

Geethanjali College of Engineering & Technology

(GCET)

Cheeryal (V), Keesara (M), RR Dt., Hyderabad 501301, Telangana

Master of Business Administration (CBCS)

Academic Regulations, Course Structure and

Detailed Syllabus (Autonomous)



A.Y 2016 - 17

DEPARTMENT OF MANAGEMENT STUDIES
GEETHANJALI COLLEGE OF ENGINEERING & TECHNOLOGY
CHEERYAL (V), KEESARA (M), R.R. DIST. - 501 301
(Affiliated to JNTUH, Approved by AICTE, NEW DELHI, ACCREDITED BY NBA)
www.geethanjaliinstitutions.com

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PREFACE

The importance for autonomy in educational institutions, more so in technical institutions, has grown prominently with the rapid increase in the number of technical institutions and the resulting concern over the quality of education. To address this concern, the management of Geethanjali College of Engineering and Technology (GCET) took initiatives to provide quality education in all the programs offered by it. As a major step towards this, GCET applied and secured accreditation by NBA for all its eligible Undergraduate Programs initially in 2012 and again in 2015. Further, GCET has obtained recognition under section 2(f) and 12(b) of UGC Act. 1956. In addition, GCET has also applied for accreditation by NAAC and is awaiting the visit of its expert team.

In view of the massive technological advancements, GCET has been striving hard to bridge the gap between the academia and the industry. In this direction, GCET has taken good number of initiatives including establishment of a centre for creativity and innovation, invited a few experts from reputed academic institutions and industry to join the college as faculty members and has been fairly successful on this front. To further enhance the quality of technical education and to meet the expectations of its stake holders, GCET feels that academic autonomy is of paramount importance and, therefore, has applied for the grant of autonomous status.

This preface gives a glimpse of our approach to curriculum design to meet the expectations of its stake holders and providing quality education. Our philosophy of curriculum design is focused on outcome based education, aimed at enhancing flexibility in providing holistic education and improving the academic standards to achieve excellence.

In the process of curriculum design and moving towards the objective of preparing students who would be able to contribute significantly for the development of our nation in particular, and the world in general, the Governing Body (GB) of the college, the College Academic Committee (CAC) and Department Academic Committee (DAC) perused the curriculum, guidelines and academic regulations prescribed by the affiliating University, JNTUH and other reputed institutions including a few well known universities abroad. The main frame of the course structure and the syllabi are within the framework of the norms stipulated by UGC and AICTE. The defining element of this document is “Choice Based Credit System (CBCS)”, with student centric teaching learning process, wherein student can choose from a wide range of courses offered.

The proposed curriculum is designed to facilitate students obtain liberal education, which has the potential to broaden their perspective and transform the world. The curriculum offers various designated courses namely, Hard Core, Soft Core, and Basic Sciences Core along with Open Electives. These courses are introduced with an objective of enabling the students to go for further specialization in their chosen field of interest.

In the preparation towards autonomy, the institute has requested the departments concerned to constitute proposed **Board of Studies** following UGC guidelines to design and frame the syllabi for different programs. The BOS in the concerned disciplines met, discussed and framed the proposed syllabi. Some of the resolutions of the BOS were accepted while some were modified by the Programme Assessment Committee (PAC) and also by the CAC and DAC.

Some of the mandatory non-credit courses suggested by AICTE have been taken as credit based mandatory courses by the institute to ensure seriousness of participation amongst the students in these courses. The proposed curriculum is structured with six theory and two laboratory/Seminar courses for two year for each semester to facilitate more practical oriented teaching – learning with an emphasis on local and global needs. The support of the college management, which has been forthcoming for the provision of all the required facilities, including establishing additional labs and infrastructure, if needed, is unstinted and commendable. Open Elective courses along with Core Elective courses have been introduced. Academic flexibility is maintained through a wide range of courses offered across departments. Another noteworthy feature is introduction of life skills courses.

The quality of education is measured and tested by self-evaluation and external quality evaluation methods, which are incorporated in the proposed evaluation pattern. The continuous evaluation gauges the knowledge and skills acquired at various levels of the program. These evaluation reforms and continuous assessment of the processes will be effectively and efficiently carried out by the experienced faculty of the institution. The Examination Branch of the institute has adequate infrastructure and experienced staff to implement the assessment and evaluation practices adopted by reputed institutions globally.

Thus, the institution firmly believes its progress is based on quality initiative, assessment, sustenance and enhancement. Transparency is maintained at every level of functioning by the management, administration, staff, students, and other stake holders to provide credibility and ownership. The institution assumes its responsibility by sensitizing students appropriately to cater to the societal needs.

In all humility, we humbly submit that this resolution of ours is a small attempt of paving a pathway to further the interests of the students and stakeholders.

Department Vision and Mission:

Vision

“Providing excellence in education to build a better tomorrow, through a realistic and research oriented environment”

Mission

- **To offer high quality Masters in Business Administration and to prepare Students for professional career.**
- **To contribute towards societal development through imparting quality Education.**

MBA PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

Program Education Objectives (PEOs)
PEO1: To lead a successful career in industries or pursue higher studies or entrepreneurial endeavors.
PEO2: To offer techno-commercially feasible and socially acceptable solutions to real life managerial problems.
PEO3: To demonstrate effective communication skills, professional attitude and a desire to learn.
Program Outcomes (POs)
PO1: Acquire managerial competence, comprehensive knowledge and understanding the methodologies and technologies of functional areas of business applications.
PO2: Ability to apply the knowledge of statistics, behavioral science, operations and technology. Understand in detail, analyze, formulate and solve the issues pertaining to the business application
PO3: Acquiring the ability to identify investigates, understand and analyze complex problems pertaining to management applications in industries and identify effective solution strategies for implementation.
PO4 Inculcate the role of research in developing and maintaining knowledge of the state-of-the-art in various technologies and applications in industries. Acquire the skill to design, develop and modify systems in hardware and software platforms to meet desired needs within realistic constraints.
PO5 Create, select and apply appropriate techniques, resources, modern management tools to complex activities in the field of business management
PO6 Acquire the capacity to understand and summarize complex information pertaining to various fields of management in industries. Function effectively as an individual, and as a member or leader in a team.
PO7 Acquire the skill to develop specifications, implement and critically assess projects and their outcomes. Demonstrate management, leadership and entrepreneurial skills, and apply these to one's own work, as a member and a leader in a team to manage projects in multidisciplinary environments
PO8 Ability to communicate effectively in both oral and written contexts in the form of research papers, project reports, design documents and seminar presentations.
PO9 Recognize the need for, and acquire the ability to engage in self-improvement through continuous professional development and life-long learning to maintain an up-to-date knowledge of contemporary issues in various fields of management.
PO10 Apply and commit to professional ethics and responsibilities of management practice. Understand the importance of sustainability and cost effectiveness in design and development of managerial solutions for industries and their impact in societal and environmental context. Demonstrate awareness of societal, safety, health, legal and cultural issues relevant to professional management practice.

PROGRAM SPECIFIC OUTCOMES (PSOs):

On completion of this course, the graduate should be able:

- a. To have the knowledge on various concepts and strategies of business management.
- b. To understand and analyze the importance of functional and inter-functional areas.
- c. To recognize the opportunities available and face the challenges in the national and global business environments and adapt accordingly
- d. To possess analytical skills to carry out research in the field of management.
- e. To acquire team management skills and to become a competent leaders.
- f. To be ethical, conscious and socially responsible managers, capable of contributing to the development of the nation.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

(Autonomous)

(Approved by AICTE, Accredited by NBA-New Delhi)

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

DEPARTMENT OF MANAGEMENT STUDIES

Academic Regulations for 2-year fulltime 4 semesters

MASTER OF BUSINESS ADMINISTRATION (CBCS) PROGRAMME

Applicable to the Master of Business Administration (MBA) programme offered by the college from the Academic Year 2016-17.

The MBA degree of JNTUH shall be conferred on candidates who are admitted to the programme and who fulfill all the requirements for the award of the degree.

1. ELIGIBILITY FOR ADMISSIONS:

1.1 Admission to the above programme shall be made subject to eligibility and qualification as prescribed by the university from time to time.

1.2 Admissions shall be made on the basis of merit/rank obtained by the candidate qualified at ICET or entrance test conducted by the State Government appointed/nominated university or on the basis of any other order of merit as approved by the university, subject to reservations as laid down by the Govt. from time to time.

2. AWARD OF MBA DEGREE:

2.1. A student shall be declared eligible for the award of the MBA degree, if he pursues a course of study in not less than two and not more than four consecutive academic years. However, he is permitted to write the examinations for two more years after four academic years of course work, failing which he shall forfeit his seat in MBA programme.

2.2. The student shall register for all 88 credits.

2.3. The minimum instruction days in each semester are 90.

3. COURSE REGISTRATION:

A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its course structure and curriculum, choice/option of elective/ courses, based on his competence, progress, pre-requisites and interest.

- 3.1 With the advice and suggestion of the faculty adviser and HOD, the student shall register for a set of open elective course and core elective courses he plans to take-up for the semester selected from the list of courses offered for the semester in addition to the core courses.
- 3.2 The student shall meet the criteria of pre-requisite if specified for a course, to be eligible to register for that course.
- 3.3 A student has to register for all the 22 credits specified for each semester.
- 3.4 A student shall have to register for the course for the second, third, fourth semesters before the commencement of end examinations of the preceding semester.
- 3.5 The college may offer an elective course if the number of students registered for the course is not less than twelve (12).

4. ATTENDANCE:

The programme is offered on a unit basis with each subject being considered a unit.

- 4.1 Attendance in all classes (Lectures/Laboratories/PDP Lab etc.) is compulsory. The minimum required attendance in each theory / Laboratory/ PDP Lab etc. course is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the Semester End Examination(SEE). A student shall not be permitted to appear for the Semester End Examinations (SEE) if his attendance is less than 75%.
- 4.2 Condonation of shortage of attendance in each subject up to 10% in each semester may be granted by the College Academic Committee on medical grounds or for such other valid reasons.
- 4.3 Shortage of attendance, i.e. attendance below 65% in each subject shall not be condoned.
- 4.4 Students whose shortage of attendance is not condoned in any subject are not eligible to write their semester end examination of that subject and their registration shall stand cancelled.
- 4.5 A prescribed fee shall be payable towards condonation of shortage of attendance.

4.6 A candidate shall put in the minimum required attendance at least in three (3) theory subjects in each semester for being promoted to the next semester. In order to qualify for the award of the MBA degree, the candidate must complete all the academic requirements of the subjects, as per the course structure.

4.7 A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the current semester, as applicable. He may seek re-admission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for re-admission into the same class.

5. EVALUATION:

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 50 marks for practical, on the basis of internal evaluation and end semester examination.

5.1 For the theory subjects 70 marks shall be awarded for the performance in the Semester End Examination and 30 marks shall be awarded for Continuous Internal Evaluation (CIE) out of which 5 marks shall be awarded for the performance of activities like Case Studies/Group Discussions/Seminars/Presentations/Business Quiz etc. conducted by the DAC. The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid Term-Examinations conducted, one in the middle of the Semester and the other, immediately after the completion of Semester instructions. Each mid-term examination shall be conducted for a total duration of 120 minutes with Part A as compulsory question (10 marks) consisting of 5 sub-questions carrying 2 marks each, and Part B with 3 questions to be answered out of 5 questions, each question carrying 5 marks. The details of the Question Paper pattern for End Examination (Theory) are given below: The Semester End Examination will be conducted for 70 marks. It consists of two parts. i).Part-A for 20 marks, ii). Part-B for 50 marks.

I. Part-A is a compulsory question consisting of 5 questions, one from each unit and carries 4 marks each.

II. Part-B to be answered 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.

5.2 For practical subjects, 50 marks shall be awarded for performance in the internal semester end examinations.

5.3 For conducting laboratory end examinations of MBA Programmes, one internal examiner and one external examiner are to be appointed by the Principal of the college and the same to be informed to the Controller of Examination in two weeks before for commencement of the lab end examinations. The external examiner should be selected from outside the college concerned but within the cluster. No external examiner should be appointed from

any other college in the same cluster/any other cluster which is run by the same management.

5.4 There shall be five seminar presentations during MBA program. For seminar, a student under the supervision of a faculty member shall collect the literature on a topic, critically review the literature, submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, supervisor and two other senior faculty members of the department. For each seminar there will be only internal evaluation of 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to re-appear during the supplementary examinations.

i) There shall be a comprehensive Viva-Voce in II year II Semester. The comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the comprehensive Viva-Voce through a committee. The committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Controller of Examinations. For this, the Principal of the College shall submit a panel of three (3) examiners. There are no internal marks for the comprehensive Viva-Voce and evaluation is for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to re-appear during the supplementary examinations.

ii) A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the semester end examination and a minimum aggregate of 50% of the total marks in the semester end examination and continuous internal evaluation taken together.

5.5 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 5.4) he has to reappear for the semester end examination in that subject.

5.6 A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within four weeks of commencement of the class work. In such a case, the candidate must re-register for the subjects and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the semester end examination in those subjects. In the event of the student taking another chance, his continuous internal evaluation (internal) marks and semester end examination marks obtained in the previous attempt stands cancelled.

5.7 In case the candidate secures less than the required attendance in any subject, he shall not be permitted to write the semester end examination in that subject. He shall re-register for the subject when next offered.

6. EXAMINATIONS AND ASSESSMENT - THE GRADING SYSTEM:

6.1 . Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab/ Practical's, or Seminar, or Project, etc. This is based on the % marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination), both taken together. A corresponding Letter Grade shall be given.

6.2 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.

<i>% of Marks Secured (class intervals)</i>	<i>Letter Grade (UGC Guidelines)</i>	<i>Grade Points</i>
Below 100% but not less than 80% ($\geq 80\%$, $\leq 100\%$)	'O' (Outstanding)	10
Below 80% but not less than 70% ($\geq 70\%$, $\leq 80\%$)	'A+' (Excellent)	9
Below 70% but not less than 60% ($\geq 60\%$, $\leq 70\%$)	'A' (Very Good)	8
Below 60% but not less than 55% ($\geq 55\%$, $\leq 60\%$)	'B+' (Good)	7
Below 55% but not less than 50% ($\geq 50\%$, $\leq 55\%$)	'B' (Above Average)	6
Below 50% ($<50\%$)	'F' (Fail)	0
Absent	Ab	0

6.3. A student obtaining 'F' grade in any Subject shall be considered 'failed' and is required to reappear as 'supplementary candidate' in the subsequent semester end examination (SEE), as and when offered. There will be no change in the student's CIE marks.

6.4. A student who does not appear for semester end examination in a course will be allocated 'Ab' grade for the course and shall be considered 'failed' and will be required to reappear as 'supplementary candidate' in the semester end examination (SEE), as and when offered.

6.5. A letter grade does not imply any specific marks percentage and it will represent range of marks percentage, assigned to it.

6.6. In general, a student shall not be permitted to repeat any subject/ course (s) only for the sake of 'grade improvement' or 'SGPA/ CGPA improvement.

6.7. A student earns Grade Point (GP) in each subject/ course, on the basis of the Letter Grade obtained by him in that subject/ course. The corresponding 'Credit Points' (CP) is computed by multiplying the Grade Point with Credits for that particular subject/ course.

$$\text{Credit Points (CP)} = \text{Grade Point (GP)} \times \text{Credits for a Course}$$

6.8. The student passes the subject/ course only when he gets $GP \geq 6$ (B Grade or above).

6.9. The Semester Grade Point Average (SGPA) is calculated by dividing the sum of Credit Points (CP) secured from all subjects/ courses registered in a semester, by the total Number of credits registered for during that semester. SGPA is rounded off to TWO decimal places only.

$$\text{SGPA} = \frac{\sum_{i=1}^N C_i G_i}{\sum_{i=1}^N C_i} \text{for each semester}$$

where 'i' is the Subject indicator index (takes into account all Subjects in a Semester), 'N' is the no. of Subjects '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} Subject, and G_i represents the Grade Points (GP) corresponding to the Letter Grade awarded for that i^{th} Subject.

6.10. 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 points. CGPA is thus computed from the I Year second Semester at the end of the each semester as per the

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

where 'M' is the TOTAL no. of subjects (as specifically required and listed under the Course Structure of the parent Department) that the student has 'REGISTERED' for from the 1st Semester onwards up to and inclusive of the Semester S (obviously $M > N$), 'j' is the Subject indicator index (takes into account all Subjects from 1 to S Semesters), C_j is the no. of Credits allotted to the j^{th} Subject, and G_j represents the Grade Points (GP) corresponding to the Letter Grade awarded for that

jth Subject. 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.

6.11. For Calculations listed in Item 7.6 – 7.10, performance in failed subjects/ courses (securing F Grade) will also be taken into account, and the Credits of such subjects/ courses will also be included in the multiplications and summations.

7. EVALUATION OF PROJECT/DISSERTATION WORK:

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

- 7.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, project supervisor and one senior faculty member of the Department.
- 7.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical.
- 7.3 After satisfying 7.2, a candidate has to submit, in consultation with his project supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 7.4 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.
- 7.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- 7.6 The work on the project shall be initiated at the beginning of the II Year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project dissertation only after successful completion of all theory and practical courses with the approval of PRC not earlier than the academic calendar of the semester from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC.

- 7.7 After approval from the PRC, the soft copy of the dissertation should be submitted to the PRC/DAC/Institute for ANTI-PLAGIARISM for the quality check and the plagiarism report should be included in the final dissertation. If the copied information is less than 24%, then only dissertation will be accepted for submission.
- 7.8 Three copies of the dissertation certified by the supervisor shall be submitted to the institute.
- 7.9 For project evaluation (viva voce) there is an internal marks of 25, the evaluation should be done by the PRC for 15 marks and supervisor will evaluate for 10 marks. The supervisor and PRC will examine the problem definition, objectives, scope of work, literature survey in the same domain. There is an external marks of 75, and the same evaluated by the external examiner appointed by the Controller of Examination.
- 7.10 The candidate has to secure minimum of 50 marks out of 100 marks in the project evaluation (comprehensive viva-voce) examination, evaluated by external examiner appointed by the Controller of Examination.
- 7.11 If he fails to fulfill as specified in 7.10, he will re-appear for the Viva-Voce examination only after three months. In the re-appeared examination also, if he fails to fulfill the specified condition, he will not be eligible for the award of the degree.
- 7.12 The dissertation shall be adjudicated by one examiner selected by the Controller of Examination. For this, the principal of the institution shall submit a panel of 3 examiners, eminent in that field, with the help of the guide concerned and Head of the Department.
- 7.13 If the report of the examiner is not favorable, the candidate shall revise and resubmit the dissertation. If the report of the examiner is unfavorable again, the dissertation shall be summarily rejected.
- 7.14 If the report of the examiner is favorable, 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 dissertation.
- 7.15 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

8. AWARD OF DEGREE AND CLASS:

8.1 A student who registers for all the specified subjects/ courses as listed in the course structure, satisfies all the course requirements, and passes the examinations prescribed in the entire PG programme (PGP), and secures the required number of 88 credits (with CGPA ≥ 6.0), shall be declared to have 'QUALIFIED' for the award of the MBA degree as he admitted.

8.2 **Award of Class**

After a student has satisfied 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	≥ 7.75
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

8.3 A student with final CGPA (at the end of the PGP) < 6.00 will not be eligible for the award of degree.

9. WITHHOLDING OF RESULTS:

If the student has not paid the dues, if any, to the institution or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester. His degree will be with held in such cases.

10. TRANSITORY REGULATIONS:

10.1 If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of two earlier or equivalent subjects at a time as and when offered.

10.2 The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per Institution's Academic Regulations.

11. GENERAL:

11.1 **Credit:** A unit by which the course work is measured. It determines the number of

hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.

- 11.2 **Credit Point:** It is the product of grade point and number of credits for a course.
- 11.3 Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”.
- 11.4 The academic regulation should be read as a whole for the purpose of any interpretation.
- 11.5 In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the principal is final.
- 11.6 The institution 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 institution.

12 PUNISHMENT FOR MALPRACTICES:

DISCIPLINARY ACTION FOR IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he/she is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he/she shall be handed over to the police and a case is registered against him.

2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	<p>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year.</p> <p>The Hall Ticket of the candidate is to be cancelled and sent to the COE.</p>
3.	Impersonates any other candidate in connection with the examination.	<p>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 subjects of the examination (including practical and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all Institution examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he/she shall be handed over to the police and a case is registered against him.</p>
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.	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all</p>

		Institution examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
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 subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects 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 intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all

		institution examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects 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 subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the institute shall be handed over to police and, a police case shall be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects 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 subject and all other subjects the candidate has appeared including

		practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Principal for further action to award suitable punishment.	

GCET (Autonomous)
MBA COURSE STRUCTURE
2016-2017
I Year-I semester

Code	Category	Course Title	Int.	Ext.	L	T/P	Credits
16MB0101	Core Course I	Management and Organizational Behavior	30	70	3		3
16MB0102	Core Course II	Business Law & Regulations	30	70	3		3
16MB0103	Core Course III	Managerial Economics	30	70	3		3
16MB0104	Core Course IV	Financial Accounting and Analysis	30	70	3		3
16MA0105	Core Course V	Statistics for Managers	30	70	3		3
16MB0106	Core course VI	Business Environment	30	70	3		3
16MA01L1	Laboratory	Statistical Data Analysis- Lab	50			4	2
16EN01L2	Seminar	Business Communication – Seminar	50	-	-	4	2
		Total Credits		-	18	8	22

I Year-II semester

Code	Category	Course Title	Int.	Ext.	L	T/P	Credits
16MB0201	Core Course I	Human Resource Management	30	70	3	-	3
16MB0202	Core Course II	Marketing Management	30	70	3	-	3
16MB0203	Core Course III	Financial Management	30	70	3	-	3
16MB0204	Core Course IV	MIS& ERP	30	70	3	-	3
16MA0205	Core Course V	Quantitative Techniques For Business Decisions	30	70	3	-	3
16MB0206	Open Elective - I	Disaster Management	30	70	3		3
16MB0207		Cross Culture Management					
16MB0208		International Business					
16MB0209		Event Management					
16MB0210	Laboratory	Annual Report Analysis - Lab	50	-	-	4	2
16MB0211	Seminar	Summer Internship - Seminar	50	-	-	4	2
		Total Credits			18	8	22

II Year-I semester

Code	Category	Course Title	Int	Ext	L	T/P	Credits
16MB0301	Core Course I	Research Methodology	30	70	3	-	3
16MB0302	Core course II	Operations Management	30	70	3	-	3
16MB0303	Open Elective II	Mergers & Acquisitions	30	70	3	-	3
16MB0304		Business Ethics					
16MB0305		MSME Management					
16MB0306		Intellectual Property Rights					
	Core Elective I	(MKT/ /FIN/HRM/PROD/SYS)	30	70	3	-	3
	Core Elective II	(MKT/ /FIN/HRM/PROD/SYS)	30	70	3	-	3
	Core Elective III	(MKT/ /FIN/HRM/PROD/SYS)	30	70	3	-	3
16MB0322	Seminar	Personal Effectiveness – Seminar	50	-	-	4	2
16MB0323	Seminar	Business Best Practices and Success Stories of Emerging Leaders - Seminar	50	-	-	4	2
		Total Credits			18	8	22

II Year-II semester

Code	Category	Course Title	Int.	Ext.	L	T/P	Credits
16MB0401	Core Course I	Entrepreneurship	30	70	3	-	3
16MB0402	Core Course II	Strategic Management	30	70	3	-	3
	Core Elective IV	(MKT/ /FIN/HRM/PROD/SYS)	30	70	3	-	3
	Core Elective V	(MKT/ /FIN/HRM/PROD/SYS)	30	70	3	-	3
	Core Elective VI	(MKT/ /FIN/HRM/PROD/SYS)	30	70	3	-	3
16MB0418	Seminar	Pre Submission Of Project – Seminar	50	-	-	4	2
16MB0419	-	Comprehensive Viva	-	100	-	4	2
16MB0420	-	Project	25	75	-		3
		Total Credits			15	8	22

CORE ELECTIVE STREAMS (choose any one stream subjects as Core Electives)

Code	MARKETING MANAGEMENT ELECTIVES
16MB0307	CONSUMER BEHAVIOUR
16MB0308	SALES AND DISTRIBUTION
16MB0309	DIGITAL MARKETING
16MB0403	RETAILING MANAGEMENT
16MB0404	SERVICES MARKETING
16MB0405	INTERNATIONAL MARKETING
	FINANCE ELECTIVES
16MB0310	RISK MANAGEMENT
16MB0311	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
16MB0312	FINANCIAL INSTITUTIONS, MARKETS & SERVICES
16MB0406	STRATEGIC INVESTMENT AND FINANCING DECISIONS
16MB0407	INTERNATIONAL FINANCIAL MANAGEMENT
16MB0408	FINANCIAL DERIVATIVES
Code	HRM ELECTIVES
16MB0313	PERFORMANCE MANAGEMENT
16MB0314	LEARNING AND DEVELOPMENT
16MB0315	MANAGEMENT OF INDUSTRIAL RELATIONS

16MB0409	TALENT MANAGEMENT
16MB0410	INTERNATIONAL HUMAN RESOURCE MANAGEMENT
16MB0411	LEADERSHIP & CHANGE MANAGEMENT
Code	PRODUCTION MANAGEMENT ELECTIVES
16MB0316	MATERIALS MANAGEMENT
16MB0317	TOTAL QUALITY MANAGEMENT
16MB0318	TECHNOLOGY MANAGEMENT
16MB0412	BUSINESS PROCESS REENGINEERING
16MB0413	LOGISTICS AND SUPPLY CHAIN MANAGEMENT
16MB0414	PROJECT MANAGEMENT
Code	SYSTEM ELECTIVES
16CS0319	BUSINESS INTELLIGENCE
16CS0320	DATABASE MANAGEMENT SYSTEMS
16CS0321	DECISION SUPPORT SYSTEMS
16CS0415	E-BUSINESS
16CS0416	KNOWLEDGE MANAGEMENT
16CS0417	INFORMATION SYSTEMS, CONTROL AND AUDIT

Guidelines:

The guidelines of the MBA four semesters under CBCS are as follows:

I Semester and II Semester:

The first and second semesters contain 8 courses which are compulsory to all the students, including one open elective in II semester. In the first semester SDA Lab and Business Communication seminar are offered as internal papers and in second semester, AR Analysis and Summer Internship (SIP) are offered as internal papers, will be evaluated by an internal examiner.

III Semester:

In the third semester, first three courses are compulsory to all the students including one open elective and fourth, fifth & sixth are core electives offered. Under core electives – five different streams of specializations are offered such as Marketing, Finance, HRM, Production and Systems. Under each specialization 6 different courses/subjects are offered and students are free/open to opt any one of the five specializations offered. If a student opts for Finance specialization, he has to study all six courses of Finance only in III & IV semester. The student is not permitted to switch specialization in the following semester. The same is the case with HRM, Marketing, Production and Systems. This type of elective system is imposed keeping in mind, the Industrial /Banking/Private /Public Sector expectations for their recruitment and selection process. A seminar on the Business Best Practice and Success Stories of Emerging Leaders has been introduced as an internal paper which will be evaluated by an internal examiner as per the academic regulations. Personal Effectiveness seminar is also introduced as an internal paper in this semester.

IV Semester:

The first two courses of fourth semester are compulsory to all the students. The students are supposed to study third, fourth and fifth as core elective courses. Under core electives – five different streams of specializations are offered such as Marketing, Finance, HRM, Production and Systems. Under each specialization 6 different courses are offered and students are free/open to opt any one of the five specializations offered. If a student opts for Finance specialization in III semester, he has to study all the three courses of Finance only in the IV Semester. The same is the

case with HRM, Marketing, and Production & Systems. This type of elective system is imposed keeping in mind, the Industrial /Banking/Private /Public Sector expectations for their recruitment and selection process. The 6th course is pre-submission of the project (seminar) which is internally evaluated. The purpose of this course is to review the progress of MBA project of the students and to guide them appropriately on the selection of project title, framing of objectives, hypotheses and sampling selection. The 7th course is introduced as comprehensive viva which is external and the purpose is to evaluate the student's subject knowledge in all the four semesters. The purpose of this course is particularly to enhance the employment potential of the student. The 8th course is MBA project for 100 marks, out of which 25 marks are for internal evaluation and 75 marks are for external evaluation and students are expected to complete the project within the time frame of 4th semester academic calendar.

Note: Department should mention every PRACTICAL/LAB and seminar presentation paper in the time-table and faculty should be assigned accordingly and shown as workload. Attendance is to be maintained for the same.

Objectives of GCET MBA PROGRAMME:

The objectives of MBA 2016 syllabus are:

To prepare graduates with the managerial skills necessary to enter careers in

- Marketing
- Finance
- Human Resources
- Production
- Systems

To strengthen their knowledge of:

- Business SWOT analysis
- Planning, organizing, directing & controlling
- Decision making and communication
- Establishing & maintaining organizations
- Application of MBO & MBE.
- Ensuring growth, survival and stability of organizations.
- To acquire ability to procure and utilize resources effectively and efficiently so as to achieve organizational, individual and societal objectives.

Outcomes: Through outcome based learning centric approaches like case studies, work shops, group discussions, field visits, reading of books, references & journals and hence MBA graduates will be capable of:

- a. Understanding business process with respect to value added strategy.
- b. Conducting management research to identify the reasons for the problems and to find solutions.
- c. Utilizing modern approaches and best practices to manage organizations.
- d. Use authority and power to influence people to get the work done.
- e. Understand organizational dynamics and interpersonal relations.
- f. Managing change and technology.
- g. Developing employability skills to acquire jobs.

JOURNALS

GCET has the following journals to suit the minimum UGC/AICTE/JNTUH guidelines to create the management research environment in the college.

NATIONAL JOURNALS

1. Vikalpa, IIM Ahmedabad, Frequency: quarterly.
2. IIM Bangalore Management Review. Frequency: Quarterly.
3. Decision, IIM Calcutta, Frequency: half yearly.
4. The Journal of Entrepreneurship, Frequency: Twice a Year.
5. Udyog Pragati, Frequency: Quarterly. SAGE.
6. Journal of Human Values, twice a Year. SAGE
7. Vision.The Journal of Business Perspective, Frequency: Quarterly.

MARKETING

1. Indian Journal of Marketing, Frequency: monthly.
2. MICA Communications, Frequency: Bi Annual.

FINANCE

1. Chartered Accountant, Frequency: Quarterly.
2. Finance India, Frequency: Quarterly.
3. Human Capital, Frequency: Monthly.
4. Management Accountant, Frequency: Monthly.
5. Journal of Accounting & Finance, Frequency: Half yearly.

HUMAN RESOURCE

1. Indian Journal of Industrial Relation, Frequency: Quarterly.
2. NHRD Journal of Career Management, SAGE
3. Management and Labour Studies, Frequency: Quarterly. SAGE.
4. Personnel today, Frequency: Quarterly.
5. Leadership excellence (Indian Edition), Frequency: Monthly.

6. Indian Journal of Training & Development, Frequency: Quarterly.

INTERNATIONAL AND NATIONAL JOURNALS IN SYSTEMS & PRODUCTION

OTHER JOURNALS:

1. Harvard Business Review, Frequency: yearly 10.
2. Supervision
3. Academy of Management Journal
4. Academy of Management Perspectives.
5. Marketing Research.
6. Journal of Finance.

MAGAZINES:

1. Indian Management Frequency: Monthly.
2. Business India, Frequency: 26 yearly.
3. Business World Frequency: 52 yearly.
4. Business Today Frequency: 26 yearly.
5. Fortune International Frequency: 26 yearly.
6. University News Frequency: 52 yearly.
7. Capital market Frequency: 26 yearly.
8. Human capital –monthly
9. Dalal Street
10. Production Management

DATABASE:

1. CENTRE FOR MONITORING INDIAN ECONOMY PROWESS.
Visist www.cmie.com
2. R.B.I.BULLETON FREQUENCY:
3. ECONOMIC SURVEY OF INDIA.

Students are requested to note that the syllabus 2016-17 is designed with an intention to give an opportunity to the students to focus on the job they want to do after MBA. “Students may be informed that taking of short cuts to complete seminars and project may lead to hardships in the short and long run”. Faculty is also requested to be facilitators in the class room and inspire the students to discuss case studies in the class. The curriculum provides ample scope for the students to make seminar presentations in the class. They are advised to note all the seminar presentations and lab practical continuously from the first semester. The reports may be submitted as per the syllabus structure. In order to increase seriousness among students to do the main project work, one seminar paper is introduced. For details of evaluation of practical and seminar presentations please refer to GCET academic regulations. Students are advised to integrate the practical, seminars with the job they prefer after MBA.

PEDAGOGY FOR GCET MBA

Case Analysis and Preparation:

Business administration and management can be well understood only if case-studies are analyzed by the students and faculty in every class regularly. This will enable MBA students to develop communication/life skills and gives practical exposure. In addition students should interact with company executives and prepare case-lets. This will help them to understand the internal and external factors affecting an organization's growth and also understand the challenges of executives and the organization.

Student Presentations on Field Visits

Students should make a field visit to any small, medium or large organization or any entrepreneur. They can also visit unit, dealers, distributors, retailers, franchises, companies or their branch offices in their nearby cities, towns to understand their business model. They may also offer to help the business organizations over a period of two years (as and when possible) and gain the practical exposure. Presentation of their experiences during the field visits will enable them to enhance their creativity towards solutions for the issues and challenges they observe during the field visits. The report of the same should be presented in prescribed format.

Expert Lectures and Seminars

The faculty of the MBA department should organize seminars and give opportunity for their students to express their ideas. Faculty from the college or nearby colleges can be judges to evaluate performance in the seminar presentations. Every faculty of marketing, finance, HR, Production and Systems should come together to conduct a two day seminar for each elective they teach and experts from the industry and academia should be invited to share their ideas.

Industrial/Short Visits:

All the MBA students should plan and visit various organizations and observe the real life situations and problems. This will enable them to understand how different strategies, policies and approaches are implemented in different organizations. Students are required to submit report of

the same.

Faculty as Facilitator:

There are several sources of case-studies available from books, business magazines like Business Today, Business World, News Papers like Business Standard, Journals like HBR, Vikalpa etc. Even soft copies of these cases are available in the internet. Faculty should inspire students and act as a facilitator to motivate students to analyze case studies in every class and also encourage them to go for field visits.

Department Academic Committee (DAC):

GCET constituted an academic committee chaired by the MBA HOD and all subject faculties to discuss the different activities, case studies, reference material, session plan, coverage of syllabus etc.

NOTE: CASES IN THE SYLLABUS ARE SUGGESTIVE AND FACULTY IS FREE TO USE ANY CASE FROM ANY SOURCE TO UNDERSTAND THE REALITIES OF THE INDUSTRY. STUDENTS MAY ALSO BE INSPIRED TO BRING INTERESTING CASES, MANAGEMENT AND LEADERSHIP VIDEOS FROM VARIOUS SOURCES FOR DISCUSSING IN THE CLASS.

UNIT – V

Leadership, Motivation and Organizational Structure: Leadership theories, Power and Politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valence Theory and other relevant theories of motivation.

SUGGESTED TEXT BOOKS:

1. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
2. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012

REFERENCES:

1. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publshings
2. Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
3. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
4. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA-SEM

16MB0102

BUSINESS LAW AND REGULATIONS

L T/P/D C

3 --- 3

Course Aim: The aim of this course is to enable students understand legal and regulatory framework for doing business in India.

Learning Outcome: After going through the text and case lets in terms of various court judgments, the students should be able to understand the formalities involved in incorporating a company and the nuances related to the Law of Contract. The student will also be able to know the implications of direct and indirect taxes, negotiable instruments act and also about the cyber laws.

UNIT I

Law of Contract - 1872: Nature of contract and essential elements; types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and Discharge of contracts, Remedies for breach of contract, Indemnity and Guarantee, Latest Amendments.

UNIT II

Companies Act - 1956: Steps and procedure for Incorporation of the company, Company Management–Appointment of Directors; Powers, Duties & liabilities of Directors; Company Meetings, Resolutions, Winding-up of a Company, Latest Amendments, Companies Amendment ACT 2013, changes and guidelines, discussion on latest and current amendments.

UNIT III

Negotiable Instruments Act – 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, Cheque, and their definitions and characteristics, Types of endorsements, Discharge of Parties, Latest Amendments, Holder- Holder in due course, Discharge of Parties.

UNIT IV

Direct and Indirect Tax: Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment year –Assesses, Gross Total Income, Procedure for advance payment of tax and tax deducted at source. Assessment procedure. Central Excise Act -1944: .Basic concepts related to excisable goods, classification of goods, and Basic concept of VAT.

UNIT-V: Cyber Crime and the Legal Landscape-the world-Why do we need cyber laws in the Indian context-The Indian IT act-challenges to Indian Law and cyber crime scenario in India. (Refer Nina Godbole & Sunit Belapure)

SUGGESTED TEXT BOOKS:

1. RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
2. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition

REFERENCES:

1. S.S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition
2. K.Aswathappa, Essentials of Business Environment, Himalaya Publication house, 2008.
3. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007
4. Ravinder Kumar “Legal Aspects of Business”, 2nd Edition Cengage Learning, 2012.
5. Kuchal: Business Law, Vikas, 2011
6. Tulsian:Business Law, TMH, 2012.
7. S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House(HPH), 2013.
8. C L Bansal, Business and Corporate Laws, Excel Books, 2011.
9. Tejpal Sheth, Business Law, Pearson, 2012
10. P.K.Padhi, Legal Aspects of Business, PHI, 2013
11. Satish B Mathur, Business Law, TMH, 2012

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA I-SEM

16MB0103

MANAGERIAL ECONOMICS

L T/P/D C

3 --- 3

Course Aim: To enable students acquire knowledge to understand the economic environment of an organization.

Learning Outcome: Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

UNIT-I:

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

Case: 1 The objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15)

Case:2 Dabur India Limited Growing Big and Global (Geetika, 2nd Edition age no 64)

Case: 3 Profits in the personal computer industry (Dominick Salvatore page no 19)

Case: 4 Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore page no 44)

UNIT-II:

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

Case: 1 Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore pages no 195)

Case: 2 Price Elasticity's of Demand in the Real World (Dominick Salvatore age no 110)

Case: 3 Northern Turkey (Craig H.Petersen page no 172-173)

Case: 4 Income Elasticity of Demand (H.Kaushal Macmillan page no 39-41) Case: 5 Cross Demand (H.Kaushal Macmillan page no 48)

Case: 6 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

UNIT-III:

Production Analysis: Production function, Production function with one/two variables, Cobb - Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns

to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

Case: 1 Labor productivity and Total compensation in the United States and Abroad

(Dominick Salvatore page no 253)

Case: 2 Naveen Construction Companies (Craig H.Petersen page no 293)

Case: 3 Substitutability between Gasoline consumption and driving times (Dominick Salvatore page no 265)

Case: 4 How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278)

UNIT-IV:

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

Case: 1 Out Sourcing to India: way to Fast Track (Geetika page no 272)

Case: 2 The Shape of the long –Run Average cost curves in various industries (Dominick Salvatore page no 265)

Case: 3 BLP Corporation (Sumitrapal, Macmillan page no 203)

Case: 4 Mr. Martin Gets Chewed out by the Boss (W.Bruce Allen page no 150)

UNIT-V:

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

Case: 1 Pricing of innovative product (H.Kaushal Macmillan)

Case:2 Pacific copper enterprises(W.Bruce Allen)

Case: 3 Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan page no 240)

Case: 4 Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore)

SUGGESTED TEXT BOOKS:

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

REFERENCES:

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

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA I-Sem

16MB0104

FINANCIAL ACCOUNTING AND ANALYSIS

L T/P/D C

3 ---- 3

Course Aim: The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

Learning Outcome: To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

UNIT-I:

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

UNIT-II:

The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs Intangible assets, and methods of depreciation. Depreciation concept— Depreciation of Fixed Assets -Methods of depreciation—their impact on measurement of business Accounting.

UNIT-III:

Inventory Valuation : Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts- ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

UNIT-IV:

Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and

analysis of cash flow statement and funds flow statement.

UNIT-V:

Financial Analysis-II: Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios – Du Pont Chart – Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

SUGGESTED TEXT BOOKS:

1. V.Rajasekharan,R.Lalitha “Financial Accounting & Analysis” Pearson Education, New Delhi, 2015
2. Paresh Shah “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2014.

REFERENCES:

1. Dhanesh K.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
2. N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
3. Maheswari, Financial Accounting, IBH, 2015.
4. T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education PVt Ltd, New Delhi 2015.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA I-SEM

16MA0105

STATISTICS FOR MANAGERS

L T/P/D C

3 ---- 3

Course aim: To encourage thinking statistically. It will encourage you to develop your abilities to understand and use data. It is designed to equip managers with the skills to make effective use of data in the workplace, to develop expertise in a standard set of statistical and graphical techniques that will be useful in analyzing data, and to learn to apply these techniques in a number of areas of management.

Learning Outcome: Appreciate that the collection and statistical analysis of data improves business decisions and reduces the risk of implementing solutions that waste resources and effort. Select and deploy the correct statistical method for a given data analysis requirement. In particular, develop expertise in describing data, process management, hypothesis testing and model building. Achieve a practical level of competence in building statistical models that suit business applications.

UNIT – I:

Introduction to Statistics-Overview, origin and development and Managerial Applications of Statistics ,Statistics and the branches of the study, statistics& computers, limitations of statistics.

Unit – II:

Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation Skewness: Karl Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

UNIT – III:

Tabulation- Tabulation of Univariate , Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, Two dimensional and three dimensional diagrams and graphs

UNIT – IV:

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. 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. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

UNIT – V:

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series– Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction ,Characteristics and uses of index numbers ,types of index numbers , un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

SUGGESTED TEXT BOOKS:

1. Levin R.I., Rubin S. David, “Statistics for Management”, 2015, 7th Ed. Pearson.
2. Beri, “ Business Statistics ”, 2015, 1st Ed, TMH.

REFERENCES:

1. Gupta S.C, “Fundamentals of Statistics”, 2015, 6th Ed. HPH.
2. Amir D. Aczel and Jayavel Sounder pandian, “Complete Business Statistics”, TMH,
3. Levine , Stephan , krehbiel , Berenson -Statistics for Managers using Microsoft Excel,PHI .
4. J. K Sharma, “Business Statistics”, 2015, 2nd Ed. Pearson.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBAI-SEM

16MB0106

BUSINESS ENVIRONMENT

L T/P/D C

3 ---- 3

Course Aim: Aim of this course is to make students understand different types of business environments they should review before taking managerial decisions.

Learning Outcome: After reading the text book & cases related to the syllabus and business news papers like Business Standard, Economic Times, and Business Line, students should be able to understand the issues related to the industrial policy and regulation and their amendments from time to time. They will also understand the terminology of the planning commission and Union Budget. The knowledge gained by the students on capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act will be useful for them to take decisions to ensure growth and sustainability of the organizations.

UNIT I

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

UNIT II

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

UNIT III

Balance of Payments: Structure, Major components, Causes for disequilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

UNIT – IV

India's Trade Policy: Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank-BIFR.

UNIT – V

Money and Capital market: Features and components of Indian Financial system, objectives, features and structure of Money market and capital market, recent developments- Stock Exchanges, Investor Protection and Role of SEBI.

SUGGESTED TEXT BOOKS:

1. Dutt and Sundaram , Indian Economy, S. Chand, New Delhi, 2007.
2. K.Aswathappa, Essentials of Business Environment, 9/e Himalaya, 2007

REFERENCES:

1. Justin Paul: Business Environment, 1e 2006, Tata MH
2. Misra and Puri: Indian Economy,, Himalaya, 2007.
3. Francis Cherunilam: Business Environment: Text and Cases, 17/e, Himalaya, 2007.
4. Recent Economic Survey Report of Government of India.
5. Suresh Bedi: Business Environment, Excel, 2007.
6. Palle Krishna Rao: WTO--Text & Cases, 1/e, PSG Excel Series, 2005.

PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL

- IV** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.
- V** 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 TEXT BOOKS:

1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
2. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012

REFERENCES:

1. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
2. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
3. Shelly, MS Office, 2007, Cengage, 2009.
4. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA I-SEM

16EN01L2

BUSINESS COMMUNICATIONS – SEMINAR

L T/P/D C

-- 4 2

Aim: Aim is to enable students understand how to write business letters and improve written communication.

Learning Outcome: At the end of the course, students will be enabled with the following skills.

- a. English language skills for effective written business communication ('s).
- b. Will be able to understand how to write project report.

UNIT-I:

Business Writing: Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

Case Study: Communication Complication in English

UNIT-II:

Business Correspondence: Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

Case Study: Missing Briefcase

UNIT-III:

Instructions: Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.

Case Study: How to operate the Minolta Freedom 3 Camera.

UNIT-IV:

Business Reports and Proposals: Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

Case Study: Handling unsolicited proposals for private infrastructure projects

Case Study: The key board syndrome

UNIT-V:

Careers and Resumes : Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

Case Study: Recruitment Drive at SOBER

SUGGESTED TEXT BOOKS:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Lesikar: Basic Business Communication, TMH, 2015.

REFERENCES:

1. David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
2. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
3. Business English Dictionary, Pearson, 2015.
4. Lehman and Dufrene Sinha, BCOM (Business Communication) 2nd edition, Cengage, 2012.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM

16MB0201

HUMAN RESOURCE MANAGEMENT

L T/P/D C

3 ---- 3

Course Aim: To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

Learning Outcome: Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

UNIT-I:

Introduction of HRM: Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work– Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System’s – Labor Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRLS India.

Case: Social Surveyors in Flood-hit Areas (Gary Dessler page no 160)

Case: Finding people who are passionate about what they do (Gary Dessler page no 195)

Case: HR, CULTURE and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35)

Case: Religious Accommodation (Robert L Mathis P. No.118)

Case: Mitsubishi Believes in EEO- Now (Robert L Mathis P. No. 119)

UNIT-II:

Recruitment and Placement: Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

Case: Reinventing the wheel at apex door Company (Gary Dessler page no 309)

Case: Xerox Focuses on HR (Robert L Mathis P. No. 79)

Case: where do you find the Bodies? (Robert L Mathis P. No. 79)

Case: The Reluctant Receptionist (Robert L Mathis P. No. 159) **Case:** Accenture – Retaining for Itself (Robert L Mathis P. No. 193)

Case: Recruiting at Kia (Robert L Mathis P. No. 231)

Case: Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267)

UNIT-III:

Performance Appraisal and Training & Development of Employees – Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program – Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs .

Case: Training Crucial for Hotels (Robert L Mathis P. No. 307)

Case: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393)

Case: Just Another Job (Robert L Mathis P. No. 647)

Case: The Dilemma Within (Robert L Mathis P. No. 667)

Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671)

Case: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

UNIT-IV:

Compensation – Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

Case: Salary inequities at ACME Manufacturing (Gary Dessler page no 429)

Case: HR Contributes at CSSCO (Robert L Mathis P. No. 36)

Case: Compensation changes at JC Penny (Robert L Mathis P. No. 435)

Case: Benefiting Connie (Robert L Mathis P. No. 507)

UNIT-V:

Employee Relation – Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

Case : The New Safety and Health Program (Gary Dessler page no 623)

Case : Full Disclosure on Sex Offenders? (Robert L Mathis P. No. 231)

Case : Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

SUGGESTED TEXT BOOKS:

1. Gary Dessler, “Human Resource Management”, 12th Edition, Pearson- 2012.
2. Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective ”, Cengage Learning 2012

REFERENCES:

1. C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
2. K. Aswathappa, "Human Resource Management, Text and Cases", TMH, 2011.
3. Dipak Kumar Bhattacharyya "Human Resource Management", Excel Books, 2012.
4. R.Wayne Mondy, "Human Resource Management" Pearson, 2009.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM

16MB0202

MARKETING MANAGEMENT

L T/P/D C

3 --- 3

Course Aim: Aim is to understand the basic marketing concepts through case studies.

Learning outcome: By reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management. They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

UNIT-I:

Introduction to World of Marketing: Importance, scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

Case : Bata (Rajendra.P Maheshwari page no: 03)

Case : Mahindra Scooters (Arun Kumar page no: 89).

Case : Ready Meal Manufactures (Adrian palmer)

Case : Santoor –(lamb Hair– page no : 238).

UNIT-II:

Analyzing Marketing Opportunities, Customer Value and Marketing Mix : Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behavior – cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

Case : Small New Phones (Adrian palmer- page no: 296).

UNIT-III:

Designing a Customer Driven Strategy: Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy.

Case : (Segmentation) Zee TV (lamb, Hair page no 212).

Case : (Targeting) Kellogg's (lamb, Hair page no 300)

Case : (Positioning) Nimbooz (S. Neelamegham page no 225).

Case :(Positioning) Dalda (Arun Kumar page no:195).

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, marketing communication-communication process, communication promotion mix, factors effecting the promotion mix

Case : Barista (Arun Kumar – page:33).

Case : Nano Car (lamb, Hair – page:52)

Case : Indigo (lamb, Hair – page no:356).

Case : TESCO (Adrian palmer page no : 388)

Case : Hero Motor Corp (lamb, Hair Page:446)

Case : Avon Cosmetics (lamb, Hair Page:497).

Case : Eureka (Arun – Page no: 711).

Case : Home Shop (Arun – page no: 639).

UNIT-V:

Pricing Decisions & Personal Communication - Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing.

Case : Coca Cola(lamb, Hair – page no: 112).

Case : I phone (lamb, Hair – page no: 534).

Case : Akash Tablet (lamb, Hair – page : 557)

Case : Compact car (Arun Kumar page :369)

Case : Chick (lamb,Hair Page no:650)

Case : Nokia (Neelamegham page no– 645).

Case : Shakti (Rajendra .P Maheswari – Page :408).

Case : Airtel (Arun – page no: 901)

Case : Beer Marketing (Adrian palmer page no:529)

SUGGESTED TEXT BOOKS:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha:
2. Marketing Management, 15/e, Pearson Education, 2012.
Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning,

REFERENCES:

1. Ramaswamy Namakumari, "Marketing Management", TMH 5th Edition 2015.
2. Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2015. Rajan Saxena: Marketing Management, 4/e, TMH, 2015
3. Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM

16MB0203

FINANCIAL MANAGEMENT

L T/P/D C

3 --- 3

The students need Discounting Table and Annuity tables for the examination

Course Aim: To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

Learning Outcome: Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

UNIT-I:

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

UNIT-II:

The Investment Decision: Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost of capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

UNIT-III:

Capital Structure 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 –A critical appraisal.

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

UNIT-V:

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

SUGGESTED TEXT BOOKS:

1. IM Pandey, Financial Management, 10th Edition, Vikas , 2015.
2. M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6th Edition, TMH, 2012.
3. J. Pardha Saradhi, Financial Management, 1st Edition, Anupama ,2015.

REFERENCES:

1. Bharat Tulsian , “Financial Management” S.Chand Publications,2012
2. Prasanna Chandra, “Financial Management Theory and Practice”, 8th Edition. TMH ,2012
3. Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers, 2012
4. James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012 .

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM

16MB0204

MANAGEMENT INFORMATION SYSTEM & ERP

L T/P/D C

3 --- 3

Aim: The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

Learning Outcome : After going through the cases in the text and other references, by the end of this course the students will understand the MIS concepts its applications,

UNIT-I:

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

Case: MIS at Narayana Labs Ltd.

Case: Siba International and Functional Information System. Case: Sigma Industries Limited (SIL)

UNIT-II:

Business Applications of Information Systems: E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

Case: Knowledge Management Systems at Anil Consultancy.

UNIT-III:

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

Case: Planning of IS at Anoop & Company.

Case: Apollo Hospitals.

Case: Implementation of OLT at Deep College of Management and Technology.

Case: Effectiveness of MIS: A Case Study.

UNIT-IV:

Building of Information Systems: System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

Case: System requirement specification: An illustrate

case. Case: MIS at XYZ Bank.

Case: Purchase order system: application case study.

UNIT-V:

Introduction to Cyber Crime: Cyber Crime Definition and origin of the word, cyber crime and information security, who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber crimes and Indian ITA 2000, Global perspective on cybercrime-Cybercrime era.(Refer : Nina Godbole et al)

SUGGESTED TEXT BOOKS:

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

REFERENCES:

1. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
2. Jawadekar, MIS Text and Cases, TMH, 2012.
3. A K Gupta, Sharma “Management of Systems” Macmillan, 2012.
4. Kelkar, Management Information Systems, PHI, 2012

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM

16MA0205 QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS L T/P/D C
3 --- 3

Pre-requisite: 16MA0105 STATISTICS FOR MANAGERS

Course Aim: The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Learning Outcome: The Course covers origin and application of OR, Linear Programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

UNIT-I:

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

UNIT-II:

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. Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by Modi Method, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

UNIT-III:

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

UNIT-IV:

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

UNIT-V: Queuing Theory: Queuing Structure and basic components of a Queuing Model,

Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

SUGGESTED TEXT BOOKS:

1. R. Pannerselvam : Operations Research, PHI, 3rd revised edition,2012
2. Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2015.

REFERENCES:

1. K.L Schgel “Quantitative Techniques and Statistics”, 2012.
2. Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.
3. C.R. Kothari, Quantitative Techniques, 3rd edition, Vikas, 2012.N.D.Vohra, QT in Mgmt.TMH.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM

16MB0206

DISASTER MANAGEMENT

(Open Elective-1)

L T/P/D C

3 ---- 3

Course Aim: Build capability that will reduce disaster risks and contribute to better and more targeted public health based relief following disasters.

Learning Outcome: Develop and understanding of Emergency Management. Understand the Emergency/Disaster Management Cycle.

UNIT - I:

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

UNIT - II:

Types of Environmental hazards & Disasters: Natural hazards and Disasters - Man induced hazards & Disasters - Natural Hazards - Planetary Hazards / Disasters - Extra Planetary Hazards / disasters - Planetary Hazards - Endogenous Hazards - Exogenous Hazards

UNIT - III:

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

UNIT - IV:

Exogenous hazards / disasters - Infrequent events - Cumulative atmospheric hazards / disasters

Infrequent events: Cyclones - Lightning - Hailstorms

Cyclones: Tropical cyclones & Local storms - Destruction by tropical cyclones & local storms (causes, distribution human adjustment, perception & mitigation) Cumulative atmospheric

hazards/ disasters :- Floods - Droughts - Cold waves - Heat waves
Floods :- Causes of floods - Flood hazards India - Flood control measures (Human adjustment, perception & mitigation)
Droughts :- Impacts of droughts - Drought hazards in India - Drought control measures - Extra Planetary Hazards / Disasters - man induced Hazards / Disasters - Physical hazards / Disasters - Soil erosion

Soil Erosion: Mechanics & forms of Soil Erosion - Factors & causes of Soil Erosion - Conservation measures of Soil Erosion.

Chemical hazards / disasters: Release of toxic chemicals, nuclear explosion - Sedimentation processes
Sedimentation processes :- Global Sedimentation problems - Regional Sedimentation problems - Sedimentation & Environmental problems - Corrective measures of Erosion & Sedimentation

Biological hazards / disasters: Population Explosion.

UNIT - V:

Emerging approaches in Disaster Management - Three stages

1. Pre-disaster Stage (preparedness)
2. Emergency Stage
3. Post Disaster stage - Rehabilitation

SUGGESTED TEXT BOOKS:

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

REFERENCES:

1. Savinder Singh Environmental Geography, Prayag Pustak Bhawan 1997
2. Kates, B. I & White, G. F The Environment as Hazards, Oxford, New York, 1978
3. R. B. Singh, Space Technology for Disaster Mitigation in India (INCED), University of Tokyo, 1994.
4. Dr. Satender, Disaster Management in Hills, Concept Publishing Co., New Delhi, 2003.
5. A. S. Arya Action Plan For Earthquake, Disaster, Mitigation in V. K. Sharma (Ed) Disaster Management IIPA Publication New Delhi, 1994.
6. Natural Hazards & Disasters by Donald Hyndman & David Hyndman - Cengage Learning.
7. M. C. Gupta Manuals on Natural Disaster Management in India, National Centre for Disaster Management, IIPA, New Delhi, 2001.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM

16MB0207

CROSS CULTURE MANAGEMENT

(Open Elective-1)

L T/P/D C

3 ---- 3

Course Aim: To examines the management of culturally diverse organizations. Drawing from advanced research on the impact of national and sub-cultures on organizations, it explores the effects of cultural diversity on major organizational management processes.

Learning Outcome: A. Knowledge and understanding: The principal theories of cultural difference; The effects of cultural diversity on communication, negotiation, motivation, leadership and ethics in organizations; International staffing policies; The management of expatriates; The development of cross cultural literacy.

UNIT-I:

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

UNIT-II:

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

UNIT-III:

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

UNIT- IV:

Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

UNIT-V:

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

SUGGESTED TEXT BOOKS:

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

REFERENCES:

- 1 Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
2. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
3. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
4. 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

MBA II-SEM

16MB0208

INTERNATIONAL BUSINESS

(Open Elective-1)

L T/P/D C

3 ---- 3

- **Course Aim:** Analyze the global and local business environment. Use critical thinking skills in business situations and apply an ethical understanding and perspective to business situations

Learning Outcome:

Take into account the impact of various economic, legal, cultural, geographical, and political systems on international business. Conduct business in compliance with relevant national and international law, legislation, policies, and regulations.

UNIT - I:

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

UNIT - II:

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

UNIT– III:

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

UNIT – IV:

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

UNIT - V:

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

SUGGESTED TEXT BOOKS:

1. Charles W.K Hill, and Arun K. K. Jain, “International Business, - Competing in the Global Market Place”, 2010, 6th Ed. Tata McGraw Hill. S. Tamer Cavusgil, Gary Knight, JohnR. Riesenberger, 2010, Pearson Ed

2. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett, “International Business”, 2009, 7th Ed, Cengage Learning, New Delhi.

REFERENCES:

1. Alain Verbeke, “International Business Strategies” 1st edition, 2009, Cambridge

2. Rakesh Mohan Josh, “International Business”, 2009, Oxford University Press

3. David H. Holt and Karen W. Wigginton, “International Management”, 2007, Thomson

4. Jeanett and Hennessey, “Global Marketing Strategies”, 2005, Jaico, New Delhi.

5. Subba Rao, 2007, “International Business”, 2010, Himalaya Publications, New Delhi

6. Bholanath Dutta, “International Business Management”, 2010, Text & Cases, Excel, New Delhi.

7. John D. Daniels & Lee H. Radebaugh, “International Business”, 2006, Pearson Education.

8. Hodgetts, Luthans and Doh, “International Management Culture, Strategy and Behaviour”, 2006, Tata McGraw-Hills, New Delhi.

9. Aswathappa, K, “International Business”, 2010, Tata McGraw Hill, New Delhi.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM
16MB0209

EVENT MANAGEMENT

(Open Elective-1)

L	T/P/D	C
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Course Aim:

To give formal instructions and training to students to be future managers of the Event Industry to develop their technical proficiency, to effectively adjust, grow and excel in the field of Event Management.

Learning Outcome:

Evaluating event to reach time, cost and effort efficiency. Defining the need for the event, purpose and effectiveness.

UNIT- I

Introduction to Event Management – Defining an event – Types of events, size of events; Event as a marketing tool. Diverse marketing needs addressed by events – brand building, focusing the target market, Event planning.

UNIT- II

Event Infrastructure: Staging an event Choosing the event site, developing the theme, conducting rehearsals, providing services, arranging catering, Equipment hiring (furniture, audio systems and other related items).

UNIT- III

Organizing Events- Purpose of entertainment and speakers; entertainment choices; Entertainment planning, Anchoring the event; Planning decoration according to the event themes. Fund raising, Job outsourcing, Security arrangements. Telecast/promotional rights.

UNIT – IV:

Managing Events: Corporate Events; Trade Shows & Exhibitions, Planning and Scheduling the events. Celebrity events; Sports events; Concerts; Wedding Management: Guest lists; Photos andf videos; Music arrangement; Party Management; Rural Events; Managing Events in Educational Institutions – Convocation, Farewell parties, students Fests.

UNIT – V:

Strategies for Effective Event Management: Marketing' Control; Co-ordination; Execution; Crisis Management; Effectiveness Evaluation.

SUGGESTED TEXT BOOKS

1. Getz Donald (2005). *Event Management & Event Tourism*.2/e. Cognizant Communication Corporation.
2. Sanjaya Singh Gaur and Sanjav V. Saggere (2003). *Event Marketing & Management* ,Vikas Publishing.

REFERENCES:

1. Mathews J.M (2006). *Hospitality Marketing & Management*. Avishkar Publisher.
2. Goldblatt, (2007). *Best Practices in Modern Event Management*. John Wiley & Sons.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM

16MB0210

ANNUAL REPORT ANALYSIS – LAB

L T/P/D C

-- 4 2

Pre-requisite:16MB0104- FINANCIAL ACCOUNTING AND ANALYSIS

16MB0203- FINANCIAL MANAGEMENT

Approach: CMIE Prowess Database/ANNUAL REPORT OF COMPANIES & MS-Excel.

Course aim: Aim is to show annual reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

Learning Outcome:

By the end of this mini project, students will be able to:

- Analyze balance sheet of an organization.
- Analyze profit and loss of an organization.
- Analyze investment portfolio of the organization.
- Analyze profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

EXCERCISES

- Analysis of profitability ratios.
- Analysis of structural ratios.
- Analysis of asset turnover ratios.
- Analysis of liquidity ratios.
- Analyze Growth, Stability and Stock Performance.
- Analyze Directors, Auditors, Legal Advisors reports.
- Analyze Strategic Applications of Management in HR, Marketing, Production, Finance and R&D.

SUGGESTED TEXT BOOKS

1. Sinha Gokul-Financial Statement Analysis-PHI 2014
2. Erich A. Helfert -Financial Analysis Tools and Techniques: A Guide for Managers-TMH ,2014

REFERENCE:

1. Robert M. Grant- Contemporary Strategy Analysis: Text and Cases-Wiley,2014.
2. John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
3. Sarngadharan M. and Kumar S. Rajitha -Financial Analysis for Management Decisions-PHI.
4. Gupta -Corporate Financial Analysis In A Global Environment, South-Western Pub
5. Robert M. Grant- Contemporary Strategy Analysis: Text and Cases-Wiley,2014.
6. John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
7. Sarngadharan M. and Kumar S. Rajitha -Financial Analysis for Management Decisions-PHI.
8. Gupta -Corporate Financial Analysis In A Global Environment, South-Western Pub

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA II-SEM

16MB0211

SUMMER INTERNSHIP – SEMINAR

L T/P/D C

-- 4 2

Course Aim: Aim of summer internship is to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Summer internship is to acquire practical knowledge by working in any organization. Through working for one to two months in any organization of their choice, students should learn how to do routine work related to the functional area of their interest.

Learning Outcome

After summer learning internship students should be able to :

Understand the product mix and strategies of the organization, structure of organization, reporting systems and general administration of the organization. Understand the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization. Understand how to do the routine work related to job they prefer to do after MBA.

Approach to decide Summer Internship:

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

Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional (like

chartered accountants, doctor, lawyers, real estate etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the dealers, distributors, retailers, companies or their branch offices, units in their nearby cities, towns to understand their business model.

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

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

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM

16MB0301

RESEARCH METHODOLOGY

L/ T/P/D C

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Pre-requisite: 16MA0105- STATISTICS FOR MANAGERS

16MA0205- QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Course Aim: To understand the research methodology and basic statistical tools for analysis and Interpretation of quantitative and qualitative data.

Learning Outcome: Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA programme. They will be able to analyze the data statistically.

UNIT-I:

Research Methodology: Overview of Research methodology-Research problems, Types of Research, Research process-Ethics in business research-limitations of social science research. Observation studies and research.

UNIT-II:

Design of Business research- Research design an overview : Qualitative research Vs Quantitative Research ,Types of research design, Validity of research design , Types of designs

UNIT-III:

Data Collection- Methods & Tools Primary Data, Secondary Data, designing questionnaire and Schedule of questions, Relevant cases and exercises Sampling methods: Random, Non-Random Techniques, Tabulation, interpretation and analysis of data.

UNIT-IV:

Measurement of scaling Techniques- Introduction objectives Qualitative research Vs Quantitative measures, classification /types of measures characteristics/goodness of instruments/measurement of scales. Errors in measurement. Types of scales /Techniques comparative and non-comparative scaling techniques guidelines for deciding scales.

UNIT-V:

Report writing & Bibliography- Introduction , Objectives , format of a report , classification of the sectors of the report, PowerPoint presentations of the reports, Synopsis Vs main report, Footnotes, Importance of hypotheses and objectives in report writing ,Types of reports ,Report format , cover page, preliminary pages, main body , appendices and bibliography , Importance of Excel and SPSS in report writing.

SUGGESTED TEXT BOOKS

1. Krishna Swamy,Sivakumar,Mathirajan-Management Research Methodology,Pearson,2014.
2. R.Pannerselvam -Research Methodology-, PHI, 2014.

REFERENCES:

1. T N Srivatsava, shailaja rego -Business research Methods-TMH,2014.
2. Business research Methods -Donald R cooper, Pamela S Schindler.
3. William .G. Zikmund- Business Research Methods_Thomson.
4. Business Research Methods-SL Gupta , Hitesh Gupta

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM
16MB0302

OPERATIONS MANAGEMENT

L T/P/D C
3 --- 3

Course Aim: The course aims to introduce concepts of production and operations management in an organization and expose to analytical methods.

Learning Outcomes: The students will be able to understand operations management, product & process design, analysis, plant location, layout, Scheduling and Material Management.

UNIT-I:

Introduction to Operations Management: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow Shop, Job Shop, Batch Manufacturing, The Project, Productivity, Strategic Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Gross Domestic Product and its impact, World Class Manufacturing.

UNIT-II:

Product & Process Design and Analysis: Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design- Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering – History of Value Analysis/Value Engineering, When to Apply Value Analysis, Function, Aims, Value Engineering Procedure, Advantages and Application Areas. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.

UNIT-III:

Plant Location & Plant Layout: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi-facility Location Problems – Model for Multi-facility Location Problem, Method of Transformation, 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, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and Machines Scheduling.

UNIT-V:

Materials Management: Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Control- Inventory Decisions, Costs Trade Off. Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Purchasing Management, Stores Management – Incoming Materials Control, Store Accounting, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

SUGGESTED TEXT BOOKS

1. K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012.
2. Panneerselvam “ Production and Operations Management” PHI,2012

REFERENCES:

1. Dr. K.C. Arora , Production / Operations Management Universities Press, 2015.
2. J.K, Sharma: Operations Research, Macmillian, 2015.
3. Ajay K Garg, Production and Operations Management, TMH, 2012
4. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM

16MB0303

MERGERS AND ACQUISITIONS

(Open Elective II)

L T/P/D C

3 --- 3

Course Aim: The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring is implemented.

Learning Outcome: Understanding what corporate restructuring is and why it occurs along with a legal framework.

UNIT- I

Introduction : Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances.

UNIT- II

Legal and Regulatory Framework of M & A -Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act and latest reforms and amendments.

UNIT- III

Methods of Valuation – Cash flow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger.

UNIT- IV

Takeovers - types of takeovers, techniques of bidding for a takeover, defenses against takeover

bids, regulations and amendments, and guidelines for takeovers.

UNIT-V

Post-Merger Integration - integration planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of integration process.

SUGGESTED TEXT BOOKS

1. Gaughan, Patrick A.(2008). Mergers Acquisitions and Corporate Restructurings, 4th edition, Wiley India.
2. J. Fred Westan, Kwang and Susan (2006). Mergers and Acquisitions, 1st Indian Reprint , Prentice Hall, India.

REFERENCE:

1. Depamphilis Donald (2008). Mergers Acquisitions and Other Restructuring Activities, 4th edition, Academic Press Advanced Finance Series, Elsevier Incorporation.
2. Sundarsanam (2006). Creating Value from Mergers and Acquisitions, 1st Edition, Pearson Education.
3. Ramanujan. S.(1999). Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill.
4. Gupta, Manju (2010). Contemporary Issues in Mergers and Acquisitions, Himalaya Publishing

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0304**

BUSINESS ETHICS

**L T/P/D C
3 --- 3**

Course aim: To make students understand the meaning of good ethics, doing things right and the obstacles to making good ethical decisions

Learning Outcomes: To enable students to identify and critically assess the principles and values they personally embrace and use in addressing the ethical issues which arise in their working lives. To acquaint students with some of the major kinds of ethical problems encountered while performing work assignments and some possible ways of responding to them.

UNIT- I:

Workplace Ethics: Introduction, Needs, Principles, Development of Personal Ethics, Workplace Ethics for Employees-Ethical behavior in workplace- Professionalism, Ethical violations by employees, Employee Attitude and Ethics, Employee Etiquettes. Benefits of ethics in Workplace- employee commitment, investor loyalty, customer satisfaction, profit. Professionalism at Workplace: Unethical Conduct for employees and employers. Factors leading to Unethical Behaviors. Different unethical behaviors. Measures to control unethical behaviours. Rewarding ethical behavior

UNIT- II:

Business Ethics and Corporate Governance: Overview of Business Ethics, Corporate Governance, Ethical issues in human resource management- The principal of ethical hiring, Firing, worker safety, whistle blowing, Equality of opportunity, Discrimination, Ethics and remuneration, Ethics in retrenchment. Ethical Dilemmas at workplace, Ethical issues in global business, corporate responsibility of employers.

UNIT- III:

Workplace Privacy & Ethics: Watching what you say and what you do in the workplace, Hardware, Software and Spyware, Plagiarism and Computer Crimes, Convenience and Death of

Privacy, Defence of employee privacy rights. Teamwork in the Workplace & Ethics: Teams, Elements of team, Stages of team development, team meetings, team rules, and teams work and professional responsibility, rules of professional responsibility, ASME code of ethics. 106

UNIT- IV:

Managing Change in Workplace through Ethics: Introduction to Change Management, Models of change, the Ethics of Managing Change, the role of ethics and responsibilities in leading innovation and change, ethics based model for change management, ethics and risks of change management

UNIT- V:

Ethics, Discrimination and Harassment at Workplace: Discrimination, sexual harassment, Creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan – Supreme Court directions, Compulsory workplace guidelines.

Practical Components: • To solve case studies on Workplace Ethics • To visit organizations and find out the problems and causes for unethical behavior at workplace. • To visit organizations and find out the measures adopted to control unethical behavior of employees. • To compare and contrast the various ethical codes of conduct practiced in organizations. • To study the recent cases on breach of workplace privacy.

SUGGESTED TEXT BOOKS

1. Ethical Theory and Business, Tom L. Beauchamp, Norman E. Bowie and Denis Arnold, 8 th Edition.
2. Business Ethics, O.C. Ferrell, John Fraedrich, and Linda Ferrell, 9th Edition, Cengage Learning.

REFERENCE:

1. How technology is compromising Workplace Privacy, Fredrick S Lane 111, AMACOM Div American Mgmt Assn, 2003
2. Ethics in the Workplace, Dean Bredeson, Keith Goree, Cengage Learning, 2011.
3. Ethics in 21st Century, Mary Alice Trent, Oral Roberts University, longman.
4. Ethics in workplace, Elizabeth P Tierney, Oak tree press
6. Ethics in Workplace: System Perspective, William F Roth, Pearson, 2014.
7. Ethics in the Workplace: Tools and Tactics for Organizational Transformation - Craig E. Johnson - SAGE Publications, 2007.

8. Business Ethics: Fairness and justice in the workplace - Volume 2 of Business Ethics, Fritz Allhoff, ISBN 1412902541, 9781412902540 - SAGE Publications, 2005

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM

16MB0305

MICRO SMALL & MEDIUM ENTERPRISES MANAGEMENT

(Open Elective-II)

L T/P/D C

3 --- 3

Course Aim: Entrepreneurs are to be given information that would facilitate to take best advantage of the schemes. This would give them encouragement, enhancement and handholding resulting in improving productivity of the enterprises. Development of enterprises in terms of establishment, expansion, modernization, acquisitions and mergers can take place.

Learning outcomes: Survey results show a strong base exists on which to build partnerships between commercial banks and MSME operators. This is in spite of very real levels of mistrust between the banking and SME communities, generally based on a lack of information and experience. This section addresses four related outcomes from the survey: the role of capital in MSME operations; the importance of broad financial sector reform in promoting the MSME sector; dealing with the lack of trust on both sides of the demand/ supply equation; and, opportunities for developing MSME and commercial bank partnerships.

UNIT- I:

Introduction for Small and Medium Entrepreneurship (SME): Concept & Definition, Role of Business in the modern Indian Economy, History of SMEs in India, Employment and export opportunities in MSMEs.

UNIT- II:

Setting of SMEs': Location of Enterprise – steps in setting – problems of entrepreneurs – sickness in SMI – Reasons and remedies – Incentives and subsidies – Evaluating entrepreneurial performance – Rural entrepreneurship – Women entrepreneurship.

UNIT- III:

Project Finance:Source of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau – Approaching Institutions for assistance.

UNIT- IV:

Management of MSE: Management of Product Line; - Communication with clients; - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of SME.

UNIT- V:

MSME Policies and Emerging Trends in SMEs:

Central Government policies SME - and export promotion policy - the MSME development act, 2006. - Institutional Support mechanism in India.

SUGGESTED TEXT BOOKS:

1. Small Business Entrepreneurship: Paul Burns & Jim Dew hunt, palgrave macmillan publishers.2010 edition.
2. Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives) Abha Jaiswal, 2010, Jain book agency

REFERENCE :

- 1."Financing Micro, Small & Medium Enterprises 1st Edition" is written by K. Sudarsan, Associated Publishers , 2010.
2. Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects Stefano Gatti, Academic Press.
3. Business & Economics - 440 pages Micro Small and Medium Enterprises in India Hardcover – 2013 by Suman Kalyan Chaudhury (Author) Publisher: Raj Publications (2013).
4. “Small and medium enterprises in transitional economies”, challenges and opportunities, by Aneet Monika Agarwal, Published by DEEP and DEEP pvt Ltd.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM

16MB0306

INTELLECTUAL PROPERTY RIGHTS

L T/P/D C

3 --- 3

(Open Elective-II)

Course Aim: The subject aims to provide an overview of methods and approaches to manage intellectual property as strategic resources for enhancing the competitiveness for organizations.

Learning outcomes: identify different types of Intellectual Properties (IPs), the right of ownership, scope of protection as well as the ways to create and to extract value from IP. recognize the crucial role of IP in organizations of different industrial sectors for the purposes of product and technology development.

UNIT- 1:

Introduction- General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration – WTO Agreements including TRIPS & TRIMS. WIPO – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hauge

UNIT- II:

IPR-1 Patents: Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

UNIT- III:

IPR – 2: Designs and Geographical Indication (GI) – Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

UNIT- IV:

IPR-3: Trademarks and Copy rights: Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trademarks procedure – Trademarks enforcement.

UNIT- V:

Infringement and passing off: Remedies – Copy rights – Term of copyrights – Procedure of copyright- Assignment of copy right – Copyright infringement – Remedies.

SUGGESTED TEXT BOOKS:

1. P.K.Vasudeva ,World Trade Organization: Implications on Indian Economy, Pearson Education.
2. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.

REFERENCES:

1. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson.
2. Carlos M. Correa- Intellectual property rights , The WTO and Developing countries-Zed books
3. Peter-Tobias Stoll, Jan Busche , Katrien Arend- WTO- Trade –related aspects of IPR- Librar.
4. Surendra Bhandari- World Trade Organisation (WTO) and Developing Countries- Vikas

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0322**

PERSONAL EFFECTIVENESS

**L T/P/D C
4 --- 2**

Pre- requisite : 16EN01L2 – BUSINESS COMMUNICATION

Course Aim: The aim of this course is to enable students develop soft skills necessary for employability of MBA students.

Learning Outcome:

Students at the end of the course would be able to: Loose fear of public speaking and feel confident about them-selves. Participate in group discussions. Face interviews. Gain communication skills and be able to convince their view point to the superiors, peers and subordinates. Time management skills to efficiently manage time in meeting deadlines in modern day organizations. Life style management skills to grow in modern day organization and succeed in their chosen careers. Help students to confidently face and succeed in the corporate selection processes.

- Presentations
- Group Discussions
- Overcoming fear of facing Interviews
- Time Management
- Vocabulary skills for critical corporate communication and to give effective p
- Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

SUGGESTED TEXT BOOKS:

1. LAB: Globarena E-Mentoring System, by Globarena Technologies Pvt. Ltd, Hyderabad. It can be provided in LAN and also can be accessed by registering in <http://gems.globarena.net>. or any other software.

2.Sherfeild:Developing Soft skills-Pearson Education-2013.

REFERENCES:

1. Murphy: Effective Business communication, 7/e, TMH, 2013.

2. Colin BEARD: Experiential Learning, Kogan Page, 2013.

3. Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM

16MB0323

**BUSINESS BEST PRACTICES AND SUCCESS STORIES OF
EMERGING LEADERS -SEMINAR**

**L T/P/D C
4 --- 2**

A.BUSINESS BEST PRACTICES

Course Aim: To enable students to understand the best practices followed by the organizations.

Learning outcome: By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices. By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next practices.

The students may choose any of the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model (Level 5)
7. Performance Management System
8. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

Report: A report of the best practice must be prepared with the help of the information available in the open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

- **Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

B.SUCCESS STORIES OF EMERGING LEADERS

Course Aim: Aim of this course is to understand from real life situations the motivating circumstances for a leader to emerge and the underlying passion and commitment for the causes to which the leader is fully committed. It also aims at understanding how the leader communicates his passion to others and make others motivated to the cause. The leader can be someone who excels in any domain such as science, medicine business, sport, art, literature or public life and belonging to contemporary period or very immediate future (emerging).

Learning outcome: After taking up this course, and giving successful presentation at the seminar, the student should be able to understand

1. The compelling circumstance that makes a leader
2. The basic character that makes a strong leader
3. The sustaining forces of leadership
4. Leader- follower relations and dynamics
5. Various types of leadership styles
6. The process of evaluating leadership taking into account the strengths and weakness
7. The art of expert critiquing

The student is expected to take up specifically instances of leadership that made some difference in a domain of his choice in the contemporary age, and after discussing with the Faculty Adviser concerned right at the beginning of the semester, start studying the leader of his choice as approved and make a detailed report for presentation at the seminar. At the seminar expert critiquing by fellow students and teachers must be encouraged for meaningful evaluation and feedback.

REFERENCES: The student must look for specific references related to the story of his/her leader and must include in the report.

Note: All six references have equal weightage and students can buy / refer according to their choice

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA IV-SEM
16MB0401

ENTREPRENEURSHIP

L T/P/D C
3 --- 3

Course Aim: The aim of this subject is to inspire students to become entrepreneurs so that they will emerge as job providers rather than job seekers.

Learning Outcome: By the end of this course the students should be able to understand the mindset of the entrepreneurs, identify ventures for launching, develop an idea on the legal framework and also understand strategic perspectives in entrepreneurship.

UNIT-I:

Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Case1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case2: Henry Ford, (B.Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

UNIT- II:

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations- Corporate Entrepreneurial Mindsetthe nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship

Case : Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228).

UNIT- III:

Launching Entrepreneurial Ventures- opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity process-Innovation and entrepreneurship-Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising hybrid disadvantage of Franchising.

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48).

Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48).

Case 3: Pets.com (Arya Kumar P.No. 88)

Case 4: creativity in start-ups (Arya Kumar P.No. 166)

Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)

UNIT-IV:

Legal challenges of Entrepreneurship-Intellectual property protection-Patents, Copyrights Trademarks and Trade secrets-Avoiding trademark pitfalls-Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding- Critical factors for new venture development-The Evaluation process-Feasibility criteria approach.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case 2: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128).

Case 3: Google (Arya Kumar P.No. 248)

Case 4: Tata Motors – Nano (Arya Kumar P.No. 279)

UNIT-V:

Strategic perspectives in entrepreneurship- Strategic planning-Strategic actions- strategic positioning-Business stabilization- Building the adaptive firms-Understanding the growth stage-Unique managerial concern of growing ventures.

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452).

Case 2: Public Sector - address seed capital (David H.Holt, Page 453).

SUGGESTED TEXT BOOKS

1. D F Kuratko and T V Rao “Entrepreneurship- A South - Asian Perspective “Cengage Learning, 1/e, 2012.

2. Vasanth Desai “Small Scale industries and entrepreneurship” Himalaya Publishing 2012.

REFERENCES:

1. B. Janakiram and M. Rizwana “Entrepreneurship Development: Text & Cases, Excel Books, 2011.

2. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.

3. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA IV-SEM

16MB0402

STRATEGIC MANAGEMENT

L T/P/D C

3 --- 3

Course Aim: The aim of this subject is to enable the students develop a holistic perspective about strategic management of an organization.

Learning Outcome: By reading the text and discussing the cases students should be able to understand how to scan internal and external environment of an organization, understand different types of strategies and structures, strategies of the competitors, turnaround strategies, global strategies and strategic control. With that knowledge they would be able to formulate strategies, change strategies if necessary and implement strategies. They will also be able to evaluate strategies and take corrective steps.

UNIT-I:

Strategic Inputs: Introduction to Strategic Management-Strategic Management and Competitiveness-Technology and Technology change-Vision, Mission and Objectives-Strategic Leaders-Strategic Management process- The External Environment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Analyzing internal organization -Building Core Competencies-Value Chain Analysis, Outsourcing.

Case: Bharti Airtel (Hitt & Ireland page no 4).

Case: ITC Limited (Hitt & Ireland page no 30).

UNIT-II:

Formulation of Strategic Actions: Business level strategy-Effectively managing relationships with Customers- the purpose of Business strategy. Competitive Rivalry and Dynamics- A Model of Competitive Rivalry-Competitor Analysis-Drivers of Competitive actions and responses-Competitive rivalry and dynamics.

Case: Bajaj Auto limited (Hitt & Ireland Page no 80).

Case: Coca cola Vs Pepsi in India (Hitt & Ireland page. no108)

UNIT-III:

Corporate level Strategy- Levels of Diversifications and reasons-Value creating diversifications. Strategic Acquisitions & Restructuring- Popularity of Mergers & Acquisitions strategies, problems in achieving Acquisition Success- Restructuring.

Case : Foster's Group Diversification into the Wine Business (Hitt & Ireland Page 150)

Case: Merger and Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland page 154)

Focus : Troubles in the Godrej – P & G Alliance(Hitt & Ireland page. no 223)

UNIT-IV:

Global Strategy-Identifying International Opportunities and international Strategies-Strategic competitive Outcomes and risk in an international Environment. Corporate Implications for strategy-Strategic Alliances- corporate level cooperative strategy, Competitive risk with Cooperative strategies.

Case: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Ireland page. no 176).

Case: Using Cooperative Strategies at IBM (Hitt & Ireland page 206)

UNIT-V:

Structure and Controls with Organizations-Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy- Entrepreneurial Implications for Strategy. Fundamental principles of Ethics, Professional Ethics, Ethics of Finance & Accounting professionals, Cyber crimes, Ethics & Human rights

Case 1 CISCO's Evolution of Strategy and Structure. (Hitt & Ireland page. no 256)

Case 2 Selecting a new CEO (Hitt & Ireland page no 282)

Case 3 The Continuing innovation revolution at Amazon: The kindle and E-books(Hitt & Ireland page 304)

SUGGESTED TEXT BOOKS:-

1.Hitt & Ireland and Manikutty," Strategic Management: A South Asian Perspective": Cengage Learning, 9e, 2012

2.Mital; Cases in Strategic Management; 3rd Edition, TMH, 2015.

REFERENCES:

1.Mason A Carpenter et al."Strategic Management: A dynamic Perspective" Pearson, 2e, 2012.

2.A Nag" Strategic Management: Analysis, Implementation & Control "Vikas Publishing house, 2012.

3.Adrian & Alison" Strategic Management: Theory & Application" Oxford University Press, 2010.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA IV-SEM

16MB0418

PRE - SUBMISSION OF PROJECT - SEMINAR

L T/P/D C

--- 4 2

Pre- requisite : 16MB0301- RESEARCH METHODOLOGY

Course Aim: The final project(16MB0420) 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.

Learning Out Come:

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

**MBA IV-SEM
16MB0419**

COMPREHENSIVE VIVA

**L T/P/D C
--- 4 2**

Course Aim: Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva inter-alia will enable student to face any job interview and tests on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the subjects learnt in the entire programme of MBA.

Learning outcome:- The following outcomes are expected after the student successfully completes the process of Comprehensive.

1. Firm grounding of fundamentals of core subjects of management.
2. The ability to put across the concepts with ease and good clarity.
3. The ability to use the theoretical framework to solve specific management problems.
4. Demonstrating one's competency in management subjects.

The student is expected to face questions on any core subjects of management as well as all the subjects of his/her specific stream of elective and provide answer convincingly.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA IV-SEM
16MB0420**

PROJECT REPORT

**L T/P/D C
--- --- 3**

Pre- requisite : 16MB0418- PRESUBMISSION OF PROJECT

In addition to the above two courses 16MB0418 and 16MB0419, the student should prepare consolidated project report with the guidelines of DAC and PRC.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0307**

**CONSUMER BEHAVIOR
(Marketing-Elective)**

**L T/P/D C
3 --- 3**

Pre-requisite:16MB0202- MARKETING MANAGEMENT

Course Aim: The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

Learning outcome: After reading the text and discussing the cases the student should be able to understand the environmental influences on consumer behaviour, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

UNIT-I:

Understanding Consumer Behaviour: Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

Case: Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter page no: 514-515)

UNIT-II:

Environmental Influences on Consumer behaviour: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

Case : Fashion label- 'Gini & Jony' (Suja R.Nair ,page no 351-352)

Case : Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, page no 293-297)

Case : Nescafe Instant Coffee (Ramanuj Majumdar page no 311-316)

UNIT-III:

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

Case : Titan watches (Ramanuj Majumdar, page no 303- 306)

Case : Handling of down-age syndrome (Suja R.Nair , page no 227-228)

UNIT-IV:

Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

Case : Mac Vs. Pc (Michael R.Solomon page no 330-331)

Case : The story of Innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

UNIT-V:

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

Case: Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400-401)

SUGGESTED TEXT BOOKS:

1.David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.

2.S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.

REFERENCES:

- 1.Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2015. Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
- 2.Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0308**

**SALES AND DISTRIBUTION
(Marketing Elective)**

L T/P/D C

3 ----- 3

Pre-requisite:16MB0202- MARKETING MANAGEMENT

Aim: The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

Learning outcome: After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

UNIT-I:

Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

Case: Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still page no 104,105)

Case: United air flow manufacturer of household appliances sales persons job. (Richard R.Still page no 115 to 118)

UNIT-II:

Sales Planning and Budgeting: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

Case: Augsberg Wiesel Ltd, manufacturer of table ware, establishment of sales territories

(Richard R Still, Page no 603 to 605)

Case: Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

UNIT-III:

Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

Case: 1 Adjusting Compensation Plan to Motivate Sales Representatives (K.Sridhara Batt, page no 576 to 577)

Case: 2 Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)

UNIT-IV:

Introduction to Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

Case: 1 Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620)

Case: 2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

UNIT-V:

Managing Channel Institutions Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management.

Case: 1 Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaldar, Vasant page no 461)

Case: 2 Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719)

SUGGESTED TEXT BOOKS:

1. Krishna K Havaldar, Vasnt M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.

2. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011

REFERENCES:

1. Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2nd edition Oxford. S.L. Gupta,

2. M.K. Rampal , Cases in Sales and Distribution Management, HPH, 2009.

3. K.Sridhara Bhat , Sales and Distribution Management, 1st , HPH, 2011.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0309**

**DIGITAL MARKETING
(Marketing Elective)**

L	T/P/D	C
3	---	3

Pre-requisite:16MB0202- MARKETING MANAGEMENT

Course aim: To plan and set up a digital book marketing platform. To understand and use 8 key digital marketing tools. To develop and manage real-world digital marketing plans.

Course outcome: Identify core concepts of marketing and the role of marketing in business and society. Knowledge of social, legal, ethical and technological forces on marketing decision-making and appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings. Ability to develop marketing strategies based on product, price, place and promotion objectives .Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.

UNIT- I:

OVERVIEW OF DIGITAL MARKETING-Introduction to Digital Marketing, History, Importance, Effective use of digital marketing, Examples of good practice in Digital Marketing, What happens when Digital Marketing goes wrong?, Uses of Digital Marketing to develop brands, drive sales, encourage product and service development and innovation, aid recruitment and training

UNIT- II:

LISTENING DIGITALLY AND LEARNING-Social media marketing: concept of social media marketing, strategies of social media marketing, pros & cons of social media marketing, examples of social media marketing: facebook, twitter, linked-in. **Content marketing:** concept, history, modern examples

UNIT- III:

CONNECTING WITH AUDIENCES THROUGH DIGITAL CHANNELS AND SEARCH-

a) Search Engine Optimisation (SEO): Engine Optimization (SEO) tips, Search techniques for effectively optimising your web presence, improving your search engine ranking, PPC ads with google, google analytics, applications.

b) Email Marketing: Techniques for effective Email Marketing, pitfalls, email design and copy writing (content)

UNIT- IV:

CREATING VALUE THROUGH DIGITAL INTERFACE-

a) Mobile Marketing: Overview of the B2B and B2C Mobile Marketing, Mobile Sites, Apps (Applications) and Widgets and relevance to marketing activity, opportunities and pitfalls of Mobile Marketing, Applications, User interfaces and architectures, Major Application Marketplaces, Trends in Mobile Social Media (Geo-location and Geo-tagging, Mobile Commerce, Mobile Payments and Billing, Social Media Rewards etc.)

b) Web Marketing: Key issues of content, usability, navigation and design, Improving website user experience, Creating the right tone of voice and enhancing the website

UNIT -V:

VIDEO & AUDIO (PODCASTING) MARKETING-Effective marketing with web video or audio (podcasting)– including topics such as creative planning, viewer/listener engagement, branding and messaging, resources required, best equipment, techniques for production, distribution tips and channels, evaluation metrics.

SUGGESTED LINKS:

1.DigitalMarketingCampaign

(<https://canvas.instructure.com/courses/995893/assignments/4333491>).

2.DigitalMarketing:ToolsandMetrics(https://canvas.instructure.com/calendar?event_id=1053603&include_contexts=course_995893)

REFERENCES :

1. Digital Marketing Campaign
(<https://canvas.instructure.com/courses/995893/assignments/4333491>)

2. Digital Marketing: Tools and Metrics (https://canvas.instructure.com/calendar?event_id=1053603&include_contexts=course_995893).

3. Mobile Marketing: Incorporating Time and Space (https://canvas.instructure.com/calendar?event_id=1053599&include_contexts=course_995893)

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA IV-SEM
16MB0403**

RETAILING MANAGEMENT
(Marketing Elective)

L	T/P/D	C
3	---	3

Pre-requisite:16MB0202- MARKETING MANAGEMENT

Course Aim: To train the students on the concepts of Retailing through case studies.

Learning outcome: The students will learn the Modern Retailing Concepts and will be able to link it to the present Retailing Trends. The students will be able to understand shopping environment, retail formats, functions, retail operation and promotion.

UNIT-I:

Introduction to Retail Management - Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

Case: The Classic story.(Aditya page no 283)

Case: The Panwallah. (Aditya Prakash page no 287)

UNIT-II:

Understanding Shoppers & Shopping - Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

Case: Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474)

Case: Changing Indian Consumers. (Aditya page no 258)

Case: Tanishq. (Suja Nair page no 440)

UNIT-III:

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

Case: Nirula's. (Suja Nair Page no 448) **Case:** Hot Breads. (Suja Nair page no 452)

Case: McDonalds India. (Suja Nair page no 459)

Case: Automobile and Niche Marketing (Dr. Harjit Singh page no 417)

UNIT-IV:

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

Case: Café Coffee Day. (Suja Nair page no 434) **Case:** Shoppers stop. (Suja Nair page no 470)

UNIT-V:

Retail Buying & Managing Retail Operations-objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, buyer-responsibilities, merchandising & assortment plans-merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers.

Case: Godrej and Boyee's. (Suja Nair page no 466)

SUGGESTED TEXT BOOKS:

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

REFERENCES:

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

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA IV-SEM
16MB0404

SERVICES MARKETING
(Marketing Elective)

L	T/P/D	C
3	---	3

Pre-requisite:16MB0202- MARKETING MANAGEMENT

Course Aim: To train the students on the concepts of Services Marketing through case studies.

Learning outcome: The objective of the course is to provide a deeper insight into the Marketing Management of companies offering Services as product. The students will be able to understand the characteristics of services, understand consumer behavior, align service design and standards, delivering service, managing services promises.

UNIT-I:

Fundamentals of Service Marketing: Definition, Importance, Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, customer focus, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

Case 1: The United Indian Bank (Govind Apte Page no 55-56)

Case 2: Online air travel: Expedia, Orbitz and Travelocity lead the pack (John E.G.Bateson Page no 82-83)

UNIT-II:

Consumer Behavior: Consumer behavior in services, consumer expectations, consumer perceptions, Understanding consumer requirements-listening to customers through research, building customer relationships, service recovery.

Case1: The Crestwood Inn, (John E.G.Bateson Page no 320-321)

Case 2: Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

UNIT-III:

Aligning Service Design and Standards: Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

Case 1: Physical evidence a case of KF. (Vinnie Jauhari Page 236-238).

Case 2: IT Trainers Limited. (Govind Apte Page no 186).

UNIT-IV:

Delivering and Performing Service: Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

Case 1: Relationship between Employee satisfaction, Customer satisfaction and market share:

Case 2: Total Assurance Ltd. (Govind Apte Page 207-208).

UNIT-V:

Managing Service Promises: Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions.

Case 1: Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

SUGGESTED TEXT BOOKS:

- 1.Christoper lovelock,Jochen wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015 .
- 2.Valarie A.Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.

REFERENCES:

1. John E.G.Bateson, K.Douglas Hoffman : Services Marketing, Cengage Learning, Fourth Edition, 2012.
2. Harsh V.Varma: Services Marketing text and cases, Pearson, Second edition, 2012.
3. Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press,2012.
4. Govind Apte : Services Marketing, Oxford Press, 2011

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA IV-SEM
16MB0405**

**INTERNATIONAL MARKETING
(Marketing Elective)**

L	T/P/D	C
3	---	3

Pre-requisite:16MB0202- MARKETING MANAGEMENT

Course Aim: To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

Learning outcome: The objective of the course is to provide a deeper insight into the global marketing management, environment of global markets, assessing global market opportunities, developing and implementing global marketing strategies.

UNIT- I:

Introduction to International Marketing: Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets.

Case: 1 Starbucks –going Global fast. (Philip, John, Prashant Text)

UNIT-II:

Environment of Global Markets: Types: Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Case: 1 IKEA Catalogue. (Svend & Madhurima -Pearson page no 242)

Case: 2 Mc. Donalds and obesity. (Philip John Prashant Text)

UNIT-III:

Assessing Global Market Opportunities: Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

Case:1 Reliance Entertainment(Svend & Madhurima, Pearson page no 312)

Case:2 Mahindra & Mahindra (Svend & Madhurima,Pearson page no 356)

Case:3. IMAX corporation (Svend & Madhurima, Pearson page no 412)

UNIT-IV:

Developing Global Market strategies: Segmentation product & services decisions for consumers and Business: Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Case:1 Harley-Davidson:-Price level (Svend & Madhurima,pearson page no 510)

Case:2 Mc Donalds Great Britain –the Turnaround (Text page no 793)

UNIT-V:

Implementing Global marketing strategies: Negotiation with customers and selection method, E-Marketing channels organization & controlling of the global marketing programme.

Case: 1 NTT DOCOMO (Svend & Madhurima, Pearson page no 709)

SUGGESTED TEXT BOOKS:

1. Philip R. Cateora, John L graham, Prashant Salwan, International Marketing -15th edition TMH-2011.

2. Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010.

REFERENCES:

1. Rajagopal –International Marketing-2nd Edition –Vikas -2011.

2. Justin Paul, International Marketing – Text and Cases, TMH, 2015.

3. Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition-Oxford-2011. Francis Cherunilam- International Marketing-12th Edition-HPH-2012.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0310**

**RISK MANAGEMENT
(Finance Elective)**

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0203- FINANCIAL MANAGEMENT

Course Aim: To make the students well versed with the mechanism of risk estimation and elimination framework for financial decision making in modern business scenario.

Learning outcome: demonstrate knowledge of the range of financial and financial related risks facing organizations. Understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation). Understand reputational risk .understand operational risk and how to manage it.

UNIT- I:

Introduction to risk management: Approaches to defining risk, Impact of risk on organizations, Types of risk, Development of risk management. Risk Management: Principles, Aims, Objectives and Standards. Risk Management Policy, Documentation, and Responsibilities.

UNIT -II:

Risk Assessment: Risk architecture and structure, Risk- aware culture, Risk Training and Communication, Risk Assessment Considerations, Risk Classification Systems, Risk likelihood and impact, defining the upside of risk.

UNIT- III:

Risk and Organizations: Corporate Governance Model, Stakeholder expectations, Analysis of the business model, Project Risk Management, Operational Risk Management, Supply Chain Management.

UNIT -IV:

Risk Response: Enterprise Risk Management, Importance of Risk Appetite, Tolerate, Treat, Transfer and Terminate, Risk Control Techniques, Control of selected hazard risks, Insurance and Risk Transfer.

UNIT -V:

Risk Measurement, Assurance and Reporting: Measurement of risk and Evaluation of the control environment, Activities of the internal audit function, Risk Assurance Techniques, Reporting on Risk Management, Corporate Social Responsibility, Future of Risk Management.

SUGGESTED TEXT BOOKS:

1. Bhalla, V.K., Investment Management : Security Analysis and Portfolio Management, 8thEd., Delhi., S.Chand, 2001.
2. Anthony Sounders, Merica Cornett, “Financial Institution Management:- A Risk Management Approach”” Tata McGraw Hill.

REFERENCE:

1. Dun and Bradstreet, “Financial Risk Management”, 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, “Fundamentals of Risk Management”, 2010, Institute of Risk Management.
3. Ravi Kumar, “Asset Liability Management”, Vision Books Pvt. Ltd.
4. “Theory and Practice of Treasury and Risk Management in Banks”, Indian Institute of Banking and Finance, March 2006.
5. M. A. H. Dempster, “Risk Management: Value at Risk and Beyond”, 2002, Cambridge press.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0311**

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(Finance Elective)**

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0203- FINANCIAL MANAGEMENT

Course Objective: The objective of the course is to develop students' knowledge, skills and competencies in employing different methodologies and techniques for managing the market, credit and operational risks in security analysis and Investment Management and other related risks.

Learning Outcome: Students will learn the nature of investment, fundamental and security analysis and its relationship with maximization of shareholders value. To examine various risks related to bonds, and equity valuation along with portfolio management as a whole.

UNIT – I:

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

UNIT – II:

Security Analysis: Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

UNIT – III:

Analysis and Valuation of Bonds: Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.

UNIT –IV :

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

UNIT –V:

Portfolio Management: Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio-Markowitz Model, Capital Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return. Performance of Portfolio – Meaning – Models - Jenson's Model. Sharpe's Model and Trynor's Model – Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

SUGGESTED TEXT BOOKS:

1. William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments Prentice Hall, 2012.

2. Donald E, Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000

REFERENCES:

1. Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.

2. R.J. Fuller and J.L. Farrel, Modern Investments and Security Analysis, McGraw Hill Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.

3. Frank K. Reilly and Keith C. Brown, Investment Analysis Portfolio Management, 7/e Thomsom Publications, 2006.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM

16MB0312

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

(Finance Elective)

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0203- FINANCIAL MANAGEMENT

Course Objective: The objective of the course is to provide to students an understanding of Financial Markets, the major Institutions involved and the Services offered within this framework.

Learning Outcome:

The students will learn the structure of financial systems along with Banking and NBFIS . To discuss the impact of securities market and other financial services and strategies for decision making.

UNIT- I:

Introduction: The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms after 1991 - Regulatory and Promotional Institutions: Functions and Role of RBI, Role and functions of SEBI, performance of Non-Statutory Financial Organizations: IFCI, IRBI, NABARD, SIDBI and SFCs.

UNIT –II:

Banking Institutions: Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition, Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Exchange rates, Lending/ Deposit rates; Co-operative Banks - Role, Govt. initiatives to strengthen Co-operative Banks.

UNIT- III :

Non Banking Financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI. Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Bancassurance, Role of IRDA, Challenges faced by Insurance Sector.

UNIT- IV:

Financial and Securities Markets: Structure and functions of Call Money Market, Government Securities Market – T-bills Market, Commercial Bills Market, Commercial paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement,

UNIT -V:

Asset/Fund Based Financial Services: Lease Finance, Consumer Credit and Hire purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory services: Stock Broking, Credit Rating.

SUGGESTED TEXT BOOKS:

1.L.M. Bhole: Financial Institutions and Markets, TMH, 2009.

2.E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013.
Pathak: Indian Financial Systems, Pearson, 2009

REFERENCES :

1.M.Y. Khan: Financial Services, TMH, 2009.

2.S. Gurusamy: Financial Services and System, Cengage,2009.

3.Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA IV-SEM

16MB0406

STRATEGIC INVESTMENT AND FINANCING DECISIONS

(Finance Elective)

L	T/P/D	C
3	-----	3

Pre-requisite: 16MB0203- FINANCIAL MANAGEMENT

Course Aim: To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions with in an organization. To develop an understanding of the various strategies that are in use to trade off risk and return.

Learning Outcome: To explain the role and nature of investment and financial strategies and its relationship to maximization of wealth/shareholders value. To examine various risk models in capital budgeting. To evaluate the motives for financial implications of mergers and acquisitions and lease financing. To discuss the impact of general and specific inflation on financial and investment strategy decisions.

UNIT-I:

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

UNIT-II:

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

UNIT-III:

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

UNIT-IV:

Strategic Analysis of selected investment decisions: Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

UNIT-V:

Financing Decisions: Mergers and Acquisitions Basic Issues, Strategy , Diversification and Mergers and Acquisitions , Theories of Mergers, Types of Mergers ,Cost of Mergers , Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

SUGGESTED TEXT BOOKS:

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

REFERENCES :

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

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA IV-SEM
16MB0407

INTERNATIONAL FINANCIAL MANAGEMENT

(Finance Elective)

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0203- FINANCIAL MANAGEMENT

Course Aim: To give an understanding about MNC Financial Management.

Learning Outcome: The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

UNIT-I:

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

UNIT-II:

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT-III

Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

UNIT-IV:

(a)Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

(b)Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

UNIT-V:

Asset-liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy,

regulations and guidelines.

SUGGESTED TEXT BOOKS:

1.Jeff Madura: International Corporate Management, Cengage, 2012.

2.Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012 Sharan.V:

REFERENCES :

1.Madhu Vij: International Financial Management, Excel, 2012.

2.Ephraim Clark: International Finance, , Second Edition, Thomson. P.G.Apte: International Financial Management, TMH 2012.

MBA IV-SEM
16MB0408

FINANCIAL DERIVATIVES
(Finance Elective)

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0203- FINANCIAL MANAGEMENT

Course Aim: To give an understanding about the derivatives in stock, commodity and Forex markets.

Learning Outcome: The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc

UNIT-I:

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

UNIT-II:

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

UNIT-III:

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

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

UNIT-IV:

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

UNIT-V:

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

SUGGESTED TEXT BOOKS:

1. John C Hull: Options, Futures and other derivatives, Pearson, 2012.

2. Robert A Strong: Derivatives – An Introduction, Thomson, 2012 Gupta: Financial Derivatives, PHI 2012

REFERENCES :

1. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012.

2. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.

3. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

MBA III-SEM

16MB0313

PERFORMANCE MANAGEMENT

(HR Elective)

L T/P/D C

3 --- 3

Pre-requisite: 16MB0201- HUMAN RESOURCE MANAGEMENT

Course Aim: To give an understanding about performance management and reward system linked with performance.

Learning Outcome: The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.

UNIT-I:

Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

Case: Performance Management at Network Solutions,Inc (Herman Aguinis page no 26)

Case: Performance Management at the University of Ghana (Herman Aguinis page no 48)

UNIT-II:

Defining performance and choosing a Measurement Approach, Measuring Results and Behaviours. Gathering performance Information, Implementing a performance Management System.

Case: Accountabilities, Objectives and Standards (Herman Aguinis page no 115)

Case: Evaluating the appraisal form used by a Grocery Retailer ((Herman Aguinis page no 145)

UNIT-III:

Performance Management and employee development, Performance Management skills.

Case: Implementation of 360 degree feed back system at Ridge intellectual (Herman Aguinis page no 204)

Case: Was Robert Eaton A Good Coach (Herman Aguinis page no 233)

UNIT-IV:

Reward Systems and legal issues, Managing Team performance.

Case: Possible Illegal Discrimination at Tractors,Inc. (Herman Aguinis page no 265)

Case: Team Performance Management at Duke University Health systems. (Herman Aguinis no 283)

UNIT-V:

Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

Case: BHEL,EVA Incentive Schemes: (B D Singh page no 589)

Case: The TCS Approach and experience(B D Singh page no 601)

Case: NTPC Performance Management System(B D Singh page no 632)

Case: Performance Management system(PMS) at Bharti Telecom(B D Singh page no 663)

SUGGESTED TEXT BOOKS :

1.Herman Aguinis, “ Performance Management” Pearson, 2012.

2.Lance A Berger & Dorothy R Berger “ The Talent Management Hand Book” 2nd edition TMH, 2015. B D Singh, “ Performance Management System- a holistic approach” excel Books,2010

REFRENCES:

1.Prem Chadha “Performance management” Macmillan, 2012. Srinivas K Kandula “Performance Management” PHI, 2010. R K Sahu : Performance Management System, Excel, 2015.

MBA III-SEM
16MB0314

LEARNING AND DEVELOPMENT
(HR Elective)

L T/P/D C
3 ----- 3

Pre-requisite: 16MB0201- HUMAN RESOURCE MANAGEMENT

Course Aim: To enable the students to understand the design of training, implementation and evaluation of training programs in the organization.

Learning Outcome: The student after completing the course will be familiar with how to do training need analysis, understand various training methods, design training programs, implement training programs and evaluate effectiveness of training programs.

UNIT-I:

Training in organizations: Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process.

Case : Taking Charge at Domtar : What it takes for a turnaround? (Nick Blanchard)

Case :LG Electronics ((Nick Blanchard)

Case : The wilderness training lab((Nick Blanchard)

UNIT-II:

Need Analysis and Training design: The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory.

Case : Developing a training package at west can (Nick Blanchard)

Case : The Training program (Fabrics Inc.) (Nick Blanchard)

Unit-III:

Training methods: Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

Case : Training & Development at Godrej. (Nick Blanchard)

UNIT-IV:

Implementation & Evaluation of Training: Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation.

Case : Jack goes to training. (Nick Blanchard)

Case : Training designed to change behavior and attitude. (Nick Blanchard)

UNIT-V:

Areas of organizational Training: Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

Case : The competent employee. (Nick Blanchard)

SUGGESTED TEXT BOOKS:

1. P.Nick Blanchard, James W. Thacker, A.Anand Ram, ” Effective Training” 4e, Pearson, 2012.
2. Raymond A Noe, Amitabh Deo Kodwani, “Employee Training and Development” McGraw Hill, 2012. Rolf Lynton, Uday Pareek “Training for Development” Sage, 2012.

REFERENCES :

1. Jean Barbazette-Training Needs Assessment: Methods, Tools, and Techniques- Wiley,2014.
2. Raynold A. Svenson-The Training and Development Strategic Plan Workbook- PHI-2014.
3. John Pulparampil- Training for Development-Thompson publications-2014

MBA III-SEM

16MB0315

MANAGEMENT OF INDUSTRIAL RELATIONS

(HR Elective)

L T/P/D C

3 --- 3

Pre-requisite: 16MB0201- HUMAN RESOURCE MANAGEMENT

Course Aim: The aim of the course is to enable HR elective students develop awareness towards labour laws. The students will understand how to deal with legal problems emanating from employer and employee relations in organizations.

Learning Outcome: The student understands the industrial relations, its importance in HR and various Labour Laws like Factories Act, Wage and Bonus Act and Dispute Preventive and Corrective Mechanisms. They will also understand the role of Trade Unions, Settlement of disputes, Collective Bargaining, Wage Policy.

UNIT-I:

Industrial Relations: Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union , Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices:

Case 1. Let us get back to work (p.no. 720, C.B.Mamoria)

Case 2. A case of complicated multi-union manoeuvres (J.A. Kulkarni)

UNIT-II:

Settlement of Disputes: Role of state Dispute Settlement Machinery and its instruments, Legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure.

Case 1. Stop the shouting game please (p.no. 760, C.B.Mamoria)

Case 2. The dish ends ltd. (p.no.07, J.A. Kulkarni)

UNIT-III:

Collective Bargaining, Conciliation, Arbitration, Adjudication, The Industrial Dispute Act 1947, Labour Welfare work, Labour Welfare officer, Worker's Participation.

Case 1.who is to be blamed (p.no. 685, C.B.Mamoria)

UNIT-IV:

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act,1965

Case 1. Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria)

UNIT-V:

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change.

Case 1. Organizations and unions working as partners (p.no. 738, C.B.Mamoria)

SUGGESTED TEXT BOOKS:

1.Mamoria, Mamoria, Gankar “Dynamics of Industrial Relations” Himalaya Publishing House.2012.

2.C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers 15th edition, 2012.

REFERENCE:

1.Mamoria, Mamoria, Gankar “Dynamics of Industrial Relations” Himalaya Publishing House.2012.

2.C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers 15th edition, 2012.

3.J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, “ case studies in amangement”, pearson, 2011. Padhi “ Labour and Industrial Relations” PHI, 2012.

4.Arun Monappa,Ranjeet Nambudiri,Selvaraj “ Industrial Relations and Labour Laws” , TMH,2012 Ratna Sen “Industrial Relations-Text and cases “Macmillan Publishers,2011.

MBA IV-SEM
16MB0409

TALENT AND KNOWLEDGE MANAGEMENT

(HR Elective)

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0201- HUMAN RESOURCE MANAGEMENT

Course Aim: To give an understanding about talent and knowledge management and competency mapping system linked with rewards.

Learning Outcome: The students can understand the importance of talent and knowledge management and its impact on organization.

UNIT – I:

Meaning and importance of talent management. Designing and building a talent reservoir– Segmenting the Talent Reservoir. Talent Management Grid. Creating talent management system. Institutional strategies for dealing with talent management.

UNIT – II:

Competency–meaning, characteristics, types–Steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.

UNIT – III:

The nature of knowledge management–Alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

UNIT – IV:

Knowledge management framework of Hansen–Earl’s seven schools of knowledge management– Alvesson and Karreman’s knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

UNIT – V:

Organizational impact of knowledge management-on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization–importance, types and timing. Knowledge discovery systems.

SUGGESTED TEXT BOOKS:

1.Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, 2004,Tata McGraw Hill edition.

2.Ed by Larry Israelite, “Talent Management”, ASTD Press.

REFERENCE:

1.Sajjad M Jasmuddin, “Knowledge Management”, 1st ed, 2009, Cambridge.

2.Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning.

3.Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”,2009, Pearson Education Inc.

4Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press,Second edition.

5.Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA IV-SEM

16MB0410 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0201- HUMAN RESOURCE MANAGEMENT

Course Aim: To understand various terms in IHRM and be able to know then different International HR models.

Learning Outcome: Students should be able to understand the International HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies at global level.

UNIT – I:

Introduction to IHRM: Basics of IHRM - Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

UNIT – II:

International Recruitment and Selection: Approaches to international Recruitment-ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments

IHRM practices – USA, UK, Japan and India A comparative study

UNIT – III:

Managing HRM In Virtual Organization, Globalization & HRM: Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage& Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR

UNIT-IV:

IHRM Model of India: Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

UNIT-V:

Special Issues in IHRM: Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of IT on Human Resource Management- IT and HR- out sourcing HR-Globalization, Quality of Work life and productivity-Reorienting work force through HR Interventions – Women expatriates and their problems –

SUGGESTED TEXT BOOKS:

1.N. Sengupta&Mousumi, S.Bhattacharya, International HRM, Excel Books.

2.P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi

REFERENCES:

1.Edwards - International HRM, Pearson Education.

2.K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd.

3. P. Subba Rao, International Human Resource Management Himalaya Publishing House Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi.

4.Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007

MBA IV-SEM
16MB0411

LEADERSHIP AND CHANGE MANAGEMENT

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0201- HUMAN RESOURCE MANAGEMENT

Course Aim: To understand various leadership styles and models and the impact of a leader on the organization and to be able to manage and cope with the change practices.

Learning Outcome: Students understand leadership models.. They will be able to understand the change management process in different functional area and how to deal with resistance to change.

UNIT – I

Introduction and Skills approach to leadership: Definition, Components of Leadership, trait approach to leadership, strengths, criticisms, applications, Skills approach to leadership-Ohio state studies, Michigan studies, Blake and Mouton's Leadership Grid, strengths, criticisms, applications.

Case 1: Developing a leadership pipeline at Infosys (p.no. 27 P.C.Reddy)

Case 2: Fostering young leaders (p.no. 48, Uday kumar)

UNIT – II

Contingency Leadership: Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, Path-Goal Theory, strengths, criticisms, applications

Case 3: Charismatic leadership & motivation in ABC Ltd. (p.no. 31 P.C.Reddy)

UNIT - III

Transformational Leadership: A model of Transformational Leadership, How does Transformational Leadership defined, Strengths, Criticisms, applications, Servant Leadership, Definition, ten characteristics of Servant Leader, Historical Basis, strengths, criticisms, applications

Case4: Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

UNIT – IV

Organizational design and change: strategic level change, Group and team level change, and Individual level change. Organizational Structure, Organizational Culture and Management of Change; Change communication, resistance to change, Organizational learning, power, politics and Organizational change, Ethics and Managing Change, Change Agents and Agency

Case: Restructuring at Flexco (Adrian page no 57)

Case: Cultural change at Dupont Nylone (Adrian page no 65)

UNIT – V

Employee Relations and Managing Change: The Management of Change, Technological

Change. Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change.

Case: Reward Management at Midland Main Line - Strategic Reward Management (Adrian page no 191).

Case: Downsizing at Energy Co (Adrian page no 268)

Case: Evaluating a possible change to training methods at telesales Incorporated (Adrian page no 300)

SUGGESTED TEXT BOOKS:

1. Peter G. Northouse "Leadership: Theory & Practices" Sage Publications, 2012.

2. Mark Hughes, "Managing Change – a critical perspective", Universities Press, 2011

REFERENCES:

1. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders "Managing change", Pearson, 2011.

2. Richard L. Hughes, Leadership, 6th Edition, Mc. Graw Hill, New Delhi

3. Uday kumar Haldar, "leadership & team building", Oxford, 2011

4. Gary Yukl, "Leadership in Organizations" Pearson, 2012.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0316**

**MATERIAL MANAGEMENT
(Production Management Elective)**

**L T/P/D C
3 --- 3**

**Pre-requisite: 16MB0103- MANAGERIAL ECONOMICS
16MB0302- OPERATIONS MANAGEMENT**

Course Aim: Student should be able to understand the material, inventory and stores management techniques and processes.

Learning Outcome: Students understand the material and stores management process, EOQ, ABC analysis and transportation.

UNIT I:

Introduction to Purchasing-Purchase planning, The Purchasing Organization, The Purchasing/Procurement Cycle, Order Processing Cycle , Total Cost of Ownership ,Legal Aspects of Purchasing.

UNIT II:

Introduction to Inventory Management-Importance of Inventory Management, Need to Keep Inventory, Objectives of Inventory Control, Factors Influencing Inventory, Impact on Profitability , Role of Inventory Manager, Types of Inventory(Raw Materials, Consumables, Work-in-Process, Finished Goods), Spare Parts Packing Materials.

UNIT III:

Cost Associated with Inventories : Introduction, Purchase/Acquisition Cost, Inventory Carrying Cost, Under stocking Cost (KU) , Overstocking Cost, Stock Out Cost , Total Acquisition Cost, ABC (Activity Based Costing), Forecasting Techniques, Lead Time Management, Considerations in Forecasting, Inventory Control & Service Level,Concept of Selective Inventory Control, Inventory Categorization, Inventory Coding Systems, Inventory Performance Analysis, Inventory Reporting, Replenishment of Inventory, Concept of Economic Order Quantity (EOQ),Functions of Safety Stock, Safety Stock vs Service Level.

UNIT IV:

- A) Inventory Management System-** Reorder Level Systems , Fixed Time System , Open Access Bins and Two/Three Bin Systems , Perpetual Review System , Periodic Review System, Materials Requirement Planning, Materials Planning Process , Bills of Material , Lead Time Determination, Aggregation of Demand.
- B) Stores management**-Warehouse and Inventory Operations-Receipt and Issue of Materials-Controlling Movement of Materials-Warehouse Location and Acquisition-Warehouse Design and Layout-Material Handling and Equipment-Record Keeping-Communications-Quality Standards-Material Handling Systems.

UNIT V:

Transportation-Types of Transportation, Inter-modal Transportation, Physical Distribution & Logistics, out sourcing,Third Party Logistics (3 PL), Fourth Party Logistics (4 PL),Reverse Logistics ,Challenges of Products Returns ,System Design for Reverse Logistics, Distribution Planning, Bar Codes and RIFD Packaging .

SUGGESTED TEXT BOOKS:

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson,2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

REFERENCES:

1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition,2006.
2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
5. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM

16MB0317

**TOTAL QUALITY MANAGEMENT
(Production Management Elective)**

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0103- MANAGERIAL ECONOMICS

16MB0302- OPERATIONS MANAGEMENT

Course Aim: The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

Learning Outcome: Students understand the concepts of TQM, tools, techniques and standards of quality aspects.

UNIT-I:

Principles and Practices- I: Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM- Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils- Strategic Planning- Customer Satisfaction- Customer perception of Quality-service Quality, - Customer Retention-Employee Involvement-Employee survey-Empowerment-Gain sharing- Performance Appraisal.

UNIT-II:

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

Unit-III:

Tools and Techniques-I: Information Technology- Computers and the quality functions - Information quality Issues-Quality management System- Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System - ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process.

UNIT-IV:

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

UNIT-V:

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

SUGGESTED TEXT BOOKS:

1. Joel E Ross : Total Quality Management, 3rd Edition,CRC press,2015.
2. Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2015

REFERENCES :

1. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
2. Poornima M charantimath Total Quality Management, Pearson Education, 2015
3. Kanishka Bedi: Quality Management, Oxford, 2015.
4. Dr.S.Kumar , Total Quality Management, University Science Press ,2015

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM
16MB0318

TECHNOLOGY MANAGEMENT
(Production Management Elective)

L T/P/D C
3 --- 3

**Pre-requisite: 16MB0103- MANAGERIAL ECONOMICS
16MB0302- OPERATIONS MANAGEMENT**

Course Aim: The objective of this course is to facilitate students understand the technology forecasting, selection of strategy and its implementation and how to develop new technology.

Learning Outcome: Students understand the importance, implementation and development of new technology strategies.

UNIT I:

Introduction to Technology Management: Concept and Meaning of Technology, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Innovation, Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.

UNIT II:

Technology Forecasting: Concept of Technology Forecasting- Characteristics of technology forecasting ; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting

Technology Strategy and Competitiveness: Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment.

UNIT III:

Selection and Implementation of New Technologies – Automation Decisions: New Technologies, Selection of a New Technology, Implementation of New Technology, Automation- Automation and automation technology; Automation decisions.

Aspects and Issues in Technology Management: Technological Change- Characteristics of technological change; Classification of technological change; Impact of technological change, Technology Life Cycle, Technology Transformation, Technology Policies and Policy Instruments, Technological Development Options and Strategies, Technology and Socio-Economic Planning, Diffusion and Growth of Technologies- Information technology revolution; Macro effects of technological change

UNIT IV:

Technology Generation and Development: Technology Generation- Process; , Technology Development, Importance of Technology Generation and Development, Need for Technology

Strategy, Importance of Research and Development (R&D)- Corporate research and product lifetimes; Production costs and R&D; Translation of R & D efforts to technology.

UNIT V:

Technology Transfer: Transfer of Technology, Models of Technology Transfer- Traditional technology transfer models; Qualitative technology transfer models, Technology Transfer Modes, Dimensions of Technology Transfer, Features of Technology Package, Routes of Technology Transfer

SUGGESTED TEXT BOOKS:

1. Turban, Rainer and Potter, "Introduction to Information Technology", John & Wiley Sons.
2. Anita Goel, "Computer Fundamentals", Pearson.

REFERENCES:

1. Ralph M. Stair & George W. Reynolds, "Principles of Information Systems, Thomson Course Technology".
2. Ramesh Behl, "Information Technology for Management", McGraw-Hill Companies.
3. Ken Laudon, Jane Laudon & Rajnish Dass, "Management Information System", 11th Ed. Pearson.
4. B. Muthukumar, "Information Technology for Management", 2010, Oxford.
5. Alex Leon & Mathew Leon, "Fundamentals of Information Technologies", 2009, Leon Vikas, 2nd Ed.
6. S. Sudalaimuthu & S. Anthony Raj, "Computer Applications of Business", 2010, HPH.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0412**

**BUSINESS PROCESS REENGINEERING
(Production Management Elective)**

**L T/P/D C
3 --- 3**

**Pre-requisite: 16MB0103- MANAGERIAL ECONOMICS
16MB0302- OPERATIONS MANAGEMENT**

Course Aim: The objective of this course is to understand the significance of cycle time and implementation of BPR along with AS-IS models.

Learning Outcome: Students understand the importance of business process and reengineering theories and models.

UNIT – I:

Introduction to BPR -Reengineering and its relationship with functional areas of business. History of reengineering, suggested reengineering framework. Deterministic machines, complex dynamic system, interacting feedback loops and social constructs perspectives of BPR.

UNIT – II:

Managing Process Flows- Business Process and Flows - Through put rate, work-in-process, Cycle Time, Little’s Law. Cycle Time and Capacity Analysis – Cycle Time Analysis, Capacity Analysis. Managing Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

UNIT – III:

Implementation Process-Redesign of business processes – systematic or clean sheet, main and supporting processes, rationale of BPR, key enablers of BPR, technology for BPR, critical success factors, cross functional teams, mentoring, facilitating, models and methodologies of BPR, tools and techniques of BPR.

UNIT – IV:

Making effective BPR-Virtual ingredient – people, top management’s involvement, involvement of consultants, empowerment and autonomy, the IT ‘black hole’, using process Simulation to minimize the risk –Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key performance Indicators.

UNIT – V:

ERP and BPR-ERP in Modeling Business Processes, Work flow Management systems in BPR, steps of BPR, Description of the case company, Business Case, Five-stage Model of AS-IS / TO-BE Analysis, Managing Implementation. Business process management, process centric organizations, business process maturity model, business process performance measurement.

SUGGESTED TEXT BOOKS:

1. Laguna “Business Process Modeling, Simulation and Design”, 2005, Pearson.
2. Chan Meng Khoong, “Reengineering in action”, 1st edition, 2009, Cambridge

REFERENCES:

1. Charles Poirier “Business Process Management Applied”, 2005, Cengage.
2. Martyn A. Ould “Business Process Management”, 2010, BCS Viva Books.
3. Tony Carter, “The Aftermath of Reengineering”, 2007, Viva Books.
4. Dey “Business Process Reengineering”, 2006, Wiley.
5. K. Sridhra Bhat, “Business Process Reengineering”, 2007, HPH.
6. Saxena K.B.C., “Business Process Outsourcing”, 2007, Excel.
7. Mahadeo Jaiswal, “Enterprise Resource Planning”, 2005, Mac Millan.
8. MS.Jayaraman, et.al; “Business Process Reengineering”, 1994, TMH.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16MB0413**

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT
(Production Management Elective)**

**L T/P/D C
3 ---- 3**

**Pre-requisite: 16MB0103- MANAGERIAL ECONOMICS
16MB0302- OPERATIONS MANAGEMENT**

Course Aim: The objective of this course is to understand the importance of logistics and management with respect to global scenario.

Learning Outcome: Students understand the importance of logistics and supply management competitive strategic tools, measuring and managing global logistics.

UNIT –I:

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services
Case 1: The number 1 express carrier – A DHL case study.

UNIT –II:

Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis – direct product profitability – cost drivers and activity-based costing.
Case 2: Ford Motor company – six sigma initiatives streamline operations.

UNIT –III:

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

Case 3: General Motors de Mexico – Driving efficiency

UNIT –IV:

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

Case 4: Keeping the Good Times rolling at crown premiums Case 5: LUSH Showers U.S.
Market with Enhanced Service

UNIT –V:

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

Case 6: Managing the supply chain for globally integrated products – An Exel case study

SUGGESTED TEXT BOOKS:

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

REFERENCES:

1. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
2. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
3. Deepak P, Miiind M.Oka: “Supply Chain Management” Everest Publishing House, NewDelhi,
4. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, NewDelhi, 2012.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA III-SEM
16MB0414

PROJECT MANAGEMENT
(Production Management Elective)

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0103- MANAGERIAL ECONOMICS
16MB0302- OPERATIONS MANAGEMENT

Course Aim: The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

Learning Outcome: Students understand the project management techniques, project planning, execution, performance measurement, project evaluation and leading project teams.

UNIT-I:

Introduction: Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

UNIT-II:

Project Planning: Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

UNIT-III:

Project Execution: Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process , risk management an integrated approach, cost Management, Creating a project Budget.

UNIT-IV:

Leading Project Teams: Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

UNIT-V:

Performance Measurement and Evaluation: Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

SUGGESTED TEXT BOOKS:

1. Gray, Larson: Project Management-Tata McGraw Hill-2015
2. Jeffery K.Pinto: Project Management-Pearson Education-2015

REFERENCES:

1. Enzo Frigenti: Project Management-Kogan, 2015
2. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
3. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.
4. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16CS0319**

**BUSINESS INTELLIGENCE
(Systems Elective)**

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0204- MIS & ERP

Course Aim: It enables the student understand the concepts of Business Intelligence

Learning Outcome: The student understands Data Ware Housing, Data Mining for Business Intelligence, Business Rules and Business Intelligence Implementation.

UNIT-I:

Introduction to Business Intelligence-the Business pressure-Responses and support model-Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use-Performance metrics and key performance indicators-horizontal use cases for BI.

Case Study: 1 (Efraim Turban Pg no 26 & 107).

UNIT-II:

Data Ware Housing-Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards.

Case Studies: 2 (Efraim Turban.Pg no 125).

UNIT-III:

Data mining for Business Intelligence-Data mining concepts and definitions-Data mining applications-Artificial neural Networks for data mining. Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

Case Studies :3 (Efraim Turban.Pg no 228)

UNIT-IV:

Business Rules-the value proposition of business rules-Business rules approach-Business rule system-sources of business rules and management approach.

UNIT-V:

Business intelligence implementation-Business Intelligence and integration implementation-connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI.

SUGGESTED TEXT BOOKS:

1. Efraim Turban et al. "Business Intelligence" 2e, Pearson Education, 2012.
2. David Loshin "Business Intelligence" 2e, Elsevier, 2012.

REFERENCES:

1. Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2012.
2. Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH, 2011.
3. Nina Godbole & Sunit Belapure " Cyber Security" Wiley india 2012. Jawadekar, MIS Text and Cases, TMH, 2012.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA III-SEM
16CS0320**

**DATABASE MANGEMENT SYSTEMS
(Systems Elective)**

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0204- MIS & ERP

Course Aim: The objective of the course is to give an understanding Data Warehousing and Data Management concept.

Learning Outcome: The student understands the individual database management,, risk and cost of data base OLAP management.

UNIT-I:

Managing Data: Individual Data Management, Organizational Data Management, Components of Organizational Memory, And Evaluation of Database Technology File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

UNIT-II:

Database Systems in the Organizations: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLDC)

UNIT-III:

Risks and Costs of Database: Organizational Conflicts – Development Project Failures – System Failure– Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base architecture.

UNIT-IV:

Data warehousing Introduction: What is a Data warehouse, who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts- The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data – Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.

UNIT-V:

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use. Constructing A Data warehouse System: Stages of the Project - The Planning Stage – Justifying the Data warehouse – Obtaining User Buy-in – Overcoming Resistance to the Data warehouse – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage – The Data warehouse Data Base – The Analysis Architecture – Data warehouse Hard Ware.

SUGGESTED TEXT BOOKS:

1. Richard T Watson: Data Management Data Bases and Organisations, 5/E , Wiley – India, 2006
2. Berson Smith, Data Warehousing, Data Mining 7 OLAP, TMH, 2007

REFERENCES:

1. Richard T Watson: Data Management Data Bases and Organisations, 5/E , Wiley – India, 2006
2. Berson Smith, Data Warehousing, Data Mining 7 OLAP, TMH, 2007
3. Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education
4. Sivanandam, Data Mining Techniques and Tasks, Thomson, 2006
5. Gary W Hansen, James V Hansen: Data Base Management and Design, 3E, PHI – 2006
6. Michael J.A. Berry, Gordon S.Linoff, Data Mining Techniques, 2/e, Wiley -India, 2005.

MBA III-SEM
16CS0321

DECISION SUPPORT SYSTEM
(Systems Elective)

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0204- MIS & ERP

Course Aim: It enables the student understand how to build and implement Decision Support system.

Learning Outcome: The student understands Decision Support System benefits, types, building and implementation, DSS Software tools, Group Decision Supportive System, and Data Warehousing.

UNIT-I:

Introduction to Decision Support System (DSS)- How DSS evolved- DSS Benefits-Systems, Information Quality and Models-Dataflow diagram Information quality- Types of DSS- DSS hierarchy- Generalizing DSS categories. Cases.

UNIT-II:

Building and implementing DSS- DSS on the center corporate systems- Internet and client/ Server computing in DSS- DSS on stand alone system-Choosing a DSS Gardware environment. Cases.

UNIT-III:

DSS software tools- Standard Package-specialized tools and Generators-Programming language for DSS- Building DSS- DSS development process-Project development participants-Overcoming Resistance of Change- Models in DSS. Cases.

UNIT-IV:

Group Decision Support System- Why group DSS? –Group Vs Individual activities-Media richness and Task Types-Types of Group DSS-Group DSS in use today- Group ware products. Cases.

UNIT-V:

Data Warehousing- What is DW-DW concepts- The DW database-Database structure-Getting the data into the data warehouse- Metadata. Cases.

SUGGESTED TEXT BOOKS:

1. Efreem G.Mallach” Decision Support and Data Warehouse Systems” TMH,2012
2. Efraim Turban “Decision Support and Busines Intelligence Systms” Pearson , 2012. Dhiraj

REFERENCES:

1. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012. Jawadekar, MIS Text and Cases, TMH, 2012.
2. Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA IV-SEM

**E-BUSINESS
(Systems Elective)**

**L T/P/D C
3 --- 3**

16CS0415

Pre-requisite: 16MB0204- MIS & ERP

Course Aim: It enables the student understand the concepts of Electronic Business.

Learning Outcome: The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E- Business.

UNIT-I:

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

UNIT-II:

E-Business Models- E-Business Structure- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models.
Case: B2C model at Aradhana Tours. (Ref 1 Kulkarni)

UNIT-III:

Creating E-Business plans- software programs to create a business- Phases /Aspects of E-Business- e-Marketing and sales Strategies-website and portal management.
Case” FLOP (ref 1 :Kulkarni)

UNIT-IV:

E-Business Applications- Characterstics o E-Business applications-Project palming approach for E-Business applications- Application Integration- application in various domains.
Case Nokia (Ref 1 Kulkarni)

UNIT-V:

Securing your e-business- risk Management- business continuity planning-Network and web site security-web sire Defacement-Security audit and Pentration Testing.
Case: Asmi Agencies-e-market (Ref 1 Kulkarni)

SUGGESTED TEXT BOOKS:

1. Kulkarni et al. “E-Business” Oxford, 2012.

2. Dave chaffey, e-business & e- commerce management- strategy, implementation and practice, 5th edition, pearson, 2015.

REFERENCES:

1. Napier et al “ Creating A Winning E-Business” Cengage, 2012.
2. Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2015.
3. Elias M Awad, Electronic Commerce, PHI,2012
4. Jawadekar, MIS Text and Cases, TMH, 2012.

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

**MBA IV-SEM
16CS0416**

KNOWLEDGE MANAGEMENT
(Systems Elective)

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0204- MIS & ERP

Course Aim: To know how to design and maintain knowledge management system.

Learning Outcome: Knowledge of components in KMS and how to use in business environment for effective decision making

UNIT-I:

Introduction- Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

UNIT-II:

Knowledge management models- Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I-space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

UNIT-III:

KM tools strategy and metrics- Knowledge acquisition and creation tools, Sharing and Dissemination tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.

UNIT-IV:

KM in organisation-Organisational culture, Organisational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organisational levels, Knowledge reuse, Knowledge repositories.

UNIT-V:

Knowledge leadership-Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, Balancing knowledge and business management systems, Constructing knowledge infrastructure.

SUGGESTED TEXT BOOKS:

1. Stuart Barnes, Knowledge Management Systems – Theory and Practice, Cengage Learning, 2002.
2. Steven Cavaleri and Sharon Seivert with Lee W. Lee, Knowledge Leadership –

REFERENCES:

1. The Art and Science of Knowledge based organisation, Butterworth – Heinemann, 2008
2. Shelda Debowski, Knowledge Management, Wiley India, 2007.
3. Kimiz Dalkir, Knowledge Management in Theory and Practice, Butterworth –Heinemann 2011

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

MBA IV-SEM

16CS0417

INFORMATION SYSTEM CONTROL AND AUDIT

(Systems Elective)

L	T/P/D	C
3	---	3

Pre-requisite: 16MB0204- MIS & ERP

Course Aim: It enables the student understand the concepts of Information System and Control.

Learning Outcome: The student understands the audit standards, Audit Process, Computer assistance Audit tools, Managing Audit tools and Strategy and Standards for Auditing.

UNIT-I:

Audit and review the role of Information Technology-Audit standards-Importance of audit standard independence- AICPA pronouncement- The need for IT audit function- role of the IT auditor-Legal implications. Cases.

UNIT-II:

Audit process in a information Technology Environment-Risk Assessment-Audit budget-Objectives and context-preliminary review-Field-work and implementation audit Methodology-Documenting results. Cases.

UNIT-III:

Computer Assistance Audit tools- Auditor productivity tools-Flowcharting Techniques-Flowcharting an Analytical tool- Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic. Cases.

UNIT-IV:

Managing IT audits- Establish a career development and planning-Evaluating IT audit quality-criteria for IT audit quality-IT auditing in new millennium-code of ethics and professional standards-Private industry-Management consultancy. Cases.

UNIT-V:

Strategy and standards for Auditing- Strategic planning- communication- demand management- Architecture and standards- Business architecture- application and information architecture- Architecture functions. Cases.

SUGGESTED TEXT BOOKS:

1. Sandra Senft & Fredrick “Information Technology Control and Audit “ CRC Press, 2012.
2. D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and chelists from the banking industry, TMH, 2008.

REFERENCES:

1. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012. Jawadekar, MIS Text and Cases, TMH, 2012.
2. Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.
3. Subash Chandra Das-Management Control Systems : Principles and Practices-PHI,2014