

# **Academic Regulations, Program Structure and Detailed Syllabus**

## **FOR CBCS BASED MBA TWO YEAR DEGREE PROGRAM**

(Applicable for batches admitted from AY 2020-21)



Department of Management Studies

Geethanjali College of Engineering and Technology

Cheeryal (V), Keesara (M), Medchal Dist., Pin Code: 501301

**GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY**  
**DEPARTMENT OF MANAGEMENT STUDIES**

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**GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY**  
**(Autonomous)**

Approved by AICTE, -New Delhi.

NAAC 'A' Graded

Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301.

**DEPARTMENT OF MANAGEMENT STUDIES**

**ACADEMIC REGULATIONS OF MBA (REGULAR/ FULL TIME) PROGRAMME**

**under Choice Based Credit System (CBCS) 2020-21 (AR20)**

**(Effective for the students admitted into I year from the Academic Year 2020-21 and onwards)**

1.0 Geethanjali College of Engineering and Technology (GCET) offers two-year (Four-semester) full time Master of Business Administration (MBA) degree program, under CBCS.

**2.0 Eligibility for Admissions**

2.1 Admission to the MBA program shall be made subject to eligibility, qualification prescribed by the University from time to time.

2.2 Admission to the MBA program shall be made on the basis of either the merit rank or percentile obtained by the qualified student in the relevant qualifying examination/ the merit rank obtained by the qualifying student in an entrance test conducted by Telangana state Government (ICET) for MBA program/ an entrance test conducted by JNTUH/ on the basis of any other exam approved by the University, subject to reservations as laid down by the Government from time to time.

2.3 The medium of instruction for MBA program will be **English** only.

**3.0 MBA Program Structure**

3.1 The MBA program of GCET is in semester pattern, with **Four(4)** semesters consisting of **Two (2)** academic years, each academic year having **Two(2)** semesters (First/ Odd and Second/ Even semesters). Each semester shall be of 20 weeks duration (inclusive of mid-term and semester end examinations) with a minimum 90 working days.

3.2 A student shall not take more than **Four (4)** academic years to fulfill all the academic requirements for the award of MBA degree from the date of commencement of first year first semester, failing which the student shall forfeit his seat in MBA program.

3.3 **UGC/ AICTE** specified definitions/ descriptions are adopted appropriately for various terms and abbreviations used in these PG academic regulations, as listed below:

### 3.3.1 Semester scheme

Each semester shall have Continuous Internal Evaluation (CIE) and Semester End Examination (SEE). Choice Based Credit System (CBCS) is taken as reference for the present set of regulations. The term “Course” refers to “Theory course” or “Lab course” or “Summer Internship” or “Pre-submission Project seminar” or “Project” as the case may be.

### 3.3.2 Credit courses

All courses are to be registered by the student in a semester to earn credits which shall be assigned to each course in an L: T: P: C (Lecture periods: Tutorial periods: Practical periods: Credits) structure based on the following general pattern.

- One credit for one hour/ week/ semester for theory/ lecture (L) courses/ Tutorial (T).
- One credit for two hours/ week/ semester for laboratory/ practical (P) courses.

Other student activities such as study tour, guest lecture, conference/ work shop participation, technical paper presentations and identified mandatory courses, if any, shall not carry credits.

### 3.3.3. Course classification

All courses offered for the MBA degree program are broadly classified as follows. The college has followed in general, the guidelines issued by AICTE/ UGC.

S. No.	Broad Course Classification	Course Group/ Category	Course Description
1	Core Courses (CoC)	CC- Core Courses	Includes courses related to management
		Project Work	MBA Project or PG Project or Major Project
		Seminar / Pre Submission Project seminar /Summer Internship	Seminar based on core contents related to management
2	Elective Courses (EtE)	PE - Professional Electives	Includes elective courses related to the Specialization.
		OE - Open Electives	Elective courses which include inter-disciplinary courses.

#### **4.0 Course Registration**

- 4.1** A faculty advisor or counselor shall be assigned to each student of each specialization, who will advise the student on the program structure and curriculum of MBA, choice/ option for courses, based on his competence, pre requisites and interest.
- 4.2** The department may offer a professional elective course if the number of students registered for the course is not less than twelve (12).

#### **5.0 Attendance Requirements**

The program is offered on the basis of a unit system with each course being considered a unit. Attendance is calculated separately for each course.

- 5.1** Attendance in all classes (Lectures/ Laboratories) is compulsory. The minimum required attendance in each course including the attendance of mid-term examination/ laboratory etc is 75%. Two periods of attendance for each theory course shall be considered if, the student appears for the mid-term examination of that course. A student shall not be permitted to appear for the semester end examinations (SEE), if his attendance is less than 75%.
- 5.2** **Condoning of shortage of attendance** (between 65% and 75%) up to a maximum of 10% (considering the days of attendance in sports, games, NCC, NSS activities and medical grounds) in each course of a semester shall be granted by the College Academic Committee on valid grounds.
- 5.3** Shortage of attendance below 65% in any course shall in **no case be condoned**.
- 5.4** A student, whose shortage of attendance **is not condoned** in any course in any semester, is considered detained in that course and is not eligible to write semester end examination of the course in that semester, and he has to seek re-registration for that course in subsequent semester(s), and attend the same as and when offered.
- 5.5** A student who fulfills the attendance requirement in the present semester shall not be eligible for re-admission into the same class.
- 5.6** A prescribed fee per course shall be payable for condoning shortage of attendance.
- 5.7** A candidate shall put in a minimum required attendance in at least **Three (3)** theory courses in each semester for promoting to the next semester.

#### **6.0 Academic Requirements**

The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in section 5. The performance of the student in each semester shall be evaluated course-wise, with a maximum of 100 marks per course (theory / practical), on the basis of CIE and SEE.

- 6.1** A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course, if he secures not less than 40% of marks (28 out of 70 marks) in the Semester End Examination, and a minimum of 50% of marks in the sum total of CIE and SEE taken together; in terms of Letter Grades this implies securing 'B' Grade or above in a course.
- 6.2** A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a course, if he secures not less than 50% of the total marks. The student is deemed to have failed, if he does not submit a report on summer internship, or does not make a presentation of the same before the evaluation committee as per the schedule. In such a case, the student has to reappear for the same during the supplementary examination as and when scheduled, subject to section 3.2.
- 6.3** A student shall register for all courses for a total of 105 credits as specified and listed in the Programme structure, satisfies attendance and academic requirements for securing 105 credits, obtaining a minimum of 'B' Grade or above in each course, securing Semester Grade Point Average (SGPA)  $\geq 6.0$  (in each semester) and final Cumulative Grade Point Average (CGPA) (i.e., CGPA at the end of MBA program)  $\geq 6.0$ , to complete the MBA program successfully.

**Note: (1) The SGPA will be computed and printed on the memorandum of grades only if the student passes all the courses offered and gets a minimum B grade in all the courses.**

**(2) CGPA is calculated only when the student passes all the courses offered in all the semesters.**

- 6.4** Letter Grades, as specified in section 9.0, obtained in all those courses covering the above specified 105 credits alone shall be considered for the calculation of final CGPA, which shall be indicated in the Grade Card of second year second semester.
- 6.5** If a student registers for extra course(s) other than those listed courses totaling to 105 credits as specified in the program structure, the performance in extra course(s) (although evaluated and graded using the same procedure as that of the required 105 credits) shall not be taken into account while calculating the SGPA and CGPA.

For such extra course(s) registered, Letter Grade alone shall be indicated in the Grade Card, as a performance measure, subject to completion of the attendance and academic requirements as stated in sections 5 and 6.1 - 6.3.

- 6.6** When a student is detained due to shortage of attendance in any course(s) in any semester, no Grade allotment shall be made for such course(s). However, he is eligible for re-registration of such course(s) in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which he is re-registered, by paying the prescribed fees per course. In all these re-registration cases, the student shall have to secure a fresh set of internal marks and Semester End Examination marks for performance evaluation in such course(s), and SGPA/CGPA calculations.
- 6.7** A student eligible to appear for the Semester End Examination in any course, but absent from it or failed (failing to secure 'B' Grade or above), may reappear for that course at the supplementary examination as and when conducted. In such cases, his Internal Marks assessed earlier for that course will be carried over, and added to the marks secured in the supplementary examination, for the purpose of evaluating his performance in that course.
- 6.8 A student who fails to earn 105 credits as per the specified program structure, and as indicated above, within four academic years from the date of commencement of his first year first semester, shall forfeit his seat in MBA program and his admission shall stand cancelled.
- 7.0 Evaluation- Distribution and Weightage of Marks:**
- The performance of a student in each semester shall be evaluated course-wise (irrespective of credits assigned) for a maximum of 100 marks. The MBA project work shall also be evaluated for 100 marks.
- 7.1** For theory courses, 70 marks shall be awarded for the performance in the SEE and 30 marks shall be awarded for CIE which consists of two mid-term examinations (for 25 marks) conducted for a duration of 120 minutes each, and assignments (for 5 marks). First mid-term examinations shall be conducted in the middle of the semester and second mid-term examinations during the last week of instruction. The CIE shall be the average of the marks secured in the two mid-term Examinations, including assignment marks secured.
- 7.1.1 The first mid-term examination shall be conducted for the first 50% of the syllabus, and the second mid-term examination shall be conducted for the remaining 50% of the syllabus.
- 7.1.2 The first set of assignments shall be submitted before the conduct of the first mid-term examinations, and the second set of assignments shall be submitted before the conduct of the second mid-term examinations. The assignments shall be as specified by the course instructor concerned.



7.1.3 The details of the question paper pattern for mid-term examinations are as given below:

- Part – A (for 10 marks): Part A consists of five questions, each carrying 2 marks. All questions are compulsory.
- Part – B (for 15 marks): Part B consists of five questions, each carrying five (5) marks and may contain sub-questions; the student has to answer any three questions.

7.1.4 The details of the question paper pattern for Semester End Examination are as given below:

- Part – A (for 20 marks): Part A consists of five questions, one from each unit of the prescribed syllabus of the course. Each question carries 4 marks. All questions are compulsory.
- Part – B (for 50 marks): Part B consists of five questions, one each from the five units of the prescribed syllabus of the course. Each question carries 10 marks and may contain sub-questions. For each question, there shall be an internal choice (it means, there shall be two questions from each unit, and the student has to answer either of the questions). The student has to answer all the questions of Part B.

**7.2** For practical / laboratory courses, 70 marks shall be awarded for performance in the Semester End Examinations and 30 marks shall be awarded for internal, of which 15 marks is for day-to-day performance and 15 marks is for internal writer/Lab evaluation test.

In laboratory/ Practical courses, for conducting SEE, one internal examiner and one external examiner will be appointed by the Principal of the college.

**7.2.1 Makeup test in theory/laboratory courses for absentees in mid-term examination(s):**

For the benefit of students who are absent in mid-term examination(s) in any course(s) for genuine reasons, such as hospitalization or serious illness, supported by medical certificate from the hospital and approved by the College Academic Committee, one Makeup test shall be conducted (for 15 marks in laboratory course and 25 marks in theory course) covering all units/experminets (as applicable) of that course, at the end of the semester.

- In the case of students who are absent in both mid-term examinaions for any course(s), marks Secured in the makeup test shall be halved and awarded against the said mid-term examinations For that course.
- A prescribed fee shall be payable by the student for appearing in the above mentioned Makeup test.

**7.3** There shall be summer internship after first year second semester end examination and before second year first semester commencement. The Work carried out during Internship shall be submitted in the form of a report, and a presentation of the same shall be made before a committee,

which evaluates it for 100 marks. The committee shall consist of HoD, Supervisor and a senior faculty of the department. A student has to secure a minimum of 50% marks to be declared successful in the course. If he fails to obtain the minimum marks, he has to re-appear for the examinations as per **section 6.2**, subject to section 3.2.

- 7.4** Every student shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee (PRC).
- 7.5** A PRC shall be constituted with the Head of the Department as chairperson, project supervisor and one senior faculty member of the department offering the MBA program.
- 7.6** Registration of project work: A student is permitted to register for the project work after satisfying the attendance requirement in all the courses both theory and practical up to second year first semester.
- 7.7** After satisfying 7.6, a student, in consultation with his project supervisor, has to present the title, objective, and plan of action of his project work to the Project Review Committee (PRC) for approval within two weeks from the commencement of II Year II Semester. The student can initiate the project work after obtaining the approval of the PRC. The supervisor and PRC will examine the progress of the Project Work during pre-submission project seminar. For the course 'pre-submission project seminar', there will be only internal evaluation for 100 marks. Evaluation will be done by the PRC for 50 marks and the Supervisor will evaluate the work for another 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examination as and when notification is issued, subject to item 3.2. Pre-submission project seminar has to be conducted along with first and second mid-term examinations. There is no SEE for pre-submission of project seminar.
- 7.8** If a student wishes to change his supervisor or topic of the project, he can do so with the approval of PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for project work starts from the date of change of supervisor or topic as the case may be.
- 7.9** A student is permitted to submit project thesis with the approval of PRC not earlier than 16 weeks from the date of commencement of fourth semester. For the approval of PRC the student shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC during the pre-submission project seminar at second mid-term examinations.

- 7.10** A soft copy of the final draft of the thesis, with revisions, if any, as per the suggestions of PRC and after its approval, should be submitted for Anti- Plagiarism check to the department. The thesis will be accepted for submission, if the similarity index is less than **30%**. If similarity index is more than the required percentage, the student is advised to modify accordingly and resubmit the softcopy of the thesis after **One(1)** month. The maximum number of resubmissions of thesis after plagiarism check is limited to two. The student has to register for the project work and work for one semester. After **Three(3)** failed attempts, the admission is liable to be cancelled. The department offering the MBA program should ensure that plagiarism check is made by the examination department for every soft copy of the thesis.
- The plagiarism report shall be included in the final project thesis.
- 7.11** **Three(3)** copies of the project thesis including plagiarism report, and certified by the supervisor shall be submitted to the department.
- 7.12** The project thesis shall be adjudicated by an External Examiner appointed by Chief Superintendent of Examinations. The Chief Superintendent of Examinations shall select one of the three examiners suggested by the supervisor and HoD.
- 7.13** If the report of External Examiner is unsatisfactory, the student shall revise and resubmit the thesis. If the report of External Examiner is unsatisfactory again, the thesis shall be rejected. Subsequent actions for such thesis may be considered, only on the specific recommendations of the External Examiner and /or PRC.
- 7.14** If the report of the External Examiner is satisfactory, the Head of the Department shall coordinate and make arrangements for the conduct of Main Project Viva - Voce examination within **One(1)** week of completion of fourth semester end examination. The Main Project Viva-Voce examination shall be evaluated for 100 marks, of which, 30 marks is CIE and 70 marks SEE. The Main Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the External Examiner who adjudicated the thesis. The student shall secure a minimum of 50% of marks in Main Project Viva-Voce examination, by securing at least 40% of the 70 marks in SEE.
- 7.15** If he fails to fulfill the requirements as specified in section 7.14, he has to reappear for the main project viva voce examination only after **Three(3)** months. In the reappeared exam also, if he fails to fulfill the requirements, he shall not be eligible for the award of the degree unless he asked to revise and re-submit his project work to the PRC within a specified time period, subject to the condition that he completes his degree within **Four(4)** years from the date of

commencement of his first year first semester.

**7.16** The Main project viva voce external examination marks must be submitted to the CoE on the day of the examination.

### **8.0 Re-admission/ Re-registration**

**8.1** A student, who has discontinued the MBA degree program due to any reason whatsoever, may be considered for re-admission into the same degree program with the same specialization with the academic regulations of the batch into which he gets re-admitted, with prior permission from the authorities concerned subject to sections 3.2 and 6.6.

**8.2** If a student is detained in a course due to shortage of attendance in any semester, he may be permitted to re-register for the same course in the same category (core or elective group) or equivalent course, if the same course is not available, as suggested by the Board of Studies of that department, as and when offered in the subsequent semester(s), with the academic regulations of the batch into which he seeks re-registration, with prior permission from the authorities concerned, subject to the condition specified in section 3.2.

**8.3** A candidate shall be given one chance to re-register, and attend the classes, for a maximum of two courses, if the internal marks secured by a candidate are less than 50% and failed in those courses but fulfilled the attendance requirement. A candidate must re-register for failed courses within four weeks of commencement of the class work and secure the required minimum attendance. In the event of the student taking this chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stand cancelled.

### **9.0 Examinations and Assessment - The Grading System**

**9.1** Grades will be awarded to indicate the performance of each student in each Theory course, or Lab/Practical, or Seminar, or Project, etc., based on the % of marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Section 7 above, and a corresponding Letter Grade shall be given.

**9.2** As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

% of Marks Secured in a Course (Class Intervals)	Letter Grade (UGC)	Grade Points
90% and above ( 90% , ≤100% )	O (Outstanding)	10
Below 90% but not less than 80% ( 80% , <90% )	A+ (Excellent)	9
Below 80% but not less than 70% ( ≥70% , <80% )	A (Very Good)	8
Below 70% but not less than 60% ( ≥60% , <70% )	B+ (Good)	7
Below 60% but not less than 50% ( ≥ 50% , <60% )	B (above Average)	6
Below 50% ( < 50% )	F(FAIL)	0
<b>Absent</b>	<b>Ab</b>	<b>0</b>

- 9.3** A student obtaining 'F' Grade in any course is deemed to have 'failed' and is required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted. In such cases, his internal marks (CIE Marks) in those courses shall remain as obtained earlier.
- 9.4** If a student has not appeared for the examinations, 'Ab' Grade will be allocated to him for any course and shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted.
- 9.5** A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks.
- 9.6** In general, a student shall not be permitted to repeat any course only for the sake of 'Grade Improvement' or 'SGPA/ CGPA improvement'.
- 9.7** A student earns Grade Point (GP) in each course, on the basis of the Letter Grade obtained by him in that course. The corresponding 'credit points' (CP) are computed by multiplying the Grade Point with credits for that particular course.

**Credit Points (CP) = Grade Point (GP) x Credits .... For a Course**

- 9.8** The student passes the Course only when he gets **GP ≥ 6 (B Grade or above)**.
- 9.9** The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ( $\sum$  CP) secured from ALL courses registered in a semester, by the Total Number of Credits registered during that semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

$$\text{SGPA} = \left\{ \sum_{i=1}^N C_i G_i \right\} / \left\{ \sum_{i=1}^N C_i \right\} \dots \text{For each Semester}$$

where 'i' is the course indicator index (taking into account all courses in a Semester), 'N' is the no. of courses 'REGISTERED' for the Semester (as specifically required and listed under the course structure of the parent department),  $C_i$  is the no. of credits allotted to the  $i$ th course, and  $G_i$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that  $i$ th course.

**9.10** The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over ALL Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is rounded off to TWO Decimal Places. CGPA is thus computed from the I Year second semester onwards, at the end of each semester, as per the formula

$$\text{CGPA} = \left\{ \sum_{j=1}^M C_j G_j \right\} / \left\{ \sum_{j=1}^M C_j \right\} \dots \text{for all } S \text{ Semesters registered (ie., upto and inclusive of } S \text{ Semesters, } S \geq 2),$$

where ‘M’ is the TOTAL no. of courses (as specifically required and listed under the course structure of the parent department) the student has ‘REGISTERED’ for from the 1st Semester onwards up to and inclusive of the semester S ( obviously  $M > N$  ), ‘j’ is the course indicator index (taking into account all courses from 1 to S Semesters),  $C_j$  is the no. of credits allotted to the jth course, and  $G_j$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that jth course. After registration and completion of I Year I Semester however, the SGPA of that semester itself may be taken as the CGPA, as there are no cumulative effects.

#### Illustration of calculation of SGPA

Course	Credits	Letter Grade	Grade points	Credit Points
Course 1	4	A	8	$4 * 8 = 32$
Course 2	4	O	10	$4 * 10 = 40$
Course 3	4	B	6	$4 * 6 = 24$
Course 4	4	B	6	$4 * 6 = 24$
Course 5	4	A+	9	$4 * 9 = 36$
Course 6	4	B	6	$4 * 6 = 24$
	24			180

$$\text{SGPA} = 180/24 = 7.50$$

#### Illustration of calculation of CGPA

Semester	Credits	SGPA	Credits * SGPA
Semester I	26	7	$26 * 7 = 182$
Semester II	26	6	$26 * 6 = 156$
Semester III	26	6.5	$26 * 6.5 = 169$
Semester IV	26	6	$26 * 6 = 156$
	104		663

$$\text{CGPA} = 663/104 = 6.37$$

### 10.0 Award of Degree and Class

**10.1** If a student who registers for all the specified courses as listed in the course structure, satisfies all the course requirements and passes the examinations prescribed in the entire PG program and secures the required number of 105 credits (with  $\text{CGPA} \geq 6.0$ ) shall be declared to have “QUALIFIED” for the award of the MBA degree that he was admitted into.

- 10.2** Award of Class: After a student has earned the requirements prescribed for the completion of the program and is eligible for the award of degree, he shall be placed in one of the following three classes based on the CGPA.

<b>Class Awarded</b>	<b>CGPA</b>
First Class with Distinction	$\geq 7.75$
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

A student with final CGPA (at the end of the MBA Program)  $< 6.00$  shall not be eligible for the award of the degree.

### **11.0 Withholding of Results**

If the student has not paid the dues, if any, to the College or if any case of indiscipline is pending against him, the result and degree of the student shall be withheld and he shall not be allowed into the next semester.

### **12.0 Transitory Regulations**

- 12.1** A student who has been detained in any semester of previous regulations due to lack of attendance, shall be permitted to join the same semester of AR20 Regulations and the student is required to complete the study of MBA programme within the stipulated period of FOUR (4) academic years from the date of first admission in I Year I semester. The AR20 Academic Regulations under which a student has been readmitted shall be applicable to that student from the semester of readmission.
- 12.2** If a student readmitted to AR20 regulations, has any course with 80% of syllabus common with his/her previous regulations, that particular course in AR20 regulations will be substituted by another course to be prescribed by BoS of the department.
- 12.3** If a student taking readmission as per the provisions of section 12.1 had not studied in his previous semesters, any course(s) which is/are prescribed for study under AR20 regulations (in any of the semester(s) preceding the semester of re-admission), he shall pass all such courses to meet the academic requirement of AR20 regulations. One or more of these courses may be offered as substitute course(s), as per section 12.2.
- 12.4** The student must register for the additional course(s) at the beginning of the semester during which he desires to study with the approval of the faculty advisor.

**12.5** The college shall conduct one internal test in each of the additional courses, at the end of the semester, covering the entire syllabus, for a maximum of 30 marks. The marks obtained in the test will be considered as the internal marks for the course.

**13.0 General**

**13.1** Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.

**13.2** Credit Point: It is the product of grade point and number of credits for a course.

**13.3** Wherever the words “he”, “him”, “his”, occur in the regulations, they shall include “she”, “her”.

**13.4** The academic regulation should be read as a whole for the purpose of any interpretation.

**13.5** In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal is final.

**13.6** GCET may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the college.



**MALPRACTICES RULES DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS**

	<b>Nature of Malpractices/Improper conduct</b>	<b>Punishment</b>
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, cell phones, pager, palm computers or any other form of material concerned with or related to the course of the examination (theory or practical) in which he/she is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the course of the examination)	Expulsion from the examination hall and cancellation of the performance in that course only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that course only of all the candidates involved. In case of an outsider, he/she shall be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the courses of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the COE.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the courses of the examination (including practical and project work) already appeared and shall not be allowed to appear for examinations of the remaining courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Institution examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he/she shall be handed over to the police and a case is registered against him.

4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Institution examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that course.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that course and all other courses the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the courses of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they shall be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or tears the script or any part thereof inside or outside the examination hall with the intention of destroying any evidence of use of unfair means.	Expulsion from the examination hall and cancellation of performance in that course and all the other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all institution examinations. The continuation of the course by the candidate is subject to the academic regulations in

		connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the institute shall be handed over to police and, a police case shall be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that course and all other courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the courses of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that course and all other courses the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Principal for further action to award suitable punishment.	

#### **Malpractices identified by squad or special invigilators**

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices).
  - i. A show cause notice shall be issued to the college.
  - ii. Impose a suitable fine on the college.
  - iii. Shifting the examination centre from the college to another college for a specific period of not less than one year

## **INSTITUTION VISION AND MISSION**

### **VISION**

Geethanjali visualizes dissemination of knowledge and skills to students, who would eventually contribute to well being of the people of the nation and global community.

### **MISSION**

- To impart adequate fundamental knowledge in all basic sciences and engineering, technical and Inter-personal skills to students.
- To bring out creativity in students that would promote innovation, research and entrepreneurship.
- To Preserve and promote cultural heritage, humanistic and spiritual values promoting peace and harmony in society.

## **DEPARTMENT VISION AND MISSION**

### **VISION**

Providing excellence in management education to produce effective management professionals to build a better nation.

### **MISSION**

1. To offer high quality Masters in Business Administration and to prepare students for professional career.
2. To contribute towards societal development through imparting quality management education.

## **PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

PEO1: To prepare students to lead a successful career in industry or pursue higher studies or become an entrepreneur.

PEO2: To train students so as to enable them to offer commercially feasible and socially acceptable managerial solutions to technical/non technical problems.

PEO3: To develop the capability to demonstrate strong leadership skills, effective communication skills, professional etiquette and a desire to be a lifelong learner.

## **PROGRAM OUTCOMES (PO)**

### **PROGRAM OUTCOMES (POS)**

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Demonstrate analytical and critical thinking abilities for data-based decision making.

PO3: Demonstrate ability to develop value based leadership.

PO4: Demonstrate ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.

PO5: Exhibit leadership capacity and teamwork skills for business decision making.

PO6: Demonstrate/possess the skills required to integrate cost concepts from various disciplines to identify and develop business strategies.

PO7: Incorporate diversified multicultural perspectives when making business decisions.

PO8: Communicate effectively in both oral and written contexts in the form of research papers, project reports, design documents and seminar presentations.

## **PROGRAM SPECIFIC OUTCOMES(PSOs)**

**PSO1:** Apply various concepts and strategies of business management

**PSO2:** Comprehend and analyze the importance of functional and inter functional areas

**PSO3:** Recognize opportunities available and face the challenges in the national and global business environment and adapt accordingly.

**PSO4:** Carry out research in the field of management.

**PSO5:** Demonstrate team management skills and to become a competent leaders.

**PSO6:** Function as ethical, conscious and socially responsible managers, capable of contributing to the development of the nation.



**GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY (AUTONOMOUS)**  
**Cheeryal (V),Keesara (M), Medchal Dist-501 301, Telangana State**  
**MBA PROGRAMME STRUCTURE (AY 2020-21)**

**I Year-I semester**

Course Code	Category	Course Title	CIE Marks	SEE marks	Total number of periods per week			Credits
					L	T	P	
20MB01001	Core Course I	Management and Organizational Behavior	30	70	3	1	-	4
20MB01002	Core Course II	Business Law and Environment	30	70	3	1	-	4
20MB01003	Core Course III	Managerial Economics	30	70	3	1	-	4
20MB01004	Core Course IV	Financial Accounting and Analysis	30	70	3	1	-	4
20MA01005	Core Course V	Data Analytics	30	70	3	1	-	4
20MB01006	Open Elective-1	Indian Ethos and Management Ethics	30	70	3	0	-	3
20MB01007		Cross Cultural Management						
20MB01008		Management of NGOs						
20MB01009		Disaster Management						
20EN01007	Core Course VI	Functional English	30	70	3	0	-	3
20MB01L01	Lab	Business Data Analysis Lab	30	70	-	-	4	2
		<b>Total</b>	<b>240</b>	<b>560</b>	<b>21</b>	<b>5</b>	<b>4</b>	<b>28</b>

**I Year-II semester**

Course Code	Category	Course Title	CIE Marks	SEE marks	Total number of periods per week			Credits
					L	T	P	
20MB02001	Core Course I	Human Resource Management	30	70	3	1	-	4
20MB02002	Core Course II	Marketing Management	30	70	3	1	-	4
20MB02003	Core Course III	Financial Management	30	70	3	1	-	4
20MB02004	Core Course IV	MIS & ERP	30	70	3	1	-	4
20MA02005	Core Course V	Quantitative Analysis For Business Decisions	30	70	3	1	-	4
20MB02006	Core Course VI	Entrepreneurship	30	70	3	1	-	4
20EN02L01	Lab	Business Communication –Lab	30	70	-	-	4	2
		<b>Total</b>	<b>210</b>	<b>490</b>	<b>18</b>	<b>6</b>	<b>4</b>	<b>26</b>

**Total number of credits for first year(28+26) = 54**

## II Year-I semester

Course Code	Category	Course Title	CIE Marks	SEE marks	Total number of periods per week			Credits
					L	T	P	
20MB03001	Core Course I	Research Methodology and Statistical Analysis	30	70	3	1	-	4
20MB03002	Core course II	Operations Management	30	70	3	1	-	4
20MB03003	Open Elective II	Total Quality Management	30	70	3	0	-	3
20MB03004		International Business						
20MB03005		E- Business						
20MB03006		Fundamentals of Corporate Social Responsibility						
20MB03007	Core Elective I	Strategic Management Accounting	30	70	3	1	-	4
20MB03010		Performance Management						
20MB03013		Consumer Behavior						
20MB03016		Start up Management						
20MB03008	Core Elective II	Security Analysis and Portfolio Management	30	70	3	1	-	4
20MB03011		Learning and Development						
20MB03014		Advertising and Sales Management						
20MB03017		MSME Management						
20MB03009	Core Elective III	Financial Institutions, Markets & Services	30	70	3	1	-	4
20MB03012		Employee Relations						
20MB03015		Digital Marketing						
20MB03018		Family Business Management						
20MB03S01	Seminar	* Summer Internship - Seminar	100	-	-	-	-	2
		<b>Total</b>	<b>280</b>	<b>420</b>	<b>18</b>	<b>5</b>	<b>-</b>	<b>25</b>

**\*Summer internship will be executed by the candidate after the end of second semester (summer). Documentation and evaluation will be done in the third semester.**

## II Year-II semester

Course Code	Category	Course Title	CIE Marks	SEE marks	Total number of periods per week			Credits (C)
					L	T	P	
20MB04001	Core Course I	Strategic Management	30	70	3	1	-	4
20MB04002	Core Course II	Supply Chain Management	30	70	3	1	-	4
20MB04003	Core Elective IV	Strategic Investment and Financing decisions	30	70	3	1	-	4
20MB04006		Talent and Knowledge Management						
20MB04009		Retailing Management						
20MB04012		Entrepreneurial Finance						
20MB04004	Core Elective V	International Financial Management	30	70	3	1	-	4
20MB04007		International Human Resource Management						
20MB04010		Service Marketing						
20MB04013		Entrepreneurial Marketing						
20MB04005	Core Elective VI	Financial Derivatives	30	70	3	1	-	4
20MB04008		Leadership and Change Management						
20MB04011		International Marketing						
20MB04014		Creativity Innovation and Entrepreneurship						
20MB04S01	Seminar	Pre Submission Project – Seminar	100	-	-	-	2	2
20MB04015	-	Main Project Viva Voce	30	70	-	-	-	4
		<b>Total</b>	<b>280</b>	<b>420</b>	<b>15</b>	<b>5</b>	<b>2</b>	<b>26</b>

**Total number of credits in the second year(25+26) = 51**

**Total Number of credits of the Program: 28+26+25+26=105**

### LIST OF ELECTIVE SUBJECTS

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

Course Code	FINANCE	Credits
20MB03007	STRATEGIC MANAGEMENT ACCOUNTING	4
20MB03008	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4
20MB03009	FINANCIAL INSTITUTIONS, MARKETS & SERVICES	4
20MB04003	STRATEGIC INVESTMENT AND FINANCING DECISIONS	4
20MB04004	INTERNATIONAL FINANCIAL MANAGEMENT	4
20MB04005	FINANCIAL DERIVATIVES	4
	<b>HUMAN RESOURCES</b>	
20MB03010	PERFORMANCE MANAGEMENT	4
20MB03011	LEARNING AND DEVELOPMENT	4
20MB03012	EMPLOYEE RELATIONS	4
20MB04006	TALENT AND KNOWLEDGE MANAGEMENT	
20MB04007	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	4
20MB04008	LEADERSHIP & CHANGE MANAGEMENT	4
	<b>MARKETING</b>	
20MB03013	CONSUMER BEHAVIOUR	4
20MB03014	ADVERTISING AND SALES MANAGEMENT	4
20MB03015	DIGITAL MARKETING	4
20MB04009	RETAILING MANAGEMENT	4
20MB04010	SERVICES MARKETING	4
20MB04011	INTERNATIONAL MARKETING	4
	<b>ENTREPRENEURSHIP</b>	
20MB03016	STARTUP MANAGEMENT	4
20MB03017	MSME MANAGEMENT	4
20MB03018	FAMILY BUSINESS MANAGEMENT	4
20MB04012	ENTREPRENEURIAL FINANCE	4
20MB04013	ENTREPRENEURIAL MARKETING	4
20MB04014	CREATIVITY INNOVATION AND ENTREPRENEURSHIP	4

**Geethanjali College of Engineering and Technology (Autonomous)  
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**20MB01001-Management & Organizational Behaviour**

**MBA I Year I Sem**

L	T	P/D	C
3	1	-	4

**Prerequisite(s): NONE**

**Course objectives:** Develop ability to

1. Acquire knowledge about fundamentals of management
2. Understand about behavioral aspects of individual and group

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

- CO1. Understand about management functions
- CO2. Know about planning process
- CO3. Understand about organizational structure.
- CO4. Acquire knowledge organizational behavior
- CO5. Understand the concepts of leadership styles

**UNIT – I: Introduction to Management:**

The Management Process, Management Functions, kinds of managers, Managerial roles and skills. Evolution of Management -Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.

**UNIT – II: Planning and Decision Making:**

Planning and goal setting – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment. Decision making process, types of decisions, decision making styles, Vroom’s Participative decision making model.

**UNIT – III: Organizing and Controlling:**

Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary organizational design and its challenges. **Controlling:** The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

**UNIT – IV: Organizational Behavior:**

Individual and Group Behavior: Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness.

**UNIT – V: Leadership and Motivation:**

Leadership traits, Leadership styles, Leadership theories, Power and Politics. Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.

**TEXT BOOKS:**

1. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
2. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 2015.

**REFERENCE BOOKS:**

1. Laurie J. Mullins, Management, and Organizational Behaviour, Pearson Publications, 9e.
2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson, 16e, 2017.
3. Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill, 2011.

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**20MB01002-Business Law And Environment**

**MBA I Year I Sem**

L	T	P/D	C
3	1	-	4

**Prerequisite(s): NONE**

**Course Objective:** To develop ability to:

1. Know the Legal Framework for doing business in India.
2. Understand the importance of regulations in conducting domestic business.

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

- CO1. Understand Business Laws related to incorporating a company
- CO2. Acquire knowledge on Law of contract
- CO3. Understand Negotiable instruments
- CO4. Know industrial growth policy formulation in Indian industry
- CO5. Understand relevant fiscal and monetary policy framework in India

**UNIT – I: Companies Act, 2013:**

Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

**UNIT – II: Law of Contract:**

Nature of Contract and Essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

**UNIT – III: Negotiable Instruments Act - 1881:**

Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST).

**UNIT IV: Introduction to Business Environment:**

Macro Environment Analysis (PESTEL Model), A brief review of industrial policies since independence, Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry.

**UNIT V: Fiscal Policy & Monetary Policy:**

Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India – Highlights of Budget. Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, recent trends- Role of Finance Commission.

**TEXT BOOKS:**

1. RSN Pillai, Bagavathi, Business Law, S.Chand, 2013.
2. Dutt and Sundaram , Indian Economy, S. Chand, New Delhi, 2007.

**REFERENCE BOOKS:**

1. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition.
2. K.Aswhathappa, Essentials of Business Environment, 9/e Himalaya, 2007
3. Ravinder Kumar, Legal Aspects of Business, 4e,Cengage Learning, 2016.



**Geethanjali College of Engineering and Technology (Autonomous)  
Cheeryal (V), Keesara (M), Medchal Dist., Telengana-501301  
20MB01003-Managerial Economics**

**MBA I Year I Sem**

L	T	P/D	C
3	1	-	4

**Prerequisite(s):** None

**Course objectives:** Develop ability to

1. Acquire knowledge and understand the economic environment of an organization.
2. Analyze the market structures in the economy.

**Course Outcomes:** At the end of the course Student would be able to:

- CO1. Understand the basic economic principles.
- CO2. Forecast demand and supply.
- CO3. Understand the Innovations of production and global competitiveness.
- CO4. Estimate cost and understand market structure.
- CO5. Know the various pricing strategies.

**UNIT-I: Introduction to Managerial Economics:**

Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

**UNIT-II: Theory of Demand:**

Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

**UNIT-III: Production Analysis:**

Production function, Production function with one/two variables, Cobb –Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

**UNIT-IV: Cost theory and estimation:**

Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.

**UNIT-V: Market Structure and Pricing Practices:**

Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing philosophy.

**TEXT BOOKS:**

1. Craig H. Petersen, W.Cris Lewis and Sudhir K. Jain: Managerial Economics, 14th edition, Pearson, 2014.
2. 'Dominick Salvatore Managerial Economics 7th Edition Oxford 2012

**REFERENCES BOOKS:**

1. W.Bruce Allen, Managerial Economics Theory, Applications, and Cases 8th Edition.
2. G S Gupta, Managerial Economics, 2nd edition, TMH, 2012.
3. H. L. Ahuja, Managerial Economics, S. Chand, 2012

**Geethanjali College of Engineering and Technology (Autonomous)  
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20MB01004-Financial Accounting and Analysis**

**MBA I Year I Sem Prerequisite(s):** None

L	T	P/D	C
3	1	-	4

**Course objectives:** Develop ability to

1. Provide the information that is needed for sound economic decision making.
2. Provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies.

**Course Outcomes:** At the end of the Course, Student would be able to:

- CO1. Prepare, understand, interpret and analyze financial statements with confidence.
- CO2. Appreciate and use financial statements as means of business communication.
- CO3. Analytical techniques and arriving at conclusions from financial information for the purpose of decision making.
- CO4. Analyze the financial performance of the company.
- CO5. Evaluate the financial ratios

**UNIT- I: Introduction to Accounting:**

Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system–recording business transactions–Classification of accounts–Accounting cycle.

**UNIT- II: Accounting Process:**

Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Accounting from incomplete records, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts, and ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

**UNIT- III: Valuation of Assets:**

Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Valuation of fixed assets -Tangible vs. Intangible assets. Depreciation, Methods of depreciation–their impact on measurement of business Accounting.

**UNIT-IV: Financial Analysis-I:**

Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

**UNIT-V: Financial Analysis-II:**

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

**TEXTBOOKS:**

1. S.N. Maheswari ,S.K. Maheshwari, Financial Accounting, 5e, Vikas Publishing House, 2013.
2. V. Rajasekharan, R. Lalitha , Financial Accounting & Analysis, Pearson Education, New Delhi, 2015

**REFERENCES BOOKS:**

1. Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi, 2014.
2. Seema Srivastava, Financial Accounting, Jawaharlal, S. Chand, 2014.
3. Dhanesh K.Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.

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Cheeryal (V), Keesara (M), Medchal Dist., Telengana-501301**

**20MB01005–Data Analytics**

**MBA I Year I-Sem**

**Prerequisite(s):** None

L	T	P/D	C
3	1	-	4

**Course Objectives:** Develop ability to

1. Understand importance of ever-increasing volume, variety and velocity of data in organization.
2. Understand the application of data analytical tools for decision making.

**Course Outcomes:** At the end of the Course, Student would be able to understand:

- CO1: the importance of Analytics
- CO2: the Descriptive Statistical Measures
- CO3: the Application of Analytical tools to solve business problems.
- CO4: Data Mining Tools
- CO5: the Analysis verification and validation.

**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 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 Techniques – 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.

**TEXT BOOKS:**

1. James Evans, Business Analytics, 2e, Pearson, 2017.
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.

**REFERENCE BOOKS:**

1. Thomas Eri, Wajid Khattackand Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
2. Wilfgang Jank, Buisness Analytics for Managers, Springer, 1e, 2014.
3. Akil Maheswari, Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016

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**20MB01006-Indian Ethos and Management Ethics  
(Open Elective-1)**

**MBA I Year I-Sem**

**Prerequisite(s):** None

L	T	P/D	C
3	1	-	4

**Course objectives;** Develop ability to

1. Create a mindset of value system
2. Exposure to ethical problems and issues in various situations

**Course Outcomes:** At the end of the Course, Student would be able to:

- CO1. Understand the dynamics of morality
- CO2. Identify the constant in morality
- CO3. Recognize the variable values in morality
- CO4. Differentiate between business ethics and corporate ethics
- CO5. Understand ethics in an organization

**UNIT I: Indian ethos:**

Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices. **Management Lessons from Scriptures-** Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management

**UNIT II: Work Ethos and Values:**

Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos. **Values:** Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture

**UNIT III: Stress Management:**

Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress. **Stress Management Techniques: Meditation :** Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance. **Leadership:** Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta. **Motivation:** Meaning, Indian Approach to Motivation, Techniques

#### **UNIT IV: Ethics: Business Ethics and Corporate Ethics:**

Meaning, Importance, Functions, Unethical Practices and Ethical dilemma, Ethical theories and Approaches, Modern Decision making - Ethical Models for Decision Making, Indian Ethos, Ethics for Managers, Ethics in Business Competition.

#### **UNIT V: Ethics aspects – Ethical Aspects in Organization:**

Marketing ethics and Consumer ethics – Ethical issues in Advertising, Criticisms in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in Performance Appraisal. Ethics in Finance: Insider trading - Ethical investment - Combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber-crime.

#### **TEXT BOOKS:**

1. Khandelwal, Indian Ethos and Values for Managers, Himalaya Publishing House, 2009.
2. R Nandagopal, Ajith Sankar RN Indian Ethics and Values in Management, : Tata Mc Graw Hill.

#### **REFERENCE BOOKS:**

1. Chakraborty, S.K. Managerial Effectiveness and Quality of Work life – Indian Insights, : Tata McGraw Hill Publishing Company, New Delhi – 1987.
2. Nandagopal, Ajith Shankar, Indian Ethos and Values in Management, , Tata Mc Graw Hill, 2010.
3. Biswanath Ghosh, Ethics In Management and Indian Ethos, Vikas Publishing House, 2009.



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**20MB01007-Cross Cultural Management  
(Open Elective-1)**

**MBA I Year I-Sem**

**Prerequisite(s):** None

L	T	P/D	C
3	0	-	0

**Course Objective:** Develop ability to

1. Examine the management of cultural diverse in the organizations.
2. Explores the effects of cultural diversity on major organizational management processes.

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

- CO1 Understand the principal theories of cultural differences
- CO2 Deal with cultural dimensions and dilemmas
- CO3 To analyze the cultural changes in the organization
- CO4 Know the importance of communication
- CO5 Deal with conflicts and relationship

**UNIT-I: Introduction**

Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

**UNIT-II: Cultural Dimensions and Dilemmas:**

Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**UNIT-III: Culture and Organizations:**

Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**UNIT- IV: Culture and Communications:**

Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

**UNIT-V: Cross Cultural Team Management:**

Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

**TEXT BOOKS:**

1. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural
2. Management, Pearson, 2015.
3. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.

**REFERENCES:**

- 1 Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
2. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
3. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.

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**20MB01008-Management of NGOs  
(Open Elective-1)**

**MBA I Year I-Sem**

**Prerequisite(s):** None

**Course Objective:** Develop ability to

1. Understanding the concepts and practices of NGO Management
2. Understand the steps in the formation of Non-Government Organization.

L	T	P/D	C
3	0	-	0

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

- CO1. Understand of the concepts, as well as practices of NGO management.
- CO2. Build upon existing knowledge on the appropriate procedures and practices involved in managing an NGO.
- CO3. Strengthen the existing capacities in specific contexts and settings to improve the functioning of an NGO.
- CO4. Understanding Common Property Resources
- CO5. Analyze Sustainability of Non – Profit Sectors

**UNIT I: Understanding Non-Profit Management**

Changing Scenario of Non-Profit Entity, Acceptance of Nonprofit Entity as Civil Society Organization

**UNIT II: Society Registration Act, 1860**

The Indian Trust Act, 1882, Cooperative Societies Act, 1912, and Section 25 of the Company Act, 1956

**UNIT-III: Funding Structure from Foreign and National Organization**

Foreign Aid and NGOs in India, Social Sector Spending by Government, Bi – Lateral and Multi – Lateral Institutions in India

**UNIT-IV: Understanding Common Property Resources**

Tradition Property Rights, Common Property Resource Management

## **UNIT-V: Sustainability of Non – Profit Sectors**

CSR as an Instrument of Funding for the further Non – Profit Sectors, Innovative Approach and Interventions by Non – Profit Entities.

### **TEXT BOOKS**

1. David Lewis , The Management of Non-Governmental Organizations -
2. Michael Edwards, Alan Fowler, The Earth scan reader on NGO management –

### **REFERENCE BOOKS**

3. Anita braham ,Formation and Management of NGOs: Snehlata Chandra ,Non-governmental Organizations –Guidelines for NGOs management in India -
4. By M. Ovasdi, Management of Non-Governmental Organisations: Towards a Developed Civil Society
5. Ian Smillie, John M. Hailey, Managing for Change: Leadership, Strategy and Management in Asian NGOs –

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**20MB01009-Disaster Management  
(Open Elective-1)**

**MBA I Year I-Sem**

**Prerequisite(s):** None

**Course Objectives:** Develop ability to

L	T	P/D	C
3	0	-	0

1. Build capability which reduce disaster risks
2. Contribute to better and more targeted public health based on relief disasters.

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

- CO1. Develop and understand the emergency management.
- CO2. Understand the emergency/Disaster Management Cycle.
- CO3. Analyze endogenous hazards
- CO4. Explore exogenous hazards.
- CO5. Identify the approaches to disaster management,

**UNIT - I: Environmental Hazards & Disasters:**

Meaning of Environmental hazards, Environmental Disasters and Environmental stress. Concept of Environmental Hazards, Environmental stress & Environmental Disasters. Different approaches & relation with human Ecology - Landscape Approach - Ecosystem Approach - Perception approach - Human ecology & its application in geographical researches.

**UNIT - II: Types of Environmental hazards & Disasters:**

Natural hazards and Disasters - Man induced hazards & Disasters - Natural Hazards - Planetary Hazards / Disasters - Extra Planetary Hazards / disasters - Planetary Hazards - Endogenous Hazards - Exogenous Hazards

**UNIT - III: Endogenous Hazards**

Volcanic eruption - Earthquakes - landslides - Volcanic Hazards / Disasters - Causes and distribution of Volcanoes - Hazardous effects of volcanic eruptions - Environmental impacts of volcanic eruptions - Earthquake Hazards / disasters - Causes of Earthquakes - Distribution of earthquakes - Hazardous effects of - earthquakes - Earthquake Hazards in India - Human adjustment, perception & mitigation of earthquake.

**UNIT - IV: Exogenous hazards /disasters** - Infrequent events - Cumulative atmospheric hazards / disasters. **Infrequent events:** Cyclones - Lightning – Hailstorms. **Cyclones:** Tropical cyclones & Local storms - Destruction by tropical cyclones & local storms (causes, distribution human adjustment, perception & mitigation) Cumulative atmospheric hazards/ disasters :- Floods  
- Droughts - Cold waves - Heat waves Floods :- Causes of floods - Flood hazards India  
- Flood control measures (Human adjustment, perception & mitigation) Droughts :- Impacts of droughts-Drought hazards in India - Drought control measures - Extra Planetary Hazards / Disasters - man induced Hazards / Disasters - Physical hazards / Disasters - Soil erosion **Soil Erosion:** Mechanics & forms of Soil Erosion - Factors 7 causes of Soil Erosion - Conservation measures of Soil Erosion.

**UNIT - V: Emerging approaches in Disaster Management - Three stages**  
**Chemical hazards / disasters:** Release of toxic chemicals, nuclear explosion - Sedimentation processes Sedimentation processes: - Global Sedimentation problems  
- Regional Sedimentation problems - Sedimentation & Environmental problems - Corrective measures of Erosion & Sedimentation. **Biological hazards / disasters:** Population Explosion-Pre-disaster Stage (preparedness)-Emergency Stage-Post Disaster stage – Rehabilitation.

**TEXT BOOKS:**

1. R. B. Singh (Ed) Disaster Management, Rawat Publication, New Delhi, 2000.
2. H. K. Gupta (Ed) Disaster Management, Universities Press, India, 2003.

**REFERENCES:**

- 1.Savinder Singh Environmental Geography, PrayagPustakBhawann, 1997.
2. Kates, B. I & White, G. F the Environment as Hazards, oxford, New York, 1978.
- 3.R. B. Singh, Space Technology for Disaster Mitigation in India (INCED), University of Tokyo, 1994.

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**20EN01007-Functional English**

**MBA I Year I-Sem**

**Prerequisite(s):** None

L	T	P/D	C
3	0	-	0

**Course Objectives**

The students would develop ability to

1. Improve the language proficiency in English with an emphasis on Vocabulary, Grammar, Reading and Writing skills.
2. Comprehend the language usage effectively.
3. Augment Communication Skills to perform in formal and informal situations.
4. Think critically to act appropriately in any situation.

**Course Outcomes**

At the end of the course students would be able to

1. Use business vocabulary appropriately in any situation.
2. Construct meaningful and explicit sentences in written form.
3. Acquire basic proficiency in English including reading comprehension.
4. Communicate confidently in various contexts and different cultures.
5. Write grammatically correct sentences.

**Unit-I:**

Vocabulary: Word roots, Prefixes, Suffixes-General and Business related words

Grammar: types of Nouns and Pronouns, Noun Pronoun agreement, Subject-verb agreement

Reading: General Comprehension Techniques

Writing: Sentence: types of sentences

**Unit-II**

Vocabulary: Synonyms, Antonyms, errors in using prefixes and suffixes (anomalies)

Grammar: Verb, Transitive, Intransitive, State and Action Verbs

Reading: Answering questions and know opinions

Writing: Sentence- Simple, Complex and Compound sentences

**Unit-III**

Vocabulary: Business Vocabulary

Grammar: Auxiliary Verbs and Modal Verbs

Reading: Inferences, Author's tone, mood and point of view

Writing: Information Transfer from Graphs, Bar Charts, Pie-charts, Tables and Tree Diagrams.

**Unit-IV:**

Vocabulary: Collocations, Contextual words

Grammar: Tenses

Reading: Critical Reading/Reading for Practice

Writing: Note making and Note taking, Paragraph Writing

**V Unit:**

Vocabulary: Idioms, Phrases-Usage

Grammar: Active and Passive Voice

Reading: Reading for practice, Exercises in Reading

Writing: Essay writing (descriptive) and Writing Advertisements

**TEXT BOOKS:**

1. A.R.K. Rao, Enjoying Everyday English, Sangam Publishers, 2016.

**REFERENCES:**

1. Sumita Roy (Dr.Karunakar), English Made Easy, ORIENT BLACKSWAN Pvt. Ltd.,2016.
2. Green David, Contemporary English Grammar, Structure and Composition, Macmillan IndiaLtd., Madras, 1971.



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**20MB01L01-Business Data Analysis Lab – (LAB)**

**MBA I Year I-Sem**

**Prerequisite(s):** None

L	T	P/D	C
-	-	4	2

**Course Objective:** Develop ability to

1. Understand the applications of information technology
2. Know about the data organization and addressing business needs.

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

- CO1. Create word documents, create presentations in power point
- CO2. Managing data on Excel spread sheet
- CO3. Analyze data with formulas
- CO4. Analyze data using Data Analysis tool
- CO5. Write reports in appropriate format

**Module I: MS-Word**-Creation of Document- Format Document-Text editing and saving- Organizing information with tables and outlines-Mail merge-Publishing documents on Web. **MS Power Point**- Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics. Developing a Professional presentation on Business Plans, Institutions, Products, and People etc.

**Module II: MS Excel**-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.

**Module III: Sample test for means**-T-test, Z-test, ANOVA, one way, two way.

**Module IV: Correlation&Regression** using Data Analysis tool.

**Module V: Report writing** according to the format suggested.

**TEXT BOOKS:**

1. Cox et all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
2. David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press.

**REFERENCE BOOKS:**

1. Alexisleon, TMH, 2008, Enterprise resource planning.
2. William.H.Dulton, The Oxford Hand Book of Internet studies, , Oxford.

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**20MB02001-Human Resource Management**

**MBA I Year II-Sem**

**Prerequisite(s):** None

L	T	P/D	C
3	1	-	4

**Course Objective:** Develop ability to

1. Understand the various functions of HRM
2. Manage the human resources of any organization effectively.

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

- CO1. Know about the basic HR concepts
- CO2. Understand the process of recruitment and selection
- CO3. Know the process of learning and development and Performance Management and Compensation
- CO4. Understand employee retention strategies
- CO5. Study the importance of employee welfare and grievances.

**UNIT - I: Introduction of HRM:**

Introduction to HRM – Line Managers – HR Role and responsibilities – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – High Performance Work System’s – Labor Legislation in India – Equal Employment Opportunity – HR Score Card developed. Human Resource Information System.

**UNIT - II: Recruitment and Selection:**

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

**UNIT - III: Training & Development and Performance Management:**

Importance of Training and Development – Training process - Analyzing Training needs & Designing the program –Implementation of training programmes – training methods – Management development process –Evaluation of training and development programmes. Performance Management - Concept of Performance management and appraisal, the performance appraisal process, Techniques for Performance Appraisal – Career Management.

**UNIT - IV: Compensation and Employee welfare:**

Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance based pay -Benefits – Insurance –

Retirement Benefits – Employee Welfare facilities. Salient features of Workmen Compensation Act & Minimum Wages Act.

**UNIT - V: Employee Relations:**

Labor Movement – Collective Bargaining Process – Grievances – Grievances handling procedure – Employee Separation – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act.

**TEXT BOOKS:**

1. Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.
2. Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.

**REFERENCE BOOKS:**

1. Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
2. K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011.
3. Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.

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**20MB02002-Marketing Management**

L	T	P/D	C
3	1	-	4

**MBA I Year II-Sem**

**Prerequisite(s):** None

**Course objectives:** Develop ability to

1. Understand the basic marketing concepts.
2. Know the applications of marketing mix strategies in markets.

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

- CO1. Understand concepts of marketing management.
- CO2. Analyze markets.
- CO3. Design customer driven strategies.
- CO4. Communicate the decisions towards business development with superior customer Value.
- CO5. Know the concepts of pricing decisions and concepts of personal communication.

**UNIT – I: Introduction to Marketing and Market Research:**

Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research.

**UNIT – II: Analyzing Marketing Opportunities, Customer Value and Marketing Mix:**

Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development. New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding.

**UNIT – III: Designing a Customer Driven Strategy:**

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

#### **UNIT – IV: Distribution Decisions, Promotion & Communication Strategies:**

Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

#### **UNIT – V: Pricing Decisions & Personal Communication:**

Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing.

#### **TEXT BOOKS:**

1. Philip Kotler, Gray Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
2. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.

#### **REFERENCE BOOKS:**

1. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
2. Arun Kumar & N. Meenakshi, Marketing Management , Vikas, 2012
3. Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.

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**20MB02003-Financial Management**

L	T	P/D	C
3	1	-	4

**MBA I Year II-Sem**

**Prerequisite(s):** None

**Course objectives:** Develop ability to:

1. Understand the concepts, techniques & theories of financial management.
2. Acquire knowledge with the efficient and effective use of financial and non-financial information for decision making.

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

- CO1. Understand finance function, time value of money and to focus on wealth maximization rather than profit maximization
- CO2. Apply the capital budgeting techniques for project selection and to know and understand the importance of cost of capital in investment decisions.
- CO3. Analyze the leverages, EBIT-EPS and to understand the theories of capital structure.
- CO4. Evaluate the value of the firm based on the dividend decisions.
- CO5. Understand the importance and management of current assets and liabilities.

**UNIT-I: The Finance Function:**

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

**UNIT-II: The Investment Decision:**

Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques – Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost of capital: Concept and

measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**UNIT-III: Capital Structure Decision:**

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

**UNIT-IV: Dividend Decision:**

Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies. Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach.

**UNIT-V: Management of Current Assets:**

Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Management of receivables and Management of inventory- The importance of current assets management in working capital planning. Planning of working capital, Financing of working capital through Bank finance and Trade Credit. Recommendations of various Committees on Working Capital.

**TEXT BOOKS:**

1. Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers, 2012.
2. M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6<sup>th</sup> Edition, TMH, 2012.

**REFERENCES BOOKS:**

1. Bharat Tulsian , “Financial Management” S.Chand Publications,2012
2. Prasanna Chandra, “Financial Management Theory and Practice”, 8<sup>th</sup> Edition. TMH ,2012
3. IM Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas , 2015.



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**20MB02004–Management Information System & Enterprise Resource Planning  
(MIS&ERP)**

**MBA I Year II-Sem**

**Prerequisite(s):** None

**Course Objective:** Develop ability to

L	T	P/D	C
3	1	-	4

1. Provide about Information systems in organization for decision making.
2. Understand the global perspective on cyber-crime- cyber-crime era.

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

- CO1. Understand the concepts and applications of Management Information Systems.
- CO2. Know the Information Systems Planning & Implementations.
- CO3. Enhance the provision for Information security
- CO4. Learn about building the information systems
- CO5. Know the impact of cyber-crime and information security.

**UNIT - I: Introduction:**

MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

**UNIT - II: Business Applications of Information Systems:**

E-Commerce, ERP Systems, DSS, Business Intelligence, and Knowledge Management System.

**UNIT- III: Management of IS:**

Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

**UNIT - IV: Building of Information Systems:**

System Development Stages, System Development approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

**UNIT - V: Introduction to Cyber Crime:**

Cyber space; cyber law; e-business; e - consumers; spam; phishing. Cybercrime and information security, cyber criminals, Classification of cyber criminals – Indian Perspectives - Cybercrimes and Indian IT Act 2000, Global perspective on cybercrime – Cybercrime era.

**TEXT BOOKS:**

1. Laudon & Laudon Management Information Systems, , Pearson, 2015.
2. D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3e Edition, 2010.

**REFERENCE BOOKS:**

1. Jawadekar Management Information Systems Text and Cases, Tata Mc Graw Hill, 2012.
2. Kelkar, Management Information Systems, , Prentice Hall India, 2012.
3. A.K. Gupta, Sharma Management of System, McMillan, 2012.

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**20MA02005-Quantitative Analysis for Business Decisions**

**MBA I Year II-Sem**

**Prerequisite: 20MB01005 –Data Analytics**

L	T	P/D	C
3	1	-	4

**Course Objectives:** Develop ability to

1. Provide the basic tools of operations research in solving the management problems by using mathematical approach for decision making.
2. Understand the applications of Operations Research.

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

- CO1. Understand the origin and application of OR.
- CO2. Apply linear Programming method and transportation problem techniques in business operations.
- CO3. Analyze various techniques in Assignment model
- CO4. Understand decision theory and network analysis.
- CO5. Apply Queuing theory and Game theory techniques in business.

**UNIT - I: Introduction to Operations Research :**

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

**UNIT - II: A) Linear Programming Method:**

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

**B) Transportation Problem:** Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogels approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand , Degeneracy and its resolution.

**UNIT - III: Assignment Model:**

Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

**UNIT- IV: Decision Theory:**

Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree. Network Analysis – Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing.

**UNIT - V: Queuing Theory:**

Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Game theory, Saddle point, Value of the Game.

**TEXT BOOKS:**

1. S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
2. R. Pannerselvam, Operations Research, Prentice Hall International , 3e, 2012

**REFERENCE BOOKS:**

1. J. K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
2. Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
3. Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand , 2012.

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**20MB2006-Entrepreneurship**

**MBA I Year II-Sem**

**Prerequisite(s):** None

L	T	P/D	C
3	1	-	4

**Course Objective:** Develop ability to

1. Understand the entrepreneurial process
2. Inspire students to become entrepreneurs.

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

- CO1. Understand the mindset of the entrepreneurs
- CO2. Study the personality of entrepreneurs
- CO3. Identify various ventures for launching
- CO4. Develop an idea on the legal framework of entrepreneurship.
- CO5. Stratify perspectives in entrepreneurship.

**UNIT - I: Understanding Entrepreneurial Mindset**

The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.

**UNIT - II: The Individual Entrepreneurial Mind-set and Personality**

The entrepreneurial journey- Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies. Corporate Entrepreneurial Mindset, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

**UNIT - III: Launching Entrepreneurial Ventures**

Opportunities identification- Finding gaps in the market place – techniques for generating ideas-entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages of Franchising.

#### **UNIT - IV: Legal challenges of Entrepreneurship**

Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

#### **UNIT - V: Strategic perspectives in entrepreneurship**

Strategic planning - Strategic actions - strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

#### **TEXT BOOKS:**

1. D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
2. Bruce R. Barringer/ R.Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.

#### **REFERENCE BOOKS:**

1. S.S.Khanka, Entrepreneurship Development, S. Chand Publications, 2015.
2. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
3. Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012.

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**20EN02L01-Business Communication- Lab**

**MBA I Year II-Sem**

**Prerequisite(s):** None

L	T	P/D	C
-	-	4	2

**Course Objective:** Develop ability to

1. Understand the importance of oral and written communication
2. Understand the importance and applications in Business.

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

- CO1. Understand the importance of Communication in Business
- CO2. Develop writing skills and presentation
- CO3. Write business proposals and letters
- CO4. Know the application of business communication in the self-development process.
- CO5. Learn e-business related operations

**Module I: Introduction to Business communication:**

Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.

**Module - II: Developing Business Writing Skills:**

Importance of Writing Business Communication, Process of Writing, Process of Revision, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Business Memos.

**Module - III: Business Reports and Proposals:**

Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal.

**Module - IV: Oral and Employment Communication:**

The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding Yourself ,Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview, Practicing Business etiquettes.

**Module -V: Contemporary Aspects in Communication:**

Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-business related operations.

**TEXTBOOKS:**

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, Cengage Learning India Pvt Ltd. 2012

**REFERENCE BOOKS:**

1. Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
2. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
3. Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011.



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**20MB03001-Research Methodology and Statistical Analysis**

**MBA II Year I-Sem**

**Prerequisite(s):**

**20MB01005 – Statistics for Managers**

**20MA02005 - Quantitative Analysis for Business Decisions**

L	T	P/D	C
3	1	-	4

**Course objectives:** Develop ability to

1. Acquire knowledge on the research process
2. Acquire knowledge on multivariate analysis

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

1. Understand the basic research process.
2. Identify research problems and sources of data.
3. Organize and analyze data.
4. Use non-parametric tests for small samples.
5. Understand the types of MVA and reports.

**UNIT-I: Introduction to research:**

Types of Research, Research Process, Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables – Sources of error in measurement – Ethics in business Research, Scaling – Types and its techniques.

**UNIT-II: Research Design:**

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

**UNIT-III: Tabulation:**

Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, two dimensional and three dimensional diagrams and graphs. Small Sample Tests – t-Distribution-properties and applications, testing for one and two means, paired t-test. –test, Chi square.:

**UNIT-IV: Non Parametric tests:**

Sign test, Mc.Nemar, Wilcoxon Matched Pair or Signed rank, Rank sum – Wilcoxon Mann Whitney or U test, Kruskal Wallis – H test, Runn test.

**UNIT-V: Multivariate Analysis:**

Classification of MVA, Factor analysis, Cluster analysis, Conjoint analysis, Discriminant analysis. **Report Writing:** Importance of Report writing, Types of Research Reports, Report preparation and presentation, Report structure, Report formulation, Guides for effective documentation, Research Briefings. Referencing styles and citation in Business Management Research.

**TEXT BOOKS:**

1. Donald R Cooper, Pamela S.Schindler, Business Research Methods, Tata Mc. Graw Hill, 12e, 2019.
2. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods, Cengage Learning,2012.

**REFERENCE BOOKS:**

1. Prahlad Mishra, Business Researchg Methods, Oxford University Press, 2015.
2. Naval Bajpai, Business Research Methods, Pearson Publications, 2e2017.
3. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 2018.

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**20MB03002-Operations Management**

L	T	P/D	C
3	1	-	4

**MBA II Year I-Sem**

**Prerequisite(s):** None

**Course objectives:** Develop ability to

1. Acquire knowledge on the concepts of production
2. Acquire knowledge on operations management in organization

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

1. Understand the concepts of operation management.
2. Know the factors influencing plant location & layout.
3. Know capacity planning & scheduling..
4. Understand the concepts of work study.
5. Understand the concepts of material management

**UNIT – I: Introduction: Process design and Operations strategy:**

Nature, Functions, Role of production/operations. Factors affecting production and operations management. Types of production systems. **Processes design**-project, job, batch, assembly and continuous. Factors affecting process design. **Operations strategy**-productivity, strategic operations management, elements of productions/operations strategy.

**UNIT –II: Plant Location & Plant Layout:**

Factors Influencing Plant Location, Plant Layout Classification of Layout- Product, Process, Fixed position, Cellular manufacturing, Combined and service facility layout. Layout planning, layout tools and techniques. Methods of selection of best layout. Advantages and limitations of different types of layouts.

**UNIT-III: Capacity Planning, Aggregate Planning & Scheduling:**

Capacity- Definition, types, measurement, ways of capacity changing, planning decisions, Line balancing. **Aggregate planning**-Aggregate demand, criteria for selecting aggregate plans. **Master production scheduling:** Objective, Procedure and Time frame. Types of Schedules,

Schedule Generation, Priority Dispatching Rules. Johnson's Algorithm for Scheduling- Sequencing of operations: n-Jobs with one, two and three facilities.

#### **UNIT-IV: Work Study:**

Methods Study Procedures-The Purpose of Time Study and its advantages and the various components .Techniques of method analysis and work measurement.

**Quality control:** Purpose of Inspection and Quality Control-Acceptance Sampling by Variables and Attributes-Control Charts for Variables, Fraction Defectives and Defects.

#### **UNIT-V: Materials Management:**

Need and importance of material management, Material Requirement planning, Manufacturing Resource Planning. **Purchase Management-** Principles, systems, aspects. Inventory- Meaning, Inventory models-EOQ, EBQ, P and Q systems- Selected inventory techniques. **Stores management-** Functions, systems, store accounting, obsolete, surplus and scrap management, Maintenance management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

#### **TEXT BOOKS**

1. K. Sreedhar bhat-production & operations management, HPH, 2012.
2. Panneerselvam "Production & operations management"PHI, 2012.

#### **REFERENCE BOOKS:**

1. Dr. K.C. Arora , Production / Operations Management Universities Press, 2015.
2. J.K, Sharma: Operations Research, Macmillian, 2015.
3. Ajay K Garg, Production and Operations Management, TMH, 2012

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**20MB03003-Total Quality Management  
(Open Elective - II)**

L	T	P/D	C
3	1	-	4

**MBA II Year I-Sem Prerequisite(s):** 1. 20MB01003-Managerial Economics  
2. 20MB03002-Operations Management

**Course Objectives:** Develop ability to

1. Understand the quality concepts and tools and techniques relating to total quality Management.
2. Know the Quality strategy for industry operations.

**Course outcomes:** At the end of the course, students would be able to

- CO1 Understand the importance of quality
- CO2 Know the Principles and Practices of TQM
- CO3 Understand tools and techniques in quality management
- CO4 Know continuous process improvement in TQM
- CO5 Know the tools and techniques of Quality Management.

**UNIT - I: Principles and Practices - I:**

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

**UNIT - II: Principles and Practices - II:**

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

**UNIT - III: Tools and Techniques - I:**

Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards- Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and

safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process, Six Sigma.

#### **UNIT - IV: Tools and Techniques - II:**

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

#### **UNIT - V: Management Tools:**

Management Tools – Introduction - Forced field Analysis - Tree diagram - Process decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control – Process Capability- Experimental Design-Hypothesis -Orthogonal Design -Two factors and Full factors-Quality Strategy for Indian Industries - Quality Management in India.

#### **TEXT BOOKS:**

1. Joel E Ross, Total Quality Management, 3e, CRC press, 2015
2. H. Besterfeild, Carlon Besterfeild, Total Quality Management, Dale Pearson Education, 2015

#### **REFERENCE BOOKS:**

1. Sridharabhat, Total Quality Management Texts and Cases, Himalaya 2015.
2. Poornima M Charantimath, Texts and cases, Pearson Education, 2015
3. Kanishka Bedi , Quality Management, Oxford, 2015.

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**20MB03004-International Business**  
**(Open Elective - II)**

L	T	P/D	C
3	0	-	3

**MBA II Year I-Sem Prerequisite(s):**20MB01002-Business Law & Environment.

**Course Aim: Develop ability to**

1. Analyze the global and local business environment.
2. Use critical thinking skills in business situations and apply an ethical understanding and perspective to  
Business situations.

**Learning Outcome:Students should be able to**

1. Consider the the impact of various economic, legal, cultural, geographical, and political systems on  
International business.
2. Understand the policies and procedures of major trading blokcks.
3. Know and implement different Global Business Entry strategies.
4. Know the importance of global e-business practices.
5. Conduct business in compliance with relevant national and international law, legislation, policies, and regulations.

**UNIT - I:**

Global Imperative: An overview–International Business: A global perspective–Emergence of Globalization–Drivers of Globalization–Internationalization Process–Stages in International Business–Approaches to International Business; The World of International Business: Regional and Global Strategy–The Multinational Enterprise–Triad and International Business–International Trade Theories; Environment of International Business-Cultural Environment and Political Environment.

**UNIT - II:**

Global Business & National Regulation: Rationale for Government Intervention–Forms of Trade Regulation at National Level-Tariff and Nontariff Barriers. Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds–World Trade Organization–Structure and functions–TRIPs & TRIMs-WTO & India–UNCTAD.

**UNIT– III:**

Global Business and Entry Strategies: Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance– Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance–Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

**UNIT – IV:**

Global E-Business: Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions–E-enabled Business Process Transformation and Challenges–E-business Technology and Environment–E-Business Applications–E- Business Models–Alternative E-business Strategies–Global E- Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business.

**UNIT - V:**

Managing Global Business: Strategy and Global Organization -Global Strategic Planning–Going Global and Implementing Strategies–Intercultural Communications–Intercultural Human Resources Management in Global Context.

**SUGGESTED TEXT BOOKS:**

1. Charles W.K Hill, and Arun K. K. Jain, “International Business, - Competing in the Global Market Place”, Tata McGraw Hill 2010, 6th Ed.
2. P. Subba Rao, “International Business”, Himalaya, 2018.

**REFERENCES:**

1. Alain Verbeke, “International Business Strategies”, Cambridge 1st edition, 2009.
2. Rakesh Mohan Josh, “International Business”, Oxford University Press, 2009.
3. David H. Holt and Karen W. Wigginton, “International Management”, Thomson 2007.



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**20MB03005-E-Business**  
**(Open Elective - II)**

L	T	P/D	C
3	0	-	3

**MBA II Year I-Sem Prerequisite(s):** 1. 20MB02004-MIS&ERP

**Course objectives:** Develop ability to

1. Understand the concepts of electronic business
2. Understand the business applications

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

- CO1. Understand the new internet economy business –e-business
- CO2. Understand the e-business structure
- CO3. Create e-business plans in the organization.
- CO4. Know e-business applications
- CO5. Understand the concepts of network and website security

**UNIT-I: Electronic Business**

Understanding new Internet Economy and Business-E-business an e-commerce-Features of E-Business- Advantages of E-Business- Business Environment-Establishing E-Business. Case: Barnes & Noble and Amazon. Com (Ref 1- Kulkarni).

**UNIT-II: E-Business Models**

E-Business Structure- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models.

Case: B2C model at Aradhana Tours. ( Ref 1 Kulkarni)

**UNIT-III: Creating E-Business plans**

Software programs to create a business- Phases /Aspects of E-Business- e-Marketing and sales Strategies-website and portal management.

Case” FLOP (ref 1: Kulkarni)

**UNIT-IV: E-Business Applications**

Characteristics o E-Business applications-Project palming approach for E-Business applications- Application Integration- application in various domains.

Case Nokia ( Ref 1 Kulkarni)

### **UNIT-V Securing your e-business**

Risk Management- business continuity planning-Network and web site security-web site Defacement-Security audit and Penetration Testing.

Case: Asmi Agencies-e-market (Ref 1 Kulkarni)

#### **TEXT BOOKS:**

1. Kulkarni et al. "E-Business" Oxford, 2012.
2. Dave chaffey, e-business & e- commerce management- strategy, implementation and Practice, 5th edition, pearson, 2015.

#### **REFERENCE BOOKS:**

1. Napier et al "Creating a Winning E-Business" Cengage, 2012.
2. Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2015.
3. Elias M Awad, Electronic Commerce, PHI, 2012

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**20MB3006 - Fundamentals of Corporate Social Responsibility  
(Open Elective-II)**

**MBA II Year I-Sem**

**Prerequisite(s): NONE**

L	T	P/D	C
3	0	-	3

**Course objectives:** Develop ability to

1. Build fulfillment of social goals.
2. Minimize the negative impact on society and on environment

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

1. Know the history and evolution of CSR.
2. Understand international framework for corporate social responsibility.
3. Know legislation frame work in India and the world.
4. Know market based pressures and incentives and civil society pressure
5. Identify the key stake holders of CSR.

**UNIT I: Introduction to CSR:**

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

**UNIT II: International framework for corporate social Responsibility**

Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

**UNIT III: CSR-Legislation In India & the world**

Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India.

## **UNIT IV The Drivers of CSR in India**

Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

### **UNITV Identifying key stakeholders of CSR**

Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations. Review current trends and opportunities in CSR. CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

### **TEXT BOOKS**

1. Mark S. Schwartz Corporate Social Responsibility: An Ethical Approach
2. Wayne Visser and Nick Tolhurst - The World Guide to CSR -

### **REFERENCE BOOKS:**

2. Lelouche, Idowu and Filho Innovative CSR
3. Sanjay K Agarwal, Corporate Social Responsibility in India
4. Handbook on Corporate Social Responsibility in India, CII.

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**20MB03007-STRATEGIC MANAGEMENT ACCOUNTING  
(Finance Elective-1)**

**MBA II Year I Sem**

**Prerequisite(s):** None

**Course Objectives:** Develop ability to

1. Understand the components of product cost, calculation methods, and control of costs.
2. Understand the cost analysis and control.

**Course Outcomes:** Student would be able to

CO1: Acquire the fundamentals of Management and Cost accounting.

CO2: Understand the concepts of cost analysis and classification.

CO3: Acquire concepts of Marginal costing for planning and control.

CO4: Acquire knowledge on Budget and Budgetary control concepts.

CO5: Acquire basic knowledge on standard costing.

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

**Unit -I: Introduction to Management Accounting, Cost analysis and Control:**

Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, 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. Activity Based Costing(ABC).

**Unit -II: Costing for Specific Industries:**

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.

**Unit -III: Marginal Costing I:**

Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

**Marginal Costing – II:**

Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

#### **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, Zero Based Budgeting; An introduction to cost audit and management audit.

#### **Unit -V: Standard Costing:**

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, Labor variance and Sales variance.

#### **TEXT BOOKS:**

1. Hansen Mowen, Cost and Management Accounting and Control, Thompson Publications 2012
2. S.P. Jain and K.L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.

#### **REFERENCE BOOKS:**

1. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/E, New Delhi.
2. James Jiambalvo, Managerial Accounting, John Wiley and Sons, Inc. New Delhi, 2007.
3. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.

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**20MB03010-Performance Management  
(HR Elective-1)**

**MBA II Year I-Sem**

**Prerequisite: 20MB02001- HUMAN RESOURCE MANAGEMENT**

L	T	P/D	C
3	1	-	4

**Course Objective:** Develop ability to

1. Understand about performance management and reward system.
2. Communicating to enhance employee performance.

**Course Outcome:** At the end of the course, student will be able to understand:

- CO1 Significance of Performance Management
- CO2 Communication of Performance Management
- CO3 Performance Management and Development of Employees
- CO4 Reward System,
- CO5 Other performance related concepts.

**UNIT - I: Performance Management:**

Scope and Significance - Advantages of Performance Management Organizational Structure - Impact of Organizational structure and Operational Problems Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.

**UNIT - II: Communication of Performance Expectations:**

Job Description - Defining Performance and Choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators–managing Metrics- Ownership and Responsibility.

**UNIT - III: Performance Management and Employee Development:**

Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

**UNIT - IV: Reward Systems and Legal Issues:**

Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management.

## **UNIT - V: Relevant Performance related concepts:**

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

### **TEXT BOOKS:**

1. Soumendra NarianBagchi, Performance Management, 2e, Cengage Learning 2013.
2. Herman Aguinis, Performance management, 3e, Pearson, 2014.

### **REFERENCE BOOKS:**

1. A S Kohli, T. Deb, Performance Management, Oxford Higher Education, 2012.
2. Prem Chadha, Performance Management, Macmillan, 2012.
3. Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2010.



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**20MB03013-Consumer Behavior**  
**(Marketing-Elective-1)**

L	T	P/D	C
3	1	-	4

**MBA II Year I Sem**

**Prerequisite(s): 20MB02002- MARKETING MANAGEMENT**

**Course objectives:** Develop ability to

1. Understand marketing decisions keeping in mind the consumer behavior.
2. Recognize and Evaluate consumer decision making process.

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

- able to CO1. Understand consumer behavior.
- CO2. Study environmental influences on consumer behavior. CO3. Know the perception and attitude of consumers.
- CO4. Learn about consumer decision making.
- CO5. Analyze marketing ethics towards consumers.

**UNIT - I: Understanding Consumer Behavior:**

Defining consumer behavior, need for Consumer Behavior, Understanding Consumer through research process, Consumer behavior in a world of economic instability, Rural Consumer Behavior, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**UNIT - II: Environmental Influences on Consumer behavior:**

Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross- Cultural Consumer Behavior.

**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 Innovations.

## **UNIT - V: Consumerism and Ethics:**

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

### **TEXT BOOKS:**

1. David I. Loudon and Albert J. DellaBitta, 4e, TMH, 2011.
2. Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.

### **REFERENCEBOOKS:**

1. Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.
2. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
3. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 2013.

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**20MB03016-Startup Management  
(Entrepreneurship Elective-1)**

**MBA II Year I-SEM**

L	T	P/D	C
3	1	-	4

**Prerequisite(s): 20MB02006- Entrepreneurship**

**Course Objective:** Develop ability to:

1. Understand new venture creation opportunities.
2. Learn entrepreneur resources, and requirements for Enterprise Startup.

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

- CO1. Understand startup opportunities
- CO2. Analyze Legal and other requirements for new ventures
- CO3. Know the financial issues of startups
- CO4. Learn sustainability and growth of startups
- CO5. Understand exit strategies

**UNIT - I: Startup opportunities:**

The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Startup Equation- The Entrepreneurial Ecosystem –Entrepreneurship in India. Government Initiatives.

**UNIT - II: Startup Capital Requirements and Legal Environment:**

Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

**UNIT - III: Starting up Financial Issues:**

Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

**UNIT - IV: Startup Survival and Growth:**

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.

## **UNIT - V: Planning for Harvest and Exit:**

Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

### **TEXT BOOKS:**

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2. Anjan Rai Chaudhuri, Managing New Ventures Concepts and Cases, , Prentice Hall International, 2010.

### **REFERENCE BOOKS:**

1. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
2. Ja-nae' Duane The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Steven Fisher, , Mc Graw Hill Education India Pvt. Ltd, 2016.
3. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.

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**20MB03008-Security Analysis and Portfolio Management  
(Finance Elective-2)**

L	T	P/D	C
3	1	-	4

**MBA II Year I-Sem**

**Prerequisite(s): 20MB01003 -Financial Management**

**Course objectives:** Develop ability to

1. To understand the techniques for managing the market.
2. To understand and acquire the skills to manage security portfolios.

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

- CO1 Understand Indian Investment Environment
- CO2 Analyze the risk and returns of a Portfolio investment.
- CO3 Analyze the Bond valuation process.
- CO4 Evaluate the Equity valuation models in securities market.
- CO5 Understand the Performance evaluation of MF.

**UNIT – I: Investments:**

Investment Management –Objectives –Types –Investment Media, Investment Process.The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.

**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, Capital Market Line and Securities market line; Arbitrage Pricing Theory. Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return.

**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, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

**UNIT –IV: a) Equity Valuation Models:**

Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

b) Fundamental Analysis, Technical Analysis, Dow Theory, Efficient Market Hypothesis.

**UNIT –V: Performance Evaluation:**

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

**TEXT BOOKS:**

1. William. F. Sharpe, Gordon J. Alexander & Jeffery V. Bailey: Fundamentals of Investments Prentice Hall, 2012.
2. Donald E. Fisher and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.

**REFERENCE BOOKS:**

1. Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.
2. R.J. Fuller and J.L. Farrel, Modern Investments and Security Analysis, McGraw Hill Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
3. Frank K. Reilly and Keith C. Brown, Investment Analysis Portfolio Management, 7/e Thomson Publications, 2006.

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**20MB03011-Learning and Development  
(HR Elective-2)**

**MBA II Year I SEM**

L	T	P/D	C
3	1	-	4

**Prerequisite: 20MB02001- HUMAN RESOURCE MANAGEMENT**

**Course Objective:** Develop ability to

1. Understand the concept of learning with emphasis on training and Development.
2. Learn the role of HR in organizational development.

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

- CO1 Know the importance of learning performance
- CO2 Acquire knowledge on the concepts of Training and Development
- CO3 Identify suitable training methods
- CO4 Identify the training need analysis.
- CO5 Acquire knowledge on training methods.

**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 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, the 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 Plateauing, Coping with career breaks, Training for virtual work arrangements.

#### **TEXT BOOKS:**

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 2012.
2. Rolf Lynton, Uday Pareek, Training for Development, Sage, 2012.

#### **REFERENCE BOOKS:**

1. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
2. Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley, 2014
3. G. Pandu Naik, Training and Development, Excel Books, 2011.



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**20MB03014-Advertising & Sales Management  
(Marketing Elective-2)**

L	T	P/D	C
3	1	-	4

**MBA II Year I Sem**

**Prerequisite(s): 20MB02002- MARKETING MANAGEMENT**

**Course objectives:** Develop ability to

1. Understand Advertising, Sales Management and Sales Personnel.
2. Study the role of Distribution Channels and enable them to manage Channel Institutions.

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

- CO1. Know the importance of advertising and its effectiveness.
- CO2. Understand the need for Advertising and media.
- CO3. Understand sales force management and analyze the sales forecasting methods.
- CO4. Know turnaround and diversification strategies.
- CO5. Understand strategy evaluation and control.

**UNIT – I: Advertising:**

Concept, Evolution, Promotion Mix, Importance, and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, Elements of a layout.

**UNIT – II: Advertising Media:**

Types of Media – Print, Electronic, 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, sales force motivation, compensation, sales force control and evaluation.

**UNIT – IV: Sales Promotion:**

Concepts, need, objectives, 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, Channel for consumer products, business and industrial products, alternative channel, 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

### **TEXT BOOKS:**

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated
2. Marketing Communications, 9e, Cengage, 2016

### **REFERENCE BOOKS:**

1. JaishriJethwaney, Shruti Jain, Advertising Management, Oxford, 2015
2. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management,5e, Pearson, 2011
3. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016

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**20MB03017-MSME Management**

Micro, Small & Medium Enterprises  
(Entrepreneurship Elective-2)

L	T	P/D	C
3	1	-	4

**MBA II Year I-SEM**

**Prerequisite(s): 20MB02006-Entrepreneurship**

**Course Objective:** Develop ability to

1. Understand the setting up and management of MSMEs
2. Learn initiatives of Government and other institutions support for growth and development MSMEs.

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

- CO1 Acquire the issues and Challenges in MSMEs.
- CO2 Setting up of MSMEs.
- CO3 Know the management of MSMEs
- CO4 Understand the institutional and Government support.
- CO5 Learn about agencies for policy formulation.

**UNIT - I: Introduction for Small and Medium Entrepreneurship (SME):**

Concept & Definition, Role of business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

**UNIT - II: Setting of SMEs':**

Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

**UNIT - III: Institutions supporting MSMEs:**

Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC,IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

#### **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 SMI – Reasons and remedies — Evaluating entrepreneurial performance.

#### **UNIT - V: Role of Government in promoting Entrepreneurship:**

MSME policy in India, Agencies for Policy Formulation and Implementation: 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).

#### **TEXT BOOKS:**

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.

#### **REFERENCE BOOKS:**

1. Paul Burns & Jim Dew Hunt Palgrave, Small Business Entrepreneurship, Macmillan publishers, 2010.
2. Hardcover, Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India, Raj Publications, 2013.
3. Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications.

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**20MB03009 - Financial Institutions, Markets and Services  
(Finance Elective-3)**

L	T	P/D	C
3	1	-	4

**MBA II Year I-Sem**

**Prerequisite(s): None**

**Course objectives:** Develop ability to

1. Understand the system of Financial Markets, the major Institutions.
2. Understand the financial Services offered within this framework.

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

- CO1 Learn the structure of financial systems along with banking and NBFCs.
- CO2 Discuss the impact of securities market and other financial services and Strategies for decision making.
- CO3 Understand the Structure and Investment pattern of insurance companies.
- CO4 Understand the structure of Financial and Securities Markets.
- CO5 Know the various concepts of Asset/Fund Based Financial Services.

**UNIT – I: Introduction:**

The structure of Indian financial system; Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development ; Financial Sector reforms after 1991 –Recent Developments of Indian Financial System. Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs .

**UNIT - II: Banking and Non Banking Institutions:**

Commercial banks – Growth and structure of commercial Banks- competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Non-banking financial Institutions Role of IRDA, Challenges of Insurance Sector in India. Structure of Indian banking- Operations overview, lending products and loan appraisal process.

### **UNIT - III: Financial and Securities Markets:**

Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets. Role and functions of Clearing Corporation of India Ltd.

### **UNIT - IV: Asset /Fund Based Financial Services:**

Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit , Factoring and Forfeiting , Housing finance, Venture capital financing.

### **UNIT - V: Fee-based / Advisory services:**

Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees,

portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL

### **TEXT BOOKS:**

1. L. M. Bhole: Financial Institutions and Markets, TMH, 2012.
2. M. Y. Khan: Financial Services, TMH, 2012.

### **REFERENCE BOOKS:**

2. Gurusamy: Financial Services and System, Cengage, 2012
3. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
4. Frank. J. Fabozzi& Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.

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**20MB03012-Employee Relations  
(HR Elective-3)**

**MBA II Year I-SEM**

**Prerequisite: 20MB02001- HUMAN RESOURCE MANAGEMENT**

L	T	P/D	C
3	1	-	4

**Course Objective:** Develop the ability to

1. Understand the dynamics of Industrial Relations.
2. Acquire the backdrop of monitoring and regulatory environment in India.

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

- CO1 Understand the importance of the Industrial Relations.
- CO2 Know Collective Bargaining Mechanism.
- CO3 Know Tripartite Mechanism.
- CO4 Acquire knowledge on Parties and role in Industrial Relations
- CO5 Acquire knowledge on the Labor Legislation concepts.

**UNIT - I: Industrial Relations:**

Economy and the Labor Force in India – Approaches to Industrial Relations – Industrial Relations in Comparative Frame work- Management and Employer organizations – Introduction – origin and growth. 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-liberalised India- Changes in the legal frame work 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, Workmen’s Compensation Act, 1923, ESI Act, 1948- The Payment of

Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.

**UNIT - V: Labour Legislation II:**

Industrial Disputes Act, 1948 - Grievance Handling Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India- Employee Participation - Quality of Work Life- Managing good industrial relations.

**TEXT BOOKS:**

1. C S Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.
2. Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009

**REFERENCE BOOKS:**

1. Arun Monappa: Industrial Relations, TMH, 2009
2. Tapamoy Deb: Managing Human Resources & Industrial Relations, Excel, 2009
3. B D Singh: Industrial Relations &Labour Laws, Excel, 2009.



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**20MB03015 -Digital Marketing  
(Marketing Elective-3)**

L	T	P/D	C
3	1	-	4

**MBA II Year I Sem**

**Prerequisite(s): 20MB02002- MARKETING MANAGEMENT**

**Course objectives:** Develop ability to

1. Understand the importance of digital marketing and its applications.
2. Study the payment methods of Advertising.

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

- CO1. Understand the applications of digital marketing in the globalized market.
- CO2. Analyze the Channels of Digital Marketing.
- CO3. Study the need of Digital marketing plan.
- CO4. Understand the importance of Search engine marketing and Online Advertising.
- CO5. Understand the concepts of Social Media marketing.

**UNIT - I: Understanding Digital Marketing:**

Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, 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.

**UNIT - II: Marketing in the Digital Era:**

Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to 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 and Online Advertising:**

Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display 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.

**TEXT BOOKS:**

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015

**REFERENCE BOOKS:**

1. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
2. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
3. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.

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**20MB03018-Family Business Management  
(Entrepreneurship Elective-3)**

**MBA II Year I-SEM**

**Prerequisite(s): 20MB02006-Entrepreneurship**

L	T	P/D	C
3	1	-	4

**Course Objective:** Develop ability to

1. Understand family-owned businesses
2. Analyze competitive advantage in the market place.

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

- CO1. Know the perspectives in family business.
- CO2. Understand Ownership challenge and family governance.
- CO3. Find successor development strategies.
- CO4. Implement strategic planning and transgenerational Entrepreneurship.
- CO5. Find the new leaders of the evolution and change.

**UNIT - I: Introduction to Family Business:**

Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business 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 CEO Spouse and the transfer of power.

**UNIT - IV: Strategic Planning and Trans generational 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 - Entrepreneurship.

## **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.

### **TEXT BOOKS:**

1. Ernesto J.Poza, Mary S.Family Business, Daughterty4e, Cengage Learning, 2015.
2. Firms, Frank Hoy, Pramodita Sharma, Entrepreneurial Family Prentice Hall, 2010

### **REFERENCE BOOKS:**

1. Sudipt Dutta, Family Business in India, Sage Publications, 1997.
2. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.

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**20MB03S01-Summer Internship- Seminar**

**MBA II Year I-SEM**

L	T	P/D	C
-	-	4	2

**Prerequisite(s):** None

**Course Objective:** Develop ability to:

1. Have practical exposure related to the job they prefer to do after Degree Programme.
2. Acquire practical knowledge by working in any organization.

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

- CO1. Understand the product mix and strategies of the organization,
- CO2. Understand the structure of organization,
- CO3. Know the reporting systems and general administration of the organization.
- CO4. Understand the organizational dynamics in terms of organizational behavior&culture.
- CO5. Understand how to do the routine work related to job they prefer to do after Degree Programme.

**Approach to decide Summer Internship:**

Students should take covering letter/s, addressed to the organization/professional, before second mid of second semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer internship. College constantly approaches companies and professionals and tries to explore opportunities for providing summer internship to the students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA from the same institution.

Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the dealers, distributors, retailers, companies or their branch offices, units in their nearby cities, towns to understand their business model.

**Report:**

A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains.

Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.

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**20MB04001-Strategic Management**

**MBA II Year II-SEM**

**Prerequisite(s): None**

L	T	P/D	C
3	1	-	4

**Course objectives:** Develop ability to

1. Understand the strategic orientation in conduct of business
2. Know the key concepts in strategic management.

**Course Outcome:** At the end of the course, students would be able to

- CO1 Understand strategic management concepts.
- CO2 Acquire knowledge on tools and techniques for Strategic analysis.
- CO3 Know strategies for competing in globalised environment and markets.
- CO4 Know the process of Strategy Evaluation and Control.
- CO5 Understand strategy implementation and execution.

**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 – Methods. Evaluating company resources and competitive capabilities – 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 - Operational sing and institutionalizing strategy - Strategies for competing in Globalizing 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 - 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

**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.

**TEXT BOOKS:**

1. Hitt & Ireland elal, Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin:Strategic Management – Creating Competitive Advantage, TMH, 2009.

**REFERENCE BOOKS:**

1. V.S.P. Rao, V. Hari Krishna,Strategic Management, 1eExcel Books, 2012
2. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
3. Thompson & Strickland, Strategic Management Concepts and Cases, TMH, 2009.

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**20MB04002-Supply Chain Management**

**MBA II YEAR II-SEM**

L	T	P/D	C
3	1	-	4

**Prerequisite(s):** None

**Course Objective:** Develop ability to

1. Understand the importance of supply chain management in present business context.
2. Understand the supply chain relations.

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

- CO1. Understand the growing importance of supply chain management
- CO2. Know SCM costs and performance parameters.
- CO3. Understand Benchmarking parameters in SCM.
- CO4. Learn sourcing and transportation.
- CO5. Understand global aspects of SCM

**UNIT – I: Logistics and Competitive strategy:**

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

**UNIT – II: Measuring logistics costs and Performance:**

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

**UNIT – III: Logistics and Supply chain relationships:**

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

**UNIT – IV: Sourcing, Transporting and Pricing Products:**

Sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect – Impact of lack of coordination. - CRM –Internal supply chain management.



**UNIT – V: Managing global Logistics and global Supply Chains:**

Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains - Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances – Issues and Challenges in Global supply chain Management.

**TEXT BOOKS:**

1. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.

**REFERENCE BOOKS:**

1. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
2. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009

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**20MB04003-Strategic Investment and Financing Decisions  
(Finance Elective-4)**

**MBA II year II Sem**

L	T	P/D	C
3	1	-	4

**Prerequisite(s): 20MB02003- Financial Management**

**Course objectives:** Develop ability to

1. understand of the role of financial strategy, in the allocation, investing, financing
2. understand various strategies that are in use to trade off risk and return.

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

- CO1: Explain the role and nature of investment and financial strategies and its relationship to maximization of wealth/shareholders value.
- CO2: Examine various risk models in capital budgeting.
- CO3: Evaluate the motives for financial implications of mergers and acquisitions and lease financing.
- CO4: Discuss the impact of general and specific inflation on financial and investment Strategu decisions.
- CO5: Understand the different concepts of Financing Decisions

**UNIT-I:**

**Investment Decisions under conditions of Risk and Uncertainty:** Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, and probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.

**UNIT-II:**

**Types of Investments and Disinvestments:** Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

**UNIT-III:**

**Critical Analysis of Appraisal Techniques:** Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**UNIT-IV:**

**Strategic Analysis of Selected Investment Decisions:** Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

**UNIT-V:**

**Financing Decisions:** Mergers and Acquisitions Basic Issues, Strategy , Diversification and Mergers and Acquisitions, stages of acquisition process , Theories of Mergers, Types of Mergers Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases.

**TEXT BOOKS:**

1. Ravi M Kishore “Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012

**REFERENCESBOOKS :**

1. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012.
2. M. Pandey: Financial Management, Vikas 2012.
3. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
4. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

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**20MB04006-Talent and Knowledge Management  
(HR Elective-4)**

**MBA II YEAR II-SEM**

L	T	P/D	C
3	1	-	4

**Prerequisite: 20MB02001- HUMAN RESOURCE MANAGEMENT**

**Course Objective:** Develop ability to

1. Understand the importance of nurturing talent
2. Manage knowledge in the organization.

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

- CO1 Understand talent Management Process
- CO2 Learn succession and career planning approaches
- CO3 Apply Knowledge management strategies
- CO4 Understand nature of Knowledge management
- CO5 Gain knowledge management assessment and solutions

**UNIT – I: Talent Management:**

Meaning, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, Potential Forecast.

**UNIT – II: Succession and Career Planning:**

Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action-Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies.

**UNIT – III: Knowledge Management:**

Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

#### **UNIT – IV: Nature of Knowledge:**

Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

#### **UNIT – V: Knowledge Management Solutions:**

Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl’s Seven Schools of Knowledge Management, Alversson and Karreman’s knowledge management, Knowledge Management Infrastructure, Organizational Impacts of Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

#### **TEXT BOOKS:**

1. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008
2. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management:

#### **REFERENCE BOOKS:**

1. Challenges, Solutions, and Technologies, Pearson, 2009
2. Sudhir Warier, Knowledge Management, Vikas, 2004.

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**20MB04009-Retailing Management  
(Marketing Elective-4)**

L	T	P/D	C
3	1	-	4

**MBA II Year II Sem**

**Prerequisite(s): 20MB02002- MARKETING MANAGEMENT**

**Course objectives:** Develop ability to

1. Train the students on the concepts of Retailing through case studies.
2. Analyze and manage the retail operations.

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

- CO1 Learn the Modern Retailing Concepts and will be able to link it to the present Retailing trends
- CO2 Study the demographic and psychographic factors.
- CO3 Understand shopping environment, retail formats, functions, retail operation and promotion
- CO4 Study the pricing and Strategies and Adjustment strategies.
- CO5 Manage the retail buying operations.

**UNIT-I: Introduction to Retail Management**

Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing. **Relevant case studies should be discussed.**

**UNIT-II: Understanding Shoppers & Shopping**

Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India. **Relevant case studies should be discussed.**

**UNIT-III: Delivering Value through Retail Functions**

Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

**Relevant case studies should be discussed.**

#### **UNIT-IV: Pricing & Supply Chain Management**

Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM. **Relevant case studies should be discussed.**

#### **UNIT-V: Retail Buying & Managing Retail Operations**

Objectives of buying, organization buying, retailing buying behavior, models of buying behavior, buyer-responsibilities, merchandising & assortment plans-merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers. **Relevant case studies should be discussed.**

#### **TEXT BOOKS:**

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2<sup>nd</sup> Edition, Oxford, 2012.
2. Lusch, Dunne, Carver, Introduction to Retailing, 7<sup>th</sup> Edition, Cengage Learning, 2015

#### **REFERENCE BOOKS:**

1. Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
2. Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015.
3. Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.

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**20MB04012-Entrepreneurial Finance  
(Entrepreneurship Elective-4)**

**MBA II YEAR II-SEM**

L	T	P/D	C
3	1	-	4

**Prerequisite(s): 20MB02006 Entrepreneurship**

**Course Objective:** Develop ability to

1. Understand the role of entrepreneurial finance
2. Study Planning and valuation of an Enterprise.

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

- CO1. Understand financing through venture life cycle.
- CO2. Know Organizing and operating the enterprise.
- CO3. Understand financial planning of an enterprise
- CO4. Evaluate the valuation of an enterprise.
- CO5. Analyze the financial sources for growing enterprises.

**UNIT - I: Finance for Entrepreneurs:**

Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle 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 Boot Strapping, 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 Break even Analysis. Evaluating operating and financial performance using ratio analysis.



### **UNIT - III: Financial Planning:**

Financial Planning throughout the Venture's life cycle, 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.

#### **TEXT BOOKS:**

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.

#### **REFERENCE BOOKS:**

1. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
2. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
3. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

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**20MB04004-International Financial Management  
(Finance Elective-5)**

**MBA II year II Sem**

**Prerequisite(s): 20MB02003- Financial Management**

L	T	P/D	C
3	1	-	4

**Course objectives:** Develop ability to

1. Understand the concept of MNC Financial Management.
2. Know the Process of arbitrage, speculation in the forward market.

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

- CO1 Understand the International Monetary Systems.
- CO2 Understand the Factors affecting International Trade flows.
- CO3 Understand the function and structure of the forex market.
- CO4 Measure the exchange rate movements and mechanism.
- CO5 Understand the International Portfolio Management process.

**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).

**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: Exchange Rates:**

(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.

(b) 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:**

Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. 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.

#### **TEXT BOOKS:**

1. Jeff Madura, International Corporate Management, Cengage, 2012.
2. Madhur V.J., International Financial Management, Excel, 2017.

#### **REFERENCE BOOKS:**

1. S. Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
2. Sharan. V, International Financial Management 5e, PHI, 2012
3. P. G. Apte, International Financial Management, TMH 2012.

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**20MB04007-International Human Resource Management  
(HR Elective-5)**

L	T	P/D	C
3	1	-	4

**MBA II Year II-Sem**

**Prerequisite: 20MB02001- HUMAN RESOURCE MANAGEMENT**

**Course Objective:** Develop ability to:

1. Understand the growing significance of international Human Relations management in In the context of global workforce.
2. Understanding and structuring for optimal global performance.

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

- CO1 Understand the Cultural aspects of IHRM.
- CO2 Know the Role of IHRM in Successful MNC.
- CO3 Learn global Human Resource Planning.
- CO4 Understand Training and development of Global employees.
- CO5 Analyze the Performance Management of Global employees.

**UNIT - I: Introduction and Overview:**

Global Market Context-Key Perspective in Global Workforce Management - Cultural Foundations of International Human resource Management- Understanding culture Changes and challenges in the Global Labor Market- Globalization- Technological Advancement- change in labor force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges.

**UNIT- II: The key role on International HRM**

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.

**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-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- Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's.

#### **TEXT BOOKS:**

1. Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009.
2. Mark E.Mendenhall, Gary R.Oddou, Gunter K.Stahl, Reading and Cases in International HRM

#### **REFERENCE BOOKS:**

1. Routledge, Human Resource Management, Fourth Edition, 2007.
2. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009

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**20MB04010- Services Marketing**

L	T	P/D	C
3	1	-	4

**(Marketing Elective-5)**

**MBA II YearII Sem**

**Prerequisite(s):20MB02002- MARKETINGMANAGEMENT**

**Course objectives:** Develop ability to

1. Facilitate the students about the concepts of Services Marketing through cases.
2. Enable to learn the concepts of strategies for services.

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

- |     |   |
|-----|---|
| CO1 | Understand Marketing Management of companies offering Services. |
| CO2 | Understand consumer behaviour in services.                      |
| CO3 | Understand the importance of service innovation.                |
| CO4 | Align service design and standards.                             |
| CO5 | Study the service delivery.                                     |

**UNIT- I: Introduction to Services Marketing:**

Services – Concepts, Characteristics, 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 Behavior in services, Relevance of Consumer Behavior, 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 and Service Recovery – Recovery Strategies.

**UNIT- III: Service Innovation and Quality:**

Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Services cape – Designing Service capes.

#### **UNIT- IV: Managing Service Operations:**

Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee's roles in Service Delivery, Customer's roles in Service Delivery, 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 – Challenges, Pricing Strategies for Services – Methods, Promotion Strategies for Services - Need for Coordination in Marketing Communication, five categories of strategies to match service promises with delivery.

#### **TEXT BOOKS:**

1. John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
2. Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.

#### **REFERENCE BOOKS:**

1. Christopher Lovelock, Jochenwartz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015
2. Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 6e, 2013.
3. NimitChowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.

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**20MB04013-Entrepreneurial Marketing  
(Entrepreneurship Elective-5)**

**MBA II YEAR II-SEM**

L	T	P/D	C
3	1	-	4

**Prerequisite(s): 20MB02006 Entrepreneurship**

**Course Objective:** Develop ability to

1. Understand the marketing challenges
2. Apply marketing tools and models for entrepreneurial marketing.

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

- CO1. Learn marketing mix of an enterprise
- CO2. Understand growth and marketing strategies
- CO3. Develop market development strategies
- CO4. Analyze contemporary issues in entrepreneurial marketing
- CO5. Know marketing tools and techniques of Entrepreneurship

**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 Cooperative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle 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.



**TEXT BOOKS:**

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.

**REFERENCE BOOKS:**

1. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
2. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
3. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.

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**20MB04005-Financial Derivatives**  
**(Finance Elective-6)**

L	T	P/D	C
3	1	-	4

**MBA II year II Sem**

**Prerequisite(s): 20MB02003 -Financial Management**

**Course objectives:** Develop ability to:

1. Understand the derivatives in stock, commodity and forex markets.
2. Analyze advanced option strategies and its implementation.

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

- CO1 Understand the efficiency in the area of derivatives
- CO2 Acquire the knowledge of basics in derivative markets
- CO3 Analyze the Future Markets, Option Strategies
- CO4 Understand the Commodity Market Derivatives
- CO5 Know the Evolution of Swap Market

**UNIT-I: Introduction to Derivatives**

Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

**UNIT-II: Future and Forward Market**

Structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

**UNIT-III: Options**

**(a) Options** Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

**(b) Basic Option Strategies**, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

#### **UNIT-IV: Commodity Market Derivatives**

Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer :M.Ranganatham&R.Madhumathi)

#### **UNIT-V: Swaps**

Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

#### **TEXT BOOKS:**

1. Robert A Strong: Derivatives – An Introduction, Thomson, And 2012 Gupta: Financial Derivatives, PHI 2012
2. Prafulla Kumar Swain, Fundamentals of Financial Derivatives, HPH, 2012

#### **REFERENCES BOOKS:**

1. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012.
2. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
3. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

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**20MB04008-Leadership and Change Management  
(HR Elective-6)**

L	T	P/D	C
3	1	-	4

**MBA II YEAR II-SEM**

**Prerequisite: 20MB02001- HUMAN RESOURCE MANAGEMENT**

**Course objectives:** Develop ability to

1. Understand leadership traits, styles and theories to manage change in the organization
- 2 Understand about leadership styles and abilities.

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

- CO1 Know about Leadership, Role and function of a Leader
- CO2 Understand the Leadership theories and styles
- CO3 Understand about Organizational change concepts
- CO4 Acquire knowledge about Perspectives of change
- CO5 Understand about Strategies for Managing change

**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 behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behavior 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, The Hersey - Blanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

**UNIT - III: Organizational Change:**

Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective – Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

#### **UNIT - IV: Organizations for Change:**

Organizational Structure, Models of Structure, Influences on structure, Organizational structure, and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

#### **UNIT - V: Strategies for Managing Change:**

Systematic approaches to Change, The hard systems model of change, Soft systems models of change – Organizational Development, The OD process, OD-an action –research based model of change, Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, The multiple paths to change. Developing Leadership Skills.

#### **TEXT BOOKS:**

1. Gary Yukl, Leadership in organizations, Pearson, 2012.
2. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015

#### **REFERENCE BOOKS:**

1. Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.
2. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010
3. Mark Hughes, Managing Change, Universities Press, 2011.

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**20MB04011-International Marketing  
(Marketing Elective-6)**

L	T	P/D	C
3	1	-	4

**MBA II year II Sem**

**Prerequisite(s): 20MB02002- MARKETING MANAGEMENT**

**Course objectives:** Develop ability to

1. Understand the Global Markets.
2. Analyze the formulation of Global Marketing Strategies and its Implementation.

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

- CO1 Understand the Global Marketing Management.
- CO2 Learn the Environment of global markets.
- CO3 Study the influencing factors of global Consumer.
- CO4 Assess Global Market Opportunities.
- CO5 Develop and Implement Global Marketing Strategies.

**UNIT – I: Introduction to International Marketing:**

Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization – Reasons and Strategies.

**UNIT – II: Global Environmental Drivers:**

WTO and Globalization – Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

**UNIT – III: Global Customers:**

Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.

**UNIT – IV: Global Marketing:**

Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution 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 & controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.

**TEXT BOOKS:**

1. Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
2. Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, 2e, TMH, 2012

**REFERENCE BOOKS:**

2. Philip R. Cateora John L Graham Prashant Salwan, International Marketing -13th edition, TMH-2011
3. Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010

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**20MB04014-Creativity, Innovation and Entrepreneurship  
(Entrepreneurship Elective-6)**

**MBA II YEAR II-SEM**

L	T	P/D	C
3	1	-	4

**Prerequisite(s): 20MB02006 Entrepreneurship**

**Course Objective:** Develop ability to

1. To understand creativity phenomenon and develop creative problem solving
2. To learn management innovation

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

- CO1. Know the basics of creativity
- CO2. Apply creative problem solving techniques
- CO3. Understand the concept of creative Intelligence
- CO4. Perspectives of Innovation
- CO5. Analyze micro and macro Perspectives of 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 Creativity 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 for 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.

#### **TEXT BOOKS:**

1. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.

#### **REFERENCE BOOKS:**

1. C. S. G. Krishnamacharyulu, R. Lalitha, Innovation Management, Himalaya Publishing House, 2010.
2. A.DaleTimpe, Creativity, Jaico Publishing House, 2003.

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**20MB04S01-Pre-Submission of Project - Seminar**

**MBA II YEAR II-SEM**

L	T	P/D	C
-	-	2	2

**Prerequisite(s):** None

**Prerequisite: 20MB03001- RESEARCH METHODOLOGY & STATISTICAL ANALYSIS**

**Course Objective:** The final project (20MB04015) work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating research methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the project report.

**Course outcomes:** The process of Pre-Submission Seminar would enable the student to put across his work on the project for critical assessment and provide an opportunity to make any online corrections or incorporate suggestions for better and improved work.

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**20MB04015-Main Project Viva Voce**

**MBA II YEAR II-SEM**

**Prerequisite(s):** None

L	T	P/D	C
-	-	-	4

**Prerequisite: 20MB04S01- PRE-SUBMISSION OF PROJECT**

Project Work would be conducted three days a week were the candidate would give an attendance declaration. Class work would be adjourned on those days. The student would work strictly under the supervision of the internal guide. After the completion of the work, the student should prepare a consolidated project report with the guidelines of DAC and PRC.