

**ACADEMIC REGULATIONS
COURSE STRUCTURE
&
DETAILED SYLLABUS**

for

**Master of Business Administration
(MBA)**

(Effective for the students admitted from the Academic Year 2011-12)



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY
(Autonomous Institute under JNTU Hyderabad)
Bachupally, Kukatpally, Hyderabad - 500 090





Academic Regulations

Master of Business Administration (MBA) degree of Jawaharlal Nehru Technological University Hyderabad (JNTUH) shall be conferred on a Student who is admitted to the programme and fulfills all the requirements for the award of the degree.

1. Admissions

Admission to the MBA Programme shall be made subject to the eligibility, qualifications and specialization prescribed by the Institute/ University from time to time. Admissions shall be made either on the basis of the merit rank obtained by the qualifying student at ICET conducted by the University or A.P State Government or on the basis of any other order of merit approved by the University, subject to reservations as prescribed by the Government from time to time.

2. Award of MBA Degree

A student will be declared eligible for the award of the MBA Degree if he/she fulfills the following academic requirements:

- (a) A student shall be declared eligible for the award of MBA degree, if he pursues a course of study and completes it successfully for not less than two academic years and not more than four academic years.
- (b) A student, who fails to fulfill all the academic requirements for the award of the degree within four academic years from the year of their admission, shall forfeit his seat in MBA course.

3. Course offered

The course offered is Master of Business Administration (MBA).

4. Medium of Instruction

The medium of instruction (including examinations and reports) shall be English.

5. Course Pattern

- (a) Each Academic year of study is divided into two semesters. The following is the credit structure:

Theory Subjects: 92 Credits; Practical: 04 Credits; Seminar & Activities : 08 Credits; Project work: 16 Credits. Total credits: **120**.



- (b) All the registered credits shall be considered for the calculation of the final percentage of marks.
- (c) Minimum number of instruction days in each semester is 90.

6. Attendance Requirements

- (a) A student shall be eligible to appear for the end semester examinations if he/ she acquires a **minimum of 75% of attendance in aggregate of all the subjects** in the semester.
- (b) Condonation of shortage of attendance in aggregate **up to 10% (65% and above and below 75%)** in a semester may be granted based on medical grounds with sufficient medical proof. A committee headed by Dean (Academic Affairs) shall be the deciding authority for granting the condonation.
- (c) Students who have been granted condonation shall pay a fee as decided by the Academic Council.
- (d) Shortage of Attendance **below 65% in aggregate** shall in **NO** case be condoned.
- (e) Students whose shortage of attendance is not condoned in any semester are detained and are not eligible to take their end examination of that semester. They may seek re-registration for that semester when offered next with the academic regulations of the batch into which he/she gets re-admitted.

7. Paper setting, Evaluation of Answer Scripts, Marks and Assessment

- (a) The following is the marks distribution for the subjects.

	End exams (External)	Internal	Total
Theory	60	40	100
Practical	60	40	100
Seminar	-	50	50

- (b) Paper setting and Evaluation of the Answer Scripts shall be done as per the procedures laid down by the Academic Council from time to time.
- (c) **Internal evaluation in Theory subjects:**

The marks for internal evaluation are 40. There shall be 2 midterm examinations during the semester. The first midterm examination shall be conducted from the first 50% of the syllabus and second midterm examination shall be conducted from the remaining 50% of the syllabus.



The midterm examinations are evaluated for 40 marks and the better of the two midterm examinations shall be taken as the marks scored by each student.

(d) **Internal evaluation in Practical/Lab subjects:**

The marks for internal evaluation are 40. **Day-to-day work** in the laboratory: **20 marks.**

Two internal tests: Each of **10 marks** (conducted by the concerned laboratory Faculty members).

The end examination shall be conducted at the end of the semester with the laboratory Faculty as internal examiner and an external examiner as appointed by the Controller of Examinations.

(e) **Internal Evaluation of Reports and Activities:**

The marks for internal evaluation is 50. A student has to secure a minimum of 50% marks for to be declared as successful. A student has to give a seminar on the Reports/ Activity being carried out and the assessment will be done by a Departmental Review Committee (DRC), consisting of (i) The Head of the Department and (ii) two Senior Faculty Members of the Department nominated by the HOD.

(f) **Evaluation of Project Work:**

A Project Review Committee (PRC) of the college is to be constituted with Principal/Director as chairperson, heads of the departments, which are offering PG courses, and two other senior faculty members of the department offering MBA.

- (i) A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) for II year I Semester.
- (ii) After satisfying the registration requirements, a candidate is permitted to register for the project work after satisfying, the title, objectives and plan of action of project work to the departmental committee for its approval. Only after obtaining the approval of departmental committee the student can initiate the project work.
- (iii) The work on the project shall be initiated in the beginning of the fourth semester and the duration is 45days in II year II semester. A candidate is permitted to submit project report only after successful completion of all theory and practical course with the approval of PRC not earlier than 45 days from the date of registration of the project work. For the approval of PRC the



candidate shall submit the draft copy of the thesis to the supervisor and shall make an oral presentation before the PRC.

- (iv) The candidate shall submit status of the report in two stages at least with a gap of 20 days between them.
- (v) Two hardcopies and one soft copy of the project reports certified by the supervisor and HOD shall be submitted to the department.
- (vi) The project report shall be adjudicated by one external examiner selected by the controller of examinations out of 5-member panel submitted by the department, who are eminent in that field of study. The Viva-Voce examination shall be conducted by a Board consisting of the Supervisor, HOD and the External Examiner who adjudicated the project work. The Board shall jointly evaluate the student's performance in the project work as:

A - Excellent, B - Good, C- Satisfactory or D – Unsatisfactory

- (vii) If the report of the viva-voce is not satisfactory, the candidate will retake the viva-voce examination after three months. If he fails to get a satisfactory report at the second viva-voce examination, he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the report of the examiner is unfavorable again, the report shall be summarily rejected.

8. Re-counting of marks in the end examination answer books:

A student can request for re-counting of his/her answer book on payment of a prescribed fee.

9. Re-evaluation of the answer books:

A student can request for re-evaluation of his/her answer book on payment of a prescribed fee.

10. Supplementary examinations:

A student who has failed in an end semester examination can appear in a supplementary examination, as per the schedule announced.

11. Malpractices in Examinations:

Disciplinary action shall be taken in case of malpractices during Mid/ End examinations as per the rules framed by the Academic Council.



12. Academic Requirements

- (a) A student shall be deemed to have secured the minimum academic requirement in a subject if he/ she secures a minimum of 40% of marks in the End Semester Examination and a minimum aggregate of 50% of the total marks in the End Semester examination and Internal Evaluation taken together.
- (b) In order to qualify for the award of M.B.A Degree, the student shall complete the academic requirements of passing in all the Subjects as per the course structure including Seminar and the Project.
- (c) In case a Student does not secure the minimum academic requirement in any subject (as per Para 6), he/ she has to reappear for the end Semester Examination in the subject, or re-register the same subject when next offered or re-register any other specified subject, as may be required. However, one more additional chance may be provided for each student, for improving the internal marks provided the internal marks secured by a student are less than 50% and he/ she failed in the end Semester Examination. In the event of taking another chance for re-registration, the internal marks obtained in the previous attempt are nullified. In case of re-registration, the student has to pay the re-registration fee for each subject, as specified.

13. Award of Degree or Class

After a student satisfies all the requirements prescribed for the completion of the Degree and becomes eligible for the award of the MCA Degree by JNTU, he shall be placed in one of the following three classes:

Class Awarded	% of Marks Secured
FIRST CLASS with DISTINCTION	Marks \geq 70%
FIRST CLASS	60% \leq Marks $<$ 70%
SECOND CLASS	50% \leq Marks $<$ 60%

14. Withholding of Results

If the student has not paid dues to the Institute/ University, or if any case of indiscipline is pending against him, the result of the student (for that Semester) may be withheld and he will not be allowed to go into the next Semester. The award or issue of the Degree may also be withheld in such cases.



15. Transfer of students from the Constituent Colleges of JNTUH or from other Colleges/ Universities

Transfer of students from the Constituent Colleges of JNTUH or from other Colleges/ Universities shall be considered only on case-to-case basis by the Academic Council of the Institute.

16. Transitory Regulations

Students who have discontinued or have been detained for want of attendance, or who have failed after having undergone the Degree Programme, may be considered eligible for readmission to the same or equivalent subjects as and when they are offered.

17. General Rules

- a) The academic regulations should be read as a whole for the purpose of any interpretation.
- (b) In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Academic Council is final.
- (c) In case of any error in the above rules and regulations, the decision of the Academic Council is final.
- (d) The college 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.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY
Master of Business Administration
COURSE STRUCTURE AND SYLLABUS

I MBA

I Semester

Subject Code	Subject Title	L	P	C	Max. Marks	
					Int	Ext
GR11E5001	Management and Organizational Behavior	4	-	4	40	60
GR11E5002	Managerial Economics	4	-	4	40	60
GR11E5003	Research Methodology and Statistical Analysis	4	-	4	40	60
GR11E5004	Business Communication and Soft Skills	4	-	4	40	60
GR11E5005	Financial Accounting and Analysis	4	-	4	40	60
GR11E5006	Business Law and Regulation	4	-	4	40	60
GR11E5007	Computer Applications in Business - (Lab)	2	2	4	40	60
GR11E5008	Company Analysis Report	2	-	2	50	-
	Total	28	2	30	750	

I MBA

II Semester

Subject Code	Subject Title	L	P	C	Max. Marks	
					Int	Ext
GR11E5009	Marketing Management	4	-	4	40	60
GR11E5010	Business Environment	4	-	4	40	60
GR11E5011	Human Resource Management	4	-	4	40	60
GR11E5012	Financial Management	4	-	4	40	60
GR11E5013	Quantitative Analysis Business Decisions	4	-	4	40	60
GR11E5014	Production and Operations Management	4	-	4	40	60
GR11E5015	Management Information Systems	4	-	4	40	60
GR11E5016	Mini Project	2	-	2	50	-
	Total	30	-	30	750	



II MBA		I Semester				
Subject Code	Subject Title	L	P	C	Max. Marks	
					Int	Ext
GR11E5017	Entrepreneurship & Good Governance	4	-	4	40	60
GR11E5018	Cost and Management Accounting	4	-	4	40	60
GR11E5019	Management of Technology	4	-	4	40	60
GR11E5020	Strategic Management	4	-	4	40	60
	Elective I (Choose any One)	4	-	4	40	60
GR11E5021	Consumer Behavior & Rural Marketing					
GR11E5022	Security Analysis and Portfolio Management					
GR11E5023	Performance Management					
GR11E5024	Business Intelligence					
	Elective II (Choose any One)	4	-	4	40	60
GR11E5025	Advertising and Branding					
GR11E5026	Financial Institutions, Markets & Services.					
GR11E5027	Management of Industrial Relations					
GR11E5028	Total Quality Management					
	Elective III (Choose any One)	4	-	4	40	60
GR11E5029	Retailing Management					
GR11E5030	Derivatives					
GR11E5031	International Human Resource Management					
GR11E5032	E – Commerce					
GR11E5033	Entrepreneurial Activity	2	-	2	50	-
	Total	30	-	30	750	



II MBA			II Semester			
Subject Code	Subject Title	L	P	C	Max. Marks	
					Int	Ext
	<i>Elective IV</i> (Choose any One)	4	-	4	40	60
GR11E5034	Sales and Distribution Management					
GR11E5035	Strategic Investment and Financing Decisions					
GR11E5036	Management of Change					
GR11E5037	Information System Control and Audit					
	<i>Elective V</i> (Choose any One)	4	-	4	40	60
GR11E5038	Services Marketing					
GR11E5039	International Financial Management					
GR11E5040	Human Resource					
	Acquisition And Maintenance					
GR11E5041	Decision support systems					
	<i>Elective VI</i> (Choose any One)	4	-	4	40	60
GR11E5042	Project Management					
GR11E5043	Logistics and Supply Chain Management					
GR11E5044	Bank & Insurance Management					
GR11E5045	Organization Development					
GR11E5046	Project Work			16		
GR11E5047	Current Business Affairs	2	-	2	50	-
	Total	14		30	350	



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

The Objective of the course is to give a basic perspective of Management theories & practices and organization behaviour. This will form foundation to study other functional areas of management. Also this course provides insight into behavioral issues.

UNIT-I

Introduction to Management: Definition, Types of Managers, Mintzberg Managerial roles, Functions of Management, Administration vs. Management, Management Environment, Evolution of Management Thoughts, Henry Fayol Theory, FW Taylor Scientific management Theory and Elton Mayo's Hawthorne experiment – Planning: Nature of planning, Steps in planning, types of planning, Levels of planning - The Planning Process. Decision Making: The process and techniques of decision making.

UNIT-II

Organizing: Nature of organizing, organization levels and span of management – Factors determining span - Organizational design and structure –departmentation, line and staff concepts, staffing – delegation, decentralization. Groups Vs. Teams – Nature of groups –dynamics of informal groups – Teams in modern work place.

UNIT-III

Introduction to Organizational Behavior: Definition, Nature and Scope - Environmental and organizational context and the impact on organizations – Perception: Nature and importance of Perception – Perceptual selectivity and organization. Attribution Theories. Personality and Attitudes - Meaning of personality - Johari Window and Transactional Analysis.

UNIT-IV

Motivation and Leading: Theories of Motivation-Maslow's need hierarchy, Hertzberg's Two Factor Theory. Job designing process, Leading: Leading Vs Managing – Leadership Theories- Leadership styles – developing leadership skills – transformational leaders, transactional leaders, Leadership in Cross-cultural environment - Evaluating Leader.



UNIT-V

Communication and Control: Meaning, Types of communication and barriers to effective communication in Organizations, Using Communication Skills to manage Conflicts. Controlling: Basic control process- Requirements for effective control – control techniques – Overall controls and preventive controls.

REFERENCE BOOKS:

1. Koontz, Weihrich & Aryasri: *Principles of Management*, TMH, New Delhi, 2009
2. Luthans, Fred: *Organisational Behaviour*, 11/e, McGraw Hill, 2009
3. Stoner, Freeman and Gilbert: Jr. *Management*, Pearson, New Delhi, 2009.
4. Aryasri & VSP Rao: *Management and Organisational Behaviour*, Excel, 2009
5. Kavitha Singh: *Organisational Behaviour*, Pearson, 2009.
6. Kellogg: *Conflict in Organizational Groups*, Kogan Page, 2009
7. John M. Ivancevich: *Organisational Behaviour & Management*, TMH, 2009
8. Schermerhorn: *Management*, Wiley 2009
9. Pierce and Gardner: *Management and Organisational Behaviour: An Integrated Perspective*, Cengage, 2009.
10. BPP: *Organisational Behaviour*, Viva, 2009
11. Aswathappa: *Organisational Behaviour*, Himalaya, 2009
12. Certo and Certo: *Modern Management*, 10/e, PHI, 2009
13. R Satyaraju & A. Parthasarathy: *Management Text and Cases*, PHI, 2009.
14. Prem Vrat, K K Ahuja, P K Jain: *Case Studies in Management*, Vikas, 2006.

CDs (EXCEL MULTIMEDIA)

AUTHOR

Kochar Jayant
Md, Aoretto Retail Pvt Ltd.
Dani Jalaj
President, International Asian Paints Ltd
Booker Niall
Group General Manager & CEO-India, HSBC Ltd.

TITLE

Importance Of Customer
Focus To An Organization
Organizing Across Borders



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

MANAGERIAL ECONOMICS

The Objective of this course is to understand the relevance of economics in business management. This will enable the students to study functional areas of management such as Marketing , Production and Finance from a broader perspective.

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- Objectives of the firm: Managerial theories of firm, Behavioural theories of firm, optimization techniques, optimization with calculus, New management tools of optimization.

UNIT-II

Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty- Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

UNIT-III

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

UNIT-IV

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

**UNIT-V**

Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products. Profit Management: Nature, scope, Theories of profit, Measurement policies.

REFERENCE BOOKS:

1. Geetika & Piyali ghosh: Managerial Economics, TMH, 2009
2. Edwin Mansfield: Study Guide and Cases for Managerial Economics, Viva-wwn, 2009
3. P.L. Mehta : Managerial Economics – Analysis Problems, Cases, Sultan Chand and sons. New Delhi, 2001
4. Hirschey: Economics for Managers, Cengage, 2009.
5. Petersen,Lewis and Jain: *Managerial Economics*, Pearson, 2009
6. Mithani: Managerial Economics, HPH,2009
7. Atmananda: Managerial Economics: Excel, 2009.
8. Suma Damodaran: Managerial Economics, Oxford, 2009.
9. Keat: Managerial Economics : Economic Tools for Today’s Decision Makers, Pearson, 2009
10. Nadar & Vijayan: Managerial Economics, PHI, 2009.
11. Froeb: Managerial Economics—A Problem Solving Approach, Cengage, 2009.
12. James L.Pappas and Engene F.Brigham: *Managerial Economics*, Pearson, 2009.
13. Thomas Maurice: Managerial Economics, TMH, 2008.
14. Bharath Singh:Managerial Economics, Excel, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating research objectives and hypotheses and sample framework for undertaking research studies through well designed and structured questionnaires. Also it is intended to facilitate for the development of an insight into different statistical tools for data analysis, interpretation and presentation of reports in different functional areas of management.

*Statistical table is required for students at the time of examination

UNIT-I

Introduction: Nature and Importance of research, the role of business research, aims and types of social research, research process - primary data and secondary data, Questionnaire and schedules as tools of collecting data. Sampling design and sampling procedures. Diagrammatic and graphical presentation of data. Tabulation of data and general rules of tabulation. Mechanics of report writing, preliminary pages, main body and appendices including bibliography.

UNIT-II

Measurement concepts: Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement. Research Design: Meaning of Research Design. Functions and goals of Research Design, pilot study and developing a case study.

UNIT-III

Statistical Tools-I: Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation- Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.



UNIT-IV

Statistical Tools-II: Time series, utility of time series, components, measurement of trend through Method of Least Squares, Moving averages, and Graphical methods. Index Numbers: Laspeyres's Index, Paasche's Index, Fischer's Ideal index, Time Reversal and Factor Reversal tests.

UNIT-V

Statistical Inference: Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.

REFERENCE BOOKS:

1. Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, 8/e, TMH, 2009.
2. Gaur: *Statistical Methods for Practice and Research*, Sage Publication, 2009
3. Bhandarkar & Wilkinson: *Methodology and Techniques of Social Research*, Himalaya, 2009
4. Bajpai: *Business Statistics*, Pearson, 2009.
5. Dipak Kumar.Bhattacharya: *Research Methodology*, Excel Books, 2009
6. William G. Zikmund: *Business Research Methods*, Cengage, 2006.
7. Alan Bryman & Emma Bell: *Business Research Methods*, 2/e, Oxford, 2008.
8. Shajahan: *Research Methods for Management*, 3/e. Jaico, 2009
9. Richard I Levin & David S. Rubin: *Statistics for Management*, 7/e. Pearson, 2008.
10. C.R Kothari: *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2009.
11. C.B. Gupta & Vijay Gupta: *An introduction to Statistical Methods*, Vikas, 2009.
12. J.K.Sachdeva: *Business Research Methodology*, Himalaya, 2009
13. Nargundkar: *Marketing Research Tests and Cases*, TMH, 3/e, 2009
14. Narayana Reddy, Acharyulu: *Research Methodology and Statistical Tools*, Excel, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

BUSINESS COMMUNICATION (Theory) & Soft SKILLS (Lab)

The Objective of the course is to provide sound knowledge of vocal and written communication skills to the students. Keeping in view the most essential requirement of Communication skills for Management studies this course highlight the soft skills in an easy understandable and quickly implementable way.

A. Business Communication

UNIT-I

Features of Indian English - Correction of sentences - Informal conversation Vs Formal expression Verbal and non-verbal communication, barriers to effective communication – Kinesics – types of communication – Listening, Speaking, Reading and Writing, Telephone etiquette.

UNIT-II

Random variables: Discrete and continuous – Distribution – Distribution function. Distribution - Binomial, poisson and normal distribution – related properties.

UNIT-III

Written communication - differences between spoken and written communication - features of effective writing such as clarity, brevity.

UNIT-IV

Letter-writing - business letters – pro-forma culture - format - style – effectiveness, promptness - Analysis of sample letters collected from industry - email, fax.

UNIT-V

Technical Report writing - Business and Technical Reports – Types of reports - progress reports, routine reports - Annual reports - format - Analysis of sample reports from industry - Synopsis and thesis writing.

**REFERENCE BOOKS:**

1. Lesikar: Basic Business Communication, TMH, 2009
2. P. Elaiih, A Handbook of English for professional, 2011, III ed., BS Publications.
3. David Irwin: Effective Business Communications, Viva-Thorogood, 2009.
4. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi.
5. Sehgal: Business Communication, Excel, 2009
6. Sherfeild: Developing Soft skills-Pearson Education-2009.
7. Krishnamachryulu, Lalitha Ramakrishnan: Business Communication, HPH, 2009
8. Raymond V. Lesikav; John D. Pettit Jr.; Business Communication; Theory & Application, All India Traveller Bookseller, New Delhi-51.
9. GRE & TOEFL, Kalpan and Baron's, Kalpan Publishers, 2009.
10. Business English Dictionary, Pearson, 2009.
11. Murphy: Effective Business communication, 7/e, TMH, 2009.
12. Colin BEARD: Experiential Learning, Kogan Page, 2009
13. Kaul, Business Communication, PHI, 2009.

B. Soft skills Lab

The Soft skills lab focuses computer-aided multi-media instruction and language acquisition to achieve the following targets:

- ◆ To expose the students to a variety of self-instructional, learner-friendly modes of communication.
- ◆ To expose the students to team environment and how best one work with teams with cohesiveness, adapting them to corporate environment and how best they can make business presentations.
- ◆ To enhance soft skills in the areas of
 - ✓ Art of communication
 - ✓ Hidden data of communication
 - ✓ World of teams,



- ✓ Adapting to corporate world,
- ✓ Business presentation skills

For Free on line material or web resources, refer to

<http://campusconnect.infosys.com> (User ID: demo@infosys.com, PWD: infosys or registration is possible).

All the web material can be provided to each affiliated college through CD for sharing with faculty and students. Internet facility is not a constraint.

CDs (EXCEL MULTIMEDIA)

AUTHOR

TITLE

CHATTERJEE MIRAI,

LISTENING TO THE PEOPLE

Coordinator, SEWA

PRADHU SURESH P

Member of Parliament

CNBC CDs TV18

- ◆ Every Second Counts (Its is all about Time Management) 2008. (Soft skills)



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

I MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Financial Accounting and Analysis

The Objective of the course is to provide the basic inputs on maintaining books of accounts, preparation of financial statements, analysis and interpretation of financial statements.

UNIT-I

Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP) Overview of the Accounting Process- Journal and ledger. Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Accounting standards as Issued by Institute of Chartered Accountants of India (ICAI)- Limitations of financial statements.

UNIT-II

Valuation of fixed assets and Inventory: Tangible Vs Intangible assets, depreciation of fixed assets and methods of depreciation- Inventory Valuation: Methods of inventory valuation.

Unit-III

Issue of Shares and Debentures: Entries for Issue of shares, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures: Meaning, issue of debentures for cash and other than cash, treatment of discounts and losses on issue, meaning of redemption, redemption out of capital and profits.

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: Ratio Analysis- Liquidity, leverage, solvency and profitability ratios - Du Pont Chart Analysis -Cases.



REFERENCE BOOKS:

1. Robert N.Anthony, David F.Hawkins and Kenneth A.Merchant: *Accounting -Text and Cases*, 12/e TMH, 2008.
2. Dr.S.N. Maheshwari and Dr.S.K. Maheshwari: *Financial Accounting*, Vikas, 2009.
3. SP.Jain and KL. Narang : *Advanced Accountancy*, Kalyani publishers,2006.
4. Gokul Sinha: *Financial Statement Analysis*, PHI, 2009
5. Ambrish Gupta: *Financial Accounting Management An Analytical Perspective*,Pearson Education-2009
6. Jawaharlal: *Accounting for Management*, HPH,2008
7. Stice & Stice: *Financial Accounting Reporting & Analysis*. Cengage, 7/e, 2008.
8. Horngren: *Financial Accounting*, Pearson, 2009.
9. Weygandt, kieso,kimmel: *Financial Accounting*, 4/e, Wiley 2006.
10. Carl Kester, Richard S Ruback, Peter Tufano: *Case Problems in Finance*, 12/e, TMH, 2007.
11. RNarayanaswamy: *Financial Accounting: A Managerial Perspective*, PHI,2008



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMCA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

ENGLISH LANGUAGE COMMUNICATION AND SOFT SKILLS

UNIT-I

Features of Indian English: Correction of sentences – Informal conversation Vs Formal expression – Verbal and non-verbal communication, barriers to effective communication – kinesics – Types of communication – Listening, Speaking, Reading and Writing, Telephone etiquette.

UNIT-II

Technical presentations: types of presentation – video conferencing – participation in meeting – chairing sessions – Formal and informal interviews – interviewing in different setting and for different purposes recruiting, performance appraisal, Public Speaking, Debate and Group Discussion.

UNIT-III

Written communication: differences between spoken and written communication – features of effective writing such as clarity and brevity.

UNIT-IV

Letter-writing: business letters – pro-forma culture – format – style – effectiveness, promptness - Analysis of sample letters collected from industry – email, fax, Resume preparation.

UNIT-V

Technical Report writing: Business and Technical Reports Types of reports – progress reports, routine reports – Annual reports – format – Analysis of sample reports from industry – Synopsis and thesis writing.

REFERENCE BOOKS

1. Essentials of Business Communication, Rajendra Pal, JS KorlahaHi: SultanChand&Sons, New Delhi.
2. Basic Communication Skills for Technology, Andrea J. Rutherford: Pearson Education Asia, Patparganj, New Delhi-92.



3. Communication Skills, V.Prasad, Atma Ram Publications, New Delhi.
4. Raymond V. Lesikav; John D.Pettit Jr.; Business Communication; Theory & Application, All India Traveller Bookseller, New Delhi-51.
5. Business Communication, RK Madhukar, Vikas Publishing House Pvt. Ltd.
6. K.R. Lakshminarayana : English for Technical Communication – vols. 1 and 2, SCITECH Publications (India) Pvt. Ltd., T. Nagar, Chennai-600 017.
7. Edmond H Weiss: Writing remedies : Practical Exercises for Technical Writing, Universities Press, Hyderabad.
8. Dr. P. Eliah, A Handbook of English for Professionals, third ed., BS Publications, Hyderabad,2011.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

I Semester

L:4,T:0,P:6,Credits:4

Total Marks-100 (Int:40, Ext:60)

BUSINESS LAW AND REGULATION

The objective of the course is to enable students understand and appreciate the legal and regulatory framework of Indian operations of business.

UNIT-I

Law of Contract -1872 :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.

UNIT-II

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.

UNIT-IV

Companies Act, 1956: Steps and procedure for incorporation of the company, Company Management–Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

UNIT-V

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



REFERENCE BOOK :

1. Akhileshwar Pathak: Legal Aspects of Business, TMH, 3/e, 2009
2. K.R. Bulchandani: Business Law for Management, 5/e, Himalaya, 2008
3. Kuchal: Business Law, Vikas, 2009
4. Tulsian: Business Law, TMH, 2008.
5. N.D.Kapoor: Mercantile Law, Sultan Chand & Sons, 2009. .
6. S.N.Maheshwari & Maheshwari: *Business Law and Regulation*, Himalaya,,2008
7. S.S.Gulshan: Business Law, 2/e, Excel Books, 2006
8. B.B. Lal: Income Tax and Central Tax : Law and Practice, Pearson Education, Latest edition.
9. B.B. Lal & N.Vashisht: Direct Taxes, 28/e, Pearson Education, Latest edition.
10. C.L.Bansal: Business and Corporate Laws, Excel Books, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

I Semester

L:2,T:0,P:2,Credits:4

Total Marks-100 (Int:40, Ext:60)

COMPUTER APPLICATIONS IN BUSINESS (LAB)

The Objective of the course is to provide hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS. The exposure to databases such as PROWESS developed by Centre for Monitoring Indian Economy OR ACCREEQUITY developed by Accord Fintech is essential with a view to make students aware of data bases of Indian Companies and enables them to work on mini projects and think of topic for their MBA final year project.

UNIT-I

Introduction to Computers: Hardware, Software, Networking Devices. Office Tools, Database Management System, Internet Tools and applications.

UNIT-II

Experiments covering Basics of SQL. PL/SQL: SQL statements, Views. Joins, Constraints, operators, indexes. Functions, PL/SQL block structures, Procedure. Practice Exercises using SQL statements on the following aspects Employee payroll data, Purchase order of a book company, Inventory Management.

UNIT-III

Overview of MS-Excel features: Creating worksheet. Entering and Editing text, Entering and Editing Formulas. Hands on experience with Prowess of CMIE and a few simple exercises on ratio analysis using the package.

UNIT-IV

Overview of SPSS: Uses. SPSS for Tabulation, Data Analysis. Making students/Learn Familiar with Main menu and other features of SPSS Package & SPSS Report Presentation.

UNIT-V**Exercises:**

Test-1:- Creating and Editing a Data File.

Test-2:- Cross Tabulation and chi-Square Analyses.



Test-3:- The one-way ANOVA procedure: one-way Analysis of variance.

Test-4:- Bi-variate Correlation: Bi-variate correlation, partial correlations and the correlation matrix.

Test-5:- Multidimensional scaling.

REFERENCE BOOKS:

1. Introduction to Computers - Peter Norton, 8/e, TMH, 2008
2. Introduction to Information Technology, ITL Education. Pearson Education, 2009
3. Dhiraj Sharma: Foundation of Information Technology, Excel. 2009
4. Morley, Understanding Computers, 10/e Cengage, 2009.
5. V.Rajaraman, Introduction to Information Technology, PHI, 2009
6. Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter, Introduction to Information Technology, Wiley, 2006.
7. Scott Urman, Ron Hardman: Oracle Database 10g, PL/ SQL Programs, TMH, 2009

MS-Excel

1. Ron Mansfield: Working in Microsoft Office, TMH, 2008
2. David Whigham: Microsoft Excel, Data Analysis and Decision Making, Oxford. 2009
3. Albright Winston Zappe, Stephen G. Powell, Kenneth R. Bakes: Management Science, the art of Modelling with Spread sheets, 2/e, John Wiley and Sons, 2009.
4. Microsoft Office System step by step, 2007 edition, Pearson 2008.

SPSS

1. Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009
2. George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
3. Arthur Griffin: SPSS for Dummies, Wiley-India, 2009.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

I MBA

II Semester

L:2,T:0,P:0,Credits:2

Total Marks-50 (Int:50, Ext:Nil)

**COMPANY ANALYSIS REPORT SUBMISSION FOLLOWED BY
Seminar Viva - (Internal Exam)**

Student can choose a specific industry and a company for analysis and write their observations as to the trend, future prospectus problems etc., base on primary or secondary source of data such as interviews, survey and annual reports of successive years (Minimum four) companies can be studied by the students. Alternatively Data Bases such as Prowess of Centre for Monitoring Indian Economy (CMIE), Economic Times, and Financial Express can be used.

The Evaluation of the Company Analysis Report Submission followed by Seminar Viva, a together are valued for 50 marks internally by Project Review Committee.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

MARKETING MANAGEMENT

The objective of the course is to provide the students a clear view on the Marketing management, which has Marketing mix and Basics of Marketing as its main part of the curriculum.

UNIT-I

Introduction to Marketing: Understanding Marketing Management- Developing Marketing Strategies and Plans - Marketing Concept Vs Product Concept - Service Concept Experience Concept Green Marketing-Efficiency Vs Effectiveness- Limitations of Marketing concept- Marketing orientation and Business performance-Gathering Information and Scanning environment.

UNIT-II

Marketing Research: Need for Marketing Research-Types of Marketing Research Stages of Marketing Research Marketing Environment- Customer value proposition - Non segmented markets- Purpose of Segmentation and Market Entry - Target market selection Strategies of Target Marketing Analyzing Business markets Analyzing Consumer Markets.

UNIT-III

Marketing Mix-I: Creating Customer Value-Satisfaction and loyalty- Product Management-Business Product and Consumer Product- Technology Products- Commodity Products- Customised Products- Product line and product mix - - Managing product line and brands Product Life Cycle (PLC) Excessive Product Variants-Product line portfolios - New product options and development to commercialization- Product Recalls - Setting Product Strategy. Pricing Strategy - Methods of Pricing Factors influencing Pricing decision- Pricing cues Consumption and pricing Price Sensitivity Initiating Price Changes - Price Wars- Product mix pricing-Ingredient branding.

UNIT-IV

Marketing Mix - II: Designing and Managing Services- Marketing strategies for service firms Distinctive Characteristics of Services Customer Relationship - Distribution Designing Marketing Channel and value networks Role of marketing



channels - Channel design decisions- Channel management decisions Channel Integration and systems - E- Commerce Conflict - Cooperation and competition – Retailing Wholesaling - Logistics. Communicating Value - Role of Marketing Communication-Developing Effective Communication - Marketing Communication Mix - Managing the Integrated Marketing Communications process-Managing Mass Communication.

UNIT-V

Managing Personal Communication - Word of mouth - Designing Sales force-Direct Marketing Techniques - Internet Marketing - Consumer adoption process - Tapping Global markets - Developed vs Developing markets Managing a Holistic Marketing Organization Socially Responsible Marketing Internal Marketing - Rural Marketing Rural Consumer Behaviour Pricing Decision and Distribution Decisions - Future of Marketing

REFERENCE BOOKS :

1. Philip Kotler. Kevin Lane Keller. Abraham Koshy and Mithleshwar Jha: Marketing Management. 13/e. Pearson Education. 2009
2. Rajan Saxena: Marketing Management, 3/e, TMH, 2008
3. Peter Chevton: Key Marketing Skills, Kogan Page, 2009
4. K.Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya, 2009
5. Tapan K Panda: Marketing Management, Excel, 2009
6. V.S.Ramaswamy & S.Nama Kumari: Marketing Management, 4/e, Macmillan 2009.
7. Arun kumar & N. Meenakshi: Marketing Management, Vikas, 2009
8. Dholakia, Anwar et al: Marketing Management-PHI-2009.
9. David Jobber & John Fahy: Foundations of Marketing, TMH, 2009
10. Joel R. Evans & Barry Berman: Marketing Management, Cengage, 2008.



BUSINESS ENVIRONMENT

The objective of the course is to provide the student with a background of various factors (In macro-economic environment) that have major repercussions on business and sharpen the students' mind to watch and update the changes that occur constantly in this sphere.

UNIT-I

Industrial Policies: A brief review of industrial policies since independence. Industrial policy of 1991 and recent developments, Policy on foreign direct investment in Indian industry- Policy on Public Private Partnerships.

UNIT-II

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

UNIT-III

India's Trade Policy & Balance of Payments: India's Trade Policy /- EXIM Policy, Magnitude and direction of **Indian** International trade, bilateral and multilateral trade agreements.. Role of EXIM Bank. Balance of Payments: Structure, Major components. Causes for dis-equilibrium in Balance of Payments, correction measures. Impact of New Economic Policy on Balance of Payments.

UNIT-IV

Understanding Human Behavior: Personality – Johari Window- Transactional Analysis. **Perception:** Perceptual process, Development of Attitudes and Values, Understanding Group Dynamics, Team Effectiveness, Strategies to deal with conflicts and stress.

UNIT-V

World Trade Organisation (WTO): Nature and scope Organisation and structure trading blocks role and functions of WTO in promoting world trade - Principles followed- Agreements reached in the Uruguay round **including TRIPS, TRIMS**



and GATS. Disputes settlement mechanism- Dumping and Anti -dumping measures - Critical review of WTO functioning. Other International trade promotional Institutions.

UNIT-V

Money Markets and Capital Markets: Features and components of Indian Financial system, objectives, features and structure of Money markets and capital markets, Reforms and Recent Developments Stock Exchanges, Investor Protection and Role of SEBI.

REFERENCE BOOKS:

1. Francis Cherunilam: Business Environment: Text and Cases. 18/e. Himalaya. 2009.
2. Misra and Puri: Indian Economy, Himalaya, 2009.
3. Justin Paul: Business Environment -Text and Cases. TMH, 2009
4. Vivek Mittal: Business Environment, Excel, 2009
5. Conklin: Cases in Environment of Business, Sage, 2008
6. BPP: Business Environment, Viva, 2009
7. Shaikh Saleem: Business Environment, 4/e. Pearson. 2008
8. K. Aswathappa: *Essentials of Business Environment*, 9/e Himalaya. 2009.
9. Dutt and Sundaram: *Indian Economy*, S. Chand, New Delhi, 2009.
10. Recent: *Economic Survey Report* of Government of India.
11. VK Pail war: Economic Environment of Business, PHI, 2008. DE Bouchoux: Intellectual Property Rights, Cengage, 2005.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

HUMAN RESOURCE MANAGEMENT

The objective of the course is to provide basic knowledge of functional are of Human Resource Management. This will be the prerequisite for enabling students to take any electives offered in third and fourth semesters any subject on HRM stream.

UNIT-I

Introduction to HRM, Objectives of HRM, HR activities, Challenges of HRM - Job Analysis and Design: Uses of Job analysis, methods of data collection. Job Description and Specifications. Job design, Job redesign. Job Rotation. Job enlargement, Job enrichment. HR Planning: Strategic and Human Resource Planning, HR Planning process, HR Information systems, Assessment of HR requirements, HR Functions and Policies. Cases.

UNIT-II

Recruitment and Selection: The Recruitment Process, Methods of recruiting, realistic job preview. developing and using Application Blanks. Challenges of recruiting. The selection process, type of tests, basic-features of interviews, types of interviews, Technical, HR interview, interview errors and bias, designing and conducting the effective interview. reference and background verification, medical evaluation, Job offer, Induction and Placement. Cases.

UNIT-III

Training and Development & Performance Appraisal: Introduction to training, The training process. training methods, Management development-individual, group, organizational techniques, evaluation of training and development - Appraising and Managing Performance: The appraisal process, methods, and potential problems in performance evaluations. The appraisal interview, the feedback interview. The role of appraisal in managing performance. Career Planning and Development. Cases.

UNIT-IV

Compensation: Objectives, Influences on compensation, Compensation and motivation, job evaluation system simple ranking, job grading, point systems, and factor-comparison system. Human relations effects of Job evaluation, compensation for special groups. Cases.



UNIT-V

Integration: Quality of work life, The management of conflict: Sources of grievances, the grievance procedure. Guidelines for handling grievances- Maintenance of HR:

- a) Benefits and services, security, safety, health and welfare services.
- b) Separation,

REFERENCE BOOKS:

1. K.Aswathappa: Human Resource and Personnel Management, TMH, 2009.
2. Subbarao: Human Resource Management, HPIL2009
3. V S P Rao: Human Resource Management, Excel, 2009.
4. Edwin BJFlippo: Personnel Management, McGraw Hill,2009
5. Gary Dessler: Human Resource Management, 10/e, Pearson, 2009
6. John M. Ivancevich: Human Resource Management, TMH, 2009.
7. R.Wayne Mondy & Robert M.Noel: Human Resource Management, Pearson. 2009
8. Lepak: Human Resource Management- Pearson -2009.
9. Biswajeet Pattanayak: Human Resource Management, PHI, 2005.
10. Gomez-Mejia: Managing Human Resources, PHI,2009
11. David A.Decenzo & Stephen P.Robbins: Fundamentals of Human Resource Management, 8/e, Wiley, 2009
12. C S Venkataratnam: Personnel Management & Human Resources. TMH, 2009.
13. Fisher: Human Resource Management, Cengage, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

FINANCIAL MANAGEMENT

The objective of the course is to provide the necessary basic inputs and tools to manage the finance function. After the completion of the course, the students should be able to understand the management of finances of the business organization

*The students need Discounting Table and Annuity tables for the examination

UNIT-I

Introduction to the Finance Function and Capital Budgeting - Objective: Profit or Wealth Maximization and EPS Maximization. An overview of Managerial Finance functions - Time value of money: present value, future value of money and the basic valuation models- Nature and techniques of capital budgeting: Payback method, Average rate of return and Time-Adjusted methods: IRR and NPV, Profitability index, and Excess present value index. Cases in capital budgeting.

UNIT-II

Capital Structure Decisions: 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- Capital structure vs financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis. Indifference Point/Breakeven analysis of financial leverage,

UNIT-III

Capital Structure and Dividend Theories: The Modigliani Miller Theory. NI, NOI Theory and Traditional Theory -A critical appraisal- 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. Walter Model and Gordon Model.

UNIT-IV

Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital. Financing of working capital through Bank finance and Trade Credit, Cases.



Unit - 5:

Management of current assets: Management of cash, Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion. Marketable security alternatives; Management of receivables and Management of inventory- The importance of current assets management in working capital planning.

REFERENCE BOOKS:

1. MY Khan and PK Jain: Financial Management- -Text and Problems. **TMH**, 2009.
2. James C. Van Home: Financial Management and Policy, Pearson, 2006
3. M. Pandey: Financial Management, 9/e Vikas. 2007
4. Collin Barrow: Practical Financial Management, Kogan Page.2009
5. Srivastava: Financial Management and policy, Himalaya, 2009
6. Berk: Financial Management, Pearson, 2009.
7. S.N.Maheswari: Financial Management, Vikas, 2007.
8. John Tennet: Guide to Financial Management, Viva.2009
9. Chandra Bose D: Fundamentals of Financial Management, PHI-2006
10. Vishwanath: Corporate Finance,2/e, Sage, 2007.
11. Rajiv Sri vastav & Anil Mishra: Financial Management, Oxford, 2008.
12. Chakraborty, Bhattacharya, Rao and Sen : Financial Management and control. MacxMillan, 2007.
13. Michael C Ehihardt Eugene F. Brigham: Corporate Finance, A Focused Approach Cengage, 2006.
14. Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty: Principles of Corporate Finance. 8*edition, TMH, 2007.
15. Besley and Brigham: Essentials of Managerial Finance. 13/e Cengage, 2006



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

The objective of the course is to provide the basic tools of Operations Research in solving the management problems through modeling and using mathematical approach.

*The students have to be provided with Random Number Table to solve problem in the examination

UNIT-I

Introduction and Linear Programming: Nature and Scope of O.R.-Analyzing and Defining the Problem, Developing A Model, Types of models. Typical Applications of Operations Research; **Linear Programming:** Graphical Method. Simplex Method: Solution methodology of Simplex algorithm. Artificial variables; Duality Principle, Definition of the Dual Problem. Primal-Dual Relationships.

UNIT-II

Transportation and Assignment Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model. Traveling Salesman Problem.

UNIT-III

Replacement Model: Replacement of Capital Cost items when money's worth is not considered. Replacement of Capital Cost items when money's worth is considered. Group replacement of low cost items.

UNIT-IV

Game Theory and Decision Analysis: Introduction - Two Person Zero-Sum Games, Pure Strategies. Games with Saddle Point, Mixed strategies. Rules of Dominance. Solution Methods of Games without Saddle point -Algebraic, arithmetic methods. Decision Analysis: Introduction to Decision Theory, Steps In the Decision Making, the Different environments In Which Decisions Are Made, Criteria For Decision Making Under Risk and Uncertainty, The Expected Value Criterion With Continuously Distributed Random Variables. Decision Trees, Graphic Displays of the Decision Making Process.

**UNIT-V**

Queuing Theory and Simulation: Basic Elements of the Queuing Model. Poisson Arrivals and Exponential Service times; Different Queuing models with FCFS Queue discipline: Single service station and infinite population. Single service station and finite population, Multi service station models with infinite population. Simulation: Nature and Scope, Applications, Types of simulation. Role of Random Numbers. inventory Example, Queuing Examples. Simulation Languages.

REFERENCE BOOKS:

1. J. K. Sharma: *Operations Research: Theory and Applications*, Macmillan. 2008.
2. Hillier/Lieberman: *Introduction To Operations Research*; TMH, 2008.
3. Prem Kumar Gupta/ D.S. Hira : *Operation Research* ; S.CHAND & Co .2008
4. Renden Quantitative Analysis for Management, Pearson. 2009
5. Sridharabhat: *Quantitative Analysis for Business Decisions*. HPH, 2009.
6. R.Panneerselvam: *Operations Research*, PHI, 2008.
7. Hamdy, A.Taha: *Operations Research: An Introduction*, PHI, 2007.
8. Selvaraj: *Quantitative Techniques*. Excel. 2009
9. Gupta and Khanna: *Quantitative Techniques for Decision Making*. PHI, 2009.
10. Ravindran, Phillips, Solberg: *Operations Research*, Wiley, 2009.
11. Anderson. Sweeney, Williams: *Quantitative Methods for Business*, 10/e, Cengage, 2008
12. Sivarethinamohan: *Operations Research*, TMH, 2008.
13. R.K Bharadwaj, Mujumdar: *Quantitative Techniques for Business managers*, HPH.2009
14. Gillett: *Introduction to Operations Research*, TMH. 2009,



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

PRODUCTION AND OPERATIONS MANAGEMENT

The Objective of the course is to enable students to understand the basics of one of the functional areas of management viz. Operations or Production.

*The students need Statistical Table to solve problem

UNIT-I

Introduction: Overview of Production and Operations Management (POM)

Function, Historical Development of POM, POM scenario Today - Product and Process Design: Product and Process Development, Manufacturing Process Technology.

UNIT-II

Facilities Management & Aggregate Planning: Location of Facilities. Layout of Facilities, Optimisation of Product/Process Layout. Aggregate Planning : Preparation of aggregate demand Forecast. Specification of Organisational Policies For Smoothing Capacity Utilization. Determination of feasible Production Alternatives and Determination of Optimal Production Strategy.

UNIT-III

Scheduling: Scheduling In Job, Shop Type Production, Shop- Loading, Sequencing. Scheduling In Mass. Line of Balance, Methods of Production Control .World class production .

UNIT-IV

Work Study & Quality Management: Method Study, Work measurement, Work Design, Job Design. Work Sampling, Quality management: Economics of Quality Assurance Inspection and Quality Control, Control charts for variables and control charts for attributes, Acceptance Sampling, Total Quality Management and ISO 9000 series standards. Six Sigma.

UNIT-V

P.E.R.T. & C.P.M.: Drawing networks identifying critical path - probability of completing the project within given time- project crashing optimum cost and optimum duration.



REFERENCE BOOKS:

1. Chase, Aquilano, Jacobs: Operations Management for Competitive Advantage, TMII. 2009
2. Buffa: Modern Production Operation Management, Wiley 2009.
3. Mahadevan: Operations Management. Pearson. 2009
4. Aswathappa: Production & Operation Management. HPH. 2008
5. Young: Essentials of Operations Management, Sage. 2009
6. Kachru: Production and Operations Management. Excel. 200
7. Donald Waters: Operations Management, Kogan Page. 2009
8. Lee Krajewski, Larry Ritzman and Manoj Malhotra: Operations Management. 8/e PHI, 2009
9. S N Chary: Theory and Problems in Production and Operations Management, TMII. 2009.
10. Joseph S. Martinich: Production and Operations Management, Wiley. 2009. Slack: Operations Strategy: Pearson, 2009.
11. Evans: Principles of Operations Management, Cengage, 2009.
12. Saxena: Production and Operations Management, 2/e, TMII, 2009.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IMBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

MANAGEMENT INFORMATION SYSTEM AND ENTERPRISE RESOURCE PLANNING

The objective of the course is to provide the basic concepts of Enterprise Resource Planning and Management of Information System.

UNIT-I

Introduction to IS and Types of Information systems - Nolan Stage Hypothesis. IS Strategic Grid, Critical Success Factors. BPR Process, Socio-Technical Systems Approach (Mumford). System Develop Life Cycle, Prototype and End User Computing, Application Packages, Outsourcing, Deciding Combination of Methods. Types of Information Systems

UNIT-II

IS Security, Control and Audit- System Vulnerability and Abuse, business value of security and control, Need for Security, Methods of minimizing risks IS Audit, ensuring system quality.

UNIT-III

Induction to ERP: Overview of ERP. MRP, MRPII and Evolution of ERP. Integrated Management Systems, Reasons for the growth of EM³, Business Modeling. Integrated Data Model, Foundations of IS in Business. Obstacles of applying IT, ERP Market- ERP Modules: Finance. Accounting Systems. Manufacturing and Production Systems. Sales and Distribution Systems,, Human Resource Systems. Materials Management System. Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

UNIT-IV

Benefits of ERP: Reduction of Lead Time, On-Time Shipment. Reduction in Cycle Time. Improved Resource Utilisation, Better Customer Satisfaction. Improved Supplier Performance. Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design Making Capabilities.

UNIT-V

ERP Implementation and Maintenance: **Implementation Strategy Options, Features of Successful ERP Implementation. Strategies to Attain Success, User Training, Maintaining ERP & IS. Case Studies.**



REFERENCE BOOKS:

1. C Laudon and Jane P.Laudon, et al: Management Information Systems, Pearson Education, 2009.
2. Alexis Leon: ERP (Demystified), 5/E, Tata McGraw-Hill, 2009.
3. Gordon B. Davis & Margrethe H.Olson: Management Information Systems. TMIL 2009.
4. C.S.V.Murthy: Management Information System. Himalaya,2009
5. James A. Obrein: Management Information Systems, TMH, 2009
6. David L Olson: Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2009.
7. Rainer, Turban, Potter: Introduction to Information Systems, WELEY-India, 2009. Vaman, ERP in Practice, TMIL 2009
8. Dharminder and Sangeetha: Management Information Systems. Excel. 2009
9. Gerald V.Post, David L Anderson: Management Information Systems, Irvin McGraw Hill. 2009.
10. Monk: Concepts in ERP, Cengage, 2009
11. Olson: Managerial Issues of ERO, TMH, 2009
12. Motiwala: Enterprise Resource Planning, Pearson 2009 Miller:MIS—Cases, Pearson, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:2,T:0,P:0,Credits:2

Total Marks-50 (Int:50, Ext:Nil)

MINI PROJECT

Mini Project Submission - Followed by Seminar Viva - (Internal Exam)

Student can choose a specific any company or Institute or agency or firm for analysis and write their observations as to the trend, future prospectus problems etc., and base on primary or secondary source of data such as interviews, survey and annual reports of successive years (Minimum four) companies can be studied by the students. Alternatively Data Bases such as Prowess of Centre for Monitoring Indian Economy (CMIE), Economic Times, and Financial Express can be used.

The Evaluation of the Mini Project followed by Seminar Viva, a together are valued for 50 marks internally by Project Review Committee.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

ENTREPRENEURSHIP AND GOOD GOVERNANCE

The objective of the course is to make students understand the nature of entrepreneurship, and to motivate the student to start his/her own enterprise. The objective of the course is to enlighten with the fragrance of Corporate Good Governance and Business Ethics, so that they would become the best entrepreneurs / managers of the corporate world.

UNIT-I

Nature of Entrepreneurship: Characteristics, Qualities and skills of an Entrepreneur, functions of entrepreneur, Forms of Entrepreneurship: Small Business, Importance in Indian Economy, Types of ownership, sole trading, partnership, Joint Stock Company and other forms. Entrepreneurial strategy in generating and exploiting new entries – Generation of new entry opportunity, – Assessing the attractiveness of a new entry opportunity, Entry strategy for new entry exploitation, First-Mover (dis)advantages, Risk Reduction strategies. Strategies for growth.

UNIT-II

Entrepreneur & Law and Aspects of Promotion: Promotion of a venture, the entrepreneur and the law - Project Planning and Feasibility Studies- Major steps in product development. Financial new venture – Investment decision, financing means and sources: venture capital, Financing by Commercial Banks, Government Grants and Subsidies, Entrepreneurship Promotion Schemes of Department of Industries (DIC), KVIC, SIDBI, NABARD, NSIC, APSFC, IFCI and IDBI. New Financial Instruments.

UNIT-III

Introduction to Business Ethics: Necessity for Business Ethics-Need for Ethical guideline – Salient Issues in Ethics and Commerce- Justification for Ethics – Basic Principles in Ethics –Corporate Climate and corporate climate audits – Political Issues.

UNIT-IV

Understanding Corporate Governance: Corporate Governance- Capitalism at crossroads – Historical perspective of Corporate Governance – Issues of Corporate Governance – Theoretical basis of Corporate Governance – Corporate Governance mechanisms – Indian Model of Governance – Good Corporate Governance – Corporate Governance committees – OECD Principles – Indian Committee and guidelines.



UNIT-V

Corporate Social Responsibility: System Concept of Business Society – Social Responsibility – Social Responsibility tools – approaches to Ethics – Corporate Social Accountability –Ethics and Social Responsibility – professional ethics.

REFERENCE BOOKS:

1. Robert D Hisrich, Michael P Peters, Dean A Shepherd: Entrepreneurship, TMH, 2009
2. H. Nandan: Fundamentals of Entrepreneurship, PHI, 2009.
3. Ronald D Francis & Mukti Mishra: Business Ethics, TMH, 2009
4. A.C.Frenando: Corporate Governance, Pearson, 2006
5. V.Balachandran & V.Chandrasekaran: Corporate Governance & Social Responsibility, PHI, 2009
6. Bholanath Dutta:Entrepreneurship—Text and Cases, Excel, 2009
7. Vasanth Desai: Entrepreneurship, HPH, 2009
8. David Martin: Corporate Governance, Viva, 2009
9. Barringer: Entrepreneurship, Pearson,2009.
10. C.S.V.Murthy: Business Ethics & Corporate Governance, Himalaya, 2009.
11. RK Mishra,Gitarani: Corporate Governance, Excel,2009
12. A.C.Fernando: Business Ethics, Pearson, 2009
13. Laura P Hartman & Abha Chatterjee: Business Ethics, TMH, 2009
14. Tripat Kaur: Values and Ethics in Management, 2/e, Paragon International,2009.

CDs (EXCEL MULTIMEDIA)

AUTHOR

TITLE

AGARWAL G.K

**CREATING TALENT
INCUBATORS**

Executive Director-HR,NTPC

BAJAJ RAJIV, MUTHUTAMAN B,

**EXPERIENCE: MY FIRM AND
MY JOURNEY**

Managing Director-Bajaj Auto

GODREJ J N ((Entrepreneurship)

Chairman & MD, Godrej Boyce Mfg.Ltd

BAJAJ NIRAJ, Chairman, MD,

Mukund Ltd.

**THE ENTREPRENEUR
MANAGER**

PRASHANT TEWARI, MD, USV Ltd

K.GANESH, CEO & Founder, Tutor Visa

DIVYA MODI, Global Director, Finance, Spice Corp



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

COST AND MANAGEMENT ACCOUNTING

The objective of the course is to enable the students the components of product cost their calculation methods, and their control. Prerequisite for the course is Knowledge of Financial Accounting and Analysis taught in First Semester of the programme.

UNIT-I

Introduction: Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting - Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate.

UNIT-II

Costing for specific industries: Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

UNIT-III

Marginal Costing: Introduction, Application of Marginal costing in terms of cost control , profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even-analysis: Application of BEP for various business problems.

UNIT-IV

Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Master budget, Performance budgets, material Vs. purchase budgets, Zero Based Budgeting



UNIT-V

Standard Costing: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance, Sales and Profit variance.

REFERENCE BOOKS:

1. M.Y.Khan, P.K. Jain: Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2008.
2. S.P.Jain and K.L.Narang: Cost and Management Accounting, Kalyani, 2008.
3. Charles T. Horngren: Cost Accounting, PHI, 2009
4. MN Arora: Cost Accounting, Vikas, 2009.
5. Colin Drury: Management and Cost Accounting, Cengage, 2009
6. Bhahatosh Banerjee: Cost Accounting Theory and Practice, PHI, 2006
7. M.N.Arora: Cost and Management Accounting, Himalaya, 2009.
8. James Jiambalvo: Managerial Accounting, John Wiley, 2009.
9. Allen: Cases In Management Accounting & Control System, Pearson, 2009
10. Bamber: Managerial Accounting, Pearson, 2009.
11. Manash Gupta: Cost Accounting Principles and Practice, Pearson Education, 2008
12. Blocher, Chen, Cookins, Lin: Cost Management a Strategic Emphasis, TMH, 3/e 2009
13. Thukaram Rao: Cost and Management Accounting, New Age International, 2008.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

MANAGEMENT OF TECHNOLOGY

The Objective of the course is to expose students to the importance of technology in conduct of business and its skillful management for optimum results.

*Students need Discounting Table and Statistical Table to solve problem

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, Commercialisation 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, Organisation for Technological Forecasting, Current Status.



UNIT-V

Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

REFERENCE BOOKS:

1. Tarek Khalil: Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2009.
2. Krishnamacharyulu: Management of Technology, HPH, 2009
3. V.K.Narayanan: Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2009.
4. Krishnamacharyulu & Lalitha: Management of Innovation, Himalaya, 2009.
5. Norma Harison and Samson: Technology management – Text and cases, TMH, 2009
6. Shane: Technology Strategy for Managers and Entrepreneurs, Pearson,2009.
7. P.N.Rastogi: Managing Creativity, Macmillan, 2009.
8. Pradip N Khandwalla: Lifelong Creativity—An Unending Fest, TMH, 2009.
9. White: The Management of Technology & Innovation, Cengage,2009
10. Khandwala: Corporate Creativity, TMH, 2009.

CDs (EXCEL MULTIMEDIA)

AUTHOR

MARIWALA HARSH

Chairman & Managing Director,

Marico Industries Ltd

KANJILAL JAWAHAR

Director-Rich Media & MBP, Nokia Asia Pacific Singapore.

TITLE

INSTILLING THE ‘DNA’ OF

INNOVATION



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

STRATEGIC MANAGEMENT

The Objective of the course is to enable students have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business. Prerequisite The subjects such as Management Theory and Practice, Financial Management, HRM, Marketing Management, Production and Operations Management taught in First and Second Semesters of the programme.

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 Globalizing markets and internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

UNIT-IV

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

UNIT-V

Strategy Evaluation and control– Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and



quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

REFERENCE BOOKS:

1. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
2. Strategic Management by Michael Porter
3. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.
4. Saloner: Strategic Management, Wiley 2009
5. P.Subbarao: Strategic management, Himalaya, 2009
6. Subbaro Ch: Compete or Forfeit—Competitive Strategies for Pharmaceutical Industry, PharmaMed Press, 2009.
7. VSP Rao: Strategic Management, Excel, 2009
8. Johnson:Exploring Corporate Strategy, Pearson, 2009
9. Hitt, Ireland & Hoskisson: Management of Strategy, Thomson 2009
10. Allan Afuah, Business Models: A Strategic Management Approach, TMH, 2009
11. Ranjan Das: Crafting the Strategy: Concepts and Cases in Strategic Management, TMH,2009.
12. Fred R.David: Strategic Management Concepts and Cases, PHI, 2009
13. Hill: Strategic Management an Integrated Approach, Biztantra, 2009
14. Azhar Kazmi: Business Policy & Strategic Management: TMH, 2009.
15. Ajit Prasad: Extremely Short cases in Strategic Management, Excel-2009
16. Wheelen & Hunger: Concepts & Cases in Strategic Management and Business Policy, Pearson 2009.

CDs (EXCEL MULTIMEDIA)

AUTHOR

NADAR SHIV,

Convention Chairman and
Founder, HCL

And Chairman & CEO, HCL Technologies Ltd

FULLER MARK B, Chairman, Monitor Groups, USA

TITLE

**A CONCEPTUAL FRAMEWORK FOR
MANAGING FUTURE.**

OJHA NIKHIL P

**ENHANCED COMPETITIVENESS – AN
ANTIDOTE TO MANAGING FUTURE,
MANAGING THE FUTURE –
EVERLASTING TAKEAWAYS**



GIANETTI PRETI VYAS, **DESIGN AS A STRATEGIC**
Chairperson –
Vyas Gianetti Creatives **DIFFERENTIATOR**
STEVENS ERIC
Prof of Marketing, ESCEM B School, France

CHANDRASEKHARS **SPEED & AGILITY**
President HR, Reliance Industries Limited
DUBEY RAJEEV
Executive Vice-President, M&M.

CDs (EXCEL MULTIMEDIA)

<u>AUTHOR</u>	<u>TITLE</u>
BROCKER WILLEM Sr. Global Advisor, Price Waterhouse Coopers International	MANAGING NEW INDIA: STRATEGIES
PURI ASHWINI , Exec Director, Price Waterhouse Coopers International	
AMBARISH , Exec Director, Price Waterhouse Coopers Int	

CHAITANYA A V N P K, **GLOBAL COMPATITIVESS**
KUMAR PRAVIN

BHATTACHARJEE CHAYAN,
DE SUDIPTO **70 MILLION EMPLOYABLE INDIANS:**
NCYM Champion Team, **STRATEGIES FOR GLOBAL**
4thrd National

Competition for Management studies,
PG Program in Retail Management, IISW BM-Kolkata
BAKRÉ ANKITA ABHIJIT,
NCYM Champion Team,
33rd National competition
for young manager, Bharat Petroleum Co. Ltd

SHAHANI NAIDU **DEVELOPING THE NEW BUSINESS**
Sheriff of Mumbai **MANAGER**

GOPALA KRISHNA R
Convention Chairman & Exec Director
Tata Sons Ltd

KERR JOHN
Consulting EMEA Regional Leader Deloitte.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective -I

CONSUMER BEHAVIOUR AND RURAL MARKETING

The objective of the course is to enable students to understand the perspectives of Consumers and their buying behavior. The pre-requisite for this course is Marketing Management offered in 1st semester.

UNIT-I

Introduction to Consumer Behaviour: Evolution of Consumer Behaviour, Understanding consumers and market segments, Consumer Behaviour and Marketing Strategy. Psychographic Dimensions- Consumer Motivation, Perception, Personality, Information Processing, Attitude Formation and Attitude Change.

UNIT-II

Social and Cultural Environment: Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family Influences, Personal influence. Models of Buyer Behavior- Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model.

UNIT-III

Consumer Decision Process: High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.

UNIT-IV

Consumer Behavior in Rural Marketing : Meaning - Evolution – Rural Marketing Models – Rural Marketing Vs Urban Marketing – Nature and Characteristics of Rural Market – Indian Rural Market – Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market.

UNIT-V

Rural Marketing Mix: Rural Marketing Mix – Additional Ps in Rural Marketing – 4As of Rural Marketing Mix – New Product Development for Rural Market – Rural Market Product Life Cycle – Objectives behind new product launch – New Product development process.



REFERENCE BOOKS:

1. David L Loudon and Albert J Della Bitta: Consumer Behaviour, 4/e, TMH, 2008.
2. Schiffman, L.G and Kanuk L.L: Consumer Behaviour, 8/e, Pearson, 2009
3. Kazabi Batra: Consumer Behaviour, Excel, 2009
4. Suja R Nair: Consumer Behaviour—An Indian Perspective, HPH, 2008
5. Roger D. Black Well: Consumer Behaviour, Cengage Learning, 2008
6. C.S.G.Krishnamacharyulu, Lalitha Ramakrishnan: Rural Marketing: Text and Cases, Pearson Education, 2009
7. Balram Dogra & Karminder Ghuman: Rural Marketing, TMH, 2009
8. Kaushik Sircar: Rural Marketing, Himalaya,2008



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective-I

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

The objective of this course is to provide the conceptual and analytical frame work of Security Analysis and Portfolio Management and make them proficient in understanding the dynamics of securities market. This paper is focuses on the application of theory to practice.

UNIT-I

Investments: The Investment environment: Classification and functions of financial markets and financial instruments. Securities Markets, how securities are traded.

UNIT-II

Portfolio Theory and Capital market theory: The returns and risks from investing, Markowitz Portfolio Theory, Mean-variance approach, Portfolio selection-efficient portfolios, The Single-Index Model, Asset Pricing Models-The Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT-III

Fixed – income Securities (Bond): Analysis, valuation and management: Interest rates, Measuring Bond Yields, Bond pricing theorems, Convexity, duration, Passive Bond Management and active bond management strategies, Bond immunization.

UNIT-IV

- a) **Equity: Analysis Valuation and management:** Discounted Cash-flow techniques: Balance sheet analysis, Dividend discount models, intrinsic value and market price, The P/E ratio or Earnings Multiplier Approach, Price/Book value, Price /Sales ratio, Economic value Added (EVA), The passive and Active strategy.
- b) **Security Analysis:** Macroeconomic analysis, Industry and company analysis. Technical analysis.

UNIT-V

- a) **Derivatives:** Overview of derivative markets, option markets, option strategies and option valuation. Futures markets, strategies and pricing. Stock index futures, interest rate futures. Swaps contracts.



- b) **Portfolio management: Mutual funds** - Growth of mutual funds in India, Structure. Performance evaluation of mutual funds, performance measurement with changing portfolio composition.

REFERENCE BOOKS:

1. William F. Sharpe, Gordon J.Alexander and Jeffery V.Bailey: Fundamentals of Investments, Prentice Hall, 2009
2. ZVI Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty: Investments, TMH, 2009.
3. Donald E. Fischer and Ronald J.Jordan: Security Analysis and Portfolio Management, 6/e, Pearson Education, 2007.
4. Prasanna Chandra: Investment Analysis and Portfolio Management, TMH, 2009.
5. Frank K.Reilly and Keith C.Brown: Investment Analysis Portfolio Management, Cengage, 2009.
6. Charles P. Jones: Investments – Analysis and Management, John Wiley, 2009
7. Bhat: Security Analysis and Portfolio Management, Excel, 2009.
8. S.Kevin: Security Analysis & Portfolio Management, Prentice Hall, 2006.
9. Arnold, Kumar:Corporate Financial Management, Pearson, 2009
10. V.A.Avadhani: Securities Analysis and Portfolio Management, Himalaya, 2008.
11. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2007
12. John C.Hull: Options, Futures and other Derivatives, 7/e,Pearson education 2009.
13. Robert A.Strong: Derivatives – An Introduction, Cengage, 2009

CNBC TV 18 CDs

1. Systematic Investment Planning, 2008
2. Wizards of Dalal Street, 2008.
3. Simplifying Technical Analysis, 2005
4. Derivatives, Trader Psychology, 2005
5. Global Investment Gurus- Focus on India, 2006



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective-I
PERFORMANCE MANAGEMENT

The objective of the course is to provide an outline of performance management of individuals in the organization. The prerequisite for the course is knowledge of HRM.

UNIT-I

Introduction to performance management: performance management system cycle, planning performance for role clarity, accountability and effectiveness, increasing self awareness and understanding: Self Appraisal, performance analysis. Bharat Petroleum Corporation Ltd.: Aligning people to business goals, Performance Management System in Titan.

UNIT-II

Improving quality of performance ratings: Performance Review Discussion, Using Performance Management Systems, Data for HR Decision and Performance Improvements, Performance compensation, Performance Management Systems and Appraisal Practices in India, Performance Management Systems and Appraisal Practices in some Asian Countries. Performance Management System in Infosys, Performance Management System in Dr.Reddy's Laboratories

UNIT-III

Making Performance Management Systems and Appraisals Work, Monitoring Performance Planning Analysis and Development Systems, Focusing on Team Performance for Better Results & Reward system. Performance Management System in National Stock Exchange, Performance Planning Development Review and Management System: NOCIL.

UNIT-IV

Rating-Less Appraisals for the future of performance management systems, Performance Management: From Systems to Spiritual Approach, Implementing Performance Management Systems.



UNIT-V

Strategies for performance management: Competency Mapping, Benchmarking. **Case Studies** -Integrating 360 degree Feedback with Performance Management System :TISCO, 360 Degree or Multirater Assessment and Feedback Systems, Potential Appraisal.

REFERENCE BOOKS:

1. T.V.Rao: Performance Management and Appraisal Systems, Response, 2008.
2. Herman Aguinis: Performance Management, Pearson Education, 2009.
3. T.V.Rao: 360 Degree Feedback and Assessment and Development Centres, Excel, 2005.
4. Kandula: Performance management, PHI, 2009.
5. Michael Armstrong: Performance Management, Kogan Page, 2007.
6. A.S.Kohli, T.DeB: Performance Management, Oxford Higher Education, 2008.
7. Dinesh K Srivastava: Strategies for Performance Management, Excel, 2005.
8. Prem Chedda: Performance Management Systems, MacMillan, 2008.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective-I
BUSINESS INTELLIGENCE

The objective of the course is to make the students proficient in the tools and techniques of Business Intelligence making use of Data mining and Data Warehousing processes.

Unit – 1:

Introduction: Business Intelligence from business side- Components of BI Architecture-BI Frontend- BI and Business Value- BI Market Business Query & Reporting-Production Reporting- Dash Boards-Performance Management- Success of Business Impact- Measuring Success of Business Impact-ROI-LOFT Effect

Unit – 2:

Data Management and BI Organizing for Success Data Quality-Data Architectures-Master Data Management- Right Time Data- Business IT partnership- Hybrid IT-Business person. BI organizing for Success: Requirements driven BI-Relevance to Continental Gate Agents- Waterfall Development process- Agile Development Techniques-Enterprises Vs Department BI-Business Intelligence Competency Centre-BICC Guiding Principles

Unit – 3:

Market Intelligence: Knowledge most important asset of a company- Market Research Function with organization- Nature & Scope of Qualitative Data – Designing Research – Managing Results – Knowing Future.

Unit – 4:

BI Through Data Warehousing: Online Analytical Processing (OLAP)- OLAP& OLTP systems- Data Modeling-OLAP tools- Managed Query Environment-OLAP tools in open Source domain. Data Warehousing (DW) to Data Mining (DM)— Data base Segmentation- Tools for Data mining – Application of DW and DM

Unit – 5:

Future of BI: Emerging Technologies-Predicting future-BI search and Text Analysis-Advanced Visualization- Rich Reportlets – The future beyond technology.



REFERENCE BOOKS:

1. Cindi Howson: Successful Business Intelligence, Tata McGraw Hill, 2008
2. Turban: Business Intelligence, Pearson, 2009.
3. Martin Callingham: Market Research, Kogan Page, 2004
4. C.S.R.Prabhu: Data Warehousing, 3/e, PHI Learning, 2008
5. George M. Markas: Decision Support Systems, 2/e, Pearson Education, 2008
6. Efreem G. Mallach: Decision Support and Data Warehousing Systems, Tata McGraw Hill, 2008
7. Berson Smith: Data Warehousing, Data Mining 7 OLAP, Tata McGraw-Hill, 2007



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – II
ADVERTISING AND BRANDING

The objective of this course is to make the student proficient in promoting an organization through advertising and branding in contemporary styles.

UNIT-I

Introduction to Marketing Communications and Advertising: Marketing Communication – Integrated Marketing Communication (IMC)- IMC in Marketing Mix – Purpose and Function of Advertising in Marketing Mix – Advertising and Psychology – Advertising and Buying Behavior – Advertising Strategy- Planning & organization – Setting objectives – level of decision making- Creative Strategy & Execution.

UNIT-II

Managing Advertising : Advertising planning – Target Marketing – Defining prime prospects – positioning Advertising – Setting objectives- DAGMAR Approach to set objectives – Arriving and allocating Budgets – Measuring IMC Performance – Media Function – Basic Media Strategy – Using Various Media (Television, Radio, Newspapers & Magazines)- New Trends in Advertising – Creating Advertising.

UNIT-III

Advertising and Branding: Brand Planning- Managing Brands with current trends of Advertising – Competing Brands- Global Advertising Agencies and Global markets-Advertising Agency Management. Implication for Communication and Promotional strategies **Branding:** Product Concept –Unique Selling proposition – Product Management – Product & STP-Reverse Engineering – Framing Product Line

UNIT-IV

Branding Concepts: Managing Brand power – Brand Life Cycle –Types of Brands: Brand Associations- Brand Extension- Brand loyalty-Brand Positioning.-Brand Response – Brand Experience – Brand Aesthetics – Awareness & Brands – Brand Elements – Brand Positioning pit falls – Brand Repositioning- Symbiotic Branding – Directness and Subtlety in Advertising appeal. Brand revitalization.



UNIT-V

Brand Extension Strategies in Indian Context – Branding Commodities- Brand Perception and Brand Strategy – Subtleties and Celebrities – Brand Equity and pricing decisions – Cost to Server Consumers – Service Quality and Branding – Retailing impact on branding – Online Brand Equity and Offline Brand Equity.

REFERENCE BOOKS:

1. Kruti shah & Alan D’Souza: Advertising and Promotions, Tata McGraw-Hill, 2009
2. Helen Edwards & Derek Day: Creating Passion Brands, Kogan Page, 2005
3. S.Ramesh Kumar: Marketing and Branding, Pearson Education, 2009
4. Tapan K Panda: Building Brands, Excel, 2008
5. W.Rolan Lane, Karen Whitehill King, J. Thomas Russell: Advertising Procedure, 16/e, Pearson, 2008
6. Chunawala: Advertising , Sales promotion and Distribution, Himalaya, 2009
7. Sharma & Singh , Advertising, PHI, 2009.
8. Kumar: Consumer Behaviour and Branding: Concepts, Readings and Cases- The Indian Context, Pearson-2009.
9. Murthy & , Bhojanna: Advertising an IMC: Excel, 2009.
10. R.C.Bhatia: Marketing Communication and Advertising, Paragon International, 2009.
11. Mahendra Mohan: Advertising Management, Tata McGraw Hill, 2008
12. Batra: Advertising Management, 6/e, Pearson Education, 2008
13. Jason Hartman: Brand of Chocie, Jaico, 2009
14. Terence A Shimp: Advertising and Promotion, Cengage Learning, 2007
15. Rodney D Ryder: Trademarks, Advertising and Brand Protection, Macmillan, 2009
16. Brand Management – Harsha Varma



CDs (EXCEL MULTIMEDIA)

<u>AUTHOR</u>	<u>TITLE</u>
SURESH J, CEO & Exec Director, MTR Foods Ltd.	PRODUCT BRANDS TO COMPANY BRANDS
ANAND K.B.S Chief (Marketing and Sales) Asian paints	
BAWARE RAVI, SENANAND KANSAL RAHUL JEJURIKAR RAJESH	TRUE NATURE OF BRANDING THE THIRD WAVE OF BRANDING
CHADHA DHAREN, MD, Momentum Strategic Consultants Pvt. Ltd	Building Successful Brands in 21st century
MUTHURAMAN.B MD, The Tata Iron and Steel Co. Ltd.	
SAWHNEY MOHANBIR, Mocormiok tribune professor of technology And Director center for research in technology & Innovation	CONNECTING ACROSS GENERATIONS CREATING INDIAN BRANDS
BIYANI RAJESH BAID POOJ Winners of 3 rd National Computation for Management. Studies (NCMS), AIMA	
CNBC TV 18 CDs	
	<ul style="list-style-type: none">· Strategies for becoming Customer Focused Organisation· Brands that made India 2008· Most Trusted Brands, 2006



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – II
FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

UNIT-I

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

UNIT-II

The banking and Non Banking Institutions: Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations. Co-operative banks- role, Govt. initiatives to strengthen the co-operative banks.-

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 – Organisation and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets

UNIT-IV

Asset/fund based Financial services – lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.



UNIT-V

Investment Banking: Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. The non-banking financial Institutions: . Insurance Companies – Structure and Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.

REFERENCE BOOKS:

1. L.M.Bhole: Financial Institutions and Markets, TMH, 2009.
2. Vasant Desai: Financial Markets and Financial Services, Himalaya,2009
3. Rammohan: Regulation of Financial Intermediaries in Emerging Markets, Sage, 2009
4. Pathak:Indian Financial Systems, Pearson, 2009
5. M.Y.Khan: Financial Services, TMH, 2009.
6. S.Gurusamy: Financial Services and System, Cengage,2009
7. Meir Kohn: Financial Institutions and Markets, Oxford University Press, 2008.
8. Anthony Saunders and Marcia Millon Cornett: Financial Markets and Institutions, TMH, 2009.
9. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson , 2009.
10. Nanda Gopal: Emerging Financial Markets, Excel,2009.
11. Nalini Prava Tripathy: Financial Services, Prentice Hall,2009.
12. Frank.J.Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2008.
13. Vasant Desai, The Indian Financial System and Development, Himalaya,2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – II
MANAGEMENT OF INDUSTRIAL RELATIONS

The objective of the course is to give a good understanding of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.

UNIT-I

Introduction To Industrial Relations: The Concept Industrial Relations the Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Actors in Employee Relations: Management, Unions and the State, Role of Trade Union in Industrial Relations.

UNIT-II

Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct, Collective Bargaining: Importance, Forms, Process of Negotiation and Recent Trends in Collective Bargaining, Disputes – Causes and Prevention

UNIT-III

Industrial Relations & Technological Change, International Labour Organization (ILO): Objectives, Structure and Procedure for Admission as a Member, Managing Without Unions, the Future Direction of Industrial Relations

UNIT-IV

Legal Framework Of Industrial Relations: Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act, 1926, The Industrial Dispute Act 1947, The Factories Act 1948, The Maternity Benefits Act 1961, Industrial Employment (Standing Orders) Act ,1946

UNIT-V

Labour Welfare And Social Security: Labour welfare and Social Security – Meaning and implication, Labour Legislations: an overview (salient features of the acts from the perspective of a manager) Contract labour (regulation & abolition)act, 1970 & the rules Employees' provident funds & misc. Provisions



Act, 1952, Employees' state insurance Act, 1948 Payment of bonus act, 1965 Payment of gratuity act, 1975 Workmen's compensation Act, 1923, Payment of wages act, 1936

REFERENCE BOOKS:

1. C S Venkataratnam: Management of Industrial Relations. Oxford University Press, 2009.
2. Memoria and Gauskar: Dynamics of Industrial Relations. Himalaya. 2009
3. Arun Monappa: Industrial Relations, TMH. 2009
4. Tapamoy Deb: Managing Human Resources & Industrial Relations. Excel. 2009
5. B D Singh: Industrial Relations & Labour Laws, Excel. 2009.
6. Sinha: Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2009.
7. P.K. Padhi: Labour and Industrial Laws, PHI, 2009.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

ELECTIVE-I
DIGITAL IMAGE PROCESSING

The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

UNIT-I

Principles and Practices-I: Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM- Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils-Strategic Planning- Customer Satisfaction-Customer perception of Quality-service Quality,-Customer Retention- Employee Involvement-Employee survey-Empowerment-Gain sharing-Performance Appraisal.

UNIT-II

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

UNIT-III

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

UNIT-IV

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



UNIT-V

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

REFERENCE BOOKS:

1. Howard S Gilton, Alan J Oppenheim: Quality Management, TMH, 2008.
2. Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2008
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2009.
4. Shailendra Nigam: Total Quality Management, Excel, 2009
5. Kanishka Bedi: Quality Management, Oxford, 2008.
6. James R.Evans, M.Lindsay: The Management and Control Of Quality, Cengage, 2009.
7. Pradeep V.Mehta:Introduction to Quality Assurance-New Age publication, 2008.
8. Divya Singhal: Implementing ISO 9001-2000, PHI, 2008



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – III
RETAILING MANAGEMENT

The objective of the course is to enable students to develop a deeper insight into the functioning of Retailing Sector with a special focus on merchandising and store management.

UNIT-I

Introduction: Advent of retailing -Functions of retailing - Types of retailing - Customer buying behavior-Retailing Strategy: Target market & Retail format - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning. Human resources & Administrative Strategy: Designing the organizational structure for retail firm - Retail organization structures.

UNIT-II

Merchandising and pricing strategies: Merchandize planning - Sources of merchandize -Category Management - Buying systems to stores - Allocation of merchandize- Retail pricing strategies –Approaches for setting pricing – Pricing adjustments – Using price to stimulate retail sales – Promoting the merchandise – Implementing an advertising plan.

UNIT-III

Store Management: Objectives of a good store design –Store design – Store layout – Space planning – Merchandise presentation techniques and atmospherics.

UNIT-IV

Location strategies: Shopping centers –Freestanding sites – Location and retail strategies- Factors affecting the demand for a region or trade area –Factors affecting the attractiveness of a site.

UNIT-V

Retailing in India: The present Indian retail scenario – Factors affecting retailing in India – Region wise analysis of Indian retailing – Retailing opportunities in India. CRM in retail management.



REFERENCE BOOKS:

1. Levy & Weitz: Retailing Management , TMH, 2009.
2. A.J.Lamba: The art of Retailing, TMH, 2009.
3. Fernie: Logistics & Retail Management, Kogan Page, 2009
4. Arif sheik: Retail Management, HPH,2008
5. Sivakumar:Retail Management, Excel, 2009
6. Andrew J Newmann & Petes Cullen: Cengage Learning, 2009.
7. Barry Berman Joel &R Evans: Retailing Management-A Strategic Approach, Pearson Education, 2009.
8. Swapna Pradhan: Retailing Management Texts & Cases, TMH, 2009
9. Diamond: Retail Buying, Pearson, 2009
10. Sathish Taneja: Franchising, Paragon International, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

**Elective – III
DERIVATIVES**

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

UNIT-I

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

UNIT-II

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

UNIT-III

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.

UNIT-IV

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

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.



REFERENCE BOOKS:

1. Jayanth Rama Varma: Derivatives and Risk Management, TMH, 2008.
2. John C Hull: Options, Futures and other derivatives, 7th Edition, Pearson , 2009
3. Fundamental of Financial Derivatives – Prafull Kumar Swanin - Himalaya - 2012
4. Mishra: Financial Derivatives, Excel, 2009.
5. S.L.Gupta: Financial Derivatives: Theory, Concepts and Problems, Prentice Hall, 2009
6. S.S.Kumar; Financial Derivatives, PHI, 2009
7. David A. Dubofsky, Thomas W Muller, TR: Derivatives Valuation and Risk Management, Oxford, 2008
8. Don M Chance, Robert Brooks: Derivatives and Risk Management Basics, Cengage, 2008.
9. A.N.Sridhar: Futures and Options, Equities & Commodities, Shroff Publishers and Distributors, 2008.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – III

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

The objective of the course is to provide students with a perspective of International Human Resource Management, its environment and complexities. The prerequisite for the course is Human resources management taught in II semester.

UNIT-I

Introduction to IHRM: Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

UNIT-II

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances

UNIT-III

Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.



UNIT-IV

Performance Management and T& D in International context : A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices. **Training and development in international context:** Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

UNIT-V

International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

REFERENCE BOOKS:

1. The Global Challenge- framework for International human resource management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management-Peter J Dowling, Denice E Welch, Cengage Learning
3. International Human Resource Management, K Aswathappa, Sadhna Das, McGraw Hill
4. International Human Resource Management, Tony Edwards, Chris Rees, Pearson Education
5. International Human Resource Management - Monir H Tayeb – Oxford University Press - 2005.
6. International Human resource Management – PL Rao, Excel Books.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – III
E – COMMERCE

Objective of this course is to provide basic knowledge about E-Commerce trends in Electronic Commerce and get an overview of M-commerce

UNIT I

Introduction to E-Commerce – Definitions – Types of E- Commerce-Benefits of E-Commerce – Limitations of E-Commerce, Models of E-Commerce – B2C, B2B, C2C, Characteristics of Each Model

UNIT II

Electronic Market Structure – Business Model of Electronic Marketing – Procedure for Internet Shopping: Consumer Perspective – B2C- Characteristics of Internet Surfers- Service in Cyberspace, Advertising in E- Commerce – Methods and Strategies

UNIT III

Financial Transaction through EC - Electronic Payment Systems –Security schemes in Electronic Payment Systems – Electronic Credit Card System, Broker Based Services- Trading Stocks Online – Cyber banking and Personal Finance

UNIT IV

EC Strategy – Strategic Planning for EC: Industry and Competitive Analysis-Strategy Formulation – Critical Success Factors for EC- A Value Analysis Approach – Return on Investment and Risk Analysis – EC Strategy in Action.

UNIT V

Introduction to M-Commerce – Importance of M-Commerce, M-Commerce Value Chain, MCommerce - Services, Trends in M-Commerce

Case Let (Not Exceeding 200 Words)



REFERENCE BOOKS:

1. Efraim Turban, David King, Jae Lee, Dennis Viehland., **Electronic Commerce: A Managerial Perspective**. Pearson Education. New Delhi: 2008.
2. Bhaskar, Bharat., E-Commerce. Tata Mc-Graw Hill. New Delhi: 2006.
3. C.S.V Murty., E-commerce . Concepts, Models, Strategies, Himalaya Publishing house. 2008.
4. Ravi Kalakota and Andrew B. Whinston., Electronic Commerce; A Managers Guide. Pearson Education. 2008.

Journals

1. Computers Today, New Delhi
2. Data Quest, New Delhi



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:2,T:0,P:0,Credits:2

Total Marks-100 (Int:50, Ext:Nil)

ENTREPRENEURIAL ACTIVITY

Students study entrepreneurship and Good Governance in the third semester. This is to be taken as an exercise relating to that. Self employment is the best employment. Entrepreneur not only provides employment to himself/herself but also provides to others. Development of an area or nation is largely attributed to availability of entrepreneurship. Hence an activity titled “Entrepreneurial Activity / Market Makers” is planned and introduced. As part of this activity students have to conduct market surveys to identify an entrepreneurial opportunity. Explain whether it is an industrial or business opportunity. Identify the society’s need (it can be area-wise or locality-wise or product or service-wise) and identify the product to be produced or service to be rendered to satisfy that need or Identify the modifications to be made to increase the utility of a product or service. Explain how the new / improved product or service is different from the existing product or service elaborate how it satisfies more the consumers.

As this the business opportunity the student has to estimate the potential demand for the product or service, estimate the cost of production, and estimate the competition from producers of similar products or services. Estimations should not be based on mere guess work. Students have to give bases on which estimates are made. They have to follow a systematic method of forecasting, estimation and or projections. They have to use, if necessary mathematical models. In the report the student has to make a mention of location. Factors influencing his/her decision regarding location. Incentives available for locating the unit at a particular location. He/she has to explain the permits, permissions, licenses and registrations to be obtained from the government/different control authorities, probable time required and probable cost to be incurred etc. The student has to state/discuss the technology to be used, availability of the technology, cost of the technology, alternative technologies available etc. If it is necessary to import the technology restrictions on importing technology, cost of importing the required technology and the time required for importing technology should be discussed. Finances required, sources of finance, cost finance, probable risk and return and reasons for their choice should be given clearly.



The student, in his/her proposal, should also discuss in detail, availability of skilled manpower, training facilities available, and possibilities of outsourcing some of the activities etc.

Ultimately success of a business depends upon ability to sell. Hence the student has to identify the markets and market networks, channels of distribution, business promotion strategies etc. Student has to give as many details as possible regarding his business idea. It should not be imaginary, it should be real and it should be practical. As the essence of entrepreneurship is innovation it should be innovative. In the process the student has to make a mention of sources consulted i.e., libraries, offices and places visited, people consulted, and literature surveyed. For the purpose the students have to work on their own. If necessary they can consult/discuss/take guidance from the faculty. But no allotment will be made. No supervisors/guides will be fixed.

The proposal should be evaluated by at least two staff members independently and average of the two evaluations should be taken. The students have to make PPTs and submit two copies of the report not exceeding 60 pages to the department. This should be completed by the time the students appear for semester-end examinations. It is compulsory, hence every student should do this.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – IV

SALES AND DISTRIBUTION MANAGEMENT

The objective of this course is to provide students a wonderful of opportunity of learning the basics and concepts of Sales Management and Distribution Management.

UNIT-I

Introduction: Evolution of Sales Management- Nature and importance of Sales Management- Roles, Types and Skills of Sales Managers- Sales Objectives, Strategies and Tactics- Emerging Trends in Sales Management- Linking Sales and Distribution Management- Psychology in Selling- Buying Decision- Sales Knowledge and Sales Related marketing policies- Sales Process- Transactional and Relationship Selling.

UNIT-II

Management of Sales-I : Strategic Planning- Role of Marketing & Sales- Marketing & personal selling Strategies – Sales Strategy – Developing sales forecast- Forecasting approaches- Sales budget- Defining sales territories- Procedures for designing territories- Assigning territories to people- Managing Territories- Sales Quotas.

UNIT-III

Management of Sales – II: Concepts of Sales Organisation- Types of Sales organization structures- Specialization within sales organization- Sizing and Staffing the Sales force – Training and Motivating Sales Force- Compensating and Leading Sales force- Sales force expenses – Marketing audit- Sales force audit- Evaluation of sales org- Evaluating and controlling the performance of sales force.

UNIT-IV

Distribution Management: Definition- Need for Distribution Management- Need for Distribution Channels – Value addition of Distribution Management- Marketing Channels- Channel Formats- Relationship of flows to service levels – Channel levels – Service Channels- retailer as a salesman – Trading /Retail Formats – E-



Tailing – Wholesale – Functions & Classification – Major Wholesaling decisions- Distributors- Dealers/ Stockists.

UNIT-V

Designing Channel Systems: Channel Design factor – Channel planning process – Ideal Channel structure – Training, Motivating & Evaluating Channel members- Channel Design Comparison – Implementation – Vertical Integration – Channel Management – Power & Conflict – Principles of Channel Management – Channel Information System- International Sales and Distribution Management.

REFERENCE BOOKS:

1. Krishna K Havaladar & Vasant M Cavale: Sales and Distribution Management, TMH, 2007
2. Chunawala: Advertising, Sales and promotion Management, HPH, 2009
3. S L Gupta: Sales and distribution Management, Excel, 2009.
4. Tanner : Sales Management, Pearson, 2009.
5. Donald J. Bowersox & M. Bixby Cooper: Strategic Marketing and Channel Management, TMH, 2008
6. John F Tanner Jr, Earl D Honeycutt Jr & Robert C Erffmeyer: Sales Management, Pearson Education, 2009.
7. Pran Choudhury, Ricky Elliott & Alan Toop: Successful Sales Promotion, Orient Longman Limited, 1998
8. Subhash C Jain: Marketing Strategy, Cengage, 2008
9. Kazmi: Marketing Management, Excel, 2007
10. Coughlan: Marketing Channels, Pearson, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective-IV**STRATEGIC INVESTMENT AND FINANCING DECISIONS**

The objective of the course is to provide students with a knowledge of investment and Financing decisions from the strategic perspective. The prerequisite for the course is Financial Accounting and Analysis and Financial Management. **Students need to be provided with discounting and statistical table for examination**

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. Mergers and acquisitions in Capital Budgeting, cash vs. equity for financial mergers.



UNIT-V

Financing Decisions: International Capital Structure: Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs: Capital Structure Theory –the Signaling Model.

REFERENCE BOOKS:

1. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2008.
2. Prasanna Chandra: Financial Management, 7/e, TMH, 2008
3. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2005.
4. Vishwanath, Corporate Finance, Sage, 2009
5. Alan Shapiro: Capital Budgeting and investment Analysis, Pearson, 2008.
6. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e ,TMH, 2008
7. James P. Lewis: Project Planning, Scheduling and Controlling,3/e,TMH 2004.
8. I.M. Pandey: Financial Management, Vikas 2009.
9. Richard Pike & Bill Neale: Corporate Finance & Investment—Decisions and Strategies, 2/e, PHI, New Delhi, 2008.
10. Alexander: Fundamentals of Investment 3/e Pearson,2008
11. Robert A Haugen: Modern Investment theory, 5/e, Pearson,2009.
12. Titman:Valuation, Pearson, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective -IV
MANAGEMENT OF CHANGE

The objective of the course is to enable students understand how to cope up with the changes that take place constantly in business. The prerequisite for the course is knowledge of HRM and Organizational Behavior subjects.

UNIT-I

Change Management: Introduction, An overview of change, Forces of Change, Types of Change, change programmes – change levers-Change as growth – change as transformation – change as turnaround – Value-based change Cases- A Hewlett Packard Change Story: Managing a Merger, An IBM Change Story: Transformational Change from below and above, A McDonald's Change Story: Responding to Pressure.

UNIT-II

Change Models: Process based change models, Content based models and Integrated models, Diagnosis Models and Component Analysis – Diagnosing readiness to change. Cases: Chipping away at Intel, Nestle and Boeing.

UNIT-III

Change Diagnosis & Resistance to Change Resistance to change: Factors contributing to resistance, cognitive and affective processes, recognizing resistance, Managers as resistors to change – reducing resistance to change, suggestions for manage resistance to change- Cases-Problems at Perrier, Innovations at Wipro.

UNIT-IV

Implementing change: Organisation Development - Meaning, Nature and scope of OD - Person-focused and role-focused OD interventions – Implementing change through OD, Appreciative inquiry and sense-making approaches- Contingency and Processual Approaches to implementing change- Change at Dupont, British Airways Swipe Card Debacle, Implementing Tata Business Excellence Model in Tata Steel



UNIT-V

Linking vision and Change: Content of meaningful vision – Strategies for communicating change- Consolidating change: Actions to consolidate to change – Signs of consolidation of change - skills for communicating change, caution to be observed- Cases, Role of Vision at Mentor Graphics.

Note: Cases in Reference 1 and 3.

REFERENCE BOOKS

1. Palmer, Dunford, Akin: Managing Organisational Change—A multiple perspective Approach, TMH, 2009.
2. Radha R Sharma: Change Management—Concepts and Applications, TMH, 2009
3. Mike Green: Change management, Kogan Page, 2009.
4. V.Nilakant and S.Ramnarayan: Managing Change, Response Books, New Delhi, 2009.
5. Robert A Paton and James McCalman: Change Management: A Guide to Effective Implementation 2/e, Response 2009.
6. Harvard Business Essentials: Managing Change and Transition, HBS Press, 2007.
7. Thorn Hill: Managing Change, Pearson, 2009.
8. Joseph W. Weiss: Organisational Behaviour and Change—Managing Diversity, Cross cultural dynamics and Ethics. Cengage, 2009.
9. Harvard Business Essentials: Coaching and Mentoring, HBS Press, 2009.
10. Passmore, Stefan: Appreciative inquiry for change Management, Kogan Page, 2009
11. French: Organizational Development and Transformation, 6/e, TMH, 2009

CDs (EXCEL MULTIMEDIA)

AUTHOR

**RAHU SUBIR, M.P.
THAPAR GAURAM**

SUBIR RAHA

TITLE

MOBILIZING CHANGE
Vice Chairman & MD,
Ballarpur Industries Ltd.

MANAGING NEW INDIA: THE INDIA

President, AIMA and Former CMD, ONGC,



MNCs

SAMPATH KUMAR MOORTHY
PANDA B J, MUTHURAMAN B

President, Sundaram Fastenses
EMERGING LEADERSHIP: THE ROLE OF NEXT GENERATION POLITICIANS
EMERGING LEADERSHIP: ACQUIRING A GLOBAL MINDSET

SCHWARTZ PETER
 Chairman Global Business Network
 Monitor Group

MEGA TRENDS OF THE NEXT DECADE

CHEN HONG
DATTA RAJ,

Chairman & CEO the Hina Group Inc, China.
COLLABORATION, TRUST AND INNOVATIVE CHANGE
 Head(Knowledge Management Group)
 Mindtree Consulting Pvt. Ltd.

VERMA YASHOV

Director (HR & MS), Lg Electronics Ind Ltd

CNBC CDs TV18

Some Inspirational Movies from Management perspective (Management of Change)

English	Hindi	Telugu
Gladiator	LAGAN	Sye
Goal-I	IQBAL	Gamyam,
Goal-2	Lakshya	
Victory	Swadesh	
10,000 BC	Guru	
United 93		



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective -IV
INFORMATION SYSTEMS CONTROL & AUDIT

The objective of the course is to provide students with knowledge of control of information Systems and Audit. The prerequisite for the course is knowledge of ERP & MIS.

UNIT-I

Overview of Information System Auditing-Conducting an Information Systems Audit, Overview & steps in an Audit.

UNIT-II

The Management Control Framework-I: Introduction, Systems Development Management Controls, Security Management Controls, Operations management Controls, Quality assurance Management Controls.

UNIT-III

The Application Control Framework-I : Boundary Controls, Input Controls, Processing Controls, Database Controls, output Controls.

UNIT-IV

Evidence Collection & Evaluation: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires ,and Control Flowcharts. Performance Management tools. Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Efficiency.

UNIT-V

Information Systems Audit and Management: Managing the Information Systems Audit Function, Introduction, Planning Function, Organising Function, Staffing Function, Leading Function, Controlling Function, Some Features of Information Systems Auditing.



REFERENCE BOOKS :

1. Software Testing techniques - Baris Beizer, Dreamtech, second edition.
1. Ron Weber: Information Systems Control and Audit, Pearson, 2006.
2. James A.Hall: Information Technology Auditing and Assurance, Cengage. 2008.
3. Davis: IT Auditing, TMH, 2007
4. David Ricchiute: Auditing and Assurance Services, 7/e, Cengage, 2008.
5. Cannon, Bergmann, Pamplin: CICA- Certified Information Systems Auditor, Study Guide, 1/e , Sybex, WILEY- India, 2006.
6. Ronald, Russel: The CISSP prep Guide, 2/e. Wiley, Dreamtech, 2006.
7. Alter: Information Systems, Pearson, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – V
SERVICES MARKETING

The objective of the course is to provide a deeper insight into the marketing management of companies offering services as product. The pre-requisite for this course is marketing management offered in I semester

UNIT-I

Understanding services marketing & CRM: Introduction, Classification of services, Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the intangibility of service performances, Service Models – the service triangle management model, Molecular and Servuction Model, six –market model.

UNIT-II

Services market segmentations: The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations. Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

UNIT-III

Pricing & Promotion strategies for services: Service pricing, setting pricing objectives, pricing Vs demand. **Service promotion:** The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

UNIT-IV

Planning and managing service delivery: Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity, customer loyalty in services.



UNIT-V

Marketing plans for services: Strategy, Levels of strategic planning, Market Opportunity analysis.

REFERENCE BOOKS:

1. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing—Integrating Customer Focus Across the Firm, TMH, 2009.
2. Christopher Lovelock: Services Marketing People, Technology, Strategy, Pearson 2009.
3. C. Bhattacharjee – Services Marketing – Concepts, Planning and implementation - Excel, 2009
4. Ravi Sankar: Services Marketing, Excel, 2009
5. Rajendra Nargundkar: Services Marketing, TMH, 2009
6. Verma: Services Marketing, Pearson-2009.
7. Mark Davis: Managing Services People and Technology, McGraw-Hill International, 2009
8. Adrian Payne: The Essence of Services Marketing, PHI, 2009.
9. Thomas J. Delong & Asish Nanda: Managing Professional Services—Text and Cases, McGraw-Hill International, 2009.
10. Roland T. Rust and P.K. Kannan: E-Service New Directions in Theory and Practice, Prentice-Hall, 2009.
11. James A Fitzsimmons: Services Management—Operations, Strategy and Information Technology, 3/e, TMH, 2009. Hoffman: Services Marketing, Cengage, 2009



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

I Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – V
INTERNATIONAL FINANCIAL MANAGEMENT

The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management. **Discounting and Statistical tables need be provided to students for examination.**

UNIT-I

International Financial Management: An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM - 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.

UNIT-II

International Monetary System: Evolution, Gold Standard, Bretton Woods 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: 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. Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.



UNIT-V

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

REFERENCE BOOKS:

1. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2009.
2. Jeff Madura: International Corporate Management, Cengage, 2009.
3. P.K Jain: Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan, 2009.
4. S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2009
5. T. Siddaiah: International Financial Management, Pearson, 2009
6. V.A Avadhani: International Financial Management, HPH, 2008
7. Madhu Vij: International Financial Management, Excel, 2009.
8. P.G.Apte: International Financial Management, TMH 2009.
9. Maurice D.Levi: International Finance, TMH, 2009
10. Srivastava: Multinational Financial Management: Excel, 2009.
11. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth: Multinational Business Finance, 10th edition, Pearson Education 2009.
12. Ephrain Clark: International Finance, Cengage, 2009
13. Reid W. Click & Joshva D.Coal: The Theory and Practice of International Financial Management. Prentice Hall India, 2009.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – V

HUMAN RESOURCE ACQUISITION AND MAINTENANCE

The objective of this study is to enable the student to specialize in the process of Recruitment and Selection with a special focus on pre-employment tests and measuring competencies. **The prerequisite for this course is Human Resource Management.**

UNIT-I

Recruitment and Selection- Concept and Background, Job Analysis, Meaning, definition and purpose, Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique, Fleishman job analysis survey, functional job analysis, job element method, repertory grid, critical incident technique.

UNIT-II

Recruitment, Selection and Placement – The Process Nature of hiring, Need Analysis, Hiring internally, Sources of internal recruitment, External Hiring, Sources of recruitment: Advertisement, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Screening the candidates: Application Forms: bio-data /resume / curriculum vitae and weighted application blanks, Testing, Meaning, definition, purpose, advantages and disadvantages, Ability tests, personality assessment test, Interviewing, Interview in public sector undertaking, statutory requirements, Reference checking & Appointment orders, Contents of appointment letter, hard copy (or soft copy), method of delivery and retrieving the acknowledgement copy, Medical Examination & acceptance of offer for joining.

UNIT-III

Human Resource Maintenance: Introduction: Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues, Compensation Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

UNIT-IV

Managing Compensation: Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure, Wage and salary surveys, the wage curve,



pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, Compensation as a retention strategy, Variable Pay and Executive Compensation, Strategic reasons for Incentive plans, Administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans, Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management.

UNIT-V

Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

Note: Case / Mini Project to be done at every unity level

REFERENCE BOOKS:

1. Phillips: Strategic Staffing, Pearson, 2009.
2. Daine Arthun Recruiting, Interviewing, Selecting & Orienting New Employee. PHI, 4/e. 2007.
3. Robert Edenborough: Assessment Methods in Recruitment, Selection and Performance, Kogan, 2006.
4. Sanjay Srivastava: Case Studies in HRM, Exceil.2009.
5. Gatewood, Field,Barrick: Human Resource Selection. Cengage. 2008.
6. Gareth Robert: Recruitment and selection, Jaico, 2008.
7. N. K. Chanda: Recruitment and Selection. Paragon International. 2009.
8. Robert D. Gatewood and Hubert S. Feild, Human Resource Selection, South western Cengage Learning, Mason, Ohio 20012.
9. Herbert G., Staffing Organization, Heneman III, Timothy A. Judge,5th Edition, McGraw Hill International.
10. Lilly M Berry, Employee Selection, Thomson Publications.
11. Hiring & keeping the best people, HBS Press.
12. Dipak Kumar Bhattacharyya, Human Resource Planning, 2ndedition, Excel Books.
13. Robert w. Wendover, High performance hiring, Crisp Publication,California, 1991.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IIMBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – V
DECISION SUPPORT SYSTEMS

The objective of the course is to provide an understanding of Decision Support System for Management decisions. The prerequisite for the course is knowledge of ERP & MIS.

UNIT-I

Decision- Making and Computerized support- Management support systems – Managerial Decision Making and Information Systems – Computerized Decision support and supporting technologies - Decision-Making Systems - Modeling, and Support

UNIT-II

Decision Support System – Decision support systems configurations - The knowledge based management system – The Decision Support system Hardware – Decision support system classifications - Modeling and Analysis – Certainty, Uncertainty and Risk - Management support system modeling – Decision Analysis and alternatives – Multiple goals, Sensitivity analysis and Goal seeking - DSS Development

UNIT-III

Developing Decision Support systems and Deterministic Models, the DSS Development Methodology – Decision Support Systems Technology levels and tools - Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.

UNIT-IV

Application of DSS to Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc. Feasibility of DSS Technical's and Financial viability



UNIT-V

Non-Optimising Models of DSS and Intelligent Decision Support systems – Artificial Intelligence – Concepts of Expert systems – Problems and limitations of Experts systems – Expert systems success factors- Knowledge acquisition - Simulation Techniques and Monte- Carlo Methods.

REFERENCE BOOKS :

1. Macclah: Decision Support Systems and Data Warehousing, Tata McGraw-Hill , 2000.
2. Efraim Turban, Jay E. Aronson, Ting-Peng Liang: DSS and Intelligent Systems, Pearson Education, 2009
3. Stevenson: Introduction to Management Science, Tata McGraw-Hill, 2008.
4. James A Obrien, George M Marakas: Management Information systems, 7/e, Tata McGraw-Hill, 2008.
5. George M..Marakas: Decision Support Systems in the 21st Century, 2/e, PHI, 2008.
6. Anderson: Introduction to Management Science & Quantitative techniques for Decision Making, Cengage, 2009
7. Hiller, Lieberman: Operations Research: Concepts & Cases, 8/e, Tata McGraw-Hill , 2008.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – VI
PROJECT MANAGEMENT

The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

UNIT-I

Introduction: Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

UNIT-II

Project Planning: Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

UNIT-III

Project Execution: Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process, risk management an integrated approach, cost Management, Creating a project Budget.

UNIT-IV

Leading Project Teams: Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

UNIT-V

Performance Measurement and Evaluation: Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.



REFERENCE BOOKS:

1. Gray, Larson: Project Management-Tata McGraw Hill-2008
2. Enzo Frigenti: Project Management-Kogan, 2008
3. Jeffery K.Pinto: Project Management-Pearson Education-2009
4. Larry Richman: Project Management-PHI, 2008
5. Scott Berkun: Project Management, SPD, 2008
6. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.
7. Anita Rosen: Effective IT Project Management-PHI-2008.
8. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2009
9. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective – VI
LOGISTICS AND SUPPLY CHAIN MANAGEMENT

The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality. The course will also strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management. Consequently the course provides advanced knowledge about logistics and their supporting systems from a supply chain perspective.

*The students need Statistical Table to solve numerical problems.

Prerequisite for the course:- Knowledge of Production and Operations Management, Marketing Management and QABD taught in second semester of the programme.

UNIT-I

Understanding the Supply Chain: Objective and Importance of Supply Chain Process View of Supply Chain. Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope. Logistics: The Logistical value proposition, The Work of Logistics, Logistical operations, Logistical operating arrangements, Supply chain Synchronization , Supply Chain Drivers and Metrics :Drivers for Supply Chain Performance, Framework for Structuring drivers. Facilities, inventory, transportation, information, sourcing and pricing. Obstacles to Achieving fit, Supply chain performance in India. Case studies

UNIT-II

Designing the Supply Chain Network : Role of distribution in the Supply Chain, Factors influencing Distribution network design, Design options for Distribution network, The role of network design in the Supply Chain, Frame work for Network design decisions, Models for facility location and capacity allocation, Planning Demand and Supply in a Supply Chain: Demand Forecasting in Supply Chain: Components of forecast and forecasting methods, Aggregate Planning in Supply Chain: Role of aggregate planning, Aggregate planning Strategies , Inventory planning and economic theory aberrations. Case studies



UNIT-III

Planning and Managing inventories in Supply Chain: Managing Economies of Scale in Supply Chain, Managing Uncertainty in a Supply Chain, Determining optimal level of product inventory. Designing and Planning Transportation Networks: Transportation in a Supply Chain. Case studies

UNIT-IV

Managing Cross Functional Drivers in a Supply Chain: Sourcing decisions in a Supply Chain and procurement strategies, Information Technology and Coordination in a Supply chain. Case studies

UNIT-V

Logistics and Supply chain relationships: Identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances. 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 , Supply Chain Management in Global environment–Global strategy – Global purchasing – Global logistics–Global alliances –Issues and Challenges in Global supply chain Management – Case studies.ss

REFERENCE BOOKS:

1. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, Third edition, Pearson, 2009.
2. Donald J.Bowersox and David J.Closs: Logistical Management: The Integrated Supply Chain Process, TMH, 2006.
3. Rajasekhar & Acharyulu: Logistics and Supply Chain Management, Excel, 2009.
4. Sridhara Bhat: Logistics and supply chain management, Himalaya, 2011.
5. John T Mentzer: Supply Chain Management, Sage Publications, 2008
6. Donal Waters: Global Logistics, Kogan Page, 2009
7. Christain schuh et al:The purchasing chess board, Springer link,2009.
8. Philip B.Schary, Tage Skjott-Larsen: Managing the Global Supply Chain, Viva, 2008.



9. Joel D wisner, Keong Leong, Keah Choon Tan: Principles of Supply Chain Management- A Balanced approach, Cengage Learning, 2008
10. Rahul V Altekar: Supply Chain Management, Concepts and Cases, PHI , 2008
11. J.L.Gattorna and D.W.Walters: Managing the Supply Chain, Macmillan, 2008
12. Rangaraj: Supply chain Management for competitive advantage, TMH, 2009
13. Kachru: Logistics and Supply Chain Management, Excel, 2009
14. Shah: Supply Chain Management, Pearson, 2009

Excel Multimedia – CDs:

Author

Title

AGARWAL KAPIL, Asst Vice President,
Madura Garments
Dawar Sanjay
Associate Partner, Accenture Ind Pvt Ltd

**COLLABORATION AND BEST
PRACTICES IN SUPPLY CHAIN
MANAGEMENT**

Anandan Rajan,
Vice President and GM, Dell India.

Devolving Good Supply Chain
MANAGEMENT

SHARMS SUMAN, Head Process, DS Group



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective-VI

BANK AND INSURANCE MANAGEMENT

The objective of this course is to enable the students to understand the concept and operations of Banking Sector in India and the importance of Life and General Insurance

UNIT I

Introduction to Indian Banking: Structure of Indian Banking – RBI - Commercial Banks and their functions-public sector banks – private sector banks and types - unit banking and branch banking – local area banks – foreign banks – regional rural banks (RRBs) –cooperative banks – introduction of retail banking -Recent trends in India Banking Industry .

UNIT II

Banking Regulatory and Supervisory Mechanism: RBI Functions - Monetary Policy – credit control measures -CRR, SLR, Repos, Reverse Repos and Asset Liability Management – management of Non Performing Assets (NPA)- RBI guidelines on NPA- RBI control on commercial banks – quantitative and qualitative measures- brief introduction of Basel II norms.

UNIT III

Technology in Banking: Introduction to E- Banking – Internet banking - ATMs, Inter bank, Transfers – Electronic clearing services – electronic funds transfer – tele-banking – electronic cheques – credit cards and debit cards – smart cards- M-Banking.

UNIT IV

Life Insurance – Introduction to Life Insurance – significance of insurance – Types of Life Insurance contracts; Principles of Life Insurance; Assurance Vs insurance – Life insurance products and their coverage.



UNIT V

General Insurance – Introduction to general Insurance -Types of General Insurance – brief introduction to : Fire, Marine, Motor Vehicle, Health and miscellaneous Insurances (property, building, earthquake, flood and burglary insurance)-reinsurance characteristics-types of reinsurance. Reinsurance Vs double insurance.

REFERENCE BOOKS :

1. Jyotsna Sethi and Nishwan Bhatai, Elements of Banking and Insurance, PHI Publications, New Delhi, 2008.
2. S,C.Sahoo, S.C Das., Insurance Management. Himalaya Publishing House, 2009.
3. Mark S. Dorfman., Risk Management and Insurance. Pearson Education, 2007.
4. M.L.Tandon, Banking Law and Practice in India.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:4,T:0,P:0,Credits:4

Total Marks-100 (Int:40, Ext:60)

Elective-VI
ORGANIZATION DEVELOPMENT

The objective of this course is to make the students to understand the concept, process, interventions and other related aspects of Organizational Development.

UNIT-I

Foundations of Organizational Development: Conceptual frame work of OD, History of OD, First order and second order Change, Values, assumptions and believes in OD, characteristics of OD, Participation and Empowerment, Teams and teamwork, Parallel learning structures, A normative-re-educative strategy of change, Applied behavioural science, Action research.

UNIT-II

Managing the OD Process: Components of OD Process, Diagnosis, Action & Program Management; **Diagnosis:** Diagnosing the System, its subunits and Processes, **Diagnosis using the Six-box Organizational Model,** **Third Wave Consulting:** The Action Component: nature of OD intervention, analyzing discrepancies: The Program Management Component: Phases of OD Programs, model for managing change, creating parallel learning structures.

UNIT-III

OD Interventions: Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Human process interventions (individual, group and inter-group human relations): Individual based: coaching, counseling, training, behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, etc.

UNIT-IV

OD Interventions (Continued): Conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams. Inter-group based: Organization mirroring, third party peacemaking interventions, partnering Techno structural (Structures,



technologies, positions etc.,) & Strategic interventions: Techno structural: Balanced scorecard; business process reengineering; downsizing and outsourcing;

UNIT-V

The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future, OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD

REFERENCE BOOKS:

1. Organization Development, behavioral science interventions for Organization Improvement, Wendell L.French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
2. Organizational Design and Development-Concepts and Applications-Dr. Bhupen Srivastava, Biztantra
3. Organizational designs for excellence, Pradip N. Khadwalla, TMH, 2005
4. Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.
5. Organization Development, & Transformation, Managing Effective Change, Wendell L.French, Cecil H.Bell, Jr, TMH.
6. Organizational, Design, and Change-Gareth R. Jones, 5th Edition.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

II MBA

II Semester

L:8,T:0,P:0,Credits:16

Total Marks-Grades (A,B,C,D)

PROJECT WORK

Students are required to work the entire fourth semester on the project even as they undergo the assigned course work of this semester. The students can choose specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. Before they commence the project work it is suggested that they write a synopsis indicating the objectives, Methodology, Framework for analysis, Action plan with milestones in order to have clarity for their subsequent work. The project should have an internal faculty as guide.

EVALUATION OF PROJECT WORKS

A Project Review Committee (PRC) of the college is to be constituted with Principal/Director as chairperson, heads of the departments, which are offering PG courses, and two other senior faculty members of the department offering MBA. Registration of Project work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to III Semester. A candidate is permitted to register for the project work after satisfying, the title, objectives and plan of action of his project work to the departmental committee for its approval. Only after obtaining the approval of departmental committee the student can initiate the project work. The duration of the project is for one semester, changes in the project to be approved by PRC. The work on the project shall be initiated in the beginning of the fourth semester and the duration is one semester.

A candidate is permitted to submit project thesis only after successful completion of theory and practical course with the approval of PRC not earlier than 40 days from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of the thesis to the principal (through Head of the Department) and shall make an oral presentation before the PRC. Three copies (two hardcopies & one softcopy) of the project thesis certified by the supervisor shall be submitted to the College / Institute. The thesis shall be adjudicated by one examiner selected by the Institute out of 5-member panel, submitted by the college who are eminent in that field of study with the help of concerned guide, project coordinator and the head of the department.

If the report is favorable, viva-voce examination of the project report shall be conducted by a board consisting of the External examiner, the Head of the



Department and Supervisor. The Board shall jointly report candidates work; the bifurcation of the evaluation is as follows.

(A) **Excellent**, (B) **Good**, (C) **Satisfactory**, or (D) **Unsatisfactory**.

If the report of the examiner is not favorable, the candidate shall revise and resubmit the thesis, in the time frame described by PRC. If the report of the examiner is unfavorable again, the project shall be summarily rejected. Head of the Department and Project coordinator shall coordinate and make arrangements for the conduct of viva- voce examination. If the report of the viva-voce is not satisfactory, the candidate will retake the viva-voce examination after three months. If he fails to get a satisfactory report at the second viva-voce examination, he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit

REFERENCE BOOKS:

1. Business Essentials: Research Project, Viva, 2009
2. Paul Oliver: Writing Your Thesis, Sage, 2009
3. M.K.Rampal & S.L.Gupta: Project Report Writing, Paragon International, 2009
4. Michael Jay Polonsky: David S Waller: Designing and Managing a Research Project, Sage, 2009
5. Surendra Kumar: An Aid to Project Work, Paragon International, 2009.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

IIMBA

II Semester

L:2,T:0,P:6,Credits:2

Total Marks-50(Int:50, Ext:Nil)

CURRENT AFFAIRS

The objective of this course is to create awareness on current business events happening in India and around the world.

Specific Course Objectives

1. To create awareness of current business matters
2. Strengthen their reading habit
3. Improve critical thinking on business issues
4. Equip students with knowledge and skills to succeed in job interviews

Life is dynamic and knowledge is power. Many changes come and many developments take place in business and industry. Development is the need and change is the nature. Managers have to keep track of the changes otherwise it is difficult to withstand competition. Knowledge is central to stay competitive and to create wealth. Managers have to collect information on a continuous basis, analyze the environment and decide to survive. Likewise students of Master of Business Administration (potential managers and entrepreneurs) have to learn to keep themselves abreast of current affairs and latest developments or trends in business and industry. In other words they must be able to replenish the continually decaying knowledge inventory, to generate knowledge and to upgrade the knowledge. In the process they may have to improve simple data into information and knowledge. Entrepreneurial or managerial skill depends upon the possession of and currency of knowledge. For that they have to consult on a continuous basis, different sources - news papers, professional/industry/trade journals/newsletters, business news channels, internet etc. – and identify the trends in promotion, organization, development, diversification etc. of business and industry. They have to observe and document the trends which affect management practices and relate them to the existing knowledge. In support of the information collected paper cuttings and/or photo stat copies may be enclosed. The student should explain how an even influences the current managerial practice.

Teaching Methods

The student is required to read a Business magazine supplied by the Institution and appear for a quiz conducted on each issue. Group Discussions will be conducted during the class session (two periods per week in a group of 6-8 students). Students who are absent for any of the Group Discussions will be losing a chance.



**GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY
DEPARTMENT OF MANAGEMENT STUDIES**

Suggested Project Evaluation Procedure for MBA students

(On the basis of the discussion given in the previous e-mail following project evaluation procedure has been prepared. This may be adopted as it is or with necessary modifications.)

1. EVALUATION OF FINAL PROJECT / DISSERTATION WORK OF THE MBA STUDENTS:
 - A. The MBA students of the College/Institute have to undertake project work in the fourth semester. The project should be a real time project. They have to go to different industrial units, enquire into their problems, convince them to give project placement for at least a period of 45 days, select a topic depending upon their specialization, conduct a systematic enquiry and prepare a project report. For that a student has to work under the guidance of two research supervisors/guides. One is an **‘external research supervisor/guide’** and another is an **‘internal research supervisor/guide’**. External research supervisor/guide is a person not below the rank of an officer working in the industrial unit concerned. An internal research supervisor/guide is a faculty member of the department and is allotted by the Head of the Department on the basis of specialization/convenience/ability.
 - B. At the commencement of the project work, the student has to get an acceptance letter from the industrial unit concerned and submit the same to the **‘project coordinator’**. Project coordinator is appointed by the Head of the Department. Different project coordinators can be appointed for different batches and for different sections of the same batch.
 - C. After a successful completion of the project work the student has to submit a project report. The project report shall be systematically prepared on the basis of the project work undertaken. Submission of the project report is the culmination of the project work.
 - D. At the beginning of the fourth semester every year, the Principal shall constitute a **‘Project Review Committee (PRC)’** with Head of the Department as **Chairperson** and two other senior teaching staff/faculty of the Department as members. Senior teaching staff/faculty means a Professor designate of the Department or an Associate Professor of the Department with ten years of experience.
 - E. The student has to prepare a project proposal, in consultation with the project supervisor (consisting of the title, research problem, objectives, methodology and action plan), enclose the acceptance letter obtained from the industrial unit concerned and submit that to the project coordinator concerned. The



project coordinator places all the proposals before the project review committee. The project review committee reviews them and approves them. For the purpose, the PRC may seek explanation from the student or interview the student concerned. If the proposal is not acceptable the PRC may ask the student to revise and resubmit the proposal.

- F. Once the PRC approves the project proposal, the student can commence doing the project work. The student has to spend at least 45 days in the industrial unit concerned during the fourth semester and obtain a certificate to that effect from appropriate authority of the industrial unit.
- G. Under normal circumstances a student is not allowed to change the internal research supervisor/guide. If there is any valid reason, on request from the student, the Head of the Department, in consultation with other members of the PRC, can change the internal research supervisor/guide.
- H. If a student wants to change the topic he has to submit a written application, giving reasons, to Project Review Committee, through the research supervisor and the Project Coordinator. On receipt of the application if the PRC is satisfied can permit the change. However, the Project Review Committee shall examine whether the change of topic leads to a major change of his initial plans of project proposal or not and whether the time left over for completion is sufficient or not.
- I. After commencement of the project the student shall submit the status report (progress report) at least two times with a gap of at least 20 days in between and present himself personally for review. In this regard the student has to follow the 'project review schedule' given by the Department/coordinator.
- J. If the project work is complete the student can submit the project report either before the commencement of the fourth semester-end examinations or as decided by the Department. The gap between registration of the topic and submission of the report should at least be 45 days. The student shall submit two hard bound copies and one soft copy of the project report to the Department for the purpose of evaluation. The project report should be prepared as per the guidelines given by the Department from time to time.
- K. The project report shall be adjudicated by an external examiner appointed by the Principal (i.e., the Head of the Institution). The Head of the Department in consultation with other members of the Project Review Committee prepares a panel of examiners in 1:3 ratio and submits to the Head of the Institution. The Head of the Institution selects the required number of the examiners from the panel for the purpose of project report evaluation and viva-voce examination.



- L. If the examiner is not satisfied with the project report, the student shall revise and resubmit the project report.
- M. On acceptance of the project report by the external examiner, a viva-voce examination will be conducted by a board consisting of the external examiner (who has adjudicated the report), Head of the Department and the internal research supervisor concerned. The Board shall jointly report the student's work as:
 - i. Excellent,
 - ii. Good,
 - iii. Satisfactory, or
 - iv. Unsatisfactory

Head of the Department shall coordinate and make arrangements for the conduct of viva-voce examination. If the report of the viva-voce examination is unsatisfactory, the student shall appear for viva-voce examination after three months (after payment of a prescribed fee). If he/she fails to get a satisfactory report even at the second viva-voce examination he/she will not be eligible for the award of the degree.