, strategy – Deming cycle (PDCA), hypothetico deductive approach, competency matrices, thematic clustering

**Unit- II**

INNOVATIVE ENVIRONMENT Structural Components – Organizational Environment, Functional Organization, organization structure for innovation, Corporate R & D, Global R & D, Outsourcing R & D, Virtual R & D. Creativity – Tools –Climate - MBTI Creativity Index. Innovation – Pathways, sources, business analysis techniques

**UNIT- III**

R & D QUALITY MANAGEMENT Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D – Quality procedures, Continuous improvement, measurement techniques, Benchmarking

**UNIT -IV**

PEOPLE AND R&D Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people – Performance management , reviewing and monitoring, appraisal schemes, T & D, Career Management & Development - Succession planning. R & D team Manager – Leadership, Creative groups.

**UNIT- V**

R & D SUPPORT Support Services – Analytical, Manufacturing, Library service, IT & Telecommunication, legal. Laboratory Automation – Synthesis Lab – Microscale experimentation. Intellectual property – patents – types, procedure. Publications – categories – Science Citation Index – impact factor – citation metrics. Intellectual property –patents- types, procedure. Financial Control – Budgets, Plans, Costs, research grants & funding, project proposal writing. Risk Assessment – Performance standards and indicators – Audit & review.

**Case Study (Not Exceeding 300 words)**



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**MBA 404 OPS: Supply Chain Analytics (4L+1P+1T)**

Subject Code	MBA 404 OPS	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

**Course Objective**

To equip students with an understanding of the “importance and role of supply chain analytics” in the modern business enterprises and how business firms can take advantage with the help of supply chain analytics. Further, for students who wish to specialize in analytics, the course provides a strong foundation for the application of supply chain analytics with analytical platforms.

**Learning Outcomes:**

At the end of the course the student should be able to

1. Explain the importance of supply analytics and applications.
2. Handle the available business information/data more efficiently.
3. Use analytical tools like R,SAS and MS excel efficiently in order to take managerial decisions more effectively

**UNIT-I**

**Introduction to Supply Chain Management:** The Basics of Supply Chain Management: Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions

**UNIT- II**

**Demand Forecasting in Supply Chain Management:** Planning Demand and Supply-Three Components of SCM, Demand Management, Demand Forecasting – Planning Demand and Supply, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies.

**UNIT-III**

**Introduction to Supply Chain Analytics:** Definition, relevance and scope Supply Chain Analytics, recent trends in Supply Chain Analytics.

**Overview of Supply Chain Models and Modelling Systems:** Descriptive models, Optimization modes, Off-the shelf modelling system (SLIM), Supply chain operations reference model (SCOR), The network KEIRETSU, Nature-Inspired Intelligence in Supply Chain Management.

**UNIT-IV**

**Application of Supply Chain Models:** A Calibration Model Establishes Position and Performance Gap, Models for Purchasing, Procurement, and Strategic Sourcing, Logistics Models, from Manufacturing to Accepted Delivery, Models for Forecasting, Demand Management, and Capacity Planning, Models for Order Management and Inventory Management' Models for Sales and Operations Planning, Advanced Planning and Scheduling Models, Models for Supplier Relationship Management, Models for Customer Relationship

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## REFERENCES:

1. R.K.Jain, Harry C Triandis, Management of Research and Development Organization: Managing the Unmanageable, John Wiley & Sons, 1996
2. George F Thompson, The Management of Research and Development, Batsford, 1970

## REFERENCES

1. Peter Barnfield, Research and Development in the Chemical and Pharmaceutical Industry, Wiley, 2003.
2. Alan Glasser, Research and Development Management, Prentice-Hall, 1982
3. Harold Arthur Collison, Management of Research and Development, Pitman, 1964
4. Andreas Holzinger, Successful Management of Research & Development, Books on Demand, 2011



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Management, Models for Collaborative Design and Manufacturing, Collaborative Planning, Forecasting, and Replenishment Models.

#### **UNIT-V**

**A Look at Future State of Supply Chain Modeling:** Recent developments in theory technology and practices. Future developments and expected improvement in efficiency levels and operational simplicity.

*Case Study (Not Exceeding 300 words)*

#### **References:**

1. Supply Chain Management: Strategy, Planning, and Operation, 6th Edition, Chopra and Meindl, Prentice Hall, 2015.
2. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, 3rd Edition, Simchi-Levi, Kaminsky and Simchi-Levi, McGraw Hill Education, 2007.
3. R.B. Handfield and E.L. Nichols, Jr. Introduction to Supply Chain Management. Prentice Hall, 1999.
4. Sunil Chopra and Peter Meindl. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.
5. Jeremy F. Shapiro. Modeling the Supply Chain, Duxbury Thomson Learning, 2001. Sahay, B; Supply chain management: For global competitiveness, Macmillan publishers
6. Chopra, S and Meindl P; Supply chain management: strategy, planning and operation.



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**MBA 403 ENT: Family Business Management (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 403 ENT</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues; to develop and strengthen entrepreneurial quality and motivation especially towards family owned business.

**Course Outcomes:**

At the end of the course, the students will be able to know about Family Business, dynamics of family business, and methods to establish open communication.

**UNIT-I**

Family Business Uniqueness: Definitions of Family Business – What Constitutes a Family business – Succession and Continuity – Economic Impact – What Makes it Unique – Nature, Importance, and Uniqueness of Family Business – Special Strengths – Family Business Culture and Values, Predictable Problem Resolution, Commitment, Knowledge, Flexibility in Work, Time and Money, Long-range Thinking, A stable Culture, Speedy Decisions, Reliability and Pride – Dilemmas and Challenges for Family Business – Resistance to Change, Business challenges, Succession, Emotional Issues, Leadership.

**UNIT-II**

Family Business Dynamics: People, System and Growing Complexity: Family Culture, Organizational Culture, and Cultural Blur in family Firms, A System Perspective on Continuity Resulting from Generational Conflict and Culture Change, Family Business People – Founders, women in Family Businesses, Husband wife Teams, In-laws, Multifamily Ownership, Non-family employees, Managing conflicts in family firms – Family Unity and a Positive Family-business Interaction as a Resource in the Creation of Inimitable Competitive Advantages. Family Business Systems – Seeking a Balanced Approach, Introducing the Ownership dimensions. Family Business Life Cycles: a story of Growing Complexity – Life-Cycle Stages, A customer-Active Paradigm, Continuous evolution- not Revolution-and Family Business continuity, Ownership transitions – Erosion of the future entrepreneurial culture – Need to preserve the entrepreneurial spirit and promote a Positive- Great Family Businesses.

**UNIT-III**

The family's Relationship with Business: Developing a Strategic Vision and Building Team work: Articulating Values and Shared Vision, Effective Business Families – How families add Value – The Family Business Interaction Factor – Ingredients of Successful Planning – Family Emotional Intelligence, Establishing Open Communication– Family communication: Family meetings, The Benefits of family Meetings, Family Councils, and Family Offices, family Retreats, family Constitutions, Family Meetings, the use of Facilitators and Advisors, the Family Employment Policy, Ownership and Family Policy Making, Guidelines for Family Management

making, the family contribution, creative versus destructive conflict, building family team work – Unifying Plans, Processes and Structures – Designing Family Governance.

#### **UNIT-IV**

The next Generation: Human Resource Management and Leadership Perspective: To Join or not to join? – The Importance of Outside Experience – Self-esteem and Confidence – Wider Business Experience, Credibility with non-family Employees – Systems Overlap and Human Resource Management Issues-recruitment, Training and development, Remuneration, Performance Appraisal and Promotion. Working in the Business – Seek out a Mentor, Gain the Respect of Employees, Tread Carefully, beware Sibling Rivalry, work at Establishing Personal Identity, Relationship with the Senior Generation.

#### **UNIT-V**

Getting Help: Making the most of Outside Resources – The perspective of Non- family Managers, Career Opportunities for Non-family Managers, Non-family Managers-Relationship with the Family – Introducing External Executives, Motivation and Rewards, Incentive Design and delivery. Extending the family culture to non-family managers, motivating and retaining non Family Managers, Non- executive Directors – Selecting the Right Candidate, Board Practices – Professional Advisors and Consultants – a Non-family Manager as a Bridging President or CEO, Outsider Advisors.

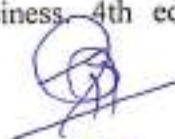
#### **Case Study (Not Exceeding 300 words)**

##### **Practical Component**

- Student is required to identify and analyze any two successful and failed family businesses in their locality or region.
- Conduct group discussion on challenges and perspectives of family businesses in India.
- Students are asked to develop case studies on local family businesses who are in third generation.

##### **Reference Text Books:**

1. Ernesto J. Poza, Family Business, Cengage Learning, 2009.
2. Keanon J. Alderson, Understanding The Family Business, Business Expert Press, 2011.
3. Kelly LeCouvrie, Jennifer Pendergast, Family Business Succession: Your Roadmap to Continuity, Palgrave Macmillan, 2014.
4. John L. Ward, Craig E. Aronoff, Stephen L. McClure, Family Business Succession: The Final Test of Greatness, Palgrave Macmillan, 2011.
5. Stephanie Brun de Pontet, Craig E. Aronoff, Drew S. Mendoza, John L. War, Siblings and the Family Business: Making It Work for Business, the Family, and the Future, Pa Palgrave Macmillan, 2011.
6. Otis W. Baskin, Craig E. Aronoff, Effective Leadership in the Family Business, Palgrave Macmillan, 2011.
7. Craig E. Aronoff, John L. Ward, Family Business Ownership: How to Be an Effective Shareholder, Palgrave Macmillan, 2011.
8. McCann, Greg. When Your Parents Sign the Paychecks: Finding Success Inside or Outside the Family Enterprise. 2d ed. Deland, FL: McCann & Associates, 2013.
9. Poza, Ernesto J., and Mary S. Daugherty. Family Business. 4th ed. Mason, OH: SouthWesternCengage Learning, 2014.



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**MBA 404 ENT: Corporate Entrepreneurship (4L+1P+1T)**

Subject Code	MBA 404 ENT	IA Marks	30
No of Lecture Hours/Week	04	End Exam Marks	70
Teaching Hours / Week	01	Total Marks	100
Practical Hours/Week	01	Exam Hours	03
Total Number of Hours per Semester(13 weeks/91 days)	72		

**Course Objectives:**

The goal of this course is to equip students with the necessary tools and skills to interpret a firm's internal and external environment such that entrepreneurial strategies can be formulated, ultimately leading to new internal corporate ventures. Teaching students all the nuances of entrepreneurship and corporate-level venturing is implausible and ultimately undesirable given that entrepreneurial success is often contingent on a multitude of factors. What is desirable, however, is for students to leave this course with (1) the global skills required to understand what corporate entrepreneurship is and how it can be accomplished; (2) the tools necessary to evaluate a firm's internal and external environment from an entrepreneurial perspective; (3) an understanding of basic business- and corporate-level entrepreneurial factors; and (4) developed interpersonal skills required in today's business atmosphere. The main objective of this course is to focus on developing the individual entrepreneur.

**Learning Outcomes:**

Upon successful completion of this course, students will:

- Develop a basic knowledge of what is corporate entrepreneurship and how entrepreneurship within a corporation is similar to or different from start-up entrepreneurship.
- Be able to assess the degree to which the environment within an established company supports or constrains entrepreneurship.
- Develop an appreciation for how to apply the entrepreneurial process to the operations of a department or a functional area within a large established organization.
- Be able to find creative ways to overcome barriers to entrepreneurship in established companies.
- Gain an appreciation for how to formulate corporate objectives and strategies that support entrepreneurial behaviour.

**UNIT-I**

Introduction: Understanding Corporate Entrepreneurship: Nature, meaning, definition and Importance of Corporate Entrepreneurship – Obstacles in the Corporate Environment – How Innovation Actually Happens – Crucial roles of Innovation – Entrepreneurial Orientation (EO) – Entrepreneurial Intensity – Forms of Corporate Entrepreneurship – Levels of Corporate Entrepreneurship – HR in the Entrepreneurial Organization – Human Resource Capabilities.

**UNIT-II**

Organizing the Venture: Diagnosing organization for Climate for Innovation –The Internal Policies of Venturing – Developing Intrapreneurial Business Processes – Building an Organizational Environment Conducive to Entrepreneurial Endeavors: Resources, Processes

and Priorities – Selecting, Evaluating, and Compensating Corporate Entrepreneurs – Funding the Venture.

### **UNIT-III**

Corporate Strategy and Entrepreneurship: Behavioral Aspects of Corporate Entrepreneurship – Role of the Intrapreneur – How to Succeed As an Intrapreneur – Entrepreneurial Structure and Culture in Organization – Identifying, Evaluating & Selecting Opportunity – Corporate Entrepreneurship In the Social Sector – Understanding & Managing the Entrepreneurial Process – Locating the Venture in the Organization.

### **UNIT-IV**

Implementing Corporate Venturing in Organization – Constraints on Entrepreneurial Performance & Leading the Entrepreneurial Organization – Intrapreneuring within a Structured Development Process – Managing Corporate Venture Capital Investments – Corporate Entrepreneurship via Acquisition, Investment and Partnership Managing Corporate Venture Capital Investments

### **UNIT-V**

Assessing & Controlling of Corporate Entrepreneurship: Facilitators of Entrepreneurial Performance – Improving Climate for Innovation – Managing and Sustaining Entrepreneurial Performance in the 21st Century – The Future of the Intrapreneurial Organization – Corporate Entrepreneurship in Developing Economies.

#### **Case Study (Not Exceeding 300 words)**

#### **Practical Components:**

- Students are to visit corporate organisations and assess the innovation challenges within an organization and propose an initiative to address one of these challenges.
- Identifying the constraints to corporate entrepreneurship and suggest suitable measures to overcome them.
- Discuss case studies (at least 2) on corporate entrepreneurial culture and climate in an Indian and foreign context.
- Presentations by students on themes of corporate entrepreneurship.

#### **Reference Text Books:**

1. Donald F. Kuratko, Michael H. Morris, Jeffrey G. Covin, 'Corporate Innovation & Entrepreneurship, International Edition 3e, Cengage Learning, 2011.
2. Michael H. Morris, Donald F. Kuratko, Jeffrey G. Covin, 'Corporate Entrepreneurship & Innovation', Cengage Learning, 2010.
3. Donald F. Kuratko, 'Corporate Entrepreneurship', Now Publishers Inc, 2007
4. Michael H. Morris, Donald F. Kuratko, 'Corporate Entrepreneurship: Entrepreneurial Development within Organizations', Harcourt College Publishers, 2002.
5. Paul Burns, 'Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations', Kindle Book
6. Tom Elfring, 'Corporate Entrepreneurship and Venturing', Springer Science & Business Media, 2005.



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**MBA 405 ENT: Social Entrepreneurship (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 405 ENT</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

This course is conceived and designed to enable student-participants become aware of, develop sensitivity towards and internalize the larger global context and concerns that have all warranted the birth, rise, health and sustenance of Social Entrepreneurship and Enterprises.

**Learning Outcomes:**

- Know about, critique and appreciate the global context in which Social Entrepreneurship continues to emerge as a vital part of the development agenda, especially in the developing countries;
- Diligently observe, understand, model/represent, communicate about, and constructively engage with Social Entrepreneurs and their Enterprises for making valuable contributions to the respective ecosystems in their work contexts;
- Identify markets and target groups related to various Social Enterprises, and characterize their ecosystem in terms of Sectors, Stakeholders, Policy-makers and Regulators, Benefactors/Donors, Venture Capitalists, Institutions, Media, etc.;
- Conceive of, design, plan, establish and operate or work for Social Enterprises in their respective national/regional contexts; and
- Manage the applicable lifecycle of the Social Enterprises with respect to product/service development and the related organizational functions, viz., marketing, resource mobilization in the human resources, financial, material and technological contexts, and operations and projects.

**UNIT-I**

Introduction: The Need for and Concept of MDGs and SDGs – Global Development Organizations – Examples and Descriptions – Social Enterprises (SEs) and Entrepreneurship – An Overview: Basic Definitions and Concepts; Morphology of SEs – History and Evolution of Social Entrepreneurship – Social Entrepreneurship and Enterprises – Past and Emerging Trends; Anticipating the Future – International and National Examples of Pioneers – Hybrid Spectrum of SEs – Business Models, Legal and Organizational Manifestations – Types and Functions of SEs such as Fair Trade Organizations, Cooperative Organizations, etc. – SEs in Different Sectors

**UNIT-II**

SEs' Conception, Design and Incubation: Social Entrepreneurial Initiatives – Opportunity Analysis and Idea Generation Tolls and Approaches – The Use of Market Research Tools – Design Thinking for SEs and Innovations in their Lifecycles – Issues in the Early Stages of SEs' lifecycles – Organizational Launch and Development Processes in Social Entrepreneurship.


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### UNIT-III

Management of SEs – Functions and Issues; Management – Purpose, Concepts, Functions and Resources – Types and Sources of Finance – Resource Mobilization Strategies – Core Issues in Management – Value, Risk, Returns and Cost.

### UNIT-IV

BOP Markets: Definition, Examples, the Impact of Culture – the Poor as Consumers, Business Models at the BOP – Designing Products that will Create Value for the BOP – Providing Access to Credit – Providing Access to Information and Financial Services through technology– Providing Access to Health Care, Education

### UNIT-V

Newer Business Models at the BOP: Social Entrepreneurs, Challenges for Social Entrepreneurs– Creating a Successful Business Model and Finding Funding, Generating Income, Scaling and Replicating to Increase Impact, social Entrepreneur's Point of View, New Opportunities for Collaborative Ventures at the BOP – Evaluating the Social Impact of BOP Ventures.

#### Case Study (Not Exceeding 300 words)

##### Practical component:

- Ask students to identify social entrepreneurs in their area and their social innovations.
- Ask students to examine how various forms of entrepreneurship are being employed to address some of today's most pressing social challenges.
- Students are to form in to groups (consist of 6-8 students) to identify and analyze the adopted approach to solving social issues in their region or area/territory.
- Ask students to identify the ways and means adopted by social entrepreneurs in diffusing social innovations
- Ask the students to prepare Latest situation of social innovation in the world in general and India in particular.
- Ask students to investigate case studies and meet with social entrepreneurs, activists, and local individuals seeking change.

##### Reference Text Books:

1. Beverly Schwartz, Rippling: How Social Entrepreneurs Spread Innovation Throughout the World, Jossey-Bass, 2012
2. David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press, 2004.
3. Arthur C. Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation, 1 st edition,
4. David Bornstein, Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, 2010.
5. John Elkington, Pamela Hartigan, The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World, Harvard Business Review Press, 2008.
6. James C. Collins, Good to Great and the Social Sectors: A Monograph to Accompany Good to Great, HarperBusiness, 2001.

  
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7. William D. Eggers, The Solution Revolution: How Business, Government, and Social Enterprises Are Teaming Up to Solve Society's Toughest Problems, Harvard Business Review Press, 2013.
8. Problem Solving 101: A Simple Book for Smart People, Ken Watanabe, Portfolio, 2007 (available to download as PDF)
9. The Entrepreneurs Guide to Customer Development, Cooper and Vlaskovits, 2010



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**MBA 406 ENT: Global Entrepreneurial Ecosystem (4L+1P+1T)**

<b>Subject Code</b>	<b>MBA 406 ENT</b>	<b>IA Marks</b>	<b>30</b>
<b>No of Lecture Hours/Week</b>	<b>04</b>	<b>End Exam Marks</b>	<b>70</b>
<b>Teaching Hours / Week</b>	<b>01</b>	<b>Total Marks</b>	<b>100</b>
<b>Practical Hours/Week</b>	<b>01</b>	<b>Exam Hours</b>	<b>03</b>
<b>Total Number of Hours per Semester(13 weeks/91 days)</b>	<b>72</b>		

**Course Objectives:**

This course discusses the challenge of global entrepreneurship and the opportunities for it in a world in which the economic and cultural context is rapidly changing. This course addresses various aspects of global entrepreneurship and the opportunities available to start-ups and small businesses in the global environment. It explores the opportunities that entrepreneurs create, the challenges they encounter, and the ways in which they exploit opportunities and address challenges to conduct business across national borders and cultures. This course also examines entrepreneurship across different countries and cultures and the role of cross-cultural customs and institutional networks in affecting global and immigrant entrepreneurship.

**Learning Outcomes:**

This course aims to develop students' entrepreneurial awareness, skills and qualities, in a global multi-cultural context. By the end of the course, students should be able to:

- Appreciate the importance of global entrepreneurship in 21st century
- Describe opportunities available to small business in a global environment
- Identify the important strategic issues in global entrepreneurship
- Discuss the challenges and barriers to global entrepreneurship
- Understand the advantages and disadvantages of different modes of entering international markets
- Prepare a country analysis
- Prepare a business plan with an international/global flavor for a new business venture
- Understand the importance of cross-cultural customs, communication, and institutions in affecting the implementation of global entrepreneurial ventures

**UNIT-I**

Introduction: International Entrepreneurship and International Business – Nature, Meaning and Scope of Global Entrepreneurship – Globalization and Global Entrepreneurship – Environment Entrepreneurial Opportunities and Challenges on a Global Perspective – Drivers of Global Entrepreneurial Ecosystems – Competencies and Characteristics of Global Entrepreneur – Approaches to Global Entrepreneur Ecosystem – Models of Global Entrepreneur Ecosystem.

**UNIT-II**

Motivation and Promotion to Global Entrepreneurship: Motivation, Types of IE, Foreign Country Selection – Collaborative Innovation at Global – Policies to Promote Global Entrepreneurial Ecosystems – Key Success Factors of Global Entrepreneurship – Immigrant and Ethic Entrepreneurship.

  
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### UNIT-III

Opportunity Assessment & Market Selection: Business Model Analysis –Global Business Planning – Global Venture Idea Feedback – Bottom of the Pyramid, Disruptive Innovation, & Industry/Market Analysis – Incubators and Entrepreneur Ecosystem in an International Context– IP Protection, Social Entrepreneurship, and International Ventures.

### UNIT-IV

Global Entrepreneurial Strategy: Accessing Global Resources – Various Ways to Enter Global Markets – Global Franchising – Issues in Exporting – International Pricing & Payment Options – Cross-Cultural Customs and Communication Styles in Global Entrepreneurship – Implementing a Global Entrepreneurial Strategy – Legal and Ethics Issues in Global Entrepreneurship.

### UNIT-V

Managing Global Entrepreneurial Enterprise: Management Issues in Global Entrepreneurship – Global Marketing Management– Global Human Resource management – Global Monetary System – Global Entrepreneurial Ecosystems (Overview) in Europe, China, Latin America, and Africa – Crisis Management in Global Entrepreneurship.

#### Case Study (Not Exceeding 300 words)

#### Practical Components:

- a. Launching global ventures feasibility analysis and presentation (20%)
  - Each team will be composed of FOUR students. Teams will be stronger if they have diversity in interests, experience, and cultural background.
  - Once teams are formed, all members must work well as a team and catch any problems before they escalate.
  - The class will participate in rating the oral presentations, which are aimed at improving your communication and 'pitching' skills.
  - Team evaluation by peers. Your team project is not complete until you evaluate the performance of each team member. Use the Team Evaluation Form on the web to assess both the quality and quantity of your own and your team members' performance on the project. This process determines the percentage of the final grade each member deserves. Students receiving a low grade on their peer evaluation will not benefit from the work of their team mates. For example, if a team receives a 95 on the project, a team member receiving a low peer evaluation grade will have his/her project grade lowered accordingly. In such a case, team members receiving good peer evaluation grades would earn a 95, but a team member receiving a low peer evaluation, for example, might receive a 65 or even a zero. Thus, there is an incentive to work together as a team. We will discuss in class the criteria used to evaluate each member to lessen the likelihood of low grades based on personal dislike, revenge, etc.
  - Teams of students will create a workable business idea with a global or an international element to it and develop it into a business feasibility analysis, which will be presented to the class.
  - Teams first submit Global Venture Idea (1 page long), which will be an initial attempt to describe the business opportunity and the proposed product or service, what market/customer needs are served by it, what its unique features are and Page 14 of 14 will create or add value to the buyer or end user. The summary report will include a

brief explanation of why the team members are capable of executing this new venture.

- In class peer evaluation and feedback to each team's idea
- More detailed instructions of the report will be further given in class.
- Presentations. These will be short Power Point presentations through which students will summarize their business concept to the class (investors) and make their case for obtaining funding.
- b. Global business model pair case analysis (15%)
- Teams will be composed of 2 students each.
- Analyze pair cases in two countries to understand how firms/entrepreneurs have innovated or adapted business models to compete in international markets.
- Use Porter (1990)'s diamond model to analyze the advantage of each global venture case
- Sample cases will be given in class.
- Each group will be composed of 2 students.
- Groups are expected to submit a 4-5 page report (about 1500 words) along with presentations in class to receive credit.
- Presentations. These will be short presentations through which students will summarize their findings.

**Reference Text Books:**

1. Stephen Spinelli and Rob Adams, "New Venture Creation: Entrepreneurship for the 21st Century", McGrawHill/Irwin; 9 edition, 2011.
2. Wang, H and Yipeng, Lieu, Entrepreneurship and Talent Management from a global perspective, Global Returnees New Horizons in Management series Edward Elgar Publishing
3. Zoltan J Acs, Global Entrepreneurship Institutions and Incentive, Edward Elgar Publishing.
4. Jonathan Ortman, Building One Global Entrepreneurial Ecosystem, Publication of Kauffman foundation.



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### **MBA 408 EMPLOYABILITY SKILLS LAB**

<b>Subject Code</b>	<b>MBA 408</b>	<b>IA Marks</b>	<b>50</b>
<b>No of Lecture Hours/Week</b>	<b>03</b>	<b>Total Marks</b>	<b>50</b>
<b>Total Number of Lecture Hours</b>	<b>39</b>	<b>Exam Hours</b>	<b>1½</b>

#### **Course Objectives:**

The programme curriculum covers written and spoken English, business communication, resume writing and interview skills, pronunciation, etiquette, leadership skills and more, making it a comprehensive training on employable skills. This course aims to develop non-technical skills and competencies that has always been an important part of effective and successful participation in the workplace. This course shall be making students employable by honing their skills to meet the demands of today's world. Also, it will be helpful in enhancing performance of the students in the career and life.

#### **Course Outcomes:**

At the end of the course, students will be able to understand significance of communication to managers; communicating across cultures; creating individual action plans; innovation and creativity; CV preparation for job interviews.

#### **UNIT-I**

Communication–Meaning and Significance for Managers–Public Speaking–Speaking in Meeting Workplace Communication–One to one Communication–Different Styles of Communication– Interpersonal and Intrapersonal Skills–Reading ability–Importance of Listening in Communication.

#### **UNIT-II**

Presentation Skills – Writing Oral Presentations – Using Visual Aids in Oral Communication – Communicating Across Cultures – 7 Cs of Communication – Body Language- Tips on how to Create a Power Point and other Presentations.

#### **UNIT-III**

Goal Setting – Creating Individual Action Plans – Article Writing – SWOT Analysis – Event Management – (Training Students to Organize Events and present a report on Event organized).

#### **UNIT-IV**

Case Study – Case Analysis – Discussion and Presentation –Team Building and Team Work – Innovation and Creativity – Emotional Intelligence – Self Management

#### **UNIT-V**

Business and Corporate Etiquettes – Overview of Interview– Self introduction at Various Forums and During Interview – Mock Interview – CV Preparation-Group Discussion.

#### **Practical Component:**

- Public Speaking
- Different styles of Communication (Role Play)
- Presentation Using Visual aids (Power Point Presentation)
- Goal Setting (Preparing individual action Plans including Short term and Long term)
- Article Writing
- SWOT Analysis (Individual SWOT)



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- Event Management (Present a report about any Events organized by Student Group)
- Case Study analysis (Individual & Group Discussion about Case)
- Emotional Intelligence (Analyzing individual Students EQ)
- Etiquette for Managers (Practicing different etiquettes in classroom)
- Interview preparation • Mock Interviews (Activity)
- Self Introduction
- CV Preparation

**Reference Text Books:**

1. Bovee, Thill, Schatzman, (2005), Business communication Today, Pearson Education
2. Meenakshi Raman Prakash Singh, Business communication, Oxford University Press.
3. E.H.McGrath,S.J ,Basic Managerial Skills, PHI Pvt. Limited
4. Chaturvedi & Chaturvedi, (2006), Business communication, Pearson Education
5. Namarta Palta, The art of Effective communication, Lotus Press, New Delhi,2007.
6. S.K.Mandal, Effective Communication and Public Speaking, Jaico Publishing
7. Priyadarshini Patnaik, Group Discussion and Interview Skills, Cambridge University Press Pvt.Ltd.

  
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### MBA 409 SELLING & NEGOTIATION SKILLS

<b>Subject Code</b>	<b>MB A 409</b>	<b>IA Marks</b>	<b>50</b>
<b>No of Lecture Hours/Week</b>	<b>03</b>	<b>Total Marks</b>	<b>50</b>
<b>Total Number of Lecture Hours</b>	<b>39</b>	<b>Exam Hours</b>	<b>1 ½</b>

#### Course Objectives:

- To imbibe in the students, critical sales competencies that drive buying decisions;
- To give insights into how to boost individual and organizational productivity through sales lead management;
- To introduce basic theoretical principles and particular steps in the negotiating process.

#### Course Outcomes:

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

- Group Selling Techniques
- Persuasive Communication Skills
- Follow up of Sales
- Pyramid of Success
- Different phases of negotiation

#### UNIT-I

Nature and Role of Selling: Importance of Selling – Role in the Context of Organization – survival and growth – Types of Selling: Differences in Selling Situations, New Business Versus Service Selling – Newton's Classification of Sales Types – McMurtry and Arnold's classification of selling Types – Consumer Indirect Selling, industrial Selling, Missionary, Sales team/group Selling Merchandising, Telesales, Franchise selling, International selling.

#### UNIT-II

Attributes of a Good Salesperson: Personality and Physical Characteristics, Enthusiasm, Confidence, Intelligence, Self-Worth, Knowledge-product, Competition, Organization, Market, Customer, Territory: Communication Skills, Persuasive Skills. (to be supplemented by live exercises on personal selling)

#### UNIT-III

Personal Selling Skills: The opening – Need and problem identification–the Presentation an Demonstration – Dealing with Objections – Negotiations – Closing the Sale - follow up (to be supplemented by live exercise on personal selling)

#### UNIT-IV

Negotiation Skills: Goal, Collaborative/Win-Win not Compromise – Pyramid of Success: Power, Time, and Information– Opponent: Visceral or Idea, (To be supplemented by live exercises on personal selling).

#### UNIT-V

Different Phases of Negotiation: Pre-Negotiation – Opening-Information Sharing– Problem solving – Agreement– Breakdown in Negotiation– Barriers that Create Impasse- Overcoming Barriers-people Problem-Mediation- Arbitration-Ethics

#### Practical Component:

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- Dividing students into groups and give a scenario to negotiate and reach conclusion.
- Reading: 8 Habits of Highly Effective People; apply the concepts to understand how people approach negotiation through different mind – sets.
- Conduct Role Plays for different scenarios.
- Solve various case studies dealing with conflict between teams and organizations.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
- Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.

**Reference Text Books:**

1. Roy J. Lewicki, David M. Saunders, Bruce Barry, Negotiations, 5/e, Mc Graw Hill, 2005.
2. George Seidel, Negoting for sucess : Essentail strategies and skills, University of Michigan.
3. Patric Forsyth, Negotiaon skills for rookies.
4. David Goldwich, Win-Win Negotiations, ST training solutions
5. Brian Tracy and Zig Ziglan, Persuasive selling and power negotiations



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**MBA 410: STATISTICAL SOFTWARE APPLICATIONS LAB**

<b>Subject Code</b>	<b>MBA 410</b>	<b>IA Marks</b>	<b>50</b>
<b>No of Lecture Hours/Week</b>	<b>03</b>	<b>Total Marks</b>	<b>50</b>
<b>Total Number of Lecture Hours</b>	<b>39</b>	<b>Exam Hours</b>	<b>1½</b>

**Course Objectives:**

1. To give an overview of the capabilities of popular statistical software packages.
2. To train students in handling data files and carry out basics statistical analysis.
3. To give hands on experience about basic hypothesis testing using t-Tests, Chi-square tests and ANNOVA.
4. To train students in using advanced tools such as regressions, MDS, factor analysis etc.

**Course Outcomes:**

At the end of the course, students will be able to understand the fundamental concepts of SPSS; use of descriptive statistics; different tests used in analysis of data; influence of covariates; multiple regression analysis.

**UNIT-I**

An Overview of Statistical Software: Introduction to SPSS/SAS/ Systat – Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file –Variable and data view, Value Labels – Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning. Page

**UNIT-II**

Frequencies: Frequencies, bar charts, histograms, percentiles – Descriptive statistics: Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses – The means Procedure – Graphs: Creating and editing graphs and charts.

**UNIT-III**

Bivariate Correlation: Bivariate Correlation, Partial and the Correlation Matrix – test Procedure: Independent – Samples, Paired Samples, and one Sample Tests – Non Parametric Tests: ChiSquare Test, 1 sample test, 2 Independent samples tests, k independent samples, 2 Related Samples Test – K-Related Samples.

**UNIT-IV**

ANOVA Procedure: One-way Analysis of Variance – General Linear model: Two way Analysis of Variance, General Linear Model: Three-way Analysis of Variance and Influence of Covariates

**UNIT-V**

Advanced Tools: Simple Linear Regression, Multiple Regression Analysis – Multidimensional Scaling – Reliability Analysis – Factor analysis – Cluster Analysis.

**Practical Component:**


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- Ask students to create and enter variables and cases in SPSS sheet.
- Ask students to prepare charts, diagrams, means, S.D. percentages, frequencies cross-tabs applications in SPSS.
- Ask students to apply correlations, regressions, ANOVA and non-parametric tests in SPSS. • Ask students to perform factor analysis, cluster analysis to dummy data sheets prepared for the purpose of hands on experience.

**Reference Text Books:**

1. Mathew J. Zagumny, A student Guide to the statistical package for the social sciences,
2. Allan C. Elliot., Wyner. A., Woodward, AS Essentials Mastering SAS for Data Analytics, 2nd Edition, Wiley Publishers.
3. David R Lemmon., Joseph L. Schafer, Developing Statistical Software In Fortran 95, Springer Publishers.
4. Sally A lesik, Applied statistical inference with Minitab
5. Rob Thomas, Data Analysis with R statistical softwares, Kindle edition
6. John M Chambers, Software for Data Analysis, Spring



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