

AR 25
ACADEMIC REGULATIONS, PROGRAM STRUCTURE
AND
DETAILED SYLLABUS

For
CBCS BASED MBA - TWO YEAR PROGRAM
(Applicable for the batches admitted from AY 2025-26)



DEPARTMENT OF MANAGEMENT STUDIES
GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY
AN AUTONOMOUS INSTITUTION
Affiliated to JNTU, Hyderabad/ AICTE Approved / UGC Autonomous/
NAAC 'A+' Grade
Cheeryal (V), Keesara (M), Medchal (Dist.), Telangana – 501301

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GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY
DEPARTMENT OF MANAGEMENT STUDIES
TABLE OF CONTENTS

S. No.	Contents	Page No.
1	Academic Regulations	1-18
2	Vision and Mission of the Institution	19
3	Vision and Mission of the Department	19
4	Program Educational Objectives	20
5	Program Outcomes	20
6	Program Specific Outcomes	20
7	Program Structure	21-24
8	List of Elective Courses	25
9	Detailed Syllabus-Semester- 1	26-47
	Management and Organizational Behavior	26-27
	Business Economics	28-29
	Financial Reporting & Analysis	30-31
	Research Methodology and Statistical Analysis	32-33
	Legal and Business Environment	34-35
	ESG and Sustainability Management	36-37
	Cyber Security	38-39
	Cross Cultural Management	40-41
	Banking and Insurance	42-43
	Business Communication Lab	44-45
	Statistical Data Analysis Lab	46-47
10	Detailed Syllabus Semester-2	48-69
	Human Resource Management	48-49
	Marketing Management	50-51
	Financial Management	52-53
	Quantitative Analysis for Business Decisions	54-55
	Entrepreneurship and Design Thinking	56-57
	Production & Operations Management	58-59
	Project Management	60-61
	Business Ethics & Corporate Governance	62-63
	International Business	64-65
	E-Commerce	66-67
	Summer Internship	68-69

11	Detailed Syllabus Semester-3	70-77
	Supply Chain Management	70-71
	AI for Business	72-73
	Business Analytics	74-75
	Data Visualization Lab	76-77
12	Detailed Syllabus Semester-4	78-79
	Strategic Management	78-79
13	Detailed Syllabus-Elective Courses	80-127
	MARKETING	80-91
	Digital Marketing	80-81
	Sales and Promotion Management	82-83
	Brand Management and Consumer Behavior	84-85
	International Marketing	86-87
	Services and Retail Management	88-89
	Marketing Analytics-A and B	90-91
	FINANCE	92-103
	Security Analysis and Portfolio Management	92-93
	FINTECH	94-95
	Strategic Cost and Management Accounting	96-97
	International Financial Management	98-99
	Risk Management and Financial Derivatives	100-101
	Financial Analytics- A and B	102-103
	HUMAN RESOURCES	104-115
	Talent and Performance Management	104-105
	Learning and Development	106-107
	Employee Relations	108-109
	International Human Resource Management	110-111
	Leadership and Change Management	112-113
	HR Analytics-A and B	114-115
	ENTREPRENEURSHIP	116-127
	Startup and MSME Management	116-117
	Family Business Management	118-119
	Innovation and Entrepreneurship	120-121
	Entrepreneurial Finance	122-123
Entrepreneurial Marketing	124-125	
Technology and Business Incubation-A and B	126-127	
14	Pre Submission Project –Seminar	128
15	Main Project Viva Voce	129

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301.**

DEPARTMENT OF MANAGEMENT STUDIES

Academic Regulations of MBA (Regular/Full Time) Program

Under Choice Based Credit System (CBCS) 2025-26 (AR25)

(Effective for the students admitted into I year from the Academic Year 2025-26 and onwards)

1.0 Geethanjali College of Engineering and Technology (GCET) offers **Two** Years (**Four** Semesters) 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 affiliating 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 qualified 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 exams approved by the University, subject to reservations as laid down by the Govt. 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** Semesters consisting of **Two** academic years, each academic year having **Two** Semesters (First/Odd and Second/Even Semesters). Each Semester shall be of 20 weeks duration (inclusive of Examinations), with a minimum of 90 instructional days per Semester.

3.2 The two-year MBA program consists of 105 compulsory credits and the student has to register for all 105 credits and earn all 105 credits for the award of MBA degree. There is NO exemption of credits in any case.

3.3 The student shall not take more than **four** 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 the seat in MBA program.

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

3.4.1 Semester Scheme

The MBA Program is in Semester pattern, consisting of **Two** academic years, each

academic year having **Two** Semesters. There shall be a minimum of 15 weeks of instruction, excluding the mid-term and semester-end exams. Around 15 instruction hours, 30 instruction hours and 45 hours of learning need to be followed per one credit of theory course, practical course and project/field-based learning respectively. In each semester, there shall be ‘Continuous Internal Evaluation (CIE)’ and ‘Semester End Examination (SEE)’ under Choice Based Credit System (CBCS). The curriculum/course structure suggested by AICTE/UGC. is followed as a reference document.

3.4.2 Credit Courses

All courses offered in each semester are to be registered by the student. Against each course in the course structure, the L: T: P: C (lecture periods: tutorial periods: practical periods: credits) pattern has been defined.

- One credit is allocated for one hour per week in a semester for lecture (L) or Tutorial (T) session.
- One credit is allocated for two hours per week in a semester for Laboratory/ Practical (P) session.
- One credit is allocated for three hours per week in a semester for Project/Mini-Project session.

For example, a theory course with three credit weightage requires three hours of classroom instruction per week, totaling approximately 45 hours of instruction over the entire semester.

3.4.3 Subject Course Classification

All courses offered for the MBA Degree Program is 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 the Management
		Project Work	MBA Project or PG Project or Major Project
		Seminar / Pre-Submission Project Seminar	Seminar based on core contents related to Management
2	Other Core Courses (OCC)	Internship/ Industry Oriented Mini- project	Internship/ Industry Oriented Mini-Project
3	Elective Courses (EC)	PE - Professional Electives	Includes elective courses related to the Specialization
		OE - Open Electives	Elective courses which include inter-disciplinary courses.
4	Skill Development Courses (SDC)	Data Visualization Lab/ Analytics Lab	Courses designed to help individuals gain, improve, or refine specific skills

4.0 Course Registration

- 4.1 A Faculty Advisor or Mentor shall be assigned who will advise the students on the Course Structure and Curriculum, Choice/Option for Courses, based on his competence, progress, pre-requisites and interest.
- 4.2 The department of the institution invites Registration Forms from students within 15 days from the commencement of class work through on-line submissions, ensuring date and time Stamping. The on-line Registration Requests for any current semester shall be completed two weeks before the commencement of SEEs (Semester End Examinations) of the preceding semester.
- 4.3 A Student can apply for on-line Registration, only after obtaining the written approval from his Faculty Advisor, which should be submitted to the department through the Head of Department (a copy of it shall be retained by Head of Department, Faculty Advisor and the Student).
- 4.4 Course options exercised through **on-line** registration are final and **cannot** be changed; further, alternative choices also will not be considered. However, if the course that has already been listed for registration by the Head of the Department in a semester could not be offered due to any inevitable or unexpected reasons, then the student shall be allowed to have alternative choice either for a new course (subject to offering of such a course), or for another existing course. Such alternative arrangements will be made by the Head of the Department, with due notification and time-framed schedule, within **a week**, but before the commencement of class-work of the semester.
- 4.5 The Head of the Department/ Course Coordinator should review vacant slots in the timetable of each section once in every week or fortnight. The vacant slots in the time-table may be allocated to the course teachers who could not take classes in proportion to the number of weeks completed from the commencement of the semester.

5 Rules to offer Elective courses

- 5.1 An elective course may be offered to the students, only if a minimum of 25% of class strength opts for it.
- 5.2 Same elective course for different sections may be offered by different faculty members. The selection of elective course by students will be based on first come first serve and / or CGPA criterion.
- 5.3 If the number of student's registrations are more than the strength of one section, then it is choice of the concerned Department to offer the same course for more than one section based on the resources available in the department.

6 Attendance Requirements

- 6.1 A student shall be eligible to appear for the semester-end examinations, if the student acquires a minimum of 75% of aggregate attendance of all the courses for that semester.

- 6.2** Shortage of attendance in aggregate up to 10% (securing 65% and above but below 75%) in each semester may be condoned by the college academic committee on genuine and valid grounds, based on the student's representation with supporting evidence.
- 6.3** A stipulated fee shall be payable for condoning of shortage of attendance as notified in the respective college website.
- 6.4** **Two hours** of attendance for each theory course shall be considered, if the student appears for the mid-term examination of that course.
- 6.5** Shortage of attendance below 65% in aggregate shall in **no** case be condoned.
- 6.6** Students whose shortage of attendance is not condoned in any semester, are not eligible to take their semester-end examinations of that semester. They get detained and will not be promoted to the next semester. Their registration for that semester as well as marks secured in CIE shall stand cancelled. They may seek re-registration for that semester in the next academic year.
- 6.7** A student fulfilling the attendance requirement in the present semester shall not be eligible for readmission into the same semester
- 6.8** A candidate shall acquire minimum required attendance courses-wise in at least three theory courses in each semester for promotion to next Semester.

7.0 Academic Requirements

The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in clause no. 6. The performance of the candidate in each semester shall be evaluated course-wise, with a maximum of 100 marks per course (theory / laboratory), on the basis of Internal Evaluation (for 40 marks) and Semester End Examination (for 60 marks).

- 7.1** 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 (24 out of 60 marks) in the Semester End Examination (SEE), and a minimum of 50% of marks in the sum total of CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together; in terms of Letter Grades and this implies securing '**B**' Grade or above in a course.
- 7.2** 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 schedule. In such a case, he has to reappear for the same during the supplementary examinations as and when the notification is issued.
- 7.3** A student shall register for all courses for total of **105** credits as specified and listed in the course structure for the chosen specialization, put in the required attendance and fulfill the academic requirements for securing **105** credits obtaining a minimum of '**B**' Grade or above in each course.

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

(2) CGPA is calculated only when the candidate passes in all the courses offered in all the semesters

7.4 Marks and Letter Grades obtained in all those courses covering the above specified **105** credits alone shall be considered for the calculation of final CGPA, which will be indicated in the Grade Card /Marks Memo of second year second semester.

7.5 If a student registers for extra course(s) (in the parent specialization or other specializations of Management) other than those listed courses totaling to **105** credits as specified in the course structure, the performance in extra course(s) (although evaluated and graded using the same procedure as that of the required **105** credits) will not be considered while calculating the SGPA and CGPA. For such extra course(s) registered, percentage of marks and Letter Grade alone will be indicated in the Grade Card/Marks Memo, as a performance measure, subject to completion of the attendance and academic requirements.

7.6 Any student who got detained due to shortage of attendance in any course(s) in any semester, shall not be permitted to write the Semester End Examination of that 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.

7.7 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 semester examination, for the purpose of evaluating his performance in that course.

7.8 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.**

8.0 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 (main project viva voce) will also be evaluated for 100 marks.

8.1 For the theory courses 60 marks shall be awarded for the performance in the Semester End Examination and 40 marks shall be awarded for Continuous Internal Evaluation (CIE).

In CIE, for theory courses, during a semester, there shall be two mid-term examinations. Each Mid- Term examination consists of two parts i) **Part – A** for 10 marks, ii) **Part – B** for 20 marks with a total duration of 2 hours as follows:

1. Mid-Term Examination for 30 marks:
 - a. Part - A: Objective/quiz paper/Short Note questions for 10 marks.
 - b. Part - B: Descriptive paper for 20 marks.

The objective/quiz paper is set with multiple choice, fill-in the blanks and match the following type of questions for a total of 10 marks. The descriptive paper shall contain 6 full questions out of which, the student has to answer 4 questions, each carrying 5 marks. The average of the two Mid Term Examinations shall be taken as the final marks for Mid Term Examination (for 30 marks).

Average of the marks secured in the two Mid-Term Examinations conducted carries 30 marks weightage in CIE, the first Mid-Term examinations is conducted in the middle of the Semester and second Mid-Term examinations during the last week of instruction.

The remaining 10 marks of Continuous Internal Evaluation are distributed as follows:

2. Assignment for 5 marks. (Average of 2 Assignments each for 5 marks)
3. PPT/ Poster Presentation/ Case Study/ Video presentation/ Survey/ Field Study/ Group discussion/ Role Play on a topic in the concerned course for 5 marks before II Mid-Term Examination.

While the first mid-term examination shall be conducted on 50% of the syllabus, the second mid- term examination shall be conducted on the remaining 50% of the syllabus.

Five (5) marks are allocated for assignments (as specified by the subject teacher concerned). The first assignment should be submitted before the conduct of the first mid-term examination, and the second assignment should be submitted before the conduct of the second mid-term examination. The average of the two assignments shall be taken as the final marks for assignment (for 5 marks).

PPT / Poster Presentation / Case Study / Video presentation / Survey / Field Study / Group discussion / Role Play on a topic in the concerned course for 5 marks before II Mid-Term Examination.

8.2 Make –up **Test (MT)** in each course is available for students who either:

1. Missed one of the two mid-term examinations due to unavoidable circumstances, or
2. Attended both mid-term examinations but wish to improve their internal marks.

The MT will be conducted at the end of the semester and will carry a total of 30

marks. The marks obtained in the MT will be considered equivalent to those obtained in one mid-term examination. Zero marks will be awarded to students who are absent from the mid-term examination. The average of the best two scores from the three exams (the two mid-term exams and one MT), combined with other internal assessment components, will constitute the Continuous Internal Improvement (CII) marks for that specific course.

8.3 Semester End Examination for theory courses

8.3.1 Theory Courses:

The semester end examinations (SEE), for theory courses, will be conducted for 60 marks consisting of two parts viz. i) **Part- A** for 10 marks and ii) **Part - B** for 50 marks.

- Part-A is compulsory, consists of five short answer questions covering all units of syllabus; each question carries two marks.
- Part-B consists of five questions carrying 10 marks each. There shall be two questions asked in the question paper from each unit with either-or choice and the student should answer either of the two questions. The student shall answer one question from each of five units.

8.3.2 Duration of SEE: The duration of Semester End Examination is 3 hours.

8.4 Semester End Examination for Practical Courses

For practical courses there shall be a Continuous Internal Evaluation (CIE) during the semester for 40 marks and semester-end examination for 60 marks. The breakup of the continuous internal evaluation for 40 marks is as follows:

1. 10 marks for a write-up on day-to-day experiments in the laboratory (in terms of aim, components/procedure, expected outcome).
2. 10 marks for viva-voce (or) tutorial (or) case study (or) application (or) poster presentation of the course concerned.
3. 10 marks for the internal practical examination conducted by the laboratory teacher concerned.
4. The remaining 10 marks are for Laboratory Report/Project and Presentation, which consists of the Design (or) Software / Hardware Model Presentation which shall be evaluated after completion of laboratory course and before semester end practical examination.

The Semester End Examination for practical courses shall be conducted with an external examiner and the laboratory course teacher. The external examiner shall be appointed from the college outside and not from group colleges.

In the Semester End Examination for practical courses held for 3 hours, a rubric of evaluation for 60 marks is as given below:

1. 10 marks for write-up
2. 15 for experiment/program

3. 15 for evaluation of results
4. 10 marks for presentation on another experiment/program in the same laboratory course and
5. 10 marks for viva-voce on concerned laboratory course.

For any change of experiment, 5 marks will be deducted from the total of 60 marks. If second time change of experiment is requested, another five marks will be deducted from the 60 marks. No third change will be permitted.

- 8.5** For conducting laboratory SEE, one internal examiner and one external examiner are to be appointed by the Principal of the College and this is to be informed to the exam branch within two weeks, before commencement of the lab SEE examinations. The external examiner should be selected from outside the college concerned. No external examiner should be appointed from any other College which is run by the same Management. 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 examinations as and when conducted.
- 8.6** There shall be a summer internship during the summer vacation of I Year II Semester and the evaluation is done in II Year I Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/mentor and a senior faculty of the department. 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 examinations as and when conducted.
- 8.7** Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.
- 8.8** A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA program.
- 8.9** Registration of Project Work: A candidate is permitted to register for the project work at the beginning of II Year II Semester after satisfying the attendance requirement in all the courses, both theory and laboratories up to II Year I Semester.
- 8.10** After satisfying 8.9, 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 shall be done by the PRC for 60 marks and the Supervisor shall evaluate the work for another 40 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. Pre-submission project seminar has to be conducted along with 1st and 2nd mid-term examinations.

- 8.11** If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the 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 the project work starts from the date of change of Supervisor or topic as the case may be.
- 8.12** A candidate 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 candidate 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 2nd mid-term examinations.
- 8.13** After approval from the PRC, a soft copy of the thesis should be submitted for anti-plagiarism check and the plagiarism report should be submitted to the exam branch and be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than **30%**. If the similarity index is more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis after one month. The maximum number of re-submissions of thesis after plagiarism check is limited to two. The candidate has to register for the Project work and work for one semester. After three attempts, the admission is liable to be cancelled. The exam branch is advised to make plagiarism check of every soft copy of theses before submissions.
- 8.14** Three copies of the Project Thesis certified by the supervisor shall be submitted to the department.
- 8.15** 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.
- 8.16** If the report of the external examiner is unsatisfactory, the student shall revise and resubmit the Thesis. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. Subsequent actions for such dissertations may be considered, only on the specific recommendations of the external examiner and /or Project Review Committee. No further correspondence in this matter will be entertained, if there is no specific recommendation for resubmission.
- 8.17** If the report of the external examiner is satisfactory, the Head of the Department shall coordinate and make arrangement for the conduct of Main Project Viva - Voce examination. The Main Project Viva-Voce examination will be evaluated for 100 marks. 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 candidate has to secure a minimum of 50% of marks in Main Project Viva-Voce examination. For Main Project Viva – Voce examination one external examiner shall be allotted for a group of three to ten students. The

Main Project Viva- Voce examination shall be conducted within two weeks after completion of the fourth semester end examinations. The Students need to prepare the PPT (Slides) of the project work for the Viva –voce examination.

8.18 If he fails to fulfill the requirements as specified in 8.17, he will reappear for the Main Project Viva- Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree, unless he is asked to revise and resubmit his project work by the board within a specified time period (within **four** years from the date of commencement of his first year first semester).

8.19 The Main Project Viva-Voce External examination marks must be submitted to the exam branch on the day of the examination.

8.20 Skill Development Courses:

Two Skill Development Courses are included in the Curriculum in II-1 and II-II semesters. Each Skill Development Course carries two credits. The evaluation pattern will be same as that of a laboratory course including the internal and external assessments.

The objective of Skill Courses is to develop the cognitive skills as well as the psycho-motor skills.

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 course, or Seminar, or Project, etc., based on the percentage of marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) 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 Guidelines)	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
Absent	Ab	0

- 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 will 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**’. Such student will be required to re-appear for supplementary/make-up exam as and when conducted. The internal marks in those courses will remain the same as those obtained earlier.
- 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 (s) 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 \geq 6 (B Grade or above)**.
- 9.9** The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points 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

$$\text{CGPA} = \left\{ \sum_{j=1}^M C_j G_j \right\} / \left\{ \sum_{j=1}^M C_j \right\} \dots \text{for all Semesters registered}$$

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 (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	3	B	6	$3*6 = 18$
Course 5	3	A+	9	$3*9 = 27$
Course 6	3	B	6	$3*6 = 18$
	21			159

$$\text{SGPA} = 159/21 = 7.57$$

Illustration of calculation of CGPA from SGPA

Semester	Credits	SGPA	Credits * SGPA
Semester I	24	7	$24*7 = 168$
Semester II	24	6	$24*6 = 144$
Semester III	24	6.5	$24*6.5 = 156$
Semester IV	24	6	$24*6 = 144$
	96		612

$$\text{CGPA} = 612/96 = 6.37$$

9.11 SGPA of a semester will be mentioned in the semester Memorandum of Grades if all courses of that semester are cleared in first attempt. Otherwise, the SGPA shall be mentioned only on the Memorandum of Grades in which sitting he passed his last exam in that semester.

10.0 Withholding of Results

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

11.0 Re-Admission / Re-Registration

11.1 Re-Admission for Discontinued Student

A student, who has discontinued the MBA degree program due to any reason whatsoever, may be considered for 'readmission' into the same degree program (with the same specialization) with the academic regulations of the batch into which he gets readmitted, with prior permission from the authorities concerned.

- 11.2 If a student is detained in a course(s) due to shortage of attendance in any semester, he may be permitted to **re-register** for the same course(s) 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 item 3.2.

12.0 Award of Degree and Class

- 12.1 If a student who registers for all the Courses listed in the Course Structure and secures the required number of **105** Credits within 4 academic years from the date of commencement of the first academic year, shall be declared to have qualified for the award of the MBA Degree that he was admitted into.

12.2 Award of Class

After a student has earned the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

Class Awarded	CGPA
First Class with Distinction	≥ 7.5
First Class	$6.5 \leq \text{CGPA} < 7.5$
Second Class	$6.00 \leq \text{CGPA} < 6.5$

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

13.0 Conversion of CGPA into equivalent Percentage of Marks

The following formula shall be used for the conversion of CGPA into equivalent marks, whenever it is necessary

$$\text{Percentage (\% of Marks)} = (\text{Final CGPA} - 0.5) \times 10$$

14.0 Transitory Regulations:

A. For students detained due to shortage of attendance:

1. A Student who has been detained in I year of AR22 Regulations due to lack of attendance, shall be permitted to join I year I Semester of AR25 Regulations and he is required to complete the study of MBA program within

the stipulated period of four academic years from the date of first admission in I Year.

2. A student who has been detained in any semester of II year of AR22 regulations for want of attendance, shall be permitted to join the corresponding semester of AR25 Regulations and is required to complete the study of MBA within the stipulated period of four academic years from the date of first admission in I Year. The AR25 Academic Regulations under which a student has been readmitted shall be applicable to that student from that semester. See rule (B) for further Transitory Regulations.

B. For readmitted students in AR25 Regulations:

4. A student who has failed in any course under any regulation has to pass those courses in the same regulations.
5. The maximum credits that a student acquires for the award of degree, shall be the sum of the total number of credits secured in all the regulations of his/her study including R25 Regulations. **There is NO exemption of credits in any case.**
6. If a student is readmitted to AR25 Regulations and has any course with 80% of syllabus common with his/her previous regulations, that particular course in AR25 Regulations will be substituted by another course to be suggested by the University.

Note: If a student readmitted to AR25 Regulations and has not studied any courses/topics in his / her earlier regulations of study which is prerequisite for further courses in AR25 Regulations, the Department concerned shall conduct remedial classes to cover those courses/ topics for the benefit of the students.

15.0 Student Transfers

15.1 There shall be no branch transfers after the completion of admission process.

15.2 There shall be no transfers from one college/stream to another within the constituent colleges and units of Jawaharlal Nehru Technological University Hyderabad.

15.3 Students seeking transfer to this college from other Universities/institutions should obtain NoC from the college and apply to Department of Technical Education, Government of Telangana, Telangana state. Such students should consult the affiliating University, JNTUH regarding equivalent courses and obtain the same. The student, on transfer, shall pass additional courses, from the courses prescribed in the curriculum of AR25, up to the class/ semester preceding the class/ semester into which the student is admitted, if he had not studied those courses or their equivalents, or failed in those courses at the previous institution.

15.4 The transferred students from other Universities/Institutions to GCET, shall be given a chance to write Makeup Test for getting CIE component in the equivalent course(s) as per the clearance letter issued by the affiliating University, JNTUH.

16.0 Mapping with the Sustainable Development Goals

All the courses specified in the course structure of every program are mapped with the one or more sustainable development goals.

17.0 General

17.1 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 one hour of practical work/field work per week.

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

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

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

17.5 In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the University is final.

17.6 The University 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 University.

17.7 Punishment for malpractice

	Nature of Malpractices	Punishment
	If the candidate:	
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 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.
1 (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 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.
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 examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the impostor is an outsider, he 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 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 of the script or any part thereof inside or outside the examination hall with the mala fide 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 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 College 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 student has already appeared for 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 student has appeared for 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 Chief Controller of examination.	

INSTITUTION VISION AND MISSION

VISION

Geethanjali visualizes dissemination of knowledge and skills to students, who would eventually contribute to wellbeing 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

- To offer high quality Masters in Business Administration imparting management and business principles, driven by honesty, integrity, transparency, and ethics preparing students for professional career.
- Engaging students through critical thinking, developing interpersonal skills, through cooperation and collaboration, inculcating an entrepreneurial mind set to contribute towards societal development.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

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

PEO2: To train students so as to enable them to offer commercially feasible and socially acceptable business solutions contributing towards societal development

PEO3: To develop strong leadership and interpersonal skills demonstrating impeccable honesty, integrity and professional ethics with a deep-rooted commitment for societal development.

PROGRAM OUTCOMES (POS)

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

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

PO3: Ability to develop value based leadership ability.

PO4: Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO1: Apply advanced Financial, HR, and Marketing strategies involving ethical practices with social responsibility to arrive at solutions for given business problems.

PSO2: Demonstrate leadership through analytical ability in decision making in managing finance, human resource and marketing functions for an organizational sustainability.

Geethanjali College of Engineering and Technology (Autonomous)

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

MASTER OF BUSINESS ADMINISTRATION

MBA (Regular) AR-25 COURSE STRUCTURE

Effective from the Academic Year 2025-26 admitted batch

I Year I Semester

Course Code	Category	Course Title	CIE Marks	SEE Marks	Total number of periods per week			Credits
					L	T	P	
25MS01001	Core	Management and Organizational Behaviour	40	60	4	0	0	4
25MS01002	Core	Business Economics	40	60	4	0	0	4
25MS01003	Core	Financial Reporting & Analysis	40	60	4	0	0	4
25MS01004	Core	Research Methodology and Statistical Analysis	40	60	4	0	0	4
25MS01005	Core	Legal and Business Environment	40	60	4	0	0	4
25MS01006	Open Elective-I	ESG and Sustainability Management	40	60	3	0	0	3
25MS01007		Cyber Security						
25MS01008		Cross Cultural Management						
25MS01009		Banking and Insurance						
25EN01L01	Lab	Business Communication Lab	40	60	1	0	2	2
25MS01L01	Lab	Statistical Data Analysis Lab	40	60	1	0	2	2
Total			320	480	25	0	4	27
Total Periods Per Week					29			

I Year II Semester

Course Code	Category	Course Title	CIE Marks	SEE Marks	Total number of periods per week			Credits
					L	T	P	
25MS02001	Core	Human Resource Management	40	60	4	0	0	4
25MS02002	Core	Marketing Management	40	60	4	0	0	4
25MS02003	Core	Financial Management	40	60	4	0	0	4
25MA02004	Core	Quantitative Analysis for Business Decisions	40	60	4	0	0	4
25MS02005	Core	Entrepreneurship and Design Thinking	40	60	4	0	0	4
25MS02006	Core	Production & Operations Management	40	60	4	0	0	4
25MS02007	Open Elective-II	Project Management	40	60	3	0	0	3
25MS02008		Business Ethics & Corporate Governance						
25MS02009		International Business						
25MS02010		E-Commerce						
25MS02011	Report	Start-up / MSME / Innovation Development Plan / Sector Specific Report	100	-	-	-	2	1
Total			380	420	27	0	2	28
Total Periods Per Week					29			

***Internship during summer vacation (after Semester –II): 2 credits**

II Year I Semester

Course Code	Category	Course Title	CIE Marks	SEE Marks	Total number of periods per week			Credits (C)
					L	T	P	
25MS03001	Core	Supply Chain Management	40	60	4	0	0	4
25MS03002	Core	AI for Business	40	60	4	0	0	4
25MS03003	Core	Business Analytics	40	60	4	0	0	4
25MS03004	Core Elective I	Digital Marketing	40	60	4	0	0	4
25MS03007		Security Analysis and Portfolio Management						
25MS03010		Talent and Performance Management						
25MS03013		Startup and MSME Management						
25MS03005	Core Elective II	Sales and Promotion Management	40	60	4	0	0	4
25MS03008		FINTECH						
25MS03011		Learning and Development						
25MS03014		Family Business Management						
25MS03006	Core Elective III	Brand Management and Consumer Behaviour	40	60	4	0	0	4
25MS03009		Strategic Cost and Management Accounting						
25MS03012		Employee Relations						
25MS03015		Innovation and Entrepreneurship						
25MS03L01	Lab	Data Visualization	40	60	1	0	2	2
25MS03S01	Seminar	Summer Internship	100	0	0	4	0	2
Total			380	420	25	4	2	28
Total Periods Per Week					31			

II Year II Semester

Course Code	Category	Course Title	CIE Marks	SEE Marks	Total number of periods per week			Credits (C)
					L	T	P	
25MS04001	Core	Strategic Management	40	60	4	0	0	4
25MS04002	Core Elective IV	International Marketing	40	60	4	0	0	4
25MS04005		International Financial Management						
25MS04008		International Human Resource Management						
25MS04011		Entrepreneurial Finance						
25MS04003	Core Elective V	Services & Retail Management	40	60	4	0	0	4
25MS04006		Risk Management and Financial Derivatives						
25MS04009		Leadership and Change Management						
25MS04012		Entrepreneurial Marketing						
25MS04004	Core Elective VI (Theory)	Marketing Analytics-A	40	60	2	0	0	2
25MS04007		Financial Analytics-A						
25MS04010		HR Analytics-A						
25MS04013		Technology Business Incubation-A						
25MS04L01	Core Elective VI (Lab)	Marketing Analytics Lab-B	40	60	0	0	4	2
25MS04L02		Financial Analytics Lab-B						
25MS04L03		HR Analytics Lab-B						
25MS04L04		Business Incubation – Idea Lab -B						
25MS04S01	Seminar	Pre-submission project Seminar	100	0	0	2	2	2
25MS04014	Viva	Main Project Viva-Voce	0	100	0	0	4	4
Total			300	400	14	2	10	22
Total Periods Per Week					26			

LIST OF ELECTIVE COURSES

Students are required to select any One Specialization: Marketing, Finance, Human Resources, and Entrepreneurship and they need to select the Core Elective courses listed under the chosen specialization only.

Course Code	Specialization	Credits
	MARKETING	
25MS03004	Digital Marketing	4
25MS03005	Sales and Promotion Management	4
25MS03006	Brand Management and Consumer Behaviour	4
25MS04002	International Marketing	4
25MS04003	Services & Retail Management	4
25MS04004	Marketing Analytics – A	2
25MS04L01	Marketing Analytics Lab – B	2
	FINANCE	
25MS03007	Security Analysis and Portfolio Management	4
25MS03008	FINTECH	4
25MS03009	Strategic Cost and Management Accounting	4
25MS04005	International Financial Management	4
25MS04006	Risk Management and Financial Derivatives	4
25MS04007	Financial Analytics – A	2
25MS04L02	Financial Analytics Lab – B	2
	HUMAN RESOURCES	
25MS03010	Talent and Performance Management	4
25MS03011	Learning and Development	4
25MS03012	Employee Relations	4
25MS04008	International Human Resource Management	4
25MS04009	Leadership and Change Management	4
25MS04010	HR Analytics – A	2
25MS04L03	HR Analytics Lab – B	2
	ENTREPRENEURSHIP	
25MS03013	Startup and MSME Management	4
25MS03014	Family Business Management	4
25MS03015	Innovation and Entrepreneurship	4
25MS04011	Entrepreneurial Finance	4
25MS04012	Entrepreneurial Marketing	4
25MS04013	Technology Business Incubation – A	2
25MS04L04	Business Incubation – Idea Lab – B	2

Geethanjali College of Engineering and Technology (Autonomous)

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

MBA SEMESTER - I

25MS01001: MANAGEMENT & ORGANIZATIONAL BEHAVIOR

SDG 8 (Decent Work and Economic growth) SDG 5 (Gender Equality)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To familiarize the students with key concepts, functions, and theories of management.
2. To explain the importance and process of planning and decision-making by using various approaches, styles and models.
3. To identify the principles of organizing and controlling in business operations.
4. To analyze individual and group behaviors in the organizational context.
5. To evaluate different leadership styles and motivational strategies for effective management.

Course Outcomes: Students will be able to

1. Interpret fundamental management concepts and functions and theories of management.
2. Apply the process of planning and decision-making by using various models in the organizational context.
3. To apply and analyze the principles of organizing and controlling in the managerial context.
4. To examine the impact of individual and group behaviors in organizations.
5. To assess effective leadership styles and motivational strategies in the workplace for effective management.

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 and 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 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 Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.

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.

Suggested Readings:

- Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 18e, 2018.
- Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
- Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
- Chandrani Singh, Aditi Ktri, Principles and Practices of Management and Organizational Behaviour, Sage Publications, 1e, 2016.
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 1e, 2015.
- K. Aswathappa, Organisational Behaviour, Himalaya Publications, 14e, 2024.

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA SEMESTER - I
25MS01002: BUSINESS ECONOMICS**

**SDG 8 (Decent Work and Economic Growth) SDG 9 (Industry, Innovation and
Infrastructure)**

L	T	P/D	C
4	0	-	4

Course Objectives:

1. Identify the core principles and basic concepts of business economics.
2. Explain the key determinants of demand and supply and their interaction in establishing market equilibrium.
3. Calculate and interpret various measures of production and cost to identify optimal production levels and cost efficiencies.
4. Explain various market structures and their impact on firm conduct, performance and pricing decisions.
5. Justify optimal pricing strategies for different market conditions, considering both economic theory and practical business implications.

Course Outcomes: Students will be able to

1. Examine the basic concepts of business economics and its role in managerial decision-making.
2. Analyze the impact of demand and supply in establishing market equilibrium.
3. Analyze the relationship between production output and cost structures to identify optimal production levels and cost efficiencies.
4. Assess the characteristics of various market structures and their impact on firm conduct, performance and pricing decisions.
5. Design effective pricing strategies for products and services based on market conditions and economic analysis.

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

Unit – II: Theory of Demand and Supply: (a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Demand Schedule and Demand Curve. Movement along and shift in Demand Curve. Types of Demand, Exceptions to the Law of Demand. Elasticity of Demand, Types of Elasticity of Demand, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium.

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

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

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

Suggested Readings:

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

Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301

MBA SEMESTER – I
25MS01003: FINANCIAL REPORTING AND ANALYSIS

SDG 8 (Decent Work and Economic Growth) SDG 16 (Peace, Justice and Strong Institutions)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To acquaint the students with various fundamental concepts and principles of accounting.
2. To know the accounting process including journal entries, ledger posting and trial balance preparation in various managerial decisions.
3. To compute depreciation and goodwill using appropriate valuation methods.
4. To analyze financial statements using horizontal and vertical analysis techniques.
5. To evaluate the financial performance of a company using various accounting ratios.

Course Outcomes: Students will be able to

1. Apply various fundamental concepts and principles of accounting.
2. Apply the accounting process including journal entries, ledger posting and trial balance preparation.
3. Analyze the depreciation and goodwill using appropriate valuation methods and assess their financial impact on organization.
4. Examine financial statements using horizontal and vertical analysis to interpret financial performance.
5. Assessing the firm's financial performance using ratio analysis for effective decision-making.

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

Unit – II: The Accounting Process: Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments, Rectification of Errors. Accounting from Incomplete Records, Advantages and Disadvantages of Single Entry and Double Entry System, Preparation of Accounts, and Ascertainment of Profit from Incomplete Records,

Unit – III: Valuation Models: Valuation of Assets, Tangible vs. Intangible Assets. Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods

of Valuation of Goodwill. Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting.

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

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

Suggested Readings:

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

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MBA SEMESTER – I
25MS01004: RESEARCH METHODOLOGY AND
STATISTICAL ANALYSIS

SDG 4 (Quality Education), SDG 9 (Industry, Innovation and Infrastructure)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To introduce the basic concepts of research and measurement of variables.
2. To impart knowledge on research design and various data collection tools and methods for research process.
3. To describe Tabulation and graphical representation of One, Two, Three-Dimensional Data and various small sample tests.
4. To study the significance of statistical tools for analysis and interpretation of Qualitative & Quantitative data
5. To introduce the concepts of time series analysis and report writing.

Course Outcomes: Students will be able to

1. Summarize the basic concepts of research and measurement of variables.
2. Interpret various types of research design and data collection tools and methods for research process.
3. Apply different methods of representing data through Graphs and Tables and various small sample tests used for hypothesis testing.
4. Analyze the application of suitable statistical tools for interpretation of Qualitative & Quantitative data
5. Examine time series data analysis and importance of writing research report.

Unit – I: Introduction to Research: Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Ethics in Business Research.

Unit – II: Research Design: Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Characteristics of Good Research Design, Sampling and its Applications. Data Collection Methods & Tools: Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement.

Unit – III: a) 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. Introduction to Statistics,

Measurement of Central Tendency and Dispersion. **b) Small Sample Tests:** t-Distribution, Properties and Applications, Testing for One and Two Means, Paired t-Test, Hypothesis Formulation and Testing.

Unit – IV: a) **Analysis of Variance:** One-Way and Two-Way ANOVA (with and without Interaction). Chi-Square Distribution: Test for a Specified Population Variance, Test for Goodness of fit, Test for Independence of Attributes. **b) Correlation Analysis:** Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Linear and Multiple Regression Analysis, Discriminant Analysis, Exploratory Factor Analysis.

Unit – V: Time Series Analysis and Report Writing:

Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. 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.

Suggested Readings:

- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e, 2021.
- Gerald Keller, Statistics for Management and Economics, Cengage, 12e, 2025
- S.C. Gupta, Fundamentals of Statistics, Himalaya Publishing House, 8e, 2023
- P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand Publishing, 2016.
- Shashi K. Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, Kalyani Publishers, 6e, 2020.
- Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
- Deepak Chawla, Neena Sondhi, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods Cengage Learning, 8e, 2016.

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MBA SEMESTER - I

25MS01005: LEGAL AND BUSINESS ENVIRONMENT

**SDG 8 (Decent Work & Economic Growth), SDG16 (Peace, Justice & Strong
Institutions)**

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To impart knowledge on the Legal and Regulatory Framework for incorporating business in India.
2. To familiarize students with the key principles of Law of Contract and the Sale of Goods Act.
3. To study Negotiable Instruments and RBI guidelines on Digital Transactions.
4. To interpret the reforms undertaken by the Government with respect to the challenges in business environment.
5. To impart the knowledge of different Legal Regulations and Environmental Laws related to business.

Course Outcomes: Students will be able to

1. Analyze the Legal and Regulatory Framework for incorporating a company in India.
2. Apply the Law of Contract & Sale of Goods Act in business transactions.
3. Analyze the salient features of Negotiable Instruments Act and RBI guidelines on Digital Transactions.
4. Analyze the reforms undertaken by the Government with respect to the challenging business environments.
5. Examine different Legal Regulations and Environmental Laws related to business.

Unit – I: Introduction: Companies Act, 2013, Steps and Procedure for Incorporation of a Company, Appointment of Directors, Powers, Duties, & Liabilities of Directors, Role of Audit and Auditors, Change of Auditors, Related Party Transactions, Company Meetings, Resolutions, Winding-up of a Company.

Unit – II: Law of Contract: Nature and Types 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, Auction Sale and E-Auctions.

Unit – III: Negotiable Instruments Act - 1881: Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, Parties to Negotiable Instruments, Types of Endorsements,

Holder, Holder in Due-course, Dishonor and Discharge of Negotiable Instruments, Offences by the Companies, Amendments, RBI Guidelines on Digital Transactions.

Unit – IV: Business Environment: Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions. Green Business Initiatives.

Unit – V: Business Regulations and Environment Laws:

- a. Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights.
- b. Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices.

Suggested Readings:

- Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 6e, 2024.
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.
- Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.
- MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 9e, 2024.
- Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e, 2022.
- Parul Gupta, Legal aspects of Business, 2e, Vikas Publishing, 2019.
- V Balachandran, Legal Aspects of Business, 2e, Vijay Nicole Imprints, 2023

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**MBA SEMESTER - I
25MS01006: ESG AND SUSTAINABILITY MANAGEMENT**

**SDG 12 (Responsible Consumption & Production), SDG 13 (Climate Action), SDG 17
(Partnerships for Goals)**

L	T	P/D	C
3	0	-	3

Course Objectives:

1. To explain the significance and evolution of ESG and sustainability in modern business.
2. To orient on environmental challenges and sustainability strategies.
3. To examine social responsibility and stakeholder engagement strategies.
4. To explain governance principles and ethical practices in organizations.
5. To Integrate ESG strategies and emerging trends with business vision.

Course Outcomes: Students will be able to

1. Apply ESG concepts and sustainability in modern business.
2. Analyze the impact of environmental, social, and governance factors on business performance and stakeholder value.
3. Develop strategies for integrating ESG principles into business operations and decision- making.
4. Evaluate global frameworks, standards, and regulations related to ESG and sustainability.
5. Apply governance structures and formulate ethical decision-making frameworks.

Unit-I: Introduction to ESG and Sustainability: The definition and importance of ESG in business; Historical evolution of ESG and sustainability concepts and the rise of ESG in corporate and investor agendas; Key concepts such as sustainability, corporate social responsibility (CSR), and the triple bottom line (people, planet, profit); Global frameworks and standards including the UN Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Business Responsibility & Sustainability Reporting (BRSR)

Unit-II: Environmental Management and Climate Strategies: Climate change and its impact on business operations and strategy, Sustainable practices in manufacturing and operations, Environmental Management Systems (EMS), ISO 14001, Environment Impact assessment (EIA); Resource Management: focusing on water, energy, and waste reduction strategies; The concept of a circular economy: the Ellen MacArthur Foundation, Circular business models and value creation, Life cycle assessment (LCA); Carbon foot-printing and GHG Protocols: measure, report, and reduce greenhouse gas emissions; Scope 1, Scope 2 and Scope 3 emissions; environmental regulations and compliances, such as carbon taxes and emissions trading systems; Renewable energy and their applications, decarbonization, energy

transition strategies

Unit-III: Social sustainability and Stakeholder Management: Social Responsibility and Community Engagement: Pyramid of corporate social responsibility (CSR), Community development and impact, stakeholder engagement, Stakeholder theory, Legitimacy theory; Human rights and ethical labour practices in global supply chains, Modern slavery and child labour prevention, Worker safety and occupational health management; Diversity, Equity, and Inclusion (DEI) in the workplace, Importance of DEI in the workplace and strategies for promoting DEI and gender gap in senior management; Employee wellbeing and development: Employee engagement and retention strategies, Learning/Training and development programs, Mental health and work-life balance initiatives.

Unit-IV: Governance and Ethics: Corporate governance principles; Board composition, diversity and executive accountability; Anti-corruption, ethical decision-making and leadership in business, whistle-blower policies; Data privacy and cyber security governance; Corporate disclosure and transparency practices, Stakeholder communication strategies, Green washing: Third-party assurance and verification; Risk management and investor perspectives and opportunities

Unit-V: Strategic ESG and Future Trends: Aligning ESG with corporate mission, vision, and business strategy; Embedding ESG across value chains and decision-making; Technological Innovations in ESG: Utilizing technology to advance ESG goals: data analytics for ESG metrics, blockchain for supply chain transparency, Digital transformation and sustainability: smart grids, IoT for resource efficiency; Future Trends and Challenges: ESG in emerging economy

Suggested Readings:

- Kristyn Noeth, *The ESG and Sustainability Desk book for Business: A Guide to Policy, Regulation, and Practice*, Apress; 1st edition, July 2024
- Tracy Dathe, Marc Helmold, René Dathe, Isabel Dathe, *Implementing Environmental, Social and Governance (ESG) Principles for Sustainable Businesses: A Practical Guide in Sustainability Management (Responsible Leadership and Sustainable Management)* Springer International Publishing AG; 1st ed. 2024 edition
- Crane, A., Matten, D., & Spence, L. *Corporate Social Responsibility: Readings and cases in a global context* (4th ed.), Routledge.2019
- Eccles, R. G., & Klimenko, S. *The investor revolution: Shareholders are getting serious about sustainability.* Harvard Business Review Press, 2019
- Serafeim, G., *Purpose and profit: How business can lift up the world.* HarperCollins Leadership.2020
- O'Connor, B., *The ESG investing handbook: Insights and developments in environmental, social and governance investment.* Harriman House, 2021.
- C.V. Baxi and Ajit Prasad, *Corporate Social Responsibility: Concepts and Cases – The Indian Experience*, Excel Books

Geethanjali College of Engineering and Technology (Autonomous)

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**MBA SEMESTER – I
25MS01007: CYBERSECURITY**

**SDG 9 (Industry, Innovation and Infrastructure) SDG 16 (Peace, Justice and Strong
Institutions)**

L	T	P/D	C
3	0	-	3

Course Objectives:

1. Understand the fundamental principles and objectives of cybersecurity in modern organizations.
2. Identify and assess types of cyber threats and understand the role of cyber laws and ethics.
3. Evaluate management practices, policies, and control mechanisms for cybersecurity.
4. Analyze tools, technologies, and frameworks used in cybersecurity.
5. Apply cybersecurity knowledge to current trends and personal practices in digital environments.

Course Outcomes: Students will be able to

1. Define and explain key cybersecurity concepts, terminologies, and frameworks.
2. Identify and classify cyber threats, threat actors, and legal considerations.
3. Apply organizational security practices, controls, and incident response plans
4. Evaluate the effectiveness of cybersecurity technologies and frameworks.
5. Formulate strategies to protect data and privacy in evolving tech contexts

UNIT-I: Foundations of Cybersecurity: Introduction to Information Systems, Cyberspace and Cybersecurity, Cybersecurity vs. Information Security. Key Concepts of Cybersecurity: definition, meaning and scope of cybersecurity. Key objectives of cybersecurity: confidentiality, integrity & availability (CIA triad). Essential Security and Privacy Goals. Cybersecurity Vulnerabilities and Challenges, Common Vulnerabilities and Exposures (CVE).

UNIT-II: Cyber Threats, Crimes, and Legal Frameworks: Types of Cybercrime and Threat Actors, Motives of attackers, Cyberattack Tools and Methods, Cyber Kill Chain and Response, National and International Cybersecurity Policies, Cybersecurity Laws and Ethics, Role of Law Enforcement and Cyber Forensics, Cybercrime Investigation and Evidence Handling.

UNIT-III: Cybersecurity Management and Controls: Information Security Governance and Risk Management. Cybersecurity Management Practices, Security Policies, Procedures, and Controls, Security Incident Response and Business Continuity, Data and Application Security. Overview of Technical Controls, Physical and User Access Security, Internet of Things (IoT) Security.

UNIT-IV: Cybersecurity Tools, Technologies, and Emerging Frameworks: Cybersecurity Frameworks and Industry Standards, Cyber Resilience and Human Factor, Cryptography and Digital Signatures, Identity and Access Management (IAM), Antivirus,

Email Security, Role of AI, Blockchain, and Quantum Computing in Cybersecurity.

UNIT-V: Contemporary Applications and Personal Cybersecurity: Personal Cybersecurity Best Practices, Privacy and Data Protection Regulations, Cybersecurity. Emerging Technologies: Web 3.0, 5G, APTs, Secure-by-Design and Supply Chain Security, Ethical Use of Technology and Digital Trust.

Suggested Readings:

- Ajay Singh. Introduction to Cybersecurity: Concepts, Principles, Technologies and Practices. Universities Press (India) Pvt. Ltd. 2023.
- Jocelyn O. Padallan. Cybersecurity. Arceler Press. 2020. (e-book)
- Susan Lincke. Information Security Planning: A Practical Approach. Springer. 2024
- Susanne Chishti and Janob Barberis, The Fintech Book, Wiley
- David L.Shrier and Alex Pentlan, Global Fintech, The MIT Press, 2022.

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MBA SEMESTER – I

25MS01008: CROSS CULTURAL MANAGEMENT (OPEN ELECTIVE- I)

SDG 9 (Industry, Innovation & Infrastructure), SDG 16 (Peace, Justice and

Strong Institutions)

L	T	P/D	C
3	0	-	3

Course Objectives:

1. To explain the importance of cross culture in the conduct of business.
2. To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
3. To explain the culture and organizations.
4. To impart knowledge on cross-cultural business communications and identify barriers to intercultural interactions and international negotiations.
5. To learn the processes in international settings and approaches to cross cultural team management.

Course Outcomes: Students will be able to

1. Evaluate the importance of cross culture in the conduct of business.
2. Analyze various value orientations and dimensions of management.
3. Assess culture and leadership, culture and strategy, cultural change in organizations.
4. Analyze the impact of cross-cultural business communications to identify barriers to intercultural interactions and international negotiations.
5. Evaluate the processes in international settings and approaches to cross cultural team management.

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, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

Suggested Readings:

- Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.
- David C.Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
- Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
- Jerome Dumetz, Cross-cultural Management Textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA.

Geethanjali College of Engineering and Technology (Autonomous)

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**MBA SEMESTER - I
25MS01009: BANKING AND INSURANCE**

SDG 10 (Reduced Inequalities), SDG 17 (Partnerships for the Goals)

L	T	P/D	C
3	0	-	3

Course Objectives:

1. To understand the fundamentals of banking.
2. To understand banking operations and practices.
3. To familiarize fundamentals of Insurance.
4. To analyze the regulatory frameworks governing banking and insurance.
5. To explore contemporary risk management practices, technological innovations, and trends transforming the financial services sector.

Course Outcomes: Students will be able to

1. Describe how banking started and grew in India, the different types of banks, and the work of RBI and commercial banks.
2. Explain how banks work, including opening accounts, payment methods, and checking credit risk.
3. Enhance what insurance is, how it works, and how policies are issued and claims are handled.
4. Understand the rules and regulations for banks and insurance companies, including anti-money laundering and KYC.
5. Discuss how banks and insurance companies manage risks and use new technology like fintech, digital wallets, and AI.

Unit-I: Banking: Introduction to Banking, Structure of Indian Banking System, Types of Banks - retail, commercial, cooperative, development banks. Role of Commercial Banks, Banking Sector Reforms and Financial Intermediation.

Unit-II: Banking Operations and practices: Account types, payment systems -NEFT, RTGS, UPI, payment gateways. Types of Loans and Advances, Loan portfolio and credit risk assessment, Non- Performing Assets (NPAs): Causes and Recovery, Priority Sector Lending.

Unit -III: Insurance Fundamentals: Insurance, Advantages, disadvantages, principles, elements of insurance contract, Types of Insurance: Life, General, Health. Policy structure, underwriting process, claims management and customer service in insurance.

Unit -IV: Regulatory framework for Banking and Insurance: Role and functions of RBI, RBI guidelines and monetary policy. Role and functions of IRDAI, IRDAI regulations 2002, Anti-money laundering (AML) measures and KYC norms.

Unit -V: Risk and technology in banking and Insurance: Risk management in banking

and insurance, Cyber security concerns in financial services, Role of fintech, digital wallets, insurtech, AI applications, Financial Inclusion and Microfinance, Innovations in banking.

Suggested Readings:

- Neelam C. Gulati, **Banking and Insurance**, Excel Books, Latest Edition.
- O.P. Agarwal, **Banking and Insurance**, Himalaya Publishing House, 6e, 2024
- E. Gordon & P.K. Gupta, **Banking and Insurance**, Himalaya Publishing House, 2023 Edition.
- M.N. Mishra & S.B. Mishra, **Principles and Practice of Insurance**, S. Chand Publishing, 22nd Edition.
- Michael W. Brandl, Money, Banking, Financial Markets & Institutions, Cengage, 2e, 2025
- Bharati V. Pathak, **Indian Financial System**, Pearson Education, 5e, 2018.

**Geethanjali College of Engineering and Technology (Autonomous)
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**MBA SEMESTER - I
25EN01L01: BUSINESS COMMUNICATION LAB**

SDG1 (No Poverty) SDG 8 (Decent Work & Economic Growth)

L	T	P/D	C
1	0	2	2

Course Objectives:

1. To explain the various modes of communication and their application in business.
2. To impart knowledge on business writing skills and improving the readability of written communication.
3. To outline the importance of writing business reports and proposals.
4. To explain the necessary employable skills.
5. To orient on the contemporary aspects of business communication.

Course Outcomes: Students will be able to

1. Interpret the various modes of communication and its application in business.
2. Categorize the various business writing skills and improve the readability of written communication.
3. Justify the importance of writing business reports and proposals.
4. Examine the necessary skills to enhance employability.
5. Exemplify the need for upskilling on the contemporary aspects of business communication.

Unit – I: Introduction: Introduction to Business Communication, Business Communication Models, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication: Respecting Social Protocol, Networking and Socializing Professionally, Non-Verbal Communication, Listening, Communication through social media, Business Meetings.

Unit – II: Developing Business Writing Skills: Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.

Unit – 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, Citing Sources.

Unit – 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.

Unit – V: Contemporary Aspects in Communication: Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

Suggested Readings:

- Mary Ellen Guffey and Dana Loewy, Business Communication, Cengage, 11e, 2025
- Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
- Lehman and Dufrene, Business Communication, Cengage, 10e, 2022
- Dr. V.K. Jain, Dr. Omprakash Biyani, Business Communication, S.Chand, 2022
- Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6e, 2019.
- R K Madhukar, Business Communication, Vikas, 3e, 2018
- Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
- Rebecca Moore Howard, Writing Matters, 3e, Mc Graw Hill Education, 2018.
- Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
- Elevate English, McGraw Hill, www.ellevateenglish.com.

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**MBA SEMESTER - I
25MS01L01: STATISTICAL DATA ANALYSIS LAB**

SDG 4 (Quality Education), SDG 9 (Industry, Innovation and Infrastructure)

L	T	P/D	C
1	0	2	2

Course Objectives:

1. To impart knowledge on the functions of MS Excel and SPSS for data analysis.
2. To understand the various templates and formatting techniques to organize and manipulate data in Excel/SPSS.
3. To understand data analysis using charts, graphs, tables, worksheets, pivot tables and pivot charts.
4. To demonstrate data analysis using statistical tools like correlation, regression and other techniques.
5. To impart knowledge on various statistical tests for data-driven decisions.

Course Outcomes: Students will be able to

1. Identify the functions of MS Excel and SPSS for data analysis.
2. Examine the practice of data management and formatting using templates and tools in Excel/SPSS.
3. Analyze data using charts, graphs, analysis of data using graphs, tables, worksheets, pivot tables, pivot charts for meaningful insights.
4. Justify the usage of suitable statistical tools and techniques for data analysis.
5. Evaluate the usage of various statistical tests for effective decision-making.

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

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

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

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

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

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

Suggested Readings:

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

**Geethanjali College of Engineering and Technology (Autonomous)
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**MBA SEMESTER - II
25MS02001: HUMAN RESOURCE MANAGEMENT**

SDG 3 (Good Health and Well Being), SDG 5 (Gender Equality), SDG 8 (Decent Work & Economic Growth)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To introduce the concepts, significance and role of Human Resource Management in an Organization.
2. To impart knowledge on the aspects of Talent acquisition and Management.
3. To provide insights into the design and implementation of training, development and performance appraisal systems that align with individual and organizational goals.
4. To highlight the significance of effective Compensation, Rewards and Employee Welfare measures in Organizations along with the relevant Acts.
5. To familiarize students with employee relations frameworks, grievance redressal mechanisms, separation policies and essential labour laws governing workplace safety and health.

Course Outcomes: Students will be able to

1. Evaluate the concepts, significance and role of Human Resource Management in an Organization.
2. Interpret job analysis, recruitment and selection including modern approaches like e- recruitment.
3. Evaluate and implement training, development and performance appraisal systems that align with individual and organizational goals.
4. Analyze the importance of effective Compensation, Rewards and Employee Welfare measures in Organizations to improve the productivity of the employees.
5. Examine employee relations, grievance redressal mechanisms, separation policies and labour laws on health and safety to ensure effective HR governance.

Unit – I: Introduction of HRM: Introduction to HRM, Line Managers, HRM: Managerial and Operative Functions, New Approaches to Organizing HR, Globalization & Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, Equal Employment Opportunity and DEI. HR Score Card. Self-Directed Work Teams (SDWT) Human Resource Information System (HRIS), e-HRM, Introduction to HR Analytics and AI in HRM.

Unit – II: Recruitment and Selection: Basics of Talent Management Process, Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Design, Job Enlargement, Job Enrichment and Job Rotation, Job Satisfaction. HR Planning,

Recruitment, e- Recruitment & Selection Process, Planning & Forecasting of human Resources, Sources of Recruitment, Recruitment on Diverse Work Force, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews.

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

Performance Management: Concept of Performance Management and Appraisal, The Performance Management Process, Traditional and modern Performance Appraisal Methods, Career Management.

Unit – IV: Compensation and Employee Welfare: Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Pricing Managerial and Professional Jobs, Pay for Performance. Employee 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 Redressal Procedure, Employee Separation, Employee Safety and Health, Occupational Safety Law, Workplace Health Hazards Problems and Remedies. Stress Management and Work-Life Integration. Salient Features of Industrial Disputes Acts 1947, Factories Act. Prevention of Sexual Harassment (PoSH) and Migrant Labor Act.

Suggested Readings:

- Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 17e, 2023.
- P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.
- Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
- K. Aswathappa, Human Resource Management: Text and Cases, TMH, 8e, 2017.
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2016.

**Geethanjali College of Engineering and Technology (Autonomous)
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**MBA SEMESTER - II
25MS02002: MARKETING MANAGEMENT**

SDG 12 (Responsible Consumption and Production), SDG 9 (Industry, Innovation, and Infrastructure)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To enable understanding of the core concepts of marketing, marketing environment and process of Marketing Research.
2. To educate on the aspects of analyzing market opportunities, customer value and marketing mix.
3. To elucidate on designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
4. To outline the significance of Distribution decisions, Promotion & Communication strategies.
5. To highlight the importance of pricing decisions & contemporary marketing topics.

Course Outcomes: Students will be able to

1. Enhance the core concepts of marketing, marketing environment and process of Marketing Research.
2. Analyze market opportunities and customer value with the help of marketing mix variables.
3. Design a customer driven strategy through Market Segmentation, Targeting and Positioning.
4. Analyze the significance of Distribution decisions, Promotion & Communication strategies.
5. Assess the importance of pricing decisions and contemporary marketing topics.

Unit – I: Introduction to Marketing: Importance and Scope of Marketing, Core Marketing Concepts, Market Place, Marketing in Practice, Marketing Environment, Marketing Strategies and Plans, The New Marketing Realities, Marketing Analytics: An Introduction. Market Research, Marketing Research Process, Marketing Information Systems. Marketing Research and Ethics, International Marketing Research.

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

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

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

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

Suggested Readings:

- G. Shainesh, Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N.Sheth, Marketing Management,Pearson,16e, 2022.
- Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, Pearson Education, 2020.
- Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
- Mukesh Chaturvedi & A.V. Shukla, Marketing - A New Age Perspective, 1e, Vikas Publishing, 2025.
- Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publications,3e, 2016.
- Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, Sage Publications, 5e, 2021.

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

MBA SEMESTER - II

25MS02003: FINANCIAL MANAGEMENT

***The students need Discounting Table and Annuity tables for the examination.
SDG 4 (Quality Education), SDG 8 (Decent Work & Economic Growth), SDG 16
(Peace, Justice & Strong Institutions)**

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To introduce the fundamental concepts, objectives and the evolving role of financial management within a business entity.
2. To explain the various capital budgeting techniques in order to recommend long-term investment proposals.
3. To elucidate different theories and factors influencing capital structure decisions to determine an optimal mix of debt and equity financing.
4. To summarize various dividend theories and policies to determine the appropriate distribution of earnings to shareholders while considering firm value.
5. To elucidate the importance of working capital management.

Course Outcomes: Students will be able to

1. Interpret the fundamental concepts, objectives and the evolving role of financial management within a business entity.
2. Implement various analytical techniques to make sound capital budgeting decisions for long-term investments.
3. Analyze different theories and factors influencing capital structure decisions to determine an optimal mix of debt and equity financing.
4. Assess various dividend theories and policies to determine the appropriate distribution of earnings to shareholders while considering firm value.
5. Develop comprehensive strategies for effectively managing working capital to ensure both liquidity and operational efficiency.

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

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

of Capital in Capital Budgeting Decisions.

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

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

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

Suggested Readings:

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

Geethanjali College of Engineering and Technology (Autonomous)
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MBA SEMESTER - II
25MA02004: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

SDG 4 (Quality Education), SDG 9 (Industry, Innovation and Infrastructure)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To explain the nature, scope, and significance of Operations Research in decision-making.
2. To illustrate the structure and formulation of Linear Programming Problems.
3. To demonstrate the methods for solving assignment and transportation problems.
4. To explain decision-making processes under risk and uncertainty using network analysis techniques.
5. Explain queuing models and game theory concepts in operations management.

Course Outcomes: Students will be able to

1. Analyze various OR models and evaluate their applications in solving managerial problems.
2. Evaluate and solve Linear Programming Problems using graphical, simplex methods and interpret the results.
3. Apply various methods to compute optimal solutions for assignment and transportation models.
4. Design decision trees and analyze networks to determine critical paths and project duration.
5. Analyze queuing models and game theory concepts in operations management.

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 Models, Process for Developing an Operations Research Model, Practices, Opportunities and Shortcomings of using an OR Model.

Unit – II: Linear Programming Method: Structure of LPP, Assumptions of LPP, Application 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.

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.

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 – 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 a Queuing Model, Distributions in Queuing Model, Different Queuing Models with FCFS, Queue Discipline, Single and Multiple Service Station with Finite and Infinite Population. Game Theory, Saddle Point, Value of the Game.

Suggested Readings:

- Mik Wisniewski, Dr Farhad Shafti, Quantitative Analysis for Decision Makers, Pearson,7e,2019.
- Miguel Ángel Canela, Inés Alegre, Alberto Ibarra ,Quantitative Methods for Management: A Practical Approach, Springer International Publishing,1e,2019.
- James E. Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset ,Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publishing,1e,2021.
- R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015.
- N.V.S. Raju, Operations Research: Theory and Practice, CRC Press, 2020.
- R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015
- J.K. Sharma, Operations Research: Theory and applications, Macmillian, 5e, 2013.

**Geethanjali College of Engineering and Technology (Autonomous)
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MBA SEMESTER - II

25MS02005: ENTREPRENEURSHIP & DESIGN THINKING

SDG 1 (No Poverty), SDG 8 (Decent Work & Economic Growth), SDG 9 (Industry, Innovation and Infrastructure)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To explain the qualities, skills, competencies of entrepreneurs and their role in economic development.
2. To outline various strategic perspectives and their applicability for different types of ventures.
3. To elucidate on the opportunities and challenges of entrepreneurship.
4. To orient the students on the significance of principles and process of Design Thinking.
5. To educate on the development of Prototypes, testing ideas and implementing Design Thinking.

Course Outcomes: Students will be able to

1. Examine the qualities, skills, competencies of entrepreneurs and their role in economic development.
2. Analyze the various strategic perspectives and their suitability for different types of ventures.
3. Interpret the opportunities and challenges of entrepreneurship.
4. Summarize the significance and implementation of principles and process of Design Thinking.
5. Appreciate the importance of Creativity in developing prototypes, testing ideas and the process of implementation of Design Thinking.

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

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

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

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

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

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

Suggested Readings:

- Ali J Ahmed, Punita Bhatt, Lain Acton, Entrepreneurship in Developing and Emerging Economies, Sage Publications, 1e, 2019.
- D F Kuratko and T V Rao, Entrepreneurship-A South-Asian Perspective, Cengage Learning, 1e, 2012.
- Christian Mueller - Roterberg, Handbook of Design Thinking –Tips and Tools for how to design Thinking, Independently Published, US, 2018.
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill, 10e,2018.
- Bruce R. Barringer/ R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
- Chandramouli Subramanian, Thyagarajan Paramsivan & Sankaran Venkataramani, Design Thinking –A hands on Approach,1e, Universities Press, 2025.

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA SEMESTER - II
25MS02006: PRODUCTION AND OPERATIONS MANAGEMENT**

SDG 9 (Industry, Innovation and Infrastructure), SDG 12 (Responsible Consumption & Production)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To familiarize students with the concepts of production and operations management in an organization.
2. To outline the steps involved in product design and analysis.
3. To provide an understanding of plant location and layout.
4. To help students understand the process and factors that influence scheduling.
5. To impart knowledge on various aspects of materials management like e-Procurement, Green Purchasing.

Course Outcomes: Students will be able to

1. Analyze the concepts of production and operations management in an organization.
2. Analyze the steps involved in product design for value analysis.
3. Examine the various aspects of plant location and layout.
4. Summarize the process and factors that influence scheduling.
5. Interpret the various aspects of materials management like e-Procurement, Green Purchasing.

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

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

Unit – III: Plant Location and Plant Layout: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi-Facility Location Problems, Model for Multi Facility Location Problem, Model to Determine X-Coordinates of New Facilities, Model to Determine Y- Coordinate.

Plant Layout - Plant Layout: Introduction, Classification of Layout, Advantages and

Limitations of Product Layout, Advantages and Limitations of Group Technology Layout, Layout Design Procedures.

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

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

Suggested Readings:

- K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2e, 2021.
- S N Chary, Production and Operations Management, Mc Graw Hill, 6e, 2019.
- Jay Heizer, Barry Render, Operations Management, 12e, 2017.
- Panneerselvam, Production and Operations Management, PHI, 3e, 2012.
- K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011
- Metters, King-Metters, Pullman, Walton Successful Service Operations Management, Cengage, 2024
- B. Mahadevan, Operations Management: Theory and Practice, Pearson Education 3e, 2018.
- Ajay K. Garg, Production and Operations Management, TMH, 2017.
- K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA SEMESTER – II
25MS02007: PROJECT MANAGEMENT**

SDG 12 (Responsible Consumption & Production), SDG 9 (Industry, Innovation and Infrastructure)

L	T	P/D	C
3	0	-	3

Course Objectives:

1. Describe the key characteristics of projects, outline the stages of the project life cycle, and diverse applications of projects across various sectors.
2. Outline the various steps involved in project planning and appraisal.
3. To calculate project finance using various project evaluation techniques.
4. To know the different Control Mechanisms to manage a project.
5. To explain the importance of organizational behaviour in Project Management.

Course Outcomes: Students will be able to

1. Apply the key characteristics of projects, outline the stages of the project life cycle, and diverse applications of projects across various sectors.
2. Apply project planning principles and conduct comprehensive feasibility studies to appraise project viability.
3. Evaluate the financial viability of projects using standard project evaluation techniques and cost analysis.
4. Apply tools and methodologies for effective project execution, monitoring, and control, by using agile approaches.
5. Interpret the human and organizational factors critical for successful project management.

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

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

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

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

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

Suggested Readings:

- Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagasar, Project Management, Sage Publications, 1e, 2021.
- Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 9e, 2019.
- Jack Gido, Jim Clements, Rose Baker, Mind Tap for Successful Project Management, Cengage Learning, 7e, 2018
- John M, Nicholas, Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
- K. Nagarajan, Project Management, New Age International Publishers, 8e, 20

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

MBA SEMESTER - II

25MS02008: BUSINESS ETHICS & CORPORATE GOVERNANCE

SDG 9 (Industry, Innovation and Infrastructure), SDG 11 (Sustainable Cities and Communities)

L	T	P/D	C
3	0	-	3

Course Objectives:

1. To enable understanding of the basic concepts of Business Ethics and Corporate Governance in Indian and Global Context.
2. To elaborate on various aspects in Professional Ethics.
3. To explain Corporate Governance practices followed in Indian corporate. +
4. To enlighten students the significance of Company Board and Governance Ratings.
5. To explain different aspects of CSR and Business Council for Sustainable Development (BCSD) India.

Course Outcomes: Students will be able to

1. Examine the Need for Business Ethics and Corporate Governance in India.
2. Apply Knowledge of Established Methodologies of Solving Professional Ethical Issues.
3. Learn Codes and Committees in Corporate Governance.
4. Examine the Role of Board in Corporate Governance.
5. Assess the Stakeholder perspective of Corporate Governance.

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

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

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

Unit – IV: Corporate Governance Codes and Committees: Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report,

Naresh Chandra Committee Report, Narayana Murthy Committee Report, Kotak Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees.

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

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

Suggested Readings:

- O.C. Ferrell, John Fraedrich & Linda Farrel, business Ethics- Ethical Decision making and Case, 13e, Cengage, 2024.
- A. C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018.
- Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.
- C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
- Martin J. Ossewaarde, Introduction to Sustainable Development, sage,1e,2018.
- Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4e, 2016.
- T.N. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
- Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press, 2015.

Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301

MBA SEMESTER - II
25MS02009: INTERNATIONAL BUSINESS

SDG 12 (Responsible Consumption and Production), SDG 16 (Peace, Justice and Strong Institutions)

L	T	P/D	C
3	0	-	3

Course Objectives:

1. To outline the concepts, principles and theories of International Business.
2. To impart knowledge of International Trade Theories and foreign trade.
3. To orient on the aspects of various Regional Economic Integrations and Multilateral Trade Agreements.
4. To elucidate on the elements of Strategy & Structure in International Business
5. To highlight the role played by various international agencies in International Business Operations with emphasis on cross-cultural issues.

Course Outcomes: Students will be able to

1. Examine the concepts, principles and theories of International Business.
2. Interpret various International Trade Theories and foreign trade.
3. Categorize various Regional Economic Integrations and Multilateral Trade Agreements.
4. Examine the Strategy and Structure of International Business with the help of Value Chain Analysis, Environmental Scanning, Strategic Alliances.
5. Gain knowledge of the contribution of various international agencies in International Business Operations.

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

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

Unit – III: International Business and Economic Integration: Levels of Economic Integration, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), The Customs Union, The Common Market, The Economic Union. Arguments Surrounding

Economic Integration, Regional Economic Groups: European Union, NAFTA, ASEAN, SAARC, QUAD and G8, Rise of BRICS. Multilateral Trade Agreements: GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India. Recent Trade-Tariff Wars.

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

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

Suggested Readings:

- Michael R. Czinkota, Ilkka A. Ronkainen, Suraksha Gupta, International Business, Cambridge University Press, 9e, 2021.
- K Ashwatappa, International Business, Mc Graw Hill, 6e,2019.
- Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, Mc Graw Hill,11e, 2019.
- Mike W. Peng, Global Business, Cengage, 5e, 2025
- Ehud Menipaz, Amit Menipaz and Shiv S Tripathi, International Business – Theory and Practice, Sage Publishers, 1e, 2017.
- Sanjay Misra, P.K. Yadav, International Business: Text & Cases, PHI, 2009.
- Rakesh Mohan Joshi, International Business, Oxford University Press, 2009.
- Subba Rao, International Business, Himalaya Publications, 2007.

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

**MBA SEMESTER - II
25MS02010: E-Commerce**

**SDG 10 (Reduced Inequalities), SDG 17 (Partnerships for the
Goals)**

L	T	P/D	C
3	0	-	3

Course Objectives:

1. To understand the evolution of e-commerce and evaluate key success factors shaping the Indian e-commerce market.
2. To identify various e-commerce business models and explain the digital infrastructure that supports them.
3. To examine the digital payment systems and evaluate the role of logistics in e-commerce success.
4. To discuss examples of successful Indian e-commerce companies.
5. To explore modern digital marketing techniques and examine opportunities in rural e-commerce.

Course Outcomes: Students will be able to

1. Analyze the growth patterns of Indian e-commerce and differentiate between the strategies of Flipkart and Amazon India.
2. Compare B2B, B2C, C2C, C2B, and hybrid models and evaluate the impact of technologies like AI, ML, blockchain, and UPI on the Indian e-commerce ecosystem.
3. Assess the effectiveness of payment gateways, security mechanisms, and logistics models including 3PL and hyperlocal delivery in the Indian context.
4. Share examples of companies that explain their business approaches. Apply strategies like influencer marketing, WhatsApp commerce, and vernacular content to rural and Tier 2/3 markets.
5. Analyze and Apply regulations to meet Compliances.

Unit – I: Introduction to E-Commerce: Concepts and evolution of e-commerce, Indian e-commerce market landscape and statistics, Key success factors in Indian e-commerce startups, Case study: Flipkart vs Amazon India.

Unit – II: Business Models in E-Commerce and Digital infrastructure: Business Models in E-Commerce B2B, B2C, C2C, C2B, and hybrid models, Marketplace vs inventory, led models, Subscription and freemium models, Case studies: Nykaa, Zomato, Meesho, Digital Infrastructure - Internet and mobile penetration in India, Cloud computing and data centers, Role of AI, ML, blockchain in Indian e-commerce, UPI and India Stack: Driving digital inclusion.

Unit – III: Payment Systems and Fintech, Logistics and Supply Chain Management: Digital wallets, UPI, and payment gateways, online payment mechanism, RBI regulations and guidelines, Security and fraud prevention, Fintech startups and innovations in India. Role

of third-party logistics(3PL), Reverse logistics and cash-on-delivery challenges, Hyper local delivery models, Indian Postal Service's role in rural e-commerce.

Unit – IV: E-Marketing & Social Commerce and Rural E-Commerce & Digital India: SEO/SEM, affiliate marketing, influencer marketing, viral and permission marketing. WhatsApp commerce and live selling, Role of regional languages and vernacular content, Case studies: v, Moj, Sharechat, YouTube India. Digital literacy and access challenges, Opportunities in Tier 2, Tier, 3 and rural markets, Government initiatives: Digital India, ONDC, Case study: Reliance Jio's disruption.

Unit – V: Legal and Regulatory Framework: Information Technology Act, 2000, Consumer Protection (E-Commerce) Rules, 2020, FDI Policy for e-commerce, Data privacy laws and compliance (DPDP Act), General data protection regulation (GDPR).

Suggested Readings:

- P.T. Joseph, S.J., E-Commerce: An Indian Perspective, PHI Learning Pvt. Ltd., 7th Edition, 2023.
- C.S.V. Murthy, E-Commerce: Concepts, Models and Strategies, Himalaya Publishing House, Reprint Edition, 2023.
- Kenneth C. Laudon, Carol Guercio Traver, E-Commerce: Business, Technology, Society, 18e, Pearson, 2024.
- Bharat Bhasker, Electronic Commerce: Framework, Technologies and Applications, Tata McGraw Hill Education, 4th Edition (2013).
- Bajaj and Nag, E-Commerce: The Cutting Edge of Business, Tata McGraw Hill.

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

MBA SEMESTER - II

**25MS02011: SUMMER INTERNSHIP: START-UP / MSME / INNOVATION
DEVELOPMENT PLAN / SECTOR SPECIFIC REPORT**

**SDG 1 (No Poverty), SDG 8 (Decent Work & Economic Growth), SDG 9 (Industry,
Innovation and Infrastructure)**

L	T	P/D	C
0	0	2	1

Course Objectives: To provide students with practical exposure to diverse organizational settings—Start-ups, MSMEs, innovation initiatives, or sector-specific domains—enabling them to apply theoretical knowledge to real-world business problems and strategic decision-making.

Course Outcomes: After completion of the course, students will be able to analyze organizational structures, evaluate functional processes, identify challenges and opportunities, and develop actionable insights or innovative solutions aligned with business goals.

Approach to Summer Internship:

(a) START-UP:

1. **Company Profile & Founding Journey:** Include the start-up's origin story, vision, founding team, funding stages, and current status (incubator, accelerator, market stage).
2. **Business Model Analysis:** Explain the value proposition, revenue model, customer segments, and go-to-market strategy.
3. **Roles & Responsibilities during Internship:** Detail your tasks, problem-solving contributions, learning outcomes, and exposure to entrepreneurial challenges.
4. **SWOT Analysis & Strategic Recommendations:** Analyze strengths, weaknesses, opportunities, and threats, and suggest future strategies for growth/scalability.

(b) MSME (Micro, Small & Medium Enterprise)

1. **MSME Background & Operational Context:** Provide a brief overview of the company, its size (micro/small/medium), industry type, location, and core operations.
2. **Functional Area Observations:** Describe the internship role, specific departmental exposure (HR, Marketing, Operations, etc.), and process understanding.
3. **Challenges Faced by the MSME:** Discuss typical pain points such as resource constraints, market competition, digitization gaps, or financial limitations.
4. **Suggestions for Process Improvement:** Offer actionable recommendations to improve efficiency, customer reach, or financial performance.

(c) INNOVATION DEVELOPMENT PLAN

1. Identification of a Problem Area: Begin by clearly stating the real-world problem or unmet need identified through observation, research, or stakeholder inputs.
2. Ideation & Conceptualization: Outline the innovation idea (product, service, process), how it was developed, and how it addresses the defined problem.
3. Feasibility & Impact Assessment: Assess technical feasibility, market potential, cost-benefit analysis, and possible risks involved.
4. Implementation Roadmap: Provide a plan with milestones, resource requirements, stakeholder involvement, and scalability scope.

(d) SECTOR-SPECIFIC REPORT

1. Industry Overview: Present a macro-level view of the chosen sector (e.g., BFSI, FMCG, Healthcare, IT, etc.), including size, trends, challenges, and opportunities.
2. Company-Specific Analysis: Highlight the organization's position in the sector, its market share, competitors, and key strategic moves.
3. Internship Learnings & Functional Insights: Reflect on your experience in a functional area and its alignment with sector trends (e.g., digital banking in BFSI).
4. Policy or Regulatory Impacts: Discuss relevant government policies, economic factors, or sector-specific reforms that influence the company's operations.

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA SEMESTER - III
25MS03001: SUPPLY CHAIN MANAGEMENT**

SDG 9 (Industry, Innovation & Infrastructure), SDG 12 (Responsible Consumption & Production), SDG 13 (Climate Action)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To provide understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain.
2. To impart knowledge on the various functions of logistics management.
3. To educate on designing the supply chain network.
4. To clarify the significance of establishing global supply chain.
5. To highlight the role of information technology in supply chain.

Course Outcomes: Students will be able to

1. Examine the cyclical perspective of logistics and supply chain process.
2. Learn about the distribution, transportation, warehousing related issues and challenges in supply chain.
3. Appreciate the significance of network design in the supply chain.
4. Gain knowledge of various models / tools of measuring the Supply Chain Performance.
5. Appreciate the role of coordination and technology in supply chain management.

Unit – I: Understanding Supply Chain: Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Logistics & SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Strategic Fit, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability.

Unit – II: Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, Transportation: Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. Outsourcing: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL).

Unit – III: Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors Influencing Distribution, Design Options, e-Business and its Impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modeling for Supply Chain.

Unit – IV: Supply Chain Performance: Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network.

Unit – V: Coordination in a Supply Chain: Importance of Coordination, Lack of Supply Chain Coordination and the Bullwhip Effect, Obstacles to Coordination, Managerial Levels, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain, Supply Chain 4.0.

Suggested Readings:

- Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.
- IMT Ghaziabad, Advanced Supply Chain Management, Sage Publications, 2021.
- K Sridhara Bhat, Logistics & Supply Chain Management, HPH, 1e, 2017
- Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
- Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning, 1e, 2005.
- Ballou, R.H. Business Logistics Management. Pearson Education, 5e, 2014.
- Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, James L. Patterson, Purchasing and Supply Chain Management, 7e

**Geethanjali College of Engineering and Technology (Autonomous)
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**MBA SEMESTER - III
25MS03002: AI FOR BUSINESS**

SDG 9 (Innovation), SDG 8 (Decent Work & Economic Growth), SDG 16 (Peace, Justice and Strong Institutions)

L	T	P/D	C
4	0	-	4

Course objectives:

1. To introduce students to the basic concepts, goals, and features of Artificial Intelligence (AI) in business.
2. To help students understand different types of AI and how AI is implemented in enterprises.
3. To explore how AI is used across various business functions like marketing, HR, finance, and supply chain.
4. To explain the role of AI agents, robots, and how AI connects with machine learning and data science.
5. To discuss the ethical, legal, and regulatory challenges of using AI in business.

Course Outcomes: Students will be able to

1. Define AI and describe its uses and importance in business.
2. Explain different types of AI and how companies can plan for AI implementation.
3. Identify how AI helps improve business areas such as customer service, finance, HR, and operations.
4. Understand the use of AI agents, robots, and the link between AI, machine learning, and data science.
5. Identify the ethical and legal issues in AI, including fairness, data privacy, and accountability.

Unit – I: Introduction to Artificial Intelligence: Definition and scope, Evolution of AI in Business, Importance and applications of AI, Foundations of AI, Features of AI, Goals of AI, Managerial view of AI, AI subfields, issues and challenges in AI.

Unit – II: AI Types and Implementation: AI types – Based on capabilities: Narrow AI, General AI, Super AI, Based on functionalities: Reactive Machines, Limit memory - generative AI, virtual assistant and chat bots, responsible AI, Self-aware AI, Generative AI. Role of Data in enterprise AI, a blueprint for enterprise, AI implementation.

Unit – III: AI Application in Business: AI Product Development Lifecycle, Product market Fit, Stages of the AI lifecycle, AI in Customer relationship management, healthcare, Finance, Retail, Agriculture, Education, Supply chain, Sales forecasting, HR Analytics.

Unit – IV: AI Agents & Robots: Autonomous agents, Agentic AI, Robots in used today,

Human- machine collaboration, Managing automation with robots. AI & ML – overlaps among AI, ML and Data science.

Unit – V: Ethical and Regulatory aspects in AI:

Ethical considerations in AI, AI risk and governance, managing AI security concerns, bias and fairness in AI systems. AI regulatory frameworks, Data privacy and security, liability and accountability, Intellectual Property in AI.

Suggested Readings:

- Pavan Kumar Gurazada, Seema Gupta. Artificial Intelligence in Business. Vikas Publishing House. 2025.
- Rahul De'. AI for Managers. Cengage Learning. 2025.
- Marily Nika, Building AI-Powered Products-The Essential Guide to AI and Gen AI Product Management, O'Reilly, 2025.
- Saptarshi Goswami, Amit Kumar Das, Amlan Chakravarti. AI for Everyone – A Beginner's Handbook for AI. Pearson India. 2024.
- Rahul Dubey. Emerging Technologies for Effective Management. Cengage Learning. 2023.
- Doug Rose, Artificial Intelligence for Business: What you need to know about Machine Learning and Neural Networks, Pearson, 2021.

**Geethanjali College of Engineering and Technology (Autonomous)
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**MBA SEMESTER - III
25MS03003: BUSINESS ANALYTICS**

**SDG 9 (Innovation), SDG 17 (Partnerships for the Goals), SDG 12 (Responsible
Consumption & Production)**

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

1. Examine the importance of business analytics in practice.
2. Learn various rural marketing strategies
3. Learn challenges of data modelling.
4. Analyze the aspects data mining.
5. Learn Monte Carlo simulation, risk analysis and decision tree analysis.

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

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

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

Unit – IV: Data Mining: Scope of Data Mining, Data Exploration and Reduction, Unsupervised Learning, Cluster Analysis, Association Rules, Supervised Learning, Partition

Data, Classification Accuracy, Prediction Accuracy, K-Nearest Neighbors, Classification and Regression Trees, Logistics Regression.

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

Suggested Readings:

- James Evans, Business Analytics, Pearson Education, 3e, 2020.
- James E.Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset, Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publishing, 1e, 2021.
- Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019.
- Shubhabrata Das & Soudeep Deb, Business Analytics: Data to decisions, Universities Press, 2025.
- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2015.
- Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
- Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.
- Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015.

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA SEMESTER - III
25MS03S01: DATA VISUALIZATION Lab**

SDG 4(Quality Education), SDG (Industry, Innovation and Infrastructure)

L	T	P/D	C
1	0	2	2

Course Objectives:

1. Understand the principles and best practices of data visualization and visual encoding.
2. Apply data pre-processing and exploratory data analysis techniques to structured and unstructured datasets.
3. Use visualization tools (e.g., Power BI, Tableau, Excel, Python) to create meaningful visual representations of business data.
4. Develop dashboards and visual stories that support data-driven decision-making in business contexts.
5. Evaluate visualizations for accuracy, clarity, and ethical communication, aligned with transparency and sustainable reporting standards.

Course Outcomes: Students will be able to

1. Demonstrate basic proficiency in data import, cleaning, and visualization tools.
2. Generate appropriate charts and plots for univariate, bivariate, and multivariate data.
3. Construct interactive dashboards and visual reports for business decision-making.
4. Apply ethical visualization techniques by avoiding misleading representations of data
5. Interpret and communicate data insights through storytelling using business or SDG datasets.

Unit –I: Introduction to data and visualization

Data, information and knowledge – measurement scales – variable selection – type conversion – statistical model – algorithmic model – history of visualization – gestalt’s principles – seven stages of data visualization – data science process – types of charts – chart selection guide

Unit –II: Understanding visualization and the interface

Best visualization practices – effectiveness of visual encodings – color design principles – Edward Tufte’s design principles – data – ink ratio – minimizing chart junk – minimizing lie factor – connecting to data sources – tables – charts – dashboards – stories

Unit-III: Deployment of Structured data

Visualization of structured data – data dictionary – exploring the data – univariate, bivariate and multivariate analysis and relevant charts – heat maps – dual axis charts – modelling and feature selection

Unit-IV: Deployment of Unstructured data

Visualization of unstructured data – text data visualization – forms of text data – word cloud

– word tree – joint plot – subjectivity and objectivity – visualizing networks – visual storytelling

Unit –V: Dashboards and storytelling

Storytelling frameworks – data storytelling – narrative storytelling – analytical dashboard – misleading charts and graphs – cherry picking data – correlation and causation – Simpson’s paradox – scaling – drill down bias – data discrepancy

Note: Laboratory work can be done using Spreadsheets /Power BI/ Tableau

Suggested Readings:

1. Jonathan Schwabish, Data Visualization in Excel, Routledge
2. Sharada Sringeswara, Purvi Tiwari, U. Dinesh Kumar, Data Visualization, Wiley,2022
3. Mathew O.ward, Georges Grinstein, Daniel Keim, Interactive data Visualization, Routledge, 2015.
4. Seema Acharya, Mastering Data Visualization using Tableau, Wiley, 2024.

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA SEMESTER - IV
25MS04001: STRATEGIC MANAGEMENT**

**SDG 8 (Decent Work & Economic Growth), SDG 9 (Innovation & Infrastructure), SDG
12 (Responsible Consumption)**

Course Objectives:

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

L	T	P/D	C
4	0	-	4

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

- Michael A Hitt, R Duane Ireland, Robert E. Hoskisson, Strategic Management: Competitiveness & Globalization – Concepts and Cases, Cengage, 12e, 2024.
- Dr. C.B. Gupta, Strategic Management: Texts and Cases, S Chand, 2023
- Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
- Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory and Practice, Sage Publications, 3e, 2020.
- Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017.
- V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books, 1e, 2012
- Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
- S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

Geethanjali College of Engineering and Technology (Autonomous)

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

**MBA MARKETING ELECTIVE
25MS03004: DIGITAL MARKETING**

SDG 9 (Industry, Innovation, and Infrastructure), SDG 12(Responsible Consumption and Production), SDG 13 (Climate Action)

L	T	P/D	C
4	0	-	4

Course Objective:

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

Course Outcome: Students will be able to

1. Analyze Evolution of digital marketing, its strategies and platforms.
2. Learn the relevance of digital marketing channels.
3. Learn the significance of digital marketing.
4. Evaluate the relevance of online advertising.
5. Examine the methods of measuring the digital media performance.

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

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

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

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

Unit – IV: Search Engine Marketing (SEM) and Online Advertising: Importance of

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

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

Suggested Readings:

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

**Geethanjali College of Engineering and Technology (Autonomous)
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**MBA MARKETING ELECTIVE
25MS03005: SALES AND PROMOTION MANAGEMENT**

**SDG 8 – (Decent Work and Economic Growth), SDG 12 – (Responsible Consumption
and Production)**

L	T	P/D	C
4	0	-	4

Course Objective:

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

Course Outcome: Students will be able to

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

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

Unit – II: Advertising and Advertising Media:

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

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

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

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

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

Suggested Readings:

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

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

**MBA MARKETING ELECTIVE
25MS03006: BRAND MANAGEMENT AND CONSUMER
BEHAVIOR**

**SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), SDG 12 (Responsible
Consumption and Production)**

L	T	P/D	C
4	0	-	4

Course Objectives

1. To familiarize with brand Management, branding strategies, brand loyalty, positioning and brand valuation.
2. To study about brand equity, Measuring Sources, Outcome of Brand Equity, designing & Implementing Branding Strategies.
3. To learn the concept of consumer behavior, consumer research, marketing strategy and models.
4. To Know Consumer Motivation, Personality: Learning Memory and the concept of Involvement.
5. To outline Cultural and Social Influences on Consumer Behavior and understand the Consumer Decision Process.

Course Outcomes: Students will be able to

1. Demonstrate the significance of brand Management, branding strategies, brand loyalty, positioning and brand valuation.
2. Understand brand equity, Measuring Sources, Outcome of Brand Equity, designing & Implementing Branding Strategies.
3. Describe the concept of consumer behavior, consumer research, marketing strategy and models.
4. Discuss Consumer Motivation, Personality: Learning Memory and the concept of Involvement.
5. Evaluate Cultural and Social Influences on Consumer Behavior and examine the Consumer Decision Process.

Unit-I Introduction to Brand Management: Concept of Brand and Branding Basics; Understanding terms -Brand Names and Brand Extensions- Meaning, Advantages, Disadvantages. Brand equity, Co- Branding and Corporate Branding. Branding strategies: Concept and types of branding strategies. Steps in brand development strategies. Brand switching. Management of Brand- Meaning & Definition. Strategic Brand Management Process – Steps in Brand Management Process, Brand Loyalty; Brand Relationship. Building brand loyalty - Brand Positioning and Brand Associations. Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring.

UNIT-II Planning & Implementing Brand Marketing Programs: Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of IMC for Brand Building, Leveraging Secondary Brand Associations to Brand building. Measuring & Interpreting Brand Performance- Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity. Designing & Implementing Branding Strategies Managing Brands Over Time.

UNIT- III: Introduction to Consumer Behavior: Meaning and Definition of Consumer Behavior. Need and Advantages to Study Consumer Behavior. Differences between consumer buying and organizational buying. Consumer behavior and marketing strategy; profiling consumers and their needs; Market segmentation and consumer research; Organizational Buying Behaviors. Models of Consumer Behavior- Advert Sheth Model, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model.

UNIT- IV: Consumer Motivation, Personality: Learning Memory and Involvement- Introduction, needs, objectives and Scope of Consumer Motivation. Overcoming Problems of Motivational Conflict. Defense Mechanism, Motive arousal, Motivational theories. Consumer Personality: Learning Memory and Involvement Consumer attitudes, beliefs, feelings and Behavior Consumer Learning attitudes and components of learning Memory system, memory process, concept of involvement, dimensions of involvement.

UNIT-V: Cultural and Social Influences on Consumer Behavior: Characteristics of Culture, values, sub cultures, cross cultural and multi-cultural influences on Consumer Behavior. Social Class and Group influences on Consumer Behavior with regard to money and other status symbols, conformity to group norms behavior and Influence, family life influences, standard of life and living Influences. **Consumer Decision Process:** Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase –Consumption – Post-Purchase Consumption Behavior.

Suggested Readings:

6. Pati. D, Branding Concepts and Process, Macmillan Publisher
7. Blackwell and Engel, Consumer Behavior, Cengage Publication, Indian Edition
8. Majumudar Ramanuj, Consumer Behavior - Insights from Indian Market, PHI, 2nd Edition.
9. Subroto Sen Gupta, Brand Positioning, Tata McGraw-Hill
10. Kevin lane Keller; Ambi M. G. Parameswaran; IssacJacob Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Fourth edition; Pearson Education India; 2015.
11. S R Kumar, Managing Indian Brands by, Wharton School Publishing David
12. Wayne D. Hoyer, Deborah J. MacInnis R Rik Pieters, Consumer Behaviour, &e, Cengage, 2024
13. Chandershekar, K.S., Product Management- Text, Applications and Cases, Himalayan
14. Publishing Houser, Edition 2012.
15. Kapferer. J.N, The Strategic Brand Management-Advanced Insights & Strategic Thinking, 5 editions,2012.
16. Tapan K. Panda, Product and Brand Management, Oxford University Press,2016

**Geethanjali College of Engineering and Technology (Autonomous)
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**MBA MARKETING ELECTIVE
25MS04002: INTERNATIONAL MARKETING**

SDG 10 (Reduced Inequalities), SDG 17 (Partnerships for the Goals), SDG 8 (Economic Growth)

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

1. Evaluate the Global Marketing Management
2. Learn the relevance of WTO, EXIM Policy.
3. Learn various influences of Global Consumer
4. Examine the relevance of International Marketing Mix, distribution promotion strategies.
5. Identify the need for E-Marketing channels.

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

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

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

Unit – IV: Global Marketing: Globalization Drivers: Market, Cost, Environmental, Competitive Factors. International Marketing Mix, Developing the Global Marketing

Program, Segmentation of Products and Services, Distributors & Channels, Direct & Indirect Marketing Channels. Promotion Strategies, Pricing Strategies, Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

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

Suggested Readings:

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

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**MBA MARKETING ELECTIVE
25MS04003: SERVICES AND RETAIL MANAGEMENT**

**SDG 9 – (Infrastructure), SDG 11 – (Sustainable Cities and Communities), SDG 12 –
(Responsible Consumption)**

Course Objectives:

L	T	P/D	C
4	0	-	4

1. To understand the foundational concepts and characteristics of services marketing and analyze customer expectations and satisfaction in service delivery.
2. To explore and apply tools and strategies for designing quality services and maintaining service standards.
3. To examine the evolution, functions, and formats of retailing, with a focus on the Indian retail landscape.
4. To understand and apply key principles of merchandise sourcing, category management, store layout, and logistics in retail operations.
5. To evaluate the impact of location, pricing, and promotional strategies in driving retail performance and customer engagement.

Course Outcomes: Students will be able to

1. Explain the components of the services marketing mix and evaluate consumer behaviour and service recovery strategies in various service contexts.
2. Construct service blueprints and assess the service quality using models like the GAP model, and recommend strategies for service excellence and ethics.
3. Analyze retail strategies and differentiate between various retail formats while evaluating retail opportunities in India, including rural markets.
4. Design effective store layouts and formulate merchandise presentation strategies that enhance the customer experience.
5. Develop strategic pricing and promotional plans for different retail formats, including e-tailing, while assessing site attractiveness and demand factors.

UNIT-I: INTRODUCTION TO SERVICES MARKETING: Services: Concepts, Characteristics and Classification of Services, Factors responsible for Growth of Services Sector, Challenges faced by the Services Sector, Services Marketing Mix, Service Marketing Triangle, Consumer Behaviour in Services, Consumer Expectations and Perception of Service, Customer Satisfaction, Listening to Customers through Research, Building Customer Relationships, Service Failure, Service Recovery Strategies

UNIT-II: DESIGNING AND MANAGING SERVICES: Service Innovation: Design and Mapping Patterns, Service Quality and Quality Measurement, Gap model of Service Quality, Service Excellence, Service Standards: Factors & Types, Physical Evidence: Managing

Physical Evidence, Servicescape and Designing the Servicescape, Service Blueprinting, Strategies to match Service Promises with Delivery, Service Guarantee, Ethics in Service Firms.

UNIT-III: INTRODUCTION TO RETAILING: Introduction to retailing, functions of retailing, types of retailing, Emergence of organized retailing, customer buying behaviour in retailing, retailing strategy, target market and retail format, growth strategies of retail in competitive markets.

RETAILING IN INDIA: The present Indian retail scenario, factors affecting retailing in India, retailing opportunities in India, Rural retailing, region wise analysis of Indian retailing.

UNIT-IV: MERCHANDISE AND STORE MANAGEMENT: Sources of merchandise, category management, allocation of merchandise, merchandise presentation techniques, logistics management, Objectives of good store design, store layout, types of store layout and design, Space planning, store atmospherics, traffic flow and analysis.

UNIT V: LOCATION, PRICING AND PROMOTION STRATEGIES: Shopping centres, freestanding sites, location and retail strategies, factors affecting the demand for a region or trade area, factors affecting the attractiveness of a site, retail pricing strategies, pricing adjustments, using price to stimulate retail sales, promoting the merchandise, retail promotion strategies, E-tailing: Types, Benefits & Challenges.

Suggested Readings:

- Douglas K. Hoffman & John E.G. Bateson, Services Marketing, 6e, Cengage, 2025
- S. Shahjahan, Services Marketing, Himalaya Publishing House, 2017
- Govind Apte, Services Marketing, Oxford Press, 2011
- John E. G. Bateson, K. Douglas Hoffman, Services Marketing, Cengage Learning, 4e, 2012
- Bajaj Tuli Srinivastava, Retail Management, 3rd edition, Oxford Publications, 2016
- Levy & Weitz, Retailing Management, McGraw Hill, 2015

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA MARKETING ELECTIVE
25MS04004: MARKETING ANALYTICS-A
25MS04L01: MARKETING ANALYTICS Lab-B**

(This paper has both Theory – 50 marks and Laboratory work -50marks)

**SDG 9 – (Industry and Innovation), SDG 11 – (Sustainable Cities), SDG 13 – (Climate
Action)**

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

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

Unit – I: Introduction to Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of Pivot Tables and Organizing Data. Summarizing Revenue Data: Month-wise and Product- wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables.

Unit – II: Segmentation & Positioning Analytics: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for

Segmenting the Market. Perceptual Mapping, White Spaces, Umbrella Brands, Multidimensional Scaling.

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

Unit – IV: Promotion Analytics: Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

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

Suggested Readings:

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

Geethanjali College of Engineering and Technology (Autonomous)
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MBA FINANCE ELECTIVE
25MS03007: SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT

SDG 10 – (Reduced Inequalities), SDG 12 – (Responsible Consumption and Production)

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

1. Analyze the Indian financial system and also about Investment.
2. Learn the relevance of risk and returns.
3. Learn various influences bond valuation and management.
4. Examine the relevance of equity valuation of cash market and derivatives.
5. Identify the need for mutual funds in India.

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

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

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

Unit – IV: Equity Valuation: a) Intrinsic Value versus Market Value, Equity Valuation Models- Discounted Cash Flow Techniques, Dividend Discount Models (DDM), Growth Rate cases for DDM, Free Cash Flow Valuation Approaches, Relative Valuation Techniques,

Earnings Multiplier Approach, Price/ Earnings, Price/ Book Value, Price/ Sales Ratio, EVA.
b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

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

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

Suggested Readings:

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

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**MBA FINANCE ELECTIVE
25MS03008: FINTECH**

**SDG 8 – (Economic Growth), SDG 9 – (Industry, Innovation, and Infrastructure), SDG
10 – (Reduced Inequalities)**

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To introduce the concept of FinTech and its role in modern finance.
2. To explain the technologies used in FinTech like UPI, chatbots, APIs, and blockchain.
3. To understand how FinTech is used in banking, lending, and customer services.
4. To learn how FinTech works in capital markets, insurance, and property technology.
5. To explore the rules, risks, and benefits of FinTech, including cybersecurity and financial inclusion.

Course Outcomes: Students will be able to

1. Describe what FinTech is and how it is changing the finance industry.
2. Identify key technologies that support FinTech systems.
3. Explain how banks and lenders use FinTech to serve customers better.
4. Demonstrate how FinTech is used in capital markets and other sectors like insurance and real estate.
5. Recognize the challenges, rules, and social benefits related to FinTech.

Unit – I: Introduction to Fintech: Digital Transformation in Manufacturing and Service Industry, The changing structure of the Financial ecosystem. Fintech and its advantages, Digital India and its role in promoting Fintech. Introduction to India Stack – Unique Identification, Presence Less Verification, eKYC, Digital Signature, Digital Document Repository (DigiLocker), Use of DigiLocker to Expedite Recruitment Process, Cashless Digital Payments, Account Aggregation, Receivables Exchange TReDS, Regulatory Framework

Unit – II: Technology Enablers for FinTech: Digital Payments, Unified Payment Interface (UPI), Payment Gateway, The Instant Mobile Payment System (IMPS), Chatbots - Customer Relationship and Service, Use of Chatbots in P2P Platforms, Chatbots for Guiding Personal Financial Management, Robo Advisors or Algorithm-Based Planners - The Advantages of Robo Advisors, Application Programming Interface (API), Blockchain – key concepts, applications, Distributed ledger technology and Decentralized Finance (DeFi)
]Cross Border Trade Using Blockchain, Value Chain of Blockchain, Working of a Business Blockchain, Case Study—Capgemini Solution on AWS Managed Blockchain: From Proof of Concept to Production

Unit – III: FinTech in Banking: Digital Transformation in Banks. Changing Customer

Expectations, Fitment of FinTech Companies in Digital Transformation – Core Banking Solutions, Network Banking and Cheque Truncation System, Cards with Chip and Pin, Net banking, Toll Gate Collections, PoS Terminals, Buy Now Pay Later (BNPL), Prepaid Mechanisms

FinTech in Lending and Borrowing: Introduction to the Business of Lending - Credit-worthiness of the Borrower, FinTech in Lending Business, Latest Technology Trends in Lending, Case Study—Amazon SMB Lending - Amazon as a FinTech Lender, Case Study—Indifi - How the Platform Works

Unit – IV: FinTech in Capital Markets: Raising Capital, Types of Securities, Important Stakeholders in Capital Markets, The Trade Lifecycle, Clearing, Settlement & Back office Operations – Clearing, Settlement, Asset Servicing, How Technology Supports Capital Market Processes Other Types of FinTech Companies: Insurtech, PropTech – Case Study—Property Locator App of DBS Bank, TailFin, EnablingTech, RegTech

Unit – V: Fintech Regulations and Challenges, Concerns and Trends in FinTech World: Concerns of FinTech Companies, Challenges Faced by FinTech Companies. Cyber security Sustainable Finance: Sustainable business practices, the role of Fintech in the Society, Green economic growth, Financial Inclusion and the role of Technology.

Suggested Readings:

- Chandrahauns Chavan and Atul Patankar, Introduction to Fintech, Pearson,2024
- Peter Goldfish, A Global guide to Fintech and Future Payment Trends, Routledge, 2023
- Sanjay Phadke, Fintech Futue The Digital DNA Finance, Sage,2020
- Chenjiazi Zhong, Cryptocurrencies and Beyond, Business experts press, LLC, 2025

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MBA FINANCE ELECTIVE
25MS03009: STRATEGIC COST AND MANAGEMENT ACCOUNTING

**SDG 9 – (Innovation and Infrastructure), SDG 12 – (Responsible Production), SDG 13 –
(Climate Action)**

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

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

Suggested Readings:

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

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**MBA FINANCE ELECTIVE
25MS04005: INTERNATIONAL FINANCIAL MANAGEMENT**

**SDG 8 – (Economic Growth) , SDG 10 – (Reduced Inequalities), SDG 17 – (Partnerships
for the Goals)**

L	T	P/D	C
4	0	-	4

Course Objective:

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

Course Outcome: Students will be able to

1. Examine recent changes and challenges in International Financial Management.
2. Learn Factors affecting International Trade flows
3. Learn various aspects about International Stock market.
4. Examine the uses of exchange rates.
5. Examine the importance of International Financing.

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

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

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

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

Unit – IV: (a) Exchange Rates: Measuring Exchange Rate Movements, Factors influencing Exchange Rates. Government influence on Exchange Rates, Exchange Rate Systems.

Managing Foreign Exchange Risk. International Arbitrage and Interest Rate Parity.

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

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

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

Suggested Readings:

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

Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301

MBA FINANCE ELECTIVE

25MS04006: RISK MANAGEMENT & FINANCIAL DERIVATIVES

SDG 8 – (Economic Growth), SDG 11 – (Sustainable Cities), SDG 13 – Climate Action

L	T	P/D	C
4	0	-	4

Course Objective:

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

Course Outcome: Students will be able to

1. Analyze risk management and derivatives.
2. Learn the relevance of Basel norms, types of risks.
3. Learn various aspects about Derivatives Market in India.
4. Evaluate the uses of options strategies.
5. Examine the importance of SWAP Market.

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

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

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

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

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

Suggested Readings:

- Sanjay Mehrotra, Durga Bhavani Jammula, Financial Management and Risk Management – Derivative Startegies, Pen and Paper Academy,2025
- Prakash B Yaragol, Financial Derivatives- Text and Cases, vikas Publishing, 2024
- John C Hull, Risk Management and Financial Institutions, Wiley, 5e,2018.
- Jayanth Rama Varma, Derivatives and Risk management, Tata McGraw Hill, 1e, 2011.
- Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, Cengage, 2013.
- Dhanesh K. Khatri, Derivatives and Risk Management, Macmillan, 1e,2012
- Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 1e,2003.

Geethanjali College of Engineering and Technology (Autonomous)

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

MBA FINANCE ELECTIVE

25MS04007: FINANCIAL ANALYTICS-A

25MS04L02: FINANCIAL ANALYTICS Lab-B

(This paper has both Theory – 50 marks and Laboratory work -50marks)

SDG 9 – Industry and Innovation, SDG 11 – Sustainable Cities, SDG 13 – Climate Action

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

1. Examine techniques of financial statements.
2. Learn the relevance of time value money.
3. Learn various aspects of capital budgeting.
4. Evaluate industry, technical and economic analysis.
5. Learn duration of bond and immunization strategies.

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

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

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

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

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

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

Suggested Readings:

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

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**MBA HUMAN RESOURCES ELECTIVE
25MS03010: TALENT AND PERFORMANCE MANAGEMENT**

SDG 5 (Gender equality), SDG 8 (Decent Work and Economic Growth)

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

1. Examine Talent Management Process along with its key components.
2. Learn the significance of performance management and employee development in organizations.
3. Learn different approaches to Performance Management System.
4. Evaluate KRA's and KPI's and performance metrics.
5. Identify the importance of reward systems in organizations.

Unit – I: Foundations of Talent Management (TM): Definition, Meaning, Importance, Objectives and Scope of TM. Evolution and development of TM. Need for and Imperatives of TM in modern organizations. Models of TM: McKinsey's TM Framework, Deloitte's TM Wheel, Ulrich's TM Model and CCL's 70-20-10 Model. TM as a competitive advantage for organizations. Role of HR in TM. Key challenges in managing TM today.

Unit – II: Competency based Talent Strategies: Importance of Competencies for TM. Competency Mapping, Assessment and Development. Integration of Competencies with Performance Management, Talent Development, Career Development, Succession Planning and Talent Retention. Employee Succession using 9-Box Talent Management Grid. Leadership Development through identification high-potentials, development of a strong Pipeline cum Bench Strength.

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

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

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

Suggested Readings

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

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA HUMAN RESOURCES ELECTIVE
25MS03011: LEARNING AND DEVELOPMENT**

SDG 5 (Gender Equality), SDG 8 (Decent Work & Economic Growth)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. Understand the foundational theories and processes of learning in organizational settings.
2. Analyze the strategic role of training and development in achieving organizational objectives.
3. Evaluate and design various training methods suited for diverse workforce needs.
4. Apply techniques for employee and management development aligned with corporate strategies.
5. Examine contemporary issues and challenges in the field of learning and development.

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

1. Explain key learning theories and relate them to workplace learning outcomes. (Bloom: Understand)
2. Identify and assess training needs aligned with business strategy. (Bloom: Analyze)
3. Design effective training programs using both traditional and technology-enabled methods. (Bloom: Apply, Create)
4. Develop frameworks for employee and management development interventions. (Bloom: Apply)
5. Evaluate and respond to modern trends and challenges such as diversity training, virtual work training, and career management.

Unit – I: Introduction to Learning: Definition and characteristics of learning, Phases of learning. Theories of learning: Reinforcement Theory, Social Learning Theory, Goal Setting Theory, Need Theories (Maslow, Herzberg), Expectancy Theory, Adult Learning Theory (Andragogy), Information Processing Theory. The Learning Process and Cycle (Kolb’s Model). Instructional emphasis for different learning outcomes.

Unit – II: Training Strategy and Designing Training: Evolution of the training function, Strategic Training and Development process, Training needs in various strategic contexts (growth, stability, retrenchment), Structure and models of training departments, Training Needs Assessment (TNA): tools, techniques, and process. Designing a training program: setting objectives, content design, selecting methods
Trainer competencies and styles, Evaluating training effectiveness: Kirkpatrick’s and ROI models, post-training support and transfer of learning.

Unit – III: Training Methods and Technology Enabled Learning: Traditional training methods: Presentation (Lectures, Demonstrations), Hands-on (Simulations, Case Studies, Role Plays), Group- building (Team building, Action Learning). E-learning and online modules, Impact of technology on learning: Multimedia, Virtual Classrooms, Computer-Based Training (CBT), Mobile Learning and Blended Learning Models. Learning Management Systems (LMS). Digital training administration tools.

Unit – IV: Employee and Management Development: Meaning and importance of employee development, Essentials of management development programs (MDPs), Approaches to development: Formal education, Assessment and Development centers, Job experiences and job rotations, Coaching, mentoring, and interpersonal feedback. Development planning process, Organizational strategies for career and leadership development. E-learning in employee development. Electronic MDPs and executive coaching.

Unit – V: Contemporary issues in Training and Development: Orientation/Onboarding training programs, Diversity and inclusion training, Sexual harassment prevention training, Team and cross- functional team training, Cross-cultural training for global assignments, Competency mapping and training for talent management, Career management systems: planning, paths, plateaus, and career transitions, Training for virtual work environments, hybrid roles, and gig economy

Suggested Readings:

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

Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301

MBA HUMAN RESOURCES ELECTIVE
25MS03012: EMPLOYEE RELATIONS

**SDG 5 – (Gender Equality), SDG 8 – (Decent Work and Economic Growth), SDG 16 –
(Peace, Justice and Strong Institutions)**

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

- SC Srivastava, Industrial Relations and Labour Laws, 8e, Vikas Publishing House Ltd., 2022
- C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2nd Edition 2019.
- D.P.Sahoo, Employee Relations, Text & Cases, 1e, Sage Publications, 2020.
- Parul Gupta, Industrial Relations & Labour Laws for Managers, Sage Publications, 2019.
- Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.
- C.B. Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd, 13e, 2014.
- P.N. Singh and Neeraj Kumar, “Employee Relations Management”, Pearson Education, 2010. <https://labour.gov.in/sites/default/files/Labour Code Eng.pdf>

Geethanjali College of Engineering and Technology (Autonomous)
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MBA HUMAN RESOURCE ELECTIVE
25MS04008: INTERNATIONAL HUMAN RESOURCE
MANAGEMENT

SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To introduce the foundations and strategic framework of IHRM and its growing relevance in a globalized economy.
2. To develop understanding of international staffing policies and talent management practices across various geographies.
3. To enhance intercultural competence and develop leadership skills required to manage global and diverse teams.
4. To examine the complexities in designing fair and competitive global compensation and performance appraisal systems.
5. To analyze contemporary trends and challenges in international HRM and understand future directions of the global HR landscape.

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

1. Differentiate IHRM from domestic HRM, analyze international HR structures, and articulate the strategic role of IHRM in global organizations.
2. Design global staffing strategies, manage expatriate cycles, and address talent management issues in multinational corporations.
3. Interpret cultural frameworks, handle intercultural challenges, and recommend leadership strategies suitable for cross-cultural environments.
4. Construct compensation structures and performance appraisal frameworks appropriate for international employees and expatriates.
5. Evaluate emerging trends in IHRM and suggest adaptable HR strategies in dynamic and diverse international environments.

UNIT I: Introduction to International Human Resource Management: Meaning, nature, and scope of IHRM, Domestic HRM vs. International HRM, Drivers of internationalization of business and global workforce, Functions and models of IHRM: Morgan's model, Harvard model, Matching model, Strategic IHRM: Linking HR strategy with global business strategy, Organizational structures in international business, Role of IHRM in international business success, Ethics and CSR in international HRM context.

UNIT II: International Staffing and Talent Management: International HR planning and forecasting, Approaches to international staffing: Ethnocentric, Polycentric, Geocentric, Regiocentric, Recruitment and selection for international assignments, Expatriate management lifecycle: selection criteria, pre- departure training, on-assignment support,

repatriation challenges, Managing inpatriates, third- country nationals, and virtual assignments, Talent identification, development, and succession planning in MNCs, Outsourcing, offshoring, and their HR implications, Managing dual-career couples and diversity in global talent pools.

UNIT III: Cross-Cultural Management and Global Leadership: Understanding culture: Definitions, layers, and characteristics, Hofstede's Cultural Dimensions, Cultural shock, adjustment, and acculturation, Cross-cultural communication: barriers, listening, and negotiation styles, Designing and delivering cross-cultural training programs. Developing global leadership competencies, Women in international management, Managing multicultural and geographically dispersed teams

UNIT IV: International Compensation and Performance Management: (a) International Compensation: Objectives and components of international compensation, Approaches to international compensation: Balance sheet, going rate, host-based, global pay, Expatriate compensation packages: salary, benefits, allowances, incentives, taxation, (b) Performance Management: Performance management systems in multinational contexts, Appraising expatriates and host-country nationals, Aligning performance measures with global business goals, Equity and fairness issues in global pay systems, Legal compliance and ethical considerations in compensation and performance.

UNIT V: Global HRM Trends, Challenges and Future Directions: IHRM in international mergers, acquisitions, and joint ventures, Labor relations and international employee relations, IHRM challenges in emerging markets and global crises, Diversity, equity, inclusion, and global workforce management, Role of technology in IHRM: HRIS, AI, remote work, digital onboarding, Global talent shortages, skill gaps, and workforce planning, Corporate social responsibility and sustainability in IHRM, Future of work, gig economy, and implications for global HR.

Suggested Readings:

- Vance, Charles M. & Yongsun Paik. *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management*, Routledge
- Dowling, Peter J., Festing, Marion & Engle, Allen D. *International Human Resource Management*, Cengage Learning
- Subba Rao, P. *International Human Resource Management*, Himalaya Publishing House
- Aswathappa, K. & Dash, S. *International Human Resource Management*, McGraw Hill
- Tayeb, Monir H. *International Human Resource Management: A Multinational Company Perspective*, Oxford University Press
- Deresky, Helen. *International Management: Managing Across Borders and Cultures*, Pearson
- Harzing, A.W. & Pinnington, A. *International Human Resource Management*, Sage Publications.

**Geethanjali College of Engineering and Technology (Autonomous)
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**MBA HUMAN RESOURCE MANAGEMENT ELECTIVE
25MS04009: LEADERSHIP AND CHANGE MANAGEMENT**

SDG 4 – Quality Education, SDG 5 – Gender Equality, SDG 16 – Strong Institutions

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

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

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA HUMAN RESOURCE MANAGEMENT ELECTIVE
25MS04010: HR ANALYTICS-A
25MS04L03: HR ANALYTICS Lab-B**

(This paper has both Theory – 50 marks and Laboratory work -50marks)

SDG 9 – (Industry and Innovation), SDG 11 – (Sustainable Cities), SDG 13 – (Climate Action)

L	T	P/D	C
4	0	-	4

Course Objectives:

1. To explain the evolution of HRM to HR Analytics and its role in achieving business outcomes.
2. To introduce HR analytics models, data types, and data preparation methods.
3. To demonstrate how MS Excel is used for analyzing key HR functions.
4. To provide an overview of tools for descriptive and diagnostic HR analytics.
5. To introduce predictive and prescriptive techniques and tools in HR analytics.

Course Outcomes: Students will be able to

1. Describe the importance, scope, and levels of HR analytics.
2. Apply data examination techniques and compare HR analytics models.
3. Use MS Excel to analyze HR metrics across various processes.
4. Create dashboards, perform pivot analysis, and apply basic diagnostics.
5. Apply predictive models and design basic prescriptive solutions.

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

Unit – II: Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics: LAMP Model, HC BRidge Model, Bersin’s HR Analytics Maturity Model and HR Value Chain Model. Process of conducting HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

Unit – III: Analytics for Key HR Processes Using MS Excel: Conduction of HR Analytics for key metrics under HR Processes viz. (i) Recruitment & Selection, (ii) Training & Development, (iii) Performance Appraisal, (iv) Talent Management, (v) Employee Engagement, (vi) Compensation Management and (vii) Expatriate Management.

Unit – IV: Descriptive & Diagnostic HR Analytics: Overview of Select Tools for Conduction HR Analytics: (i) Statistical tools: MS Excel, SPSS & PSPP; (ii) Programming Languages: R & Python;

(iii) Visualization Tools: MS Excel, Tableau & Power BI. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications. Data Visualization for Key HR processes. Introduction and scope of diagnostic HR analytics, descriptive vs diagnostic analytics, basic diagnostic techniques: root cause analysis, hypothesis testing for chi square, correlation analysis and regression.

Unit – V: Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Tools for conduction of prescriptive analysis: Decision Trees and What-If Scenarios. Future of HR Analytics.

Suggested Readings:

- Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
- Swati Dhir & Suparna Pal, Human Resource Analytics: Theory and Application Techniques, Cengage, 2021.
- Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
- Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
- Nishant Uppal, Human Resource Analytics, Pearson, 2021.

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA ENTREPRENEURSHIP ELECTIVE
25MS03013: STARTUP AND MSME MANAGEMENT**

**SDG 1 – (No Poverty), SDG 8 – (Decent Work and Economic Growth), SDG 9 –
(Industry, Innovation, and Infrastructure)**

L	T	P/D	C
4	0	-	4

Course Objective:

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

Course Outcome: Students will be able to

1. Examine various Startup opportunities.
2. Learn Business Startup, Ideation, and Venture Choices.
3. Learn Legal and other requirements for new ventures.
4. Learn Problems of entrepreneurs.
5. Evaluate the Forms of Financial support.

Unit – I: Introduction to Startup and MSME: The Rise of the Startup Economy, The Six Forces of Change, The Startup Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India.

Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues and Challenges of MSMEs, MSME Policies in India.

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

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

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

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

Suggested Readings:

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

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA ENTREPRENEURSHIP ELECTIVE
25MS03014: FAMILY BUSINESS MANAGEMENT**

SDG 8 – (Economic Growth), SDG 10 – (Reduced Inequalities), SDG 12 – (Responsible Consumption and Production)

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

1. Examine various Startup opportunities.
2. Learn Business Startup, Ideation, and Venture Choices.
3. Analyze Legal and other requirements for new ventures.
4. Understand Problems of entrepreneurs.
5. Analyze Forms of Financial support.

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

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

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

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

Business Rejuvenation Matrix and Intrapreneurship.

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

Suggested Readings:

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

Geethanjali College of Engineering and Technology (Autonomous)

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

MBA ENTREPRENEURSHIP ELECTIVE

25MS03015: INNOVATION AND ENTREPRENEURSHIP

SDG 9 – (Industry and Innovation), SDG 11 – (Sustainable Cities), SDG 13 – (Climate Action)

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

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

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

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

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

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

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

Suggested Readings:

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

**Geethanjali College of Engineering and Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301**

**MBA ENTREPRENEURSHIP ELECTIVE
25MS04011: ENTREPRENEURIAL FINANCE**

**SDG 8 – (Economic Growth), SDG 10 – (Reduced Inequalities), SDG 17 – (Partnerships
for the Goals)**

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

1. Examine Financing through venture lifecycle in a company.
2. Learn Startup and First Round Financing Sources.
3. Learn the significance of Financial Planning throughout the Venture's life cycle.
4. Understand Mechanics of venture valuation.
5. Evaluate the importance of venture capital financing.

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

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

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

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

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

Suggested Readings:

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

Geethanjali College of Engineering and Technology (Autonomous)

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

**MBA ENTREPRENEURSHIP ELECTIVE
25MS04012: ENTREPRENEURIAL MARKETING**

SDG 3 – Good Health and Well-being, SDG 5 – Gender Equality, SDG 12 – Responsible Consumption

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

1. Analyze Marketing mix of an enterprise.
2. Learn the Growth and marketing strategies.
3. Learn Market Development strategies.
4. Evaluate entrepreneurial communication.
5. Examine the importance of entrepreneurial marketing.

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

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

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

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

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

Suggested Readings:

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

Geethanjali College of Engineering and Technology (Autonomous)

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

MBA ENTREPRENUERSHIP ELECTIVE

25MS04013: TECHNOLOGY BUSINESS INCUBATION-A

25MS04L04: TECHNOLOGY BUSINESS INCUBATION Lab-B

(This paper has both Theory – 50 marks and Laboratory work -50marks)

SDG 4 – (Quality Education), SDG 9 – (Innovation), SDG 17 – (Partnerships for the Goals)

L	T	P/D	C
4	0	-	4

Course Objectives:

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

Course Outcomes: Students will be able to

1. Examine the role of TBI movement in India.
2. Evaluate the process of TBI.
3. Examine the implementation and orientation of TBI.
4. Analyze the impact of TBI in India.
5. Examine the global perspective of TBI.

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

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

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

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

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

Suggested Readings:

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

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25MS04S01-Pre - Submission of Project Seminar

MBA II YEAR II SEMESTER

L	T	P/D	C
0	2	2	2

Course Objective: The final project (25MS04S01) 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.

**Geethanjali College Of Engineering And Technology (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist. Telangana-501301.**

25MS04014- Main Project Viva-Voce

MBA II YEAR I SEMESTER

L	T	P/D	C
0	0	4	4

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.