

SHADAN WOMEN'S COLLEGE OF ENGINEERING AND TECHNOLOGY

Khairatabad, Hyderabad – 500 004, Telangana (India).

(AN AUTONOMOUS INSTITUTION)

MASTER OF BUSINESS ADMINISTRATION MBA (Regular) R-23 COURSE STRUCTURE AND SYLLABUS

Effective from Academic Year 2023-24 Admitted Batch

II Year I Semester

Course Code	Course Title	L	T	P	Credits
23MBA16	Production & Operations Management	4	0	0	4
23MBA17	Management Information Systems	4	0	0	4
23MBA18	Business Analytics	4	0	0	4
23MBA19 M1/H1/FI/E1	(MRKG/HRM/FIN/ENTP)	4	0	0	4
23MBA20 M2/H2/F2/E2	(MRKG/HRM/FIN/ENTP)	4	0	0	4
23MBA21 M3/H3/3I/E3	(MRKG/HRM/FIN/ENTP)	4	0	0	4
23MBA22	Summer Internship	0	0	2	2
	TOTAL	24	0	2	26

II Year II Semester

Course Code	Course Title	L	T	P	Credits
23MBA 23	Strategic Management	4	0	0	4
23MBA 24 M4/H4/F4/E4	(MRKG/HRM/FIN/ENTP)	4	0	0	4
23MBA25 M5/H5/F5/E5	(MRKG/HRM/FIN/ENTP)	4	0	0	4
23MBA26 M6/H6/F6/E6	(MRKG/HRM/FIN/ENTP)	4	0	0	4
23MBA27	Pre-submission project Seminar	0	0	2	2
23MBA28	Main Project Viva-Voce	0	0	4	4
	TOTAL	16	0	6	22

LIST OF ELECTIVE SUBJECTS

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

Course Code	Specialization	Credits
	MARKETING	
23MBA19 M1	Digital Marketing	4
23MBA20 M2	Sales and Promotion Management	4
23MBA21 M3	Consumer Behavior	4
23MBA24 M4	International Marketing	4
23MBA25 M5	Services Marketing	4
23MBA26 M6	Marketing Analytics	4

	FINANCE	
23MBA19 F1	Security Analysis and Portfolio Management	4
23MBA20 F2	Risk Management and Financial Derivatives	4
23MBA21 F3	Strategic Cost and Management Accounting	4
23MBA24 F4	International Financial Management	4
23MBA25 F5	Strategic Financial Management	4
23MBA26 F6	Financial Analytics	4
	HUMAN RESOURCES	
23MBA19 H1	Talent and Performance Management Systems	4
23MBA20 H2	Learning and Development	4
23MBA21 H3	Employee Relations	4
23MBA24 H4	International Human Resource Management	4
23MBA25 H5	Leadership and Change Management	4
23MBA26 H6	HR Analytics	4
	ENTREPRENEURSHIP	
23MBA19 E1	Startup and MSME Management	4
23MBA20 E2	Technology Business Incubation	4
23MBA21 E3	Innovation and Entrepreneurship	4
23MBA24 E4	Entrepreneurial Finance	4
23MBA25 E5	Entrepreneurial Marketing	4
23MBA26 E6	Family Business Management	4

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MBA SEMESTER - III

23MBA16: PRODUCTION AND OPERATIONS MANAGEMENT

Course Objectives:

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

Course Outcomes: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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MBA SEMESTER - III

23MBA17: MANAGEMENT INFORMATION SYSTEMS

Course Objectives:

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

Course Outcomes: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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MBA SEMESTER - III
23MBA18: BUSINESS ANALYTICS**

Course Objectives:

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

Course Outcomes: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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**MBA SEMESTER - IV
23MBA23: STRATEGIC MANAGEMENT**

Course Objectives:

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

Course Outcomes: Students will be able to:

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

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

Unit – II: Tools and Techniques for Strategic Analysis: Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Strategy Formulation, Types of Strategies: Offensive Strategy, Defensive strategy. Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.

Unit – III: Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operationalizing and Institutionalizing Strategy, Strategies for Competing in Global Markets and Internet Economy, Organizational Values and their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation.

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

Unit – V: Strategy Evaluation and Control: Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context.

Suggested Readings:

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

Syllabus of Elective Subjects

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**MBA MARKETING ELECTIVE
23MBA19 M1: DIGITAL MARKETING**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

Unit – II: Channels of Digital Marketing: Digital Marketing: Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

Marketing in the Digital Era: Segmentation: Importance of Audience Segmentation, Use of Digital Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using Digital Media for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty.

Unit – III: Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan: Marketing Plan, Executive Summary, Mission, Situational Analysis. Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

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

Unit – V: Social Media Marketing: Understanding social media, Social Networking with Facebook, LinkedIn, Blogging as a Social Medium, Microblogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Suggested Readings:

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

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**MBA MARKETING ELECTIVE
23MBA20M2: SALES AND PROMOTION MANAGEMENT**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

Unit – II: Advertising and Advertising Media:

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

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

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

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

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

Suggested Readings:

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

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**MBA MARKETING ELECTIVE
23MBA21M3: CONSUMER BEHAVIOR**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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**MBA MARKETING ELECTIVE
23MBA24M4: INTERNATIONAL MARKETING**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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**MBA MARKETING ELECTIVE
23MBA25M5: SERVICES MARKETING**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

Suggested Audio Visuals link

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

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**MBA MARKETING ELECTIVE
23MBA26M6 MARKETING ANALYTICS**

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

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

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MBA FINANCE ELECTIVE

23MBA19F1: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

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

Suggested Readings:

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

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MBA FINANCE ELECTIVE

23MBA20F2: RISK MANAGEMENT AND FINANCIAL DERIVATIVES

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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MBA FINANCE ELECTIVE

23MBA21F3: STRATEGIC COST AND MANAGEMENT ACCOUNTING

Course Objective:

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

Course Outcome: Students will be able to:

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

Unit – I: Introduction to Cost and Management Accounting, Cost Analysis and Control:

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

Unit – II: Costing for Decision making:

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

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

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

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

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

Suggested Readings:

- S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 6e, 2019.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 7e, 2019.
- M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 7e 2017.
- Horngren, Data, Foster, Cost Accounting: A Managerial Emphasis. Pearson Education, 16e, 2017.
- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications, 5e, 2012.

- Colin Drury, Cost and Management Accounting, Cengage Learning, 8e, 2015.
- John K Shank and Vijay Govindarajan. Strategic Cost Management The new tool for competitive Advantage. The Free press. 2008.
- Atkinson, Banker, Kaplan and Young, Management Accounting PHI, 2006.

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MBA FINANCE ELECTIVE

23MBA24F4: INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

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

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

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

Suggested Readings:

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

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**MBA FINANCE ELECTIVE
23MBA25F5: STRATEGIC FINANCIAL MANAGEMENT**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

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

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

Suggested Readings:

- A. N. Sridhar, Strategic Financial Management, Shroff Publishers, 3e, 2018
- Kalyani Karna, Strategic Financial Management, 2019.
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
- I. M. Pandey: Financial Management, Vikas, 2012
- Brigham & Ehrhardt: Financial management, text and Cases, Cengage, 2012
- MY Khan and PK Jain: Financial Management: Text, problems & Cases, TMH, 2012

- Rajni Sofat and Preeti Hiro, Strategic Financial Management, PHI Learning Pvt. Ltd, 2011
- Revisiting the dividend puzzle. Do all of the pieces now fit? By Baker, Powell and Veit. Review of Financial economics, Vol. 11, 2002

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**MBA FINANCE ELECTIVE
23MBA26F6: FINANCIAL ANALYTICS**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

Unit – II: (a) Time Value of Money: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets.

(b) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta, Covariance of Stock.

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

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

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

Suggested Readings:

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

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MBA HUMAN RESOURCES ELECTIVE
23MBA19H1: TALENT AND PERFORMANCE MANAGEMENT SYSTEMS**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings

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

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**MBA HUMAN RESOURCES ELECTIVE
23MBA20H2: LEARNING AND DEVELOPMENT**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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**MBA HUMAN RESOURCES ELECTIVE
23MBA21H3: EMPLOYEE RELATIONS**

Course Objectives:

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

Course Outcomes: The students will be able to

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

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

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

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

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

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

Suggested Readings:

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

**SHADAN WOMEN'S COLLEGE OF ENGINEERING AND TECHNOLOGY
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MBA HUMAN RESOURCE ELECTIVE
23MBA24H4: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Course Objectives:

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

Course Outcomes: The students will be able to

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

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

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

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

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

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

Suggested Readings:

- Srinivas R Kandula, International Human Resource Management, Sage,4e, 2018.
- Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, Sage Publications, 4e, 2017.

- S.C. Gupta, International Human Resource Management, McMillan, 2e, 2017.
- Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 3e, 2015.
- Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
- Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, Thomson, 5e, 2008.
- Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Reading and Cases in International Human Resource Management, Routledge, 4e, 2007.

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**MBA HUMAN RESOURCE MANAGEMENT ELECTIVE
23MBA25H5: LEADERSHIP AND CHANGE MANAGEMENT**

Course Objectives:

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

Course Outcomes: The students will be able to

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

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

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

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

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

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

Suggested Readings:

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

**SHADAN WOMEN'S COLLEGE OF ENGINEERING AND TECHNOLOGY
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MBA HUMAN RESOURCE MANAGEMENT ELECTIVE
23MBA26H6: HR ANALYTICS**

Course Objectives:

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

Course Outcomes: The students will be able to

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

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

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

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

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

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

Suggested Readings:

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

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**MBA ENTREPRENEURSHIP ELECTIVE
23MBA19E1: STARTUP AND MSME MANAGEMENT**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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**MBA ENTREPRENEURSHIP ELECTIVE
23MBA20E2: TECHNOLOGY BUSINESS INCUBATION**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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**MBA ENTREPRENEURSHIP ELECTIVE
23MBA21E3: INNOVATION AND ENTREPRENEURSHIP**

Course Objectives:

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

Course Outcomes: The students will be able to

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

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

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

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

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

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

Suggested Readings:

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

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**MBA ENTREPRENEURSHIP ELECTIVE
23MBA24E4: ENTREPRENEURIAL FINANCE**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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**MBA ENTREPRENEURSHIP ELECTIVE
23MBA25E5: ENTREPRENEURIAL MARKETING**

Course Objective:

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

Course Outcome: Students will be able to:

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

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

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

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

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

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

Suggested Readings:

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

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**MBA ENTREPRENEURSHIP ELECTIVE
23MBA26E6: FAMILY BUSINESS MANAGEMENT**

Course Objective:

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

Course Outcome: Students will be able to:

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

Unit – I: Introduction to Family Business: Family Business as a Unique Synthesis, Succession and Continuity: The Three-generation Rule, Building Family Businesses that last. The Systems Theory Model of Family Business, Agency Theory of Family Business, The Stewardship Perspective of Family Business, Competitive Challenges and Competitive Advantages of Family Businesses. The role of Genograms and Family Messages to understand the Family System. Family Emotional Intelligence, The ECI-U Model.

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

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

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

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

Suggested Readings:

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