

Academic Regulations, Program structure and Detailed syllabus

**FOR CBCS BASED MBA – TWO YEAR PROGRAM
(Applicable for the batches admitted from AY 2018-19)**



**GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY (Autonomous)
Cheeryal (V), Keesara (M), Medchal Dist., Pin Code: 501 301**

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY
DEPARTMENT OF MANAGEMENT STUDIES

TABLE OF CONTENTS:

S. No.	Contents	Page
1	Academic Regulations	1-17
2	Institution's Vision and Mission	18
3	Department Vision and Mission	19
3	Program Educational Objectives	20
4	Program outcomes	21
5	Program specific outcomes	22
6	Program Structure	23-26
7	Detailed Syllabus	27-140

GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY

(Autonomous)

Approved by AICTE, -New Delhi.

NAAC 'A' Graded

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

DEPARTMENT OF MANAGEMENT STUDIES

Academic Regulations of MBA (Regular/ Full time) Program

Under Choice Based Credit System (CBCS) 2018-19 (AR18)

(Effective for the students admitted into I year from the academic year 2018-19 and onwards)

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

2.0 Eligibility for Admissions

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

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

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

3.0 MBA program structure

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

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

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

3.3.1 Semester scheme

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

3.3.2 Credit courses

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

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

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

3.3.3. Course classification

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

S.No.	Broad Course Classification	Course Group/ Category	Course Description
1	Core Courses (CoC)	CC- Core Courses	Includes courses related to the parent discipline/ department
		Project Work	MBA Project or PG Project or Major Project
		Seminar / Pre Submission of Project Work /Summer Internship	Seminar/Colloquium based on core contents related to parent discipline/department
		Comprehensive Viva-Voce	Viva-voce covering all the PG courses studied during the course work and related aspects
2	Elective Courses (EtE)	PE - Professional Electives	Includes elective courses related to the parent discipline/department
		OE - Open Electives	Elective courses which include inter-disciplinary courses or courses in an area outside the parent discipline/department
Total number of Credits			

4.0 Course Registration

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

5.0 Attendance requirements

The programs are offered on the basis of a unit system with each course being considered a unit.

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

6.0 Academic Requirements

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

- 6.1 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course, if he secures not less than 40% of marks (28 out of 70 marks) in the Semester End Examination, and a minimum of 50% of marks in the sum total of CIE and SEE taken together; in terms of Letter Grades, this implies securing 'B' Grade or above in a course.
- 6.2 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each course, if he secures not less than 50% of the total marks. The student is deemed to have failed, if he (i) does not attend the comprehensive viva-voce as per the schedule given or (ii) does not submit a report on summer internship, or does not make a presentation of the same before the evaluation committee as per the schedule, in such a case, the student shall re-appear for the same during the supplementary examination as and when scheduled, subject to item 3.2.
- 6.3 A student shall register for all courses for a total of 104 credits as specified and listed in the Programme structure, satisfies attendance and academic requirements for securing 104 credits, obtaining a minimum of 'B' Grade or above in each course, securing Semester Grade Point Average (SGPA) ≥ 6.0 (in each semester) and final Cumulative Grade Point Average (CGPA) (i.e., CGPA at the end of MBA program) ≥ 6.0 , to complete the MBA program successfully.
- Note: (1) The SGPA shall be computed and printed on the memorandum of grades only if the student passes all the courses offered and gets a minimum B grade in all the courses.**
- (2) CGPA is calculated only when the student passes all the courses offered in all the semesters.**
- 6.4 Letter Grades, as specified in section 9.0, obtained in all those courses covering the above specified 104 credits alone shall be considered for the calculation of final CGPA, which shall be indicated in the Grade Card of second year second semester.
- 6.5 If a student registers for extra course(s) other than the listed courses totalling to 104 credits as specified in the program structure, the performance in extra course(s) (although evaluated and graded using the same procedure as that for the required 104 credits) shall not be taken into account while calculating the SGPA and CGPA.
- For such extra course(s) registered, Letter Grade alone shall be indicated in the Grade Card, as a performance measure, subject to completion of the attendance and academic requirements as stated in sections 5 and 6.1 through 6.3.

- 6.6 When a student is detained due to shortage of attendance in any course(s) in any semester, no Grade allotment shall be made for such course(s). However, he is eligible for re-registration of such course(s) in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which he is re-registered, by paying the prescribed fees per course. In all these re-registration cases, the student shall have to secure a fresh set of internal marks and Semester End Examination marks for performance evaluation in such course(s), and SGPA / CGPA calculations.
- 6.7 A student eligible to appear for the Semester End Examination in any course, but absent from it or failed (failing to secure 'B' Grade or above), may reappear for that course at the supplementary examination as and when conducted. In such cases, his Internal Marks assessed earlier for that course shall be carried over, and added to the marks secured in the supplementary examination, for the purpose of evaluating his performance in that course.
- 6.8 A Student who fails to earn 104 credits as per the specified program structure, and as indicated above, within four academic years from the date of commencement of his first year first semester, shall forfeit his seat in MBA program and his admission shall stand cancelled.

7.0 Evaluation- Distribution and Weightage of Marks

The performance of a student in each semester shall be evaluated course-wise (irrespective of credits assigned) for a maximum of 100 marks. The MBA project work shall also be evaluated for 100 marks.

- 7.1 For theory courses, 70 marks shall be awarded for the performance in the SEE and 30 marks shall be awarded for CIE which consists of two mid-term examinations (for 25 marks) and assignments (for 5 marks). First Mid-Term examinations shall be conducted in the middle of the Semester and second Mid-Term examinations immediately after the last week of instruction. The CIE shall be the average of the marks secured in the two Mid-Term Examinations conducted including assignment marks secured.

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

- Part – A (for 10 marks): Part A consists of five questions, two from each unit or part thereof of the prescribed syllabus of the course. Each question carries 2 marks. All questions are compulsory.
- Part – B (for 15 marks): Part B consists of five questions, two from each unit or part thereof of the prescribed syllabus of the course. Each question carries five (5) marks and may contain sub-questions and the student should answer any three questions.

The first mid-term examination shall be conducted for the first 50% of the syllabus, and the second mid-term examination shall be conducted for the remaining 50% of the syllabus.

The first set of assignments shall be submitted before the conduct of the first mid-term examinations, and the second set of assignments shall be submitted before the conduct of the second mid-term examinations. The assignments shall be as specified by the course instructor concerned.

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

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

7.2 For practical / laboratory courses, 70 marks shall be awarded for performance in the Semester End Examinations and 30 marks shall be awarded for day-to-day performance as Internal Marks. Out of the 30 marks for CIE, day-to-day work in the laboratory / practical shall be evaluated for 15 marks; and for the remaining 15 marks - two internal practical tests (each of 15 marks) shall be conducted by the concerned laboratory instructor, one at the end of 8 weeks and the other in the last week of the semester. The average of these two tests is taken into account. The SEE for practicals shall be conducted at the end of the semester by two examiners, namely, an external examiner and laboratory faculty as internal examiner. The external examiner shall be appointed by the Chief Superintendent of Examinations of the college as per the recommendation of the Chairperson, Board of Studies of the department concerned. The panel of the external examiners shall be provided by the Chairperson, BoS at the commencement of the semester during the meeting of the BoS

Absence in laboratory/practical internal examinations:

- If any student is absent in one laboratory internal examination for any laboratory course for any valid reasons certified by the Head of the Department concerned, one test shall be conducted for 15 marks covering all experiments of that laboratory course, by the college at the end of the semester.

- If any student is absent in both the laboratory internal examinations for any valid reasons certified by the Head of the Department concerned, only one test shall be conducted covering all experiments and the marks secured out of 15 marks shall be divided by two, which shall be awarded against the said lab internal examinations.

In laboratory/ Practical courses, for conducting SEE, one internal examiner and one external examiner shall be appointed by the Chief Superintendent of Examinations of the college as per the recommendation of the Chairperson, Board of Studies of the department concerned. The panel of the external examiners shall be provided by the Chairperson, BoS.

- 7.3 There shall be summer internship after first year second semester end examination and before second year first semester commencement. Summer internship report shall be submitted to the department after approval by the concerned supervisor and the Head of the Department (HoD). Summer internship report is evaluated for 100 marks. The report has to be evaluated by the HoD, supervisor, and a senior faculty of the department. A student has to secure a minimum of 50% marks to be declared successful in the course. If he fails to obtain the minimum marks, he has to re-appear for the examinations as per section 6.2, subject to section 3.2.
- 7.4 There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the student's understanding of various courses he has studied during the MBA program. The Head of the Department shall arrange for conduct of Comprehensive Viva-Voce by a Committee, which shall consist of Head of the Department, one external examiner and one senior faculty member of the department. The external examiner shall be appointed by Chief Superintendent of Examinations. The external examiner shall be selected from outside the college. There shall be no internal marks for Comprehensive Viva-Voce. There is only SEE for Comprehensive Viva-Voce and it is evaluated for a maximum of 100 marks. A student has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to re-appear for comprehensive viva-voce, as per section 6.2 subject to section 3.2.
- 7.5 Every student shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee (PRC).
- 7.6 A PRC shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Department offering the MBA program.

7.7 Registration of Project work: A student is permitted to register for the project work after satisfying the attendance requirement in all the courses both theory and practical up to second year first semester.

7.8 After satisfying section 7.7, a student shall present Pre- submission of project work carried out during second year second semester. The word 'Pre-submission of Project seminar' implies submission of a report on the topic selected, the work carried out and presentation and/ or discussion on the same. For Pre-submission of Project work, a student, in consultation with his project supervisor, shall present the title of the project, objective(s) and plan of action of his project work to the PRC for approval within two weeks from the commencement of second year second semester. Only after obtaining the approval of the PRC, the student shall initiate the project work.

Towards this, a student shall collect the literature on the relevant fields of the topic and critically review the literature, carry out the project work and submit it to the department in the form of a report and shall make an oral presentation before the Project Review Committee For this course, there shall be only continuous internal evaluation for 100 marks. Evaluation shall be done by the PRC for 50 marks and the supervisor shall evaluate the work for the remaining 50 marks. A student shall secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he shall re-appear for the same, as per section 6.2 and subject to section 3.2.

There is no SEE for Pre-submission of project seminar.

7.9 If a student wishes to change his supervisor or topic of the project, he can do so with the approval of PRC. However, the PRC shall examine whether or not the change of topic/ supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for project work starts from the date of change of supervisor or topic as the case may be.

7.10 The work to be carried out on the project shall be initiated at the beginning of second year second semester and the duration of the project is one semester. A student is permitted to submit project thesis only after satisfying all attendance and academic requirements of all courses (except Project) with the approval of PRC not earlier than 20 weeks from the commencement of second year second semester and after the declaration of results. For the approval of PRC, the student shall submit the draft copy of project thesis to the PRC and make an oral presentation before PRC.

- 7.11 After approval from the PRC, a soft copy of the thesis should be submitted for Anti- Plagiarism check. On receipt of Anti-Plagiarism status report endorsed by the COE, final project thesis including a copy of the Anti-plagiarism status report should be submitted to the department. The thesis will be accepted for submission, if the similarity index is less than 30%. If similarity index is more than the required percentage, the student is advised to revise the thesis and resubmit the softcopy of the thesis after one month. The maximum number of resubmissions of thesis after plagiarism check is limited to two. The student has to register for the project work and work for one semester. After three attempts the admission is liable to be cancelled.
- 7.12 Three copies of the project thesis certified by the supervisor shall be submitted to the college after submission of a research paper related to the project work in a UGC approved journal. A copy of the submitted research paper shall be attached to the project thesis.
- 7.13 The project thesis shall be adjudicated by an external examiner appointed by Chief Superintendent of Examinations. The Chief Superintendent of Examinations shall select one of the three examiners suggested by the supervisor and forwarded by Chairperson, BoS.
- 7.14 If the report of PRC is unsatisfactory, the student shall revise and resubmit the thesis. If the report of PRC is unsatisfactory again, the thesis shall be rejected. Subsequent actions for such thesis may be considered, only on the specific recommendations of the PRC. No further correspondence in this matter shall be entertained, if there is no specific recommendation for resubmission.
- 7.15 If the report of the PRC is satisfactory, the Head of the Department shall coordinate and make arrangements for the conduct of Project Viva - Voce examination. The Project Viva-Voce examination shall be evaluated for 100 marks, of which 30 marks is CIE and 70 marks SEE. The Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The candidate shall secure a minimum of 50% of marks in Project Viva-Voce examination, securing atleast 40% of the 70 marks in SEE.
- 7.16 If he fails to fulfill the requirements as specified in section 7.15, he has to reappear for the project viva voce examination only after three months. If he fails to fulfill the requirements in the reappeared examination also, he will not be eligible for the award of the degree- unless he is asked to revises and re-submit his project work by the board within a specified time period (within four years from the date of commencement of his first year first semester).

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

8.0 Re-admission/ Re-registration

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

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

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

9.0 Examinations and Assessment - The Grading System

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

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

% of Marks Secured in a Course (Class Intervals)	Letter Grade (UGC)	Grade Points
90% and above ($\geq 90\%$, $\leq 100\%$)	O (Outstanding)	10
Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$)	A+ (Excellent)	9
Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$)	A (Very Good)	8

Below 70% but not less than 60% ($\geq 60\%$, $< 70\%$)	B+ (Good)	7
Below 60% but not less than 50% ($\geq 50\%$, $< 60\%$)	B (above Average)	6
Below 50% ($< 50\%$)	F (FAIL)	0
Absent	Ab	0

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

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

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

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

where ‘i’ is the Course indicator index (taking into account all Courses in a Semester), ‘N’ is the no. of Courses ‘REGISTERED’ for the Semester (as specifically required and listed under the Course Structure of the parent Department), C_i is the no. of Credits allotted to the ith course, and G_i represents the Grade Points (GP) corresponding to the Letter Grade awarded for that ith Course.

- 9.10 The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over ALL Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered Courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is

rounded off to TWO Decimal Places. CGPA is thus computed from the I Year Second Semester onwards, at the end of each Semester, as per the formula

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

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

Illustration of calculation of SGPA

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

$$\text{SGPA} = 180/24 = 7.5$$

Illustration of calculation of CGPA

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

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

10.0 Award of Degree and Class

- 10.1 If a student who registers for all the specified courses as listed in the course structure, satisfies all the course requirements and passes the examinations prescribed in the entire PG program and secures the required number of 104 credits (with $\text{CGPA} \geq 6.0$) shall be declared to have “QUALIFIED” for the award of the degree that he was admitted into.
- 10.2 Award of Class: After a student has earned the requirements prescribed for the completion of the program and is eligible for the award of degree, he shall be placed in one of the following three classes based on the CGPA.

Class Awarded	CGPA
First Class with Distinction	≥ 7.75
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

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

11.0 Withholding of Results

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

12.0 Transitory Regulations

- 12.1 A student who has been detained in any semester of AR16 Regulations due to lack of attendance, shall be permitted to join the same semester of AR18 Regulations and the student is required to complete the study of MBA programme within the stipulated period of four academic years from the date of first admission in I Year I semester. The AR18 Academic Regulations under which a student has been readmitted shall be applicable to that student from that semester.
- 12.2 Candidate detained due to shortage of attendance in one or more courses is eligible for re-registration of maximum of two earlier or equivalent courses at a time as and when offered.
- 12.3 The candidate who fails in any course under AR16 regulations shall be given two chances to pass the same course in the same regulations; otherwise, he has to identify an equivalent course and fulfill the academic requirements of that course as per AR 18 Academic Regulations.
- 12.4 For student readmitted to AR 18 Regulations, the maximum credits that a student acquires for the award of the degree, shall be the sum of the total number of credits secured in AR16 regulations of his/her study including AR18 Regulations. In this case, the student may not secure 104 credits.
- 12.5 If a student readmitted to AR18 Regulations, has any course with 80% of syllabus common with his/her previous regulations, that particular course in AR 18 regulation will be substituted for another course by GCET.
- 12.6 If a student taking readmission as per the provisions of section 12.1 had not studied in his previous semesters, any course(s) which is/are prescribed for study under AR18 Regulations (in any of the semester(s) preceding the semester of re-admission), he shall pass all such courses to

meet the academic requirement of AR 18 Regulations. One or more of these courses may be offered as substitute course(s), as per section 12.3.

- 12.7 Other courses not offered as substitute courses shall constitute Additional Course(s), which the student must pass to meet the academic requirements for the award of the degree. The college may conduct remedial classes and internal examinations for the benefit of the student.

13.0 General

- 13.1 Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 13.2 Credit Point: It is the product of grade point and number of credits for a course.
- 13.3 Wherever the words “he”, “him”, “his”, occur in the regulations, they shall include “she”, “her”, “hers”.
- 13.4 The academic regulation should be read as a whole for the purpose of any interpretation.
- 13.5 In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal is final.
- 13.6 GCET may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the college.

PUNISHMENT FOR MALPRACTICES

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

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

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

**GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY
(AUTONOMOUS)
Cheeryal (V), Keesara (M), Medchal dist-501 301, Telangana State**

Vision and Mission

Vision:

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

Mission:

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

**GEETHANJALI COLLEGE OF ENGINEERING AND TECHNOLOGY
(AUTONOMOUS)
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Department Vision and Mission

Vision

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

Mission

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

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

Cheeryal (V), Keesara (M), Medchal dist-501 301, Telangana State

MBA PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

Program Educational Objectives (PEOs)
PEO1: To prepare students to lead a successful career in industry or pursue higher studies or become an entrepreneur.
PEO2: To train students so as to enable them to offer commercially feasible and socially acceptable managerial solutions to technical/non technical problems.
PEO3: To develop the capability to demonstrate strong leadership skills, effective communication skills, professional etiquette and a desire to be a lifelong learner.

MBA PROGRAM OUTCOMES (POs)

Program Outcomes (POs)
PO1: Demonstrate managerial competence, comprehensive knowledge and understanding the methodologies and technologies of functional areas of business applications.
PO2: 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: Identify investigate, 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 application 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: Analyze 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: 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: Communicate effectively in both oral and written contexts in the form of research papers, project reports, design documents and seminar presentations.
PO9: 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.

MBA PROGRAM SPECIFIC OUTCOMES (PSOs)

Program Specific Outcomes (PSOs)	
PSO1:	Apply various concepts and strategies of business management
PSO2:	Comprehend and analyze the importance of functional and inter functional areas
PSO3:	Recognize opportunities available and face the challenges in the national and global business environment and adapt accordingly.
PSO4:	Carry out research in the field of management.
PSO5:	Demonstrate team management skills and to become a competent leaders.
PSO6:	Function as Ethical, conscious and socially responsible managers, capable of contributing to the development of the nation.

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MBA PROGRAMME STRUCTURE
(2018-19)

I Year-I semester

Course Code	Category	Course Title	CIE Marks	SEE marks	Total number of periods per week			Credits
					L	T	P	
18MB0101	Core Course I	Management and Organizational Behavior	30	70	3	1	-	4
18MB0102	Core Course II	Business law and Environment	30	70	3	1	-	4
18MB0103	Core Course III	Managerial Economics	30	70	3	1	-	4
18MB0104	Core Course IV	Financial Accounting and Analysis	30	70	3	1	-	4
18MA0105	Core Course V	Statistics for Managers	30	70	3	1	-	4
18MB0106	Core course VI	Indian ethos and Management ethics	30	70	3	1	-	4
18EN01L1	Lab	Business Communication – Lab	30	70	-	-	4	2
Total			210	490	18	6	4	26

I Year-II semester

Course Code	Category	Course Title	CIE Marks	SEE marks	Total number of periods per week			Credits
					L	T	P	
18MB0201	Core Course I	Human Resource Management	30	70	3	1	-	4
18MB0202	Core Course II	Marketing Management	30	70	3	1	-	4
18MB0203	Core Course III	Financial Management	30	70	3	1	-	4
18MB0204	Core Course IV	MIS& ERP	30	70	3	1	-	4
18MA0205	Core Course V	Quantitative Analysis For Business Decisions	30	70	3	1	-	4
18MB0206	Core Course VI	Entrepreneurship	30	70	3	1	-	4
18MB02L1	Lab	Business Data analytics Lab	30	70	-	-	4	2
Total			210	490	18	6	4	26

Total number of credits for first year = 52

II Year-I semester

Course Code	Category	Course Title	CIE Marks	SEE marks	Total number of periods per week			Credits
					L	T	P	
18MB0301	Core Course I	Research Methodology and Statistical Analysis	30	70	3	1	-	4
18MB0302	Core course II	Operations Management	30	70	3	1	-	4
18MB0303	Open Elective I	Tourism Management	30	70	3	1	-	4
18MB0304		Fundamentals of Corporate social responsibility						
18MB0305		E- Business						
18MB0306		Intellectual Property Rights						
18MB0307	Core Elective I	Consumer behavior	30	70	3	1	-	4
18MB0310		Risk management						
18MB0313		Performance management						
18MB0316		Materials management						
18MB0319		Start up Management						
18MB0308	Core Elective II	Advertising and Sales Management	30	70	3	1	-	4
18MB0311		Security analysis and Portfolio management						
18MB0314		Learning and Development						
18MB0317		Total quality management						
18MB0320		MSME Management						
18MB0309	Core - Elective III	Digital Marketing	30	70	3	1	-	4
18MB0312		Financial institutions, Markets & Services						
18MB0315		Employee Relations						
18MB0318		Technology management						
18MB0321		Family Business Management						
18MB03S1	Seminar	* Summer Internship – Seminar	100	-	-	-	-	2
		Total	280	420	18	6	-	26

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

II Year-II semester

Course Code	Category	Course Title	CIE Marks	SEE marks	Total number of periods per week			Credits (C)
					L	T	P	
18MB0401	Core Course I	Strategic Management	30	70	3	1	-	4
18MB0402	Open elective II	Disaster Management	30	70	3	1	-	4
18MB0403		Cross Culture Management						
18MB0404		Management of NGOs						
18MB0405		Supply Chain Management						
18MB0406	Core Elective IV	Retailing management	30	70	3	1	-	4
18MB0409		Strategic investment and financial decisions						
18MB0412		Talent and Knowledge Management						
18MB0415		Business Process Reengineering						
18MB0418		Entrepreneurial Finance						
18MB0407	Core Elective V	Service Marketing	30	70	3	1	-	4
18MB0410		International financial management						
18MB0413		International Human Resource Management						
18MB0416		Sourcing and Procurement						
18MB0419		Entrepreneurial Marketing						
18MB0408	Core Elective VI	International marketing	30	70	3	1	-	4
18MB0411		Financial derivatives						
18MB0414		Leadership and Change Management						
18MB0417		Project Management						
18MB0420		Creativity Innovation and Entrepreneurship						
18MB04S1	Seminar	Pre Submission Of Project – Seminar	100		-	-	2	1
18MB04CV	-	Comprehensive Viva	-	100	-	1	-	1
18MB0421	-	Project	30	70	-	-	-	4
		Total	280	520	15	6	2	26

Total number of credits in the second year = 52

LIST OF ELECTIVE SUBJECTS

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

Course Code	MARKETING	Credits
18MB0307	CONSUMER BEHAVIOUR	4
18MB0308	ADVERTISING AND SALES MANAGEMENT	4
18MB0309	DIGITAL MARKETING	4
18MB0406	RETAILING MANAGEMENT	4
18MB0407	SERVICES MARKETING	4
18MB0408	INTERNATIONAL MARKETING	4
	FINANCE	
18MB0310	RISK MANAGEMENT	4
18MB0311	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4
18MB0312	FINANCIAL INSTITUTIONS, MARKETS & SERVICES	4
18MB0409	STRATEGIC INVESTMENT AND FINANCING DECISIONS	4
18MB0410	INTERNATIONAL FINANCIAL MANAGEMENT	4
18MB0411	FINANCIAL DERIVATIVES	4
	HUMAN RESOURCES	
18MB0313	PERFORMANCE MANAGEMENT	4
18MB0314	LEARNING AND DEVELOPMENT	4
18MB0315	EMPLOYEE RELATIONS	4
18MB0412	TALENT AND KNOWLEDGE MANAGEMENT	4
18MB0413	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	4
18MB0414	LEADERSHIP & CHANGE MANAGEMENT	4
	PRODUCTION	
18MB0316	MATERIALS MANAGEMENT	4
18MB0317	TOTAL QUALITY MANAGEMENT	4
18MB0318	TECHNOLOGY MANAGEMENT	4
18MB0415	BUSINESS PROCESS REENGINEERING	4
18MB0416	SOURCING AND PROCUREMENT	4
18MB0417	PROJECT MANAGEMENT	4
	ENTREPRENEURSHIP	
18MB0319	STARTUP MANAGEMENT	4
18MB0320	MSME MANAGEMENT (Micro, Small & Medium Enterprises)	4
18MB0321	FAMILY BUSINESS MANAGEMENT	4
18MB0418	ENTREPRENEURIAL FINANCE	4
18MB0419	ENTREPRENEURIAL MARKETING	4
18MB0420	CREATIVITY INNOVATION AND ENTREPRENEURSHIP	4

**Geethanjali College of Engineering And Technology (Autonomous)
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18MB0101 - Management Organisational Behaviour

MBA I Year I Sem

Prerequisite(s): None

L	T	P/D	C
3	1	-	4

Course objectives: Develop ability to

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

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

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

UNIT– I: Introduction to Management:

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

UNIT– II: Planning and Decision Making:

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

UNIT– III: Organizing and Controlling:

Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary organizational design and its challenges.

Controlling: The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

UNIT–IV: Organizational Behavior:

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

UNIT–V: Leadership and Motivation:

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

**Geethanjali College of Engineering And Technology (Autonomous)
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18MB0102 - Business Law and Environment

MBA I Year I Sem

Prerequisite(s): None

L	T	P/D	C
3	1	-	4

Course Objective: Develop ability to

1. Understand Legal Framework for doing business in India.
2. Understand regulatory importance in conducting Domestic Business.

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

- CO1. Understand Business Laws related to incorporating a company
- CO2. Understand Law of contract
- CO3. Know Negotiable instruments
- CO4. Know Industrial policy growth in Indian Industry
- CO5. Understand relevant fiscal and Monetary policy framework in India .

UNIT – I: Companies Act, 2013

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

UNIT – II: Law of Contract

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

UNIT – III: Negotiable Instruments Act – 1881

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

UNIT IV: Introduction to Business Environment

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

UNIT V: Fiscal Policy & Monetary Policy

Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India – Highlights of Budget.

Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, recent trends- Role of Finance Commission.

TEXT BOOKS:

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

REFERENCE BOOKS:

1. Indian Economy, Dutt and Sundaram , S. Chand, New Delhi, 2007.
2. Essentials of Business Environment, K.Aswathappa, 9/e Himalaya, 2007
3. Legal Aspects of Business, Ravinder Kumar, 4e,Cengage Learning, 2016.

**Geethanjali College of Engineering And Technology (Autonomous)
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18MB0103- Managerial Economics

MBA I Year I Sem

Prerequisite(s): None

L	T	P/D	C
3	1	-	4

Course objectives: Develop ability to

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

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

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

UNIT-I: Introduction to Managerial Economics:

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

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. **Relevant case studies should be discussed**

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. **Relevant case studies should be discussed**

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. **Relevant case studies should be discussed**

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. **Relevant case studies should be discussed**

TEXT BOOKS:

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

REFERENCES BOOKS:

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

**Geethanjali College of Engineering And Technology (Autonomous)
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18MB0104-Financial Accounting and Analysis

MBA I Year I Sem

Prerequisite(s): None

L	T	P/D	C
3	1	-	4

Course objectives: Develop ability to

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

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

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

UNIT- I: Introduction to Accounting:

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

UNIT- II: The Accounting Process:

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

UNIT- IV: Financial Analysis-I:

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

UNIT- V: Financial Analysis-II:

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

TEXTBOOKS:

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

REFERENCES BOOKS:

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

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18MA0105-Statistics for Managers

MBA I Year –I Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course objectives; Develop ability to

1. Understand the basic statistical tools for analysis
2. Analyze about interpretation of qualitative and quantitative data

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

- CO1. Conceptual overview of Statistics
- CO2. Analyze various simple and advanced statistical tools
- CO3. Acquire knowledge interpret data through statistical tools
- CO4. Understand the analysis of variance
- CO5. Acquire knowledge on basics of time series analysis

UNIT– I: Introduction to Statistics:

Functions of Statistics and Managerial Applications of Statistics, Relationship with other subjects. Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean.

UNIT– II: Measures of Dispersion:

Range, Quartile deviation, Mean Deviation, Standard deviation and coefficient of variation. Skewness : Karl Pearson’s co-efficient of skewness, Bowley’s co-efficient of skewness, Kelleys co-efficient of skewness, Kurtosis.

UNIT – III: Tabulation and Small Sample Tests:

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

b) Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test.

UNIT – IV: Variance and Correlation Analysis:

a) Analysis of Variance -One Way and Two Way ANOVA (with and without Interaction). Chi-square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

b) Correlation Analysis-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, Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients.

UNIT – V: 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.

TEXTBOOKS:

1. Fundamentals of Statistics, 6e, Gupta S.C., Himalaya Publishing House, 2015.
2. Statistics for Management, Levin R.I., Rubin S. David, 7e Pearson, 2015.

REFERENCE BOOKS:

1. Statistics for Business Economics, Anderson, Sweeney, Williams, Camm, Cochran, Cengage 12e, 2014.
2. Business Statistics, Beri, 1e, Tata McGraw Hill, 2015.
3. Business Statistics, P.C. Tulsian, Bharat Jhunjnuwala, S. Chand, 2016.

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18MB0106-Indian Ethos and Management Ethics

MBA I year – I Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course objectives: Develop ability to

1. Create a mindset of value system among the students who are future managers
2. Exposed to ethical problems and issues in various situations

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

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

UNIT I: Indian ethos:

a) Indian Ethos- Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices

b) Management Lessons from Scriptures- Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management.

UNIT II: Work Ethos and Values:

a) Work Ethos- Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos

b) Values: Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society.

Values for Managers, Trans-Cultural Human Values in Management and Management Education, Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture.

UNIT III: Stress Management-

a) Stress Management: Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress.

b) Stress Management Techniques: Meditation : Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brain Storming, Brain Stilling, Yoga: Meaning, Significance

c) Leadership: Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta

d) Motivation: Meaning, Indian Approach to Motivation, Techniques.

UNIT-IV: Ethics-Business Ethics and Corporate Ethics

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

UNIT V: Ethics aspects- Ethical Aspects in Organisation:

Ethical Aspects in Organisation – I Marketing ethics and Consumer ethics – Ethical issues in Advertising, Criticisms in Marketing ethics, Ethics in HRM: Selection, Training and Development – Ethics at work place – Ethics in Performance Appraisal.

Ethical Aspects in Organisation – II: Ethics in Finance: Insider trading - Ethical investment - Combating Frauds. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber crime.

TEXT BOOK:

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

REFERENCE BOOKS:

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

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18EN01L1- Business Communication–(Lab)

MBA I Year- I Sem

Prerequisite(s): None

L	T	P/D	C
-	-	4	2

Course Objective: Develop ability to

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

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

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

UNIT - I: Introduction:

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

UNIT-II: Developing Business Writing Skills:

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

UNIT - III: Business Reports and Proposals:

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

UNIT - IV: Oral and Employment Communication:

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

UNIT – V: Contemporary Aspects in Communication:

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

TEXTBOOKS:

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

REFERENCE BOOKS:

1. Essentials of Business Communication, Rajendra Pal, J S Korlahahi, Sultan Chand & Sons, New Delhi, 2013.
2. Business and Managerial Communication, Sailesh Sen Gupta, PHI, 2011.

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18MB0201-Human Resource Management

MBA I Year- II Sem

Prerequisite(s): None

L	T	P/D	C
3	1	-	4

Course Objective: Develop ability to

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

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

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

UNIT-I: Introduction of HRM:

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

UNIT – II: Recruitment and Selection:

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

UNIT - III: Training and Developing and Performance Management:

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

UNIT - IV: Compensation and Employee welfare:

Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance based pay -Benefits – Insurance – Retirement Benefits – Employee Welfare facilities. Salient features of Workmen Compensation Act & Minimum Wages Act.

UNIT - V: Employee Relations:

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0202-Marketing Management

MBA I Year- II Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course objectives: Develop ability to

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

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

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

UNIT – I: Introduction to Marketing and Market Research:

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

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

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

UNIT – III: Designing a Customer Driven Strategy:

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

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

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

UNIT–V: Pricing Decisions & Personal Communication:

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0203 - Financial Management

MBA I Year- II Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course objectives: Develop ability to

1. Give an overview of the problems facing by a financial manager in the commercial world.
2. Understand 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.
3. Understand the use of resources efficiently, effectively and economically.
4. Ensure the availability of timely, relevant and reliable financial and non-financial information. Provides support for decision making.

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

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

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.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0204-Management Information System

MBA I Year- II Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course Objective: Develop ability to

1. Provide about Information systems in organization for decision making
2. Understand the global perspective on cybercrime – Cybercrime era.

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

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

UNIT - I: Introduction:

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

UNIT - II: Business Applications of Information Systems:

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

UNIT- III: Management of IS:

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

UNIT-IV: Building of Information Systems:

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

UNIT - V: Introduction to Cyber Crime:

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

TEXT BOOKS:

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

REFERENCE BOOKS:

1. Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.
2. Management Information Systems, Kelkar, Prentice Hall India, 2012.
3. Management of systems, AK Gupta, Sharma Macmillan, 2012.

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

Code: 18MA0205 -Quantitative Analysis for Business Decisions

MBA I Year- II Sem

L	T	P/D	C
3	1	-	4

Prerequisite: 18MA0105- Statistics for Managers

Course Objectives:

1. To provide the basic tools of Operations Research in solving the management problems using mathematical approach for decision making.
2. To understand the applications of Operations Research.

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

- CO1. Understand the origin and applications of Operations Research.
- CO2. Apply linear programming method and transportation problem techniques in various situations which arise in business.
- CO3. Analyze various techniques in Assignment model
- CO4. Understand Decision Theory and Network Analysis..
- CO5. Apply various Queuing Theory and Game Theory techniques in real life situations which arise in business.

UNIT - I: Introduction to Operations Research :

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

UNIT - II: A) Linear Programming Method:

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

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

UNIT - III: Assignment Model:

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

UNIT- IV: Decision Theory:

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

UNIT - V: Queuing Theory:

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0206- Entrepreneurship

MBA I Year- II Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course Objective: Develop ability to

1. Understand the entrepreneurial process
2. Inspire them to be Entrepreneurs

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

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

UNIT- I: Understanding Entrepreneurial Mindset:

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

UNIT-II: The individual entrepreneurial mind-set and Personality:

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

UNIT-III: Launching Entrepreneurial Ventures:

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

UNIT- IV: Legal challenges of Entrepreneurship:

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

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB02L1-Business Data Analytics Lab

MBA I Year- II Sem

Prerequisite(s): None

L	T	P/D	C
-	-	4	2

Course Objective: Develop ability to

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

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

- CO1. Identify Data sources
- CO2. Get hands on experience in using EXCEL
- CO3. Understand Business Implications.
- CO4. The Experiments may be devised as per the following requirements
- CO5. Use statistical packages for data analysis

UNIT-I: MS-Word:

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

UNIT-II: MS Excel:

Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros –Sorting and querying data-Working with graphs and charts.

UNIT - III: Sample test for means:

T-test, Z-test, ANOVA, one way, two way.

UNIT - IV: Correlation:

Significance and application, Pearson & Spearman Correlation.

UNIT - V: Regression:

Simple linear regression, multiple regression.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0301- Research Methodology and Statistical Analysis

MBA II YR I-Sem

Prerequisite(s):

L	T	P/D	C
3	1	-	4

18MA0105 – STATISTICS FOR MANAGERS

18MA0205-QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Course objectives: Develop ability to

1. Acquire knowledge and understand the research process
2. Acquire knowledge about multivariate analysis

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

- CO1. Understand the basic research methods.
- CO2. Methods of data collection
- CO3. Understand the non parametric hypothesis testing.
- CO4. Estimate classification of multivariate analysis.
- CO5. Know the interpretation and report writing .

UNIT-I: INTRODUCTION TO RESEARCH:

Types of Research, Method Vs Methodology, Research Process, Research design, Types of design.

UNIT-II: SAMPLE DESIGN:

Census Vs Survey, characteristics of a good sample, sampling fundamentals, types of sample design, Measurement and scaling, Methods of data collection: Primary, Secondary. Tools for data collection: Questionnaire, Interview, Schedule. Tabulation, Graphical presentation of data.

UNIT-III: NON- PARAMETRIC TEST:

Processing of data through Non- Parametric Hypothesis Testing. Sign test, Mc Nemer, Wilcoxon Matched pair or Signed rank, Rank sum- Wilcoxon Mann Whitney or U test, Kruskal Wallis- H test, Runn test.

UNIT-IV: MULTIVARIATE ANALYSIS:

Classification of multivariate analysis, Factor analysis, Cluster analysis, Conjoint analysis, Discriminant analysis.

UNIT-V: REPORT WRITING:

Interpretation, significance of report writing, layout of report writing, types of reports, oral presentation, precautions for writing research reports.

TEXT BOOKS:

1. "Business Statistics Using Excel", Glyn Davis & Branko Pecar, Oxford University Press, 2012.
2. "Research Methodology Methods & Techniques", C.R. Kothari, New Age International Publishers, Fourth edition, 2018

REFERENCE BOOKS:

1. "Business Statistics-Problems and Solutions", J.K.Sharma, Pearson, 2010.
2. Business Research Methods, Zikmund, Cengage, 2012.
3. "Business Statistics", Sharma, Pearson, 2012.

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

18MB0302 - Operations Management

MBA II YR I -Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course objectives: Develop ability to

1. Acquire knowledge and understand the concepts of production
2. Acquire knowledge about operations management in an organization

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

- CO1. Understand operation management.
- CO2. Know about Product and process design
- CO3. Analysis, plant location.
- CO4. understand the concepts of layouts
- CO5. understand the concepts of scheduling and material management

UNIT – I: Introduction: Processes design and Operations strategy

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

UNIT –II: Plant Location & Plant Layout:

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

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

Capacity- Definition, types, measurement, ways of capacity changing, planning decisions, Line balancing. **Aggregate planning**-Aggregate demand, criteria for selecting aggregate plans. **Master production scheduling:** Objective, Procedure and Time frame. Types of Schedules, Schedule Generation, Priority Dispatching Rules. Johnson's Algorithm for Scheduling- Sequencing of operations: n-Jobs with one, two and three facilities.

UNIT-IV: Work Study:

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

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

UNIT-V: Materials Management:

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

TEXT BOOKS:

1. Production & operations management, K. Sreedhar bhatt, HPH, 2012.
2. "Production &operations management", Panneerselvam, PHI, 2012.

REFERENCE BOOKS:

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

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**18MB0303-Tourism Management
(Open Elective I)**

MBA II YR I-Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course objectives: Develop ability to

1. Assess the leadership, supervisory, and human relations skills within the tourism industry.
2. Practice effective sales techniques and procedures including marketing, public relations, and entrepreneurship within the industry.

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

- CO1. Know the importance of tourism as an industry
- CO2. Realize its potentials as against the achieved in the national context
- CO3. Understand the various elements of tourism management
- CO4. Evaluate the role of various tourism organizations
- CO5. Identify the methods to improve tourism

UNIT: I: Meaning, nature and scope of tourism:

Definitions, components of tourism – infrastructure and superstructure - Tourism system – types and forms of tourism, tourist typology- tourism as an industry (service industry).

UNIT: II: History of Travel and Tourism:

Development of tourism in the world through the Ages (Ancient Period, Medieval Period, Modern Age) Development of Tourism in India through the Ancient time to till date.

UNIT: III: Impacts of tourism:

Socio, economic, environmental and technological impacts on tourism- impact analysis -Travel motivations- Motivation Theories (Plog and Maslow) - Tourism imperatives – Employment generation – Demand – Supply gaps

UNIT: IV: Tourism Demand:

Determinants and stimulants- supply patterns and characteristics – measurement of tourism demand.

UNIT: V: Tourism organizations :

International, National and Regional Organizations- Government and Private organization.

TEXT BOOKS:

1. Tourism Principles and Practices (Pitman) (2nd Edn), Cooper, Fletcher etal: Prentice Hall, Singapore, 1998
2. Tourism Principles, Practices, Philosophies- (9th Edn.), Geoldner R. C. & Ritchu BJR:: John Wiley & Sons, New Jersy, 2003.

REFERENCE BOOKS:

1. Tourism and Travel – Concepts and Principles, Jagmohan Negi: (S. Chand &Co.,)
2. Basics of Tourism, Theory , Operation and Practices, Kushan K. Kumar - Kanishka Publication, New Delhi, 2002
3. Tourism Management (3rd Edn), David Weaver, Laura Lauton, Jhon Weily & Sons, Singapore, 2006

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18MB0304 - Fundamentals of Corporate Social Responsibility

MBA II YR I-Sem

Prerequisite(s): None

L	T	P/D	C
3	1	-	4

Course objectives: Develop ability to

1. Build Fulfillment of social goals
2. Minimize any negative impact on society or the environment

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

- CO1. Know the history and evolution of csr
- CO2. Understand about international framework for corporate social responsibility
- CO3. Know about legislation in India and the world '.
- CO4. Know market based pressure and incentives civil society pressure
- CO5. Identify key stake holders of csr

UNIT I: Introduction to CSR:

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

UNIT II: International framework for corporate social Responsibility:

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

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

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

UNIT IV: The Drivers of CSR in India:

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

UNIT V: Identifying key stakeholders of CSR:

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

TEXT BOOKS

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

REFERENCE BOOKS:

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

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18MB0305- E- Business

MBA II YR I-Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): 18MB0204 MIS & ERP

Course objectives: Develop ability to

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

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

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

UNIT-I: Electronic Business:

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

UNIT-II: E-Business Models:

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

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

UNIT-III: Creating E-Business plans:

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

Case” FLOP (ref 1: Kulkarni)

UNIT-IV: E-Business Applications:

Charactersttics 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 Penetration Testing.
Case: Asmi Agencies-e-market (Ref 1 Kulkarni)

TEXT BOOKS

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

REFERENCE BOOKS

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

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18MB0306 - Intellectual Property Rights

L	T	P/D	C
3	1	-	4

MBA II YR I-Sem

Prerequisite(s): None

Course objectives: Develop ability to

1. Understand Methods and approaches to manage intellectual property
2. Understand the Strategic resources for enhancing the competitiveness for organizations

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

- CO1. Understand the different type of intellectual properties
- CO2. Know historical background of IPR
- CO3. Know the basic requirements procedure of geographical indications
- CO4. Understand the Trade Mark and Copy Rights
- CO5. Understand the procedure of Copy Rights

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.

TEXT BOOKS:

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

REFERENCES:

1. World Trade and Payments-An Introduction, Caves, Frankel, Jones, Pearson.
2. Intellectual property rights , The WTO and Developing countries-Carlos M.Correa- Zed books
3. WTO- Trade –related aspects of IPR-Peter-Tobias stoll, Jan busche , Katrian arend- Librar.

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18MB0307- CONSUMER BEHAVIOR

(Marketing-Elective)

L	T	P/D	C
3	1	-	4

MBA II Year I - Sem

Prerequisite(s): 18MB0202- MARKETING MANAGEMENT

Course objectives: Develop ability to

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

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

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

UNIT - I: Understanding Consumer Behavior:

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

UNIT - II: Environmental Influences on Consumer behaviour:

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

UNIT - III: Consumer as an Individual:

Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

UNIT - IV: Consumer Decision Making Processes:

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

UNIT - V: Consumerism and Ethics:

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

TEXT BOOKS:

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

REFERENCEBOOKS:

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

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**18MB0308- Advertising and Sales Management
(Marketing Elective)**

L	T	P/D	C
3	1	-	4

MBA II Year I - Sem

Prerequisite(s): 18MB0202- MARKETING MANAGEMENT

Course objectives: Develop ability to

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

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

- CO1. Know the importance of Sales Management, Sales, Planning and Budgeting.
- CO2. Understand the need for distribution channels and managing them.
- CO3. Analyze the sales forecasting methods.
- CO4. Study Ethical and legal aspects of sales promotion.
- CO5. Understand Channel Intermediaries and functions.

UNIT – I: Advertising:

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

UNIT – II: Advertising Media:

Types of Media – Print, Electronic, Other Media – Merits and Demerits of each media, Media Planning – frequency, reach and outcome, Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

UNIT – III: Sales Management:

Importance, types of Selling, difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management - Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation.

UNIT – IV: Sales Promotion:

Concepts, need, objectives, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies - Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising, Ethical and legal aspects of sales promotion.

UNIT– V: Sales Distribution:

Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channel for consumer products, business and industrial products, alternative channel, Channels for Rural Markets, channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers, Managing Conflict - reasons

for Channel Conflicts, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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**18MB0309- Digital Marketing
(Marketing Elective)**

MBA II Year I - Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): 18MB0202-MARKETING MANAGEMENT

Course objectives: Develop ability to

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

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

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

UNIT - I: Understanding Digital Marketing:

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

UNIT - II: Channels of Digital Marketing:

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

UNIT - II: Marketing in the Digital Era:

Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT - III: Digital Marketing Plan:

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

UNIT - IV: Search Engine Marketing and Online Advertising:

Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT - V: Social Media Marketing:

Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention.

Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0310 - Risk Management

L	T	P/D	C
3	1	-	4

MBA II Year I- Sem

Prerequisite(s): 18MB0203- Financial Management

Course objectives: Develop ability to

1. Make the students well versed with the mechanism of risk estimation
2. Develop framework for financial decision making in modern business scenario.

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

- CO1 Demonstrate knowledge of the range of financial and financial related risks facing organizations.
- CO2 Understand the approach to risk management through risk identification, risk measurement and risk management (or mitigation).
- CO3 Understand the process of Corporate Governance Model.
- CO4 Understand reputational risk and operational risk and how to manage it.
- CO5 Know various activities of the internal audit function, Risk Assurance techniques.

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.

TEXT BOOKS:

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

REFERENCE BOOKS:

1. “Financial Risk Management”, Dun and Bradstreet, 2007, TMH, Delhi.
2. “Fundamentals of Risk Management”, Paul Hopkins, Kogan Page, 2010, Institute of Risk Management.
3. “Asset Liability Management”, Ravi Kumar, Vision Books Pvt. Ltd.

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18MB0311-Security Analysis and Portfolio Management

L	T	P/D	C
3	1	-	4

MBA II Year I- Sem

Prerequisite(s): 18MB0203- Financial Management

Course objectives: Develop ability to

1. Understand the techniques for managing the market.
2. Analyze the credit and operational risks in security analysis and Investment Management and other related risks.
3. Understand the process of bond Valuation and Portfolio Management.
4. Enhance the knowledge and skills necessary to manage equity portfolios.
5. Improve analytical and computational skills necessary to face the challenges in the world of mutual funds.

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

- CO1 Understand Indian Investment Environment
- CO2 Analyze the risk and returns of a Portfolio investment.
- CO3 Know the Bond valuation and management
- CO4 Evaluate the Equity valuation of Cash market and derivatives
- CO5 Understand the Performance evaluation of MF.

UNIT – I: Investments:

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

UNIT – II: Portfolio Analysis:

Risk and return Analysis - Markowitz Portfolio Theory, Mean- variance approach, portfolio selection - efficient portfolios, Single Index model - Capital Asset Pricing Model, Capital Market Line and Securities market line; Arbitrage Pricing Theory. Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return.

UNIT – III: Bond Valuation:

Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

UNIT –IV : 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, Fundamental Analysis, Technical Analysis, Dow Theory, Efficient Market Hypothesis.

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

TEXT BOOKS:

1. Fundamentals of Investments, William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Prentice Hall, 2012.
2. Security Analysis And Portfolio Management 2000., Donald E, Fischer and Ronald J. Jordan

REFERENCE BOOKS:

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

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18MB0312- Financial Institutions, Markets and Services

L	T	P/D	C
3	1	-	4

MBA II Year I- Sem

Prerequisite(s): None

Course objectives: Develop ability to

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

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

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

UNIT – I: Introduction:

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

UNIT - II: Banking and Non Banking Institutions:

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

UNIT - III: Financial and Securities Markets:

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

UNIT - IV: Asset /Fund Based Financial Services:

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

UNIT - V: Fee-based / Advisory services:

Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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**18MB0313- Performance Management
(HR Elective)**

L	T	P/D	C
3	1	-	4

MBA II Year I-Sem

Prerequisite: 18MB0201- HUMAN RESOURCE MANAGEMENT

Course Objective: Develop ability to

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

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

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

UNIT - I: Performance Management:

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

UNIT - II: Communication of Performance Expectations:

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

UNIT–III: Performance Management and Employee Development: Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

UNIT - IV: Reward Systems and Legal Issues:

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

UNIT - V: Relevant Performance related concepts:

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

TEXT BOOKS:

1. Performance Management, Souendra Narian Bagchi, 2e, Cengage Learning 2013.
2. Performance management, Herman Aguinis, 3e, Pearson, 2014.

REFERENCE BOOKS:

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

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18MB0314 - Learning and Development
(HR Elective)

L	T	P/D	C
3	1	-	4

MBA II Year I-Sem

Prerequisite: 18MB0201- HUMAN RESOURCE MANAGEMENT

Course Objective: Develop ability to

1. To understand the concept of Learning with emphasis on training and Development and its role in organizational Development.

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

- CO1. The importance of Learning performance
- CO2. The concept of Training and Development
- CO3. Identify suitable Training methods
- CO4. Training Need Analysis
- CO5. Training Methods

UNIT - I: Introduction to Learning:

Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

UNIT – II: Training Strategy and Designing Training:

The evolution of Training's Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.

UNIT- III: Training methods

Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration

UNIT – IV: Development:

Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company's strategies for providing development, e-learning and employee development. Electronic MDPs.

UNIT - V: Contemporary issues in Training and Development:

Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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**18MB0315 - Employee Relations
(HR Elective)**

L	T	P/D	C
3	1	-	4

MBA II Year I-Sem

Prerequisite: 18MB0201- HUMAN RESOURCE MANAGEMENT

Course Objective: Develop ability to

To understand of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.

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

- CO1. The importance of Industrial Relations
- CO2. Collective Bargaining Mechanism
- CO3. Tripartite mechanism
- CO4. Parties and role in Industrial Relations
- CO5. Labour Legislation aspects.

UNIT - I:Industrial Relations :

Economy and the Labour Force in India – Approaches to Industrial Relations – Industrial Relations in Comparative Frame work- Management and Employer organizations – Introduction – origin and growth. Trade Unions- introduction-Definition and objectives-growth and structure of Trade Unions in India-Trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems- Non-Union firms –Management of Trade Unions in India.

UNIT – II:Collective Bargaining:

Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements-Change in the Labour - management relations in the post-liberalised India- Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security – Negotiating techniques and skills – drafting of an agreement.

UNIT - III:Tripartism and Social Dialogue:

Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.

UNIT - IV: Labour Legislation-I :

Factories Act, 1948, Workmen’s Compensation Act, 1923, ESI Act, 1948- The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.

UNIT - V: Labour Legislation II:

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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**18MB0316 - Materials Management
(Production Elective)**

MBA II Year I-Sem

L	T	P/D	C
3	1	-	4

**Prerequisite: 18MB0103- MANAGERIAL ECONOMICS
18MB0302- OPERATIONS MANAGEMENT**

Course Objective: Student should be able to

1. Understand the material, inventory and stores management techniques and processes.

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

- CO1. Understand the importance of purchase
- CO2. Understand the importance of inventory management in cost saving
- CO3. Understand the cost concepts associated with inventory
- CO4. Understand the inventory management techniques
- CO5. Understand transportation and related strategies

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

REFERENCES:

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

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**18MB0317 - Total Quality Management
(Production Elective)**

MBA II Year I-Sem

L	T	P/D	C
3	1	-	4

**Prerequisite: 18MB0103- MANAGERIAL ECONOMICS
18MB0302- OPERATIONS MANAGEMENT**

Course Objectives: Develop ability to

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

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

- CO1. Understand a importance of Quality
- CO2. Know the Principles and Practices of TQM
- CO3. Understand tools and techniques in Quality management
- CO4. Know about continues process improvement in tqm
- CO5. Know about management tools

UNIT - I: Principles and Practices - I:

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

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

UNIT - III: Tools and Techniques - I:

Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards- Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process, Six Sigma.

UNIT - IV: Tools and Techniques - II:

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

UNIT - V: Management Tools:

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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**18MB0318 - Technology Management
(Production Elective)**

L	T	P/D	C
3	1	-	4

MBA II YR I-SEM

**Prerequisite: 18MB0103- MANAGERIAL ECONOMICS
18MB0302- OPERATIONS MANAGEMENT**

Course Objective: Develop ability to

1. To understand the importance of technology in conduct of business.

Course Outcome: Student will be able to understand the

- CO1. Importance of Technological Innovation
- CO2. Financial evaluation of R&D
- CO3. Importance of Research and development in technology management
- CO4. Forecasting of Technology
- CO5. Concept of technology transfer

UNIT – I: The Process of Technological Innovation:

The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development- Techniques For Creative Problem Solving.

UNIT – II: Financial Evaluation of Research and Development Projects:

The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

UNIT – III: Research and Development:

Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

UNIT – IV: Technological Forecasting For Decision Making:

The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status.

UNIT – V: Transfer of Technology:

Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

TEXT BOOKS:

1. Management of Technology—The Key to Competitiveness and Wealth, Tarek Khalil, Tata McGraw Hill, Boston, 2015.
2. Managing Technology and Innovation for Competitive Advantage, V.K.Narayanan, Pearson Education, 2015.

REFERENCE BOOKS:

1. Technology management – Text and cases, Norma Harison and Samson, TMH, 2015
2. Technology Strategy for Managers and Entrepreneurs, Shane, Pearson, 2015.
3. Corporate Creativity, Khandwala, TMH, 2015.

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**18MB0319- Startup Management
(Entrepreneurship Elective)**

L	T	P/D	C
3	1	-	4

MBA II Year I-Sem

Prerequisite(s): 18MB0206-Entrepreneurship

Course Objective: Develop ability to

1. Understand new venture creation opportunities, its resources, and requirements for Enterprise Startup.
- 2.

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

- CO1. Understand Startup opportunities
- CO2. Analyze Legal and other requirements for new ventures
- CO3. Know the financial Issues of startups
- CO4. Learn Sustainability and growth of startups
- CO5. Understand Exit strategies

UNIT - I: Startup opportunities:

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

UNIT - II: Startup Capital Requirements and Legal Environment:

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

UNIT - III: Starting up Financial Issues:

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

UNIT - IV: Startup Survival and Growth:

Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures - preparing for change - Leadership succession. Support for growth and sustainability of the venture.

UNIT - V: Planning for Harvest and Exit:

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0320-MSME Management

Micro, Small & Medium Enterprises

(Entrepreneurship Elective)

L	T	P/D	C
3	1	-	4

MBA II Year I-Sem

Prerequisite(s): 18MB0206-Entrepreneurship

Course Objective: Develop ability to

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

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

- CO1 Issues and Challenges in MSMEs
- CO2 Setting up of MSMEs
- CO3 Management of MSMEs
- CO4 Institution and Government support.
- CO5 Learn about agencies for Policy Formulation

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

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

UNIT - II:Setting of SMEs':

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

UNIT - III: Institutions supporting MSMEs:

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

UNIT - IV: Management of MSME:

Management of Product Line; Communication with clients – Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance.

UNIT - V: Role of Government in promoting Entrepreneurship:

MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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**18MB0321-Family Business Management
(Entrepreneurship Elective)**

MBA II Year I-Sem

Prerequisite(s): 18MB0206-Entrepreneurship

L	T	P/D	C
3	1	-	4

Course Objective: Develop ability to

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

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

- CO1. Perspectives in Family Business
- CO2. Ownership Challenge and Family Governance
- CO3. Successor Development strategies
- CO4. Strategic Planning and Transgenerational Entrepreneurship e
- CO5. New Leaders of the Evolution and Change.

UNIT - I: Introduction to Family Business:

Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.

UNIT - II: Ownership Challenges and Family Governance:

Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

UNIT - III: Successor Development:

Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

UNIT - IV: Strategic Planning and Trans generational Entrepreneurship:

Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage - The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Entrepreneurship.

UNIT - V: The Future of Family Business:

New Leaders of the Evolution - Three states of evolution- Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment

planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

TEXT BOOKS:

1. Family Business, Ernesto J.Poza, Mary S. Daughterty, 4e, Cengage Learning, 2015.
2. Entrepreneurial Family Firms, Frank Hoy, Pramodita Sharma, Prentice Hall, 2010

REFERENCE BOOKS:

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

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18MB03S1- Summer Internship- Seminar

MBA II Year I- Sem

Prerequisite(s): None

L	T	P/D	C
-	-	4	2

Course Objective: Develop ability to

1. To have practical exposure related to the job they prefer to do after MBA.
2. Summer internship is to acquire practical knowledge by working in any organization.

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

- CO1. Understand the product mix and strategies of the organization,
- CO2. Understand structure of organization,
- CO3. Reporting systems and general administration of the organization.
- CO4. Understand the organizational dynamics in terms of organizational behavior
- CO5. 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 second semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer internship. College constantly approaches companies and professionals and tries to explore opportunities for providing summer internship to the students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA from the same institution.

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

Report: A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains. Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.

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18MB0401- Strategic Management

MBA II Year II-Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course objectives: Develop ability to

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

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

- CO1. Understand Strategic management concepts
- CO2. Acquire knowledge on Tools and Techniques for Strategic analysis
- CO3. Know about Strategies for competing in globalised markets
- CO4. Know about Strategy Evaluation and Control.
- CO5. Understand about strategy implementation

UNIT – I: Introduction:

Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

UNIT – II: Tools and Techniques for Strategic Analysis :

Porter's Five Force Model, BCG matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model – and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

UNIT – III: Strategy Implementation:

Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

UNIT – IV: Turnaround and Diversification Strategies:

Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

UNIT – V:

Strategy Evaluation and control

Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control-

Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0402 - Disaster Management

MBA II Year II-Sem

(Open Elective-II)

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course Objectives: Develop ability to

1. Build capability that will reduce disaster risks
2. Contribute to better and more targeted public health based relief following disasters.

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

- CO1. Develop and understanding of Emergency Management.
- CO2. Understand the Emergency/Disaster Management Cycle.
- CO3. Understand endogenous hazards
- CO4. Understand exogenous hazards.
- CO5. Understand approaches to disaster management,

UNIT - I: Environmental Hazards & Disasters:

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

UNIT - II: Types of Environmental hazards & Disasters:

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

UNIT - III: Endogenous Hazards :

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

UNIT - IV: Exogenous hazards / disasters :

Infrequent events - Cumulative atmospheric hazards / disasters

Infrequent events: Cyclones - Lightning – Hailstorms

Cyclones: Tropical cyclones & Local storms - Destruction by tropical cyclones & local storms (causes, distribution human adjustment, perception & mitigation) Cumulative atmospheric hazards/ disasters :- Floods - Droughts - Cold waves - Heat waves Floods :- Causes of floods - Flood hazards India - Flood control measures (Human adjustment, perception & mitigation)

Droughts :- Impacts of droughts - Drought hazards in India - Drought control measures - Extra Planetary Hazards / Disasters - man induced Hazards / Disasters - Physical hazards / Disasters - Soil erosion

Soil Erosion: Mechanics & forms of Soil Erosion - Factors & 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.

TEXT BOOKS:

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

REFERENCES:

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

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18MB0403 - Cross Culture Management

MBA II Year II-Sem

(Open Elective-1)

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course Objective: Develop ability to

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

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

- CO1 Understand the principal theories of cultural difference
- CO2 Understand the effects of cultural diversity on communication, negotiation, motivation, leadership and ethics in organizations; International staffing policies
- CO3 Understand the difficulties of expatriates
- CO4 Understand the importance of communication
- CO5 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.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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**18MB0404 - Management of NGOs
(Open Elective-II)**

MBA II Year II-Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course Objective: Develop ability to

1. Enhance the theoretical understanding of the concepts and practices of NGO Management.
2. Learn tool for those individuals who are interested in understanding the steps in the formation of a non-government organization (NGO).

Course Outcome: Student will be able to

- CO1. A thorough theoretical understanding of the concepts, as well as practices of NGO management.
- CO2. The ability to build upon existing knowledge on the appropriate procedures and practices involved in managing an NGO.
- CO3. An enhanced understanding of what is needed to strengthen the existing capacities in specific contexts and settings to improve the functioning of an NGO.
- CO4. Understanding Common Property Resources
- CO5. Sustainability of Non – Profit Sectors.

UNIT I: Understanding Non-Profit Management:

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

UNIT II: Society Registration Act, 1860:

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

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

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

UNIT-IV: Understanding Common Property Resources:

Tradition Property Rights, Common Property Resource Management

UNIT-V: Sustainability of Non – Profit Sectors:

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

TEXT BOOKS

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

REFERENCE BOOKS

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

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**18MB0405-Supply Chain Management
(Open Elective)**

MBA II Year II-Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): None

Course Objective: Develop ability to

1. To understand the importance of Supply chain management in present Business context.
2. To understand the supply chain relations

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

- CO1 Understand the growing importance of Supply Chain Management
- CO2 Know about SCM Costs and Performance
- CO3 Understand bench marking in SCM
- CO4 Learn sourcing and transportation
- CO5 Understand Global aspects in SCM

UNIT – I: Logistics and Competitive strategy:

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

UNIT – II: Measuring logistics costs and Performance:

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

UNIT – III: Logistics and Supply chain relationships:

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

UNIT – IV: Sourcing, Transporting and Pricing Products:

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

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

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0406-Retailing Management

(Marketing Elective)

L	T	P/D	C
3	1	-	4

MBA II Year II -Sem

Prerequisite(s): 18MB0202- MARKETING MANAGEMENT

Course objectives: Develop ability to

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

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

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

UNIT-I: Introduction to Retail Management :

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

UNIT-II: Understanding Shoppers & Shopping :

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

UNIT-III: Delivering Value through Retail Functions :

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

UNIT-IV: Pricing & Supply Chain Management :

Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages,

types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM. **Relevant case studies should be discussed.**

UNIT-V: Retail Buying & Managing Retail Operations:

Objectives of buying, organization buying, retailing buying 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. **Relevant case studies should be discussed.**

TEXT BOOKS:

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

REFERENCE BOOKS:

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

**18MB0407- Services Marketing
(Marketing Elective)**

L	T	P/D	C
3	1	-	4

MBA II Year II - Sem

Prerequisite(s):18MB0202- MARKETINGMANAGEMENT

Course objectives: Develop ability to

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

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

- CO1. Understand Marketing Management of companies offering Services.
- CO2. Analyse the characteristics of services.
- CO3. Understand consumer behaviour in services.
- CO4. Align service design and standards.
- CO5. Study the delivering service, managing services promises.

UNIT- I: Introduction to Services Marketing:

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

UNIT- II: Focusing on Consumer:

Consumer Behaviour in services, Relevance of Consumer Behaviour, Consumer Expectations in service, Consumer Perceptions of service, Customer Satisfaction, Understanding Consumer Requirements-listening to customers through research, building customer relationships, Customer Feedback, Service Failure and Service Recovery – Recovery Strategies.

UNIT- III: Innovation and Quality:

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

UNIT- IV: Managing Service Operations:

Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee's roles in Service Delivery, Customer's roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

UNIT- V: Managing Service Promises:

Managing Distribution Channels in Service Industry –Strategies for Distribution, Managing People in Service Industry – Challenges, Pricing Strategies for Services – Methods, Promotion Strategies for Services - Need for Coordination in Marketing Communication, five categories of strategies to match service promises with delivery.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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**18MB0408 - International Marketing
(Marketing Elective)**

L	T	P/D	C
3	1	-	4

MBA II Year II - Sem

Prerequisite(s): 18MB0202- MARKETING MANAGEMENT

Course objectives: Develop ability to

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

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

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

UNIT – I: Introduction to International Marketing:

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

UNIT – II: Global Environmental Drivers:

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

UNIT – III: Global Customers:

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

UNIT – IV: Global Marketing:

Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

UNIT – V: Implementing Global marketing strategies:

Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization &controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0409-Strategic Investment and Financing Decisions

MBA II Year II- Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): 18MB0203 - Financial Management

Course objectives: Develop ability to

1. Develop an understanding of the role of financial strategy, in the investing, financing
2. Understand resource allocation decisions within an organization.
3. Develop an understanding of the various strategies that are in use to trade off risk and return.

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

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

UNIT-I: Investment Decisions under conditions of Risk and Uncertainty:

Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, 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, stages of acquisition process , Theories of Mergers, Types of Mergers Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases.

TEXT BOOKS:

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

REFERENCES BOOKS :

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

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18MB0410 - International Financial Management

MBA II YR II- Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): 18MB0203 - Financial Management

Course objectives: Develop ability to

1. Give an understanding about MNC Financial Management.
2. Know the Process of arbitrage, speculation in the forward market.

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

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

UNIT - I: Introduction:

An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.

UNIT - II: International Flow of Funds:

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

UNIT - III: Foreign Exchange Market:

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

UNIT - IV: Exchange Rates:

(a) Exchange Rates:

Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates– exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity, Expectations theory.

UNIT - V: Asset–liability Management:

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

TEXT BOOKS:

1. International Corporate Management, Jeff Madura, Cengage, 2012.
2. Multinational Financial Management, Alan C. Shapiro, John Wiley, 2012

REFERENCE BOOKS:

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

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18MB0411 - Financial Derivatives

MBA II Year II- Sem

Prerequisite(s): 18MB0203 - Financial Management

L	T	P/D	C
3	1	-	4

Course objectives: Develop ability to

1. Understanding about the derivatives in stock, commodity and Forex markets.
2. Analyze Advanced Option Strategies.

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

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

UNIT-I: Introduction to Derivatives :

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

UNIT-II: Future and Forward Market :

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

UNIT-III: Options:

(a) Options :

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

(b) Basic Option Strategies:

Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

UNIT-IV: Commodity Market Derivatives:

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

UNIT-V: Swaps :

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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**18MB0412 - Talent and Knowledge Management
(HR Elective)**

MBA II Year II-Sem

L	T	P/D	C
3	1	-	4

Prerequisite: 18MB0201- HUMAN RESOURCE MANAGEMENT

Course Objective: Develop ability to

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

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

- CO1. Understand the talent management process
- CO2. Learn Succession and career planning approaches
- CO3. Apply Knowledge management strategies
- CO4. Understand Nature of knowledge management
- CO5. Gain Knowledge management assessment and solutions

UNIT – I: Talent Management:

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

UNIT – II: Succession and Career Planning:

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

UNIT – III: Knowledge Management:

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

UNIT – IV: Nature of Knowledge:

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

UNIT – V: Knowledge Management Solutions:

Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl’s Seven Schools of Knowledge Management, Alversson and Karreman’s knowledge management, Knowledge Management

Infrastructure, Organizational Impacts of Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0413 -International Human Resource Management

MBA II Year II-Sem

L	T	P/D	C
3	1	-	4

Prerequisite: 18MB0201- HUMAN RESOURCE MANAGEMENT

Course Objective: Develop ability to

1. To understand the growing significance of international Human Relations management in the context of Global workforce.

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

- CO1. Understand the Cultural aspects of IHRM
- CO2. Know the Role of IHRM in Successful MNC
- CO3. Learn the Global human Resource Planning
- CO4. Understand the training and development of Global employees
- CO5. Analyze the performance management of Global employees.

UNIT - I: Introduction and Overview :

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

UNIT- II: The key role on International HRM:

Successful in MNC Strategy-Knowledge Transfer-Global Leadership training and Development- Strategic Control Needs-Competitive strategy of Multinational corporations-Structuring for Optimal global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development.

UNIT- III: Global Human Resource Planning :

From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term- Global Staffing: General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.

UNIT - IV: Global Workforce Training and Development :

Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- Managing International Assignments- Expatriate Preparation, Foreign Assignment an

Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

UNIT - V: Global workforce performance Management:

Performing Management Process-Important consideration for Global Performance Management- Planning and Implementing Global Performance Appraisal- Compensation for a Global workforce- Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's – Global Employee Relations- current ER issues-Influence of MNC's and Union on Global ER.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB0414 - Leadership and Change Management

L	T	P/D	C
3	1	-	4

MBA II Year II-Sem

Prerequisite: 18MB0201- HUMAN RESOURCE MANAGEMENT

Course objectives: Develop ability to

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

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

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

UNIT - I: Introduction to Leadership:

Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

UNIT - II: Leadership Theories and styles :

Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

UNIT - III: Organizational Change:

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

UNIT - IV: Organizations for Change:

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

UNIT - V: Strategies for Managing Change:

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

TEXT BOOKS:

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

REFERENCE BOOKS:

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

**Geethanjali College of Engineering And Technology (Autonomous)
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**18MB0415 - Business Process Re-Engineering
(Production Elective)**

L	T	P/D	C
3	1	-	4

MBA II Year II-Sem

**Prerequisite: 18MB0103- MANAGERIAL ECONOMICS
18MB0302- OPERATIONS MANAGEMENT**

Course Objectives: Develop ability to

1. To understand the significance of cycle time
2. To study the implementation of BPR along with AS-IS models.

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

- CO1. Understand business process and re engineering theories and models.
- CO2. Know the Cycle time and capacity analysis
- CO3. Implement business processes.
- CO4. Study the effectiveness of BPR
- CO5. Learn about entrepreneur resource planning

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.

TEXT BOOKS:

1. “Business Process Modeling, Simulation and Design”, Laguna, 2005, Pearson.
2. “Business Process Reengineering”, K. Sridhra Bhat, 2007, HPH.

REFERENCES:

1. “Business Process Management Applied”, Charles Poirier, 2005, Cengage.
2. “Business Process Management”, Martyn A. Ould, 2010, BCS Viva Books.
3. “Business Process Reengineering”, Dey, 2006, Wiley.

**Geethanjali College of Engineering And Technology (Autonomous)
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**18MB0416 - Sourcing and Procurement
(Production Elective)**

MBA II Year II-Sem

L	T	P/D	C
3	1	-	4

**Prerequisite: 18MB0103- MANAGERIAL ECONOMICS
18MB0302- OPERATIONS MANAGEMENT**

Course objectives: Develop ability to

1. Know the importance of strategic sourcing for firms practicing the principles of supply chain management.
2. Acquire knowledge on how to maintain supplier relationships

Course outcomes: students would be able to

- CO1. Understand and practice with the strategies, approaches,
- CO2. Understand the methods for realizing a competitive advantage
- CO3. Know the firm's sourcing processes and relationships with suppliers.
- CO4. Know the negotiation process
- CO5. Understand the pricing models

UNIT-I:-Purchasing:-

Evolution of purchasing-purchasing and supply management (PSM)-**Purchasing structure and design**:-Purchasing as a functional department-cross functional purchasing-Divisional, centralized and Decentralization purchasing structures-

UNIT-II:-Purchasing procedures- Purchasing Factors:

Supplier Relationships:-Relationship purchasing-Models of supplier relationships. Innovation-Purchasing and new product development-Early supplier involvement (ESI)-Supplier development.

UNIT-III:-Sourcing and the management of suppliers:-Sourcing and its process:

Analysis of market conditions-E-Sourcing-Locating suppliers-Supplier appraisal assessments-Supplier approval and evaluating supplier Performance-Sourcing decisions-buying situation-**Buying at the right price**:-Supplier considerations in pricing agreements-pricing models-price analysis

UNIT-IV:-Approaches to Supply:

Capital equipment- New or used equipment-financing the acquisition of capital equipment—selecting supplier of capital equipment & total cost of acquisition (TCO)-Purchasing of services-**Buying from overseas**:-Motives and difficulties when buying from overseas-Incotermis

UNIT-V:-Negotiation:

Approaches to negotiation-content and factors in negotiation-Process-effective negotiation-Negotiation ethics-**Support tools**:-Tendering and procedures-Debriefing-Post tender negotiation (PTN)

TEXT BOOKS:

1. Purchasing and Supply Chain Management, Kenneth Lyons and Brian Farrington, 7th Ed, Peason Education.
2. Supply Chain Management - Processes, Partnerships, Performance, Douglas M. Lambert : 3rd ed., Douglas M. Lambert, Editor Copyright – 2008

REFERENCES:

1. World Class Supply Management, Burt, Dobbler, Starling, TMH, 7th ed.2010
2. Manufacturing Planning and Control for Supply Chain Management, F. Robert Jacobs, William L. Berry, D. Clay Whybark, Thomas E. Vollman, APICS/CPIM Certification Edition

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**18MB0417-Project Management
(Production Elective)**

MBA II Year II-Sem

L	T	P/D	C
3	1	-	4

Prerequisite: 18MB0302- OPERATIONS MANAGEMENT

Course Objective: Develop ability to

1. Lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.
2. Learn Organizational Structure and Integration

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

- CO1. Understand the importance of Project Management
- CO2. Know the Project Planning, Execution and implementation
- CO3. Gain knowledge on finance related project management.
- CO4. Signify of teams in projects
- CO5. Recognize project evaluation techniques.

UNIT - I: Introduction:

Introduction to Project management –Project Characteristics- Project Life cycle – Project Identification, Formulation and Implementation- Project management in different sectors: Construction, Services Sector, Public sector and Government Projects. Systems approach to project management.

UNIT - II: Project Planning and Appraisal:

Project Planning – Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis-Project Risk Analysis.

UNIT - III: Project Finance :

Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.

UNIT - IV: Project Planning and Control:

Planning Steps- Scheduling- Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.

UNIT - V: Organizational Behavior and Project Management:

Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team building approach, Conflict Management in Projects, Stress Management.

TEXT BOOKS:

1. Project Management for Engineering, Business, and Technology, John M, Nicholas and Herman Steyn, 5e, Routledge, 2017.
2. Projects, Planning, Analysis, Selection, Financing, Implementation, and review, Prasanna Chandra, 6e, Tata McGraw Hill 2008.

REFERENCE BOOKS:

1. Project Management, K. Nagrajan, New Age International Publishers, 7e 2015.
2. Successful Project Management, Jack Gido, Jim Clements Rose Baker, Cengage Learning, 7e 2015.

**Geethanjali College of Engineering And Technology (Autonomous)
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**18MB0418-ENTREPRENEURIAL FINANCE
(Entrepreneurship Elective)**

MBA II Year II SEM

Prerequisite(s): 18MB0206-Entrepreneurship

L	T	P/D	C
3	1	-	4

Course Objective: Develop ability to

1. Understand the role of Entrepreneurial Finance
2. Understand Planning and valuation of an Enterprise.

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

- CO1. Financing through venture life cycle
- CO2. Organizing and operating the enterprise
- CO3. Financial Planning of an enterprise
- CO4. Valuation of an enterprise
- CO5. Financing for growing enterprises.

UNIT - I: Finance for Entrepreneurs:

Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

UNIT- II: Organizing and Operating the Venture:

Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.

UNIT - III: Financial Planning:

Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

UNIT - IV: Venture Valuation:

Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

UNIT - V: Financing for the Growing Venture:

Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

**Geethanjali College of Engineering And Technology (Autonomous)
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**18MB0419-ENTREPRENEURIAL MARKETING
(Entrepreneurship Elective)**

MBA II Year II sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): 18MB0206-Entrepreneurship

Course Objective: Develop ability to

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

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

- CO1. Marketing mix of an enterprise
- CO2. Growth and marketing strategies
- CO3. Market Development strategies
- CO4. Contemporary issues in Entrepreneurial marketing.
- CO5. Marketing tools

UNIT – I: Introduction to Entrepreneurial Marketing:

Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

UNIT – II: Enterprise Growth:

Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

UNIT – III: Growth Strategies and Models:

Growth Strategies – concept and forms, Internal, External, and Cooperative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

UNIT– IV: Entrepreneurial Market Development Strategies:

Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

UNIT – V: Entrepreneurial Marketing Tools:

Concept, Guerrilla Marketing, Ambush / Free ride Marketing. Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

**Geethanjali College of Engineering And Technology (Autonomous)
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**18MB0420 CREATIVITY, INNOVATION AND ENTREPRENEURSHIP
(Entrepreneurship Elective)**

MBA II Year II Sem

L	T	P/D	C
3	1	-	4

Prerequisite(s): 18MB0206 Entrepreneurship

Course Objective: Develop ability to

1. Understand the creativity and innovations management aspects in an enterprise.

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

- CO1. Basics of Creativity
- CO2. Creative Problem solving
- CO3. Creative Intelligence
- CO4. Perspectives of Innovation
- CO5. Micro and Macro Perspectives of Innovation

UNIT - I: The Creativity Phenomenon:

Creative Cerebration- Creative Personality and Motivation – creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

UNIT - II: Mastering Creative Problem Solving:

Structuring of ill- defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

UNIT - III: Creative Intelligence:

Creative Intelligence abilities - A model of Creative Intelligence – Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

UNIT - IV: Innovation Management:

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

UNIT - V: Micro and Macro Perspectives of Innovation:

Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level- Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

TEXT BOOKS:

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

REFERENCE BOOKS:

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

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18MB04S1- Pre-Submission of Project- Seminar

L	T	P/D	C
-	-	-	1

MBA II Year II-Sem

Prerequisite: 18MB0301- RESEARCH METHODOLOGY

Course Objective:

The final project (18MB0421) work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating research methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the project report.

Course outcomes:

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

**Geethanjali College of Engineering And Technology (Autonomous)
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18MB04CV-Comprehensive Viva

L	T	P/D	C
-	1	-	1

MBA II Year II-Sem

Prerequisite(s): None

Course Objective:

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 program 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 programs in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the courses learnt in the entire program of MBA.

Course outcomes:

The following outcomes are expected after the student successfully completes the process of Comprehensive.

1. Firm grounding of fundamentals of core courses 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 courses.

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

**Geethanjali College of Engineering And Technology (Autonomous)
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18MB0421 - Project

MBA II Year II-Sem

L	T	P/D	C
-	-	-	4

Prerequisite: 18MB04S1- PRESUBMISSION OF PROJECT

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