

ACADEMIC REGULATIONS PROGRAM STRUCTURE and DETAILED SYLLABUS

Master of Business Administration

(Two Year Regular Programme)
(Applicable for Batches admitted from 2015)



**GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY**
(Autonomous)



**ACADEMIC REGULATIONS
GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
DEPARTMENT OF MANAGEMENT STUDIES
GR15 REGULATIONS**

Gokaraju Rangaraju Institute of Engineering and Technology 2015 Regulations (GR15 Regulations) are given here under. These regulations govern the programmes offered by the Department of Management Studies with effect from the students admitted to the programmes in 2015-16 academic year.

1. **Programme Offered:** The programme offered by the Department is Master of Business Administration (MBA), a two-year regular programme.
2. **Medium of Instruction:** The medium of instruction (including examinations and reports) is English.
3. **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 rank obtained by the student in ICET conducted by the Affiliating University or by the State Government or on the basis of any other order of merit approved by the University, subject to reservations prescribed by the Government from time to time.
4. **Programme Pattern:**
 - a. A student is introduced to “Choice Based Credit System (CBCS)” for which he/she has to register for the courses as per the procedure.
 - b. Each Academic year of study is divided into two semesters.
 - c. Minimum number of instruction days in each semester is 90.
 - d. Total Credits of the programme are 116.
 - e. Grade points, based on percentage of marks awarded for each course will form the basis for calculation of SGPA (Semester Grade Point Average) and CGPA (Cumulative Grade Point Average).
 - f. A student has a choice of registering for credits from the courses offered in the programme.
 - g. All the registered credits will be considered for the calculation of final CGPA.
5. **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/she pursues the course of study and completes it successfully in 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 date of admission, shall forfeit his/her seat in MBA course.
- c. A student has to acquire a minimum of 6.0 SGPA in each semester for the award of MBA degree.
- d. The Degree of Master of Business Administration (MBA) shall be conferred by Jawaharlal Nehru Technological University Hyderabad (JNTUH), Hyderabad, on the students who are admitted to the programme and fulfill all the requirements for the award of the degree.

6. Attendance Requirements

- a. A student shall be eligible to appear for the semester-end examinations if he/she puts in a minimum of 75% of attendance in aggregate in all the courses concerned in the semester.
- b. Condonation of shortage of attendance in aggregate up to 10% (65% and above but less than 75%) in a semester may be granted. 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 more than 10 per cent (Attendance less than 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 examinations 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-registered.

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

- a. Paper setting and evaluation of the answer scripts shall be done as per the procedures laid down by the Academic Council of the College/Institute from time to time.
- b. The following is the division of marks between internal and external evaluations.

S.no	Particulars	Continuous Internal Evaluation (CIE)	Semester End Examination (SEE)	Total
1	Theory	30	70	100
2	Practical	30	70	100
3	Mini Project	50	---	50
4	Main Project	60	140	200

- c. The marks for internal evaluation per semester per theory course are divided as follows:
 - i. For Mid written examinations:20 Marks
 - ii. For Tutorial: 05 Marks
 - iii. For Attendance: 05 Marks
 - iv. Total:30 Marks
- d. Mid-Term Written Examination: There shall be two mid-term written examinations during a semester. The first mid-term written examination shall be conducted from the first 50 per



- cent of the syllabus and the second mid-term written examination shall be conducted from the remaining 50 per cent of the syllabus. The mid-term written examination shall be evaluated for 20 marks and average of the marks scored in the two mid-term written examinations shall be taken as the marks scored by each student in the mid-term written examination for that semester.
- e. Tutorial: Tutorials are to be conducted, student's participation and performance are to be observed and marks, not exceeding 5 (5%) per semester per paper are to be awarded by the teacher concerned.
 - f. Attendance: A maximum of 5 marks (5%) per semester per course are to be awarded on the basis of attendance one puts in. Course-wise attendance is taken for this purpose.
 - g. For Internal Evaluation in Practical/Lab Subjects: The marks for internal evaluation are 30. Internal Evaluation is done by the teacher concerned with the help of the other staff member nominated by Head of the Department. Marks Distribution is as follows:
 - i. Writing the programme:10 Marks
 - ii. Executing the programme:10 Marks
 - iii. Viva:05 Marks
 - iv. Attendance:05 Marks
 - v. Total: 30 Marks
 - h. The semester-end examination shall be conducted by an external examiner and a staff member of the Department nominated by Head of the Department. Marks distribution is as follows:
 - i. Writing the programme:20 Marks
 - ii. Executing the programme:20 Marks
 - iii. Viva:15 Marks
 - iv. Lab Record:.....15 Marks
 - v. Total:..... 70 Marks
 - i. Evaluation of Mini Projects: The mini projects will be evaluated for a maximum of 50 marks internally. A student has to secure a minimum of 50% marks for to be declared successful. A student has to give a seminar on the project work/activities being carried out by hem/her, and the assessment will be done by a Project Review Committee (PRC), which consists of the senior faculty members, one being the coordinator/head of the department and the other faculty member being nominated by the Principal. All the courses offered under open electives in different semester come under mini projects.
 - j. Evaluation of the Main Project Work: A Project Review Committee (PRC) is to be constituted by the Principal with Head of the Department as the Chairman and two other senior faculty members of the department as members.
 - i. Registration for the Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirements of all the courses (theory and practical courses) up to III semester.
 - ii. After registration for the project work the student, in consultation with the research supervisor/guide has to submit the title, objectives and plan of action of his project work to the Project Review Committee for approval.
 - iii. Only after obtaining the approval of the Project Review Committee of the Department, the



student can initiate the project work. Any changes thereafter in the project are to be approved by the PRC.

- iv. The student has to work under the guidance of both internal guide (one faculty member of the department) and external guide (from industry not below the rank of an officer). Internal guide is allotted by the Head of the Department or the Coordinator of the project work, whereas external guide is allotted by the industrial organization in which the project is undertaken.
- v. The candidate shall submit status of the report in three stages at least with a gap of 15 days between each stage.
- vi. 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 report only after successful completion of theory and practical courses with the approval of PRC and 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 report to the Head/Coordinator (through internal research guide) and shall make an oral presentation before the PRC.
- vii. Two hardcopies and one soft copy of the project work (dissertation) certified by the research supervisors shall be submitted to the College/Institute.
- viii. The report shall be adjudicated by one external examiner selected by the Institute out of 3-member panel, submitted by the department.
- ix. The total marks allotted to the main project work are 200, out of that internal 60 (30%) marks and external 140 (70%) marks. Internal evaluation marks are awarded by the PRC on the basis of the student's performance in the three pre-submission reviews and the external evaluation is done by the external examiner. In both internal and external evaluations the student shall score at least 40% marks and an aggregate of 50% marks for to pass in the project work. If the report of the examiner is favourable, Viva-voce examination shall be conducted by the 'Evaluation Board' consisting of the Supervisor, Head and the External Examiner who adjudicated the project work. The Board shall jointly evaluate the student's performance in the project work.
- x. In case the student doesn't pass through the project work, he has to reappear for the viva-voce examination, as per the recommendations of the Board or after 45 days. If he fails to succeed at the second Viva-voce examination also, he will not be eligible for the award of the degree unless he is asked to revise and resubmit the Project by the Board.
- xi. When one does not get the required minimum marks both in internal and external evaluations the candidate has to revise and resubmit the dissertation in the time frame prescribed by the PRC.
- xii. Head of the Department and Project coordinator shall coordinate and make arrangements for the conduct of viva-voce examination.

8. Recounting of Marks in the End-Examination Answer Books: A student can request for recounting of his/her answer book on payment of a prescribed fee.

9. Re-evaluation of the End-Examination Answer Books: A student can request for re-evaluation of his/her answer book on payment of a prescribed fee.



10. Supplementary and Improvement Examinations:

- a. Supplementary Examinations: A student who has failed in an end semester examination can appear for a supplementary examination, as per the schedule announced by the College.
- b. Improvement Examinations: A student who fails to secure SGPA of at least 6.00 in a semester can reappear for the external examination of the required courses of the semester for an improvement in SGPA, with the approval from HOD and faculty advisor.

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 Semester-end Examination and a minimum aggregate of 50% of the total marks in the Semester-end examination and Internal Evaluation taken together.
- b. In order to qualify for the award of MBA Degree, the student shall complete the academic requirements of passing in all the Courses as per the course structure including Seminars and Projects if any.
- c. In case a student does not secure the minimum academic requirements in any course, he/she has to reappear for the Semester-end Examination in the course, or re-register for the same course when next offered or re-register for any other specified course, as may be required. However, one more additional chance may be provided by a student are less than 50% and he/she failed finally in the course concerned. In the event of taking another chance for re-registration, both the internal and external marks, obtained in the previous attempt are nullified. In case of re-registration, the student has to pay the re-registration fee for each course as specified by the College/Institute.
- d. **Grade Points: A 10-point grading system with corresponding letter grades and percentage of marks, as given below, is followed.**

Letter Grade	Grade Point	Percentage of Marks
O (Outstanding)	10	Marks > 80 and Marks ≤ 100
A+ (Excellent)	9	Marks ≥ 70 and Marks ≤ 80
A (Very Good)	8	Marks ≥ 60 and Marks ≤ 70
B+ (Good)	7	Marks ≥ 55 and Marks > 60
B (Above Average)	6	Marks > 50 and Marks > 55
F (Fail)	0	Marks < 50
Ab (Absent)	0	

- i. Earning of Credit: A student shall be considered to have completed a course successfully and earned the credits if he/she secures an acceptable letter grade in the range O-B. Letter grade 'F' in any Course implies failure of the student in that course and no credits earned.



- ii. Computation of SGPA and CGPA: The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA). The SGPA of kth semester (1 to 4) is the ratio of sum of the product of the number of credits and grade points to the total credits of all courses registered by a student, i.e.,

$$\text{SGPA (S}_k\text{)} = \frac{\sum_{i=1}^n (C_i * G_i)}{\sum_{i=1}^n C_i}$$

Where:

C_i is the number of credits of the i th course,

G_i is the grade point scored by the student in the i th course and

n is the number of courses registered in that semester.

Computation of CGPA: The CGPA is calculated in the same manner taking into account all the courses m , registered by a student over all the semesters of a programme, i.e., upto and inclusive of S_k , where $k \geq 2$.
$$\text{CGPA} = \frac{\sum_{i=1}^m (C_i * G_i)}{\sum_{i=1}^m C_i}$$

Note: The SGPA and CGPA shall be rounded off to 2 decimal points.

Award of Class: After a student satisfies all the requirements prescribed for the completion of the Degree and becomes eligible for the award of MBA Degree, he/she shall be placed in one of the following three classes:

	Class Awarded	CGPA Secured
3.1	First class with distinction	CGPA \geq 7.75
3.2	First Class	CGPA \geq 6.75 and CGPA $<$ 7.75
3.3	Second Class	CGPA \geq 5.75 and CGPA $<$ 6.75

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 / re-registration to the same or equivalent subjects as and when they are offered.

17 General Rules

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



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
Master of Business Administration (MBA)

MBA**I Year-I Semester**

Sub-Code	Group	Subject	L	P	C	Int.	Ext.	Total
GR14E5001	PC	Principles of Management and Organizational Behavior	4	-	4	30	70	100
GR14E5002	PC	Managerial Economics	4	-	4	30	70	100
GR14E5003	PC	Research Methodology And Statistical Analysis	4	-	4	30	70	100
GR14E5004	PC	Business Communication and Soft Skills	4	-	4	30	70	100
GR14E5005	PC	Financial Accounting and Analysis	4	-	4	30	70	100
GR14E5006	PC	Business Law and Regulation	4	-	4	30	70	100
GR14E5007	PC	Computer Applications in Business	2	4	4	30	70	100
	OE	Open Elective	2	-	2	30	70	100
		Total	28	4	30	240	560	800
	AC	Personality Development-1	2	—	—	—	—	—

*Note: Attendance for Personality Development sessions is compulsory but not optional. It carries no credits and involves no formal evaluation.

I MBA I Semester: Open Electives

(The student has to choose one out of the following in 1st year 1st semester)

Sub-Code	Group	Subject	L	P	C	Int.	Ext.	Total
GR15E5008	OE	Company Analysis Report	2	0	2	30	70	100
GR15E5009		Financial Reporting and Analysis	2	0	2	30	70	100
GR15E5010		Tally Accounting Package	2	0	2	30	70	100

MBA**I Year-II Semester**

Sub-Code	Group	Subject	L	P	C	Int.	Ext.	Total
GR15E5011	PC	Financial Management	4	-	4	30	70	100
GR15E5012	PC	Human Resource Management	4	-	4	30	70	100
GR15E5013	PC	Marketing Management	4	-	4	30	70	100
GR15E5014	PC	Operations Management	4	-	4	30	70	100
GR15E5015	PC	Management Information Systems	4	-	4	30	70	100
GR15E5016	PC	Business Environment	4	-	4	30	70	100
GR15E5017	PC	Quantitative Analysis for Business Decisions	4	-	4	30	70	100
	OE	Open Elective	2	-	2	30	70	100
		Total	28	4	30	240	560	800
	AC	Personality Development-2	2	—	—	—	—	—

Note: Attendance for Personality Development sessions is compulsory but not optional. It carries no credits and involves no formal evaluation.



I MBA II Semester: Open Electives

(The student has to choose one out of the following in 1st year 2nd semester)

Sub-Code	Group	Subject	L	P	C	Int.	Ext.	Total
GR15E5018	OE	Mini Project (Survey-based Mini Project)	2	0	2	30	70	100
GR15E5019		E-Marketing	2	0	2	30	70	100
GR15E5020		Retail Banking	2	0	2	30	70	100

MBA

II Year-I Semester

Sub-Code	Group	Subject	L	P	C	Int.	Ext.	Total
GR14E5021	PC	Entrepreneurship and Corporate Good Governance	4	40	60	100		
GR14E5022	PC	Cost and Management Accounting	4	40	60	100		
GR14E5023	PC	Strategic Management		4	40	60	100	
-----	PE	Elective Course-1			4	40	60	100
-----	PE	Elective Course-2			4	40	60	100
-----	PE	Elective Course-3			4	40	60	100
-----	PE	Elective Course-4			4	40	60	100
-----	OE	Open Elective	2	-	2	30	70	100
Total			28	4	30	240	560	800
-----	AC	Personality Development-3	2	—	—	—	—	—

*Note: Attendance for Personality Development sessions is compulsory but not optional. It carries no credits and involves no formal evaluation.

II MBA I Semester: Open Electives

(The student has to choose one out of the following in 2nd year 1st semester)

Sub-Code	Group	Subject	L	P	C	Int.	Ext.	Total
GR15E5036	OE	Mini Project (Entrepreneurial Activity)	2	2	2	30	70	100
GR15E5037		Microfinance	2	0	2	30	70	100
GR15E5038		Knowledge Management	2	0	2	30	70	100

**MBA****II Year-II Semester**

Sub-Code	Group	Subject	L	P	C	Int.	Ext.	Total
	PE	Elective Course-5	4	---	4	30	70	100
	PE	Elective Course-6	4	---	4	30	70	100
	PE	Elective Course-7	4	---	4	30	70	100
	PE	Elective Course-8	4	---	4	30	70	100
	OE	Open Elective	---	4	2	30	70	100
GR14E 5054	SPW	Main Project	2	---	8	30	70	100
Total			18	4	26	180	480	600
Grand Total			106	12	120			
	AC	Personality Development-4*	2	---	---	---	---	---

*Note: Attendance at Personality Development sessions is compulsory but not optional. It carries no credits and involves no formal evaluation.

II MBA II Semester: Open Electives

(The student has to choose one out of the following in 2nd year 2nd semester)

Sub-Code	Group	Subject	L	P	C	Int.	Ext.	Total
GR15E5051	OE	General Seminar	-	4	2	50	-	50
GR15E5052		Leadership in Organizations	-	4	2	50	-	50
GR15E5053		Total Quality Management	-	4	2	50	-	50

- Specializations are offered in the second year MBA programme.
- The student has to choose any two out of the four specializations offered. The specializations do remain the same across the semesters. The four specializations offered are:
 - Finance,
 - Human Resources,
 - Marketing, and
 - Systems and Operations
- The courses available under each specialization are given hereunder.
- From each chosen specialization the student has to select two elective courses in the II year I semester and another two elective courses in the II year II semester. The elective courses offered under each specialization in each semester are given hereunder.



Specialization-Wise Elective Courses Offered in the Second Year MBA First and Second Semester

Specialization	Elective Courses Offered in II Year, I Semester		Elective Courses Offered in II Year, II Semester	
	Course No	Course Title	Course No.	Course Title
1. Finance	GR15E5024	Security Analysis and Portfolio Management	GR15E5039	International Financial Management
	GR15E5025	Strategic Investment and Financing Decisions	GR15E5040	Financial Risk Management
	GR15E5026	Financial Institutions, Markets & Services	GR15E5041	Financial Derivatives
2. Human Resources	GR15E5027	Management of Industrial Relations	GR15E5042	International Human Resource Management
	GR15E5028	Performance Management	GR15E5043	Reward Management
	GR15E5029	Management of Change	GR15E5044	Organization Development
3. Marketing	GR15E5030	Consumer Behaviour	GR15E5045	International Marketing
	GR15E5031	Advertising and Brand Management	GR15E5046	Retailing Management
	GR15E5032	Logistics and Supply Chain Management	GR15E5047	Services Marketing
4. Systems and Operations	GR15E5033	E-Commerce	GR15E5048	Business Intelligence
	GR15E5034	Enterprise Resource Planning	GR15E5049	Services Operations Management
	GR15E5035	Decision Support Systems	GR15E5050	Technology of Management



Detailed Syllabus

MBA I Year





GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

Course Code: GR15E5001

I Year - I Semester
L/P/C: 4/0/4

Objective: Objective of the course is to give a basic perspective of management theories and practices. This forms foundation for the study of other functional areas of management. This course also provides an insight into behavioral issues.

Outcome: After studying this course the students will become conversant with the management principles / fundamentals necessary for understanding the functional areas of management.

Unit-1

Introduction to Management: Definition, Types of Managers, Mintzberg Managerial roles, Functions of Management, Administration vs. Management, Management Environment, Evolution of Management Thoughts, FW Taylor Scientific Management Theory, Henry Fayol 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-2

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-3

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. Personality and Attitudes- Meaning of personality - Johari Window and Transactional Analysis.

Unit-4

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

Unit-5

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.



Text Books

- Harold Koontz, Heinz Weihrich, A. R. Aryasri, Principles of Management, TMH, 2010.
- Luthans, Fred: Organisational Behaviour, 11/e, McGraw Hill, 2009.
- Stoner, Freeman and Gilbert: Jr. Management, Pearson, New Delhi, 2009.

Other Recommended Books

- Stoner, Freeman and Gilbert: Jr. Management, Pearson, New Delhi, 2009.
- Aryasri & V.S.P. Rao: Management and Organisational Behaviour, Excel, 2009.
- Kavitha Singh: Organisational Behaviour, Pearson, 2009.
- Kellogg: Conflict in Organizational Groups, Kogan Page, 2009.
- John M. Ivancevich: Organisational Behaviour & Management, TMH, 2009.
- Schermerhorn: Management, Wiley, 2009.
- Pierce and Gardner: Management and Organisational Behaviour: An Integrated Perspective, Cengage, 2009.
- BPP: Organisational Behaviour, Viva, 2009.
- Aswathappa: Organisational Behaviour, Himalaya, 2009.
- Certo and Certo: Modern Management, 10/e, PHI, 2009.
- Prem Vrat, K. K. Ahuja, P. K. Jain: Case Studies in Management, Vikas, 2006.
- Robert N Lussier, Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012. For PPT, Case Solutions Faculty may visit : login.cengage.com
- Dilip Kumar Battacharya: Principles of Management, Pearson, 2012.
- V. S. P. Rao: Management Text and Cases, Excel, Second Edition, 2012.
- K. Anbuvelan: Principles of Management, University Science Press, 2013.
- Neeta Baporikar: Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
- Deepak Kumar Bhattacharyya: Principles of Management-Text and Cases, Pearson, 2012.
- Andrew DuBryn: Management Essentials, Cengage Learning, 2012.
- Stephen P. Robbins, Sanghamitra Bhattacharyya, David A. Decenzo, Madhushree Nanda Agarwal: Fundamentals of Management Essential Concepts and Application, 6th Edition, Pearson, 2011.
- Rajeesh Viswanathan: Principles of Management Concepts & Cases, Himalaya Publishing House (HPH), 2010.
- R. Sarya Raju, & A. Parthasarathy, Management Text & Cases, PHI, 2010.
- Sachin S Vernekar, Venkatasubramanian, Preety Wadhwa: Case Studies in Management, HPH, 2012
- Journals: Vikalpa, IIMA; IIMB Review, Decision, IIMC, Vision, HBR.
- Business Game: Mikes Bikes – Intro: (Principles of Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs. 150/- per year-better buy and play). Mikes Bikes-Intro is a general business simulation game which is designed for the Introduction to business/Principles of Management. This game has been developed to suit students with no prior business experience. This helps the students to have a hands –



- on business experience in the classroom – experiential learning at its best.
- Eric Berne: Games People Play
- Thomas Harris: I am OK you are OK
- Thomas Harris: Staying OK



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

MANAGERIAL ECONOMICS

Course Code: GR15E5002

I Year - I Semester
L/P/C: 4/0/4

Objective: 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.

Outcome: After studying this course students will able to understand the relevance of economics in business management.

Unit-1

Introduction to Managerial Economics: Nature and functions of the Economic System - Central Problems of an Economic System - Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Optimization techniques, optimization with calculus, New management tools of optimization.

Unit-2

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-3

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-4

Cost Theory and Estimation, Market Structures: 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. Features and Types of different competitive situations - Price-Output determination in perfect competition, Monopoly, Monopolistic competition, Monopsony, Duopoly and Oligopoly both the long run and short run. Pricing philosophy



Unit-5

Pricing Practices and Profit Theories: – 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.

Text books

- P. L. Mehta: Managerial Economics.
- Yogesh Maheshwari, Managerial Economics, PHI, 2012

Other Recommended Books

- Edwin Mansfield: Study Guide and Cases for Managerial Economics, Viva-wwn, 2009.
- Suma Damodaran: Managerial Economics, Oxford, 2009.
- Keat: Managerial Economics: Economic Tools for Today's Decision Makers, Pearson, 2009.
- Nadar & Vijayan: Managerial Economics, PHI, 2009.
- Froeb: Managerial Economics - A Problem Solving Approach, Cengage, 2009.
- James L. Pappas and Engene F. Brigham: Managerial Economics, Pearson, 2009.
- Thomas Maurice: Managerial Economics, TMH, 2008.
- Dhires Bhattacharya and Pranab Chakrabarathi: Business Economics, BS Publications, 2002.
- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: Managerial Economics, 14th edition Pearson, 2012.
- Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
- W. Bruce Allen, Managerial Economics Theory, Applications, and Cases, Viva 7th Edition 2011.
- Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
- Geetika, Managerial Economics 2nd Edition, TMH, 2012,
- Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
- H Kaushal & L Palsreve Managerial Economics, Macmillan, 2012
- H. L. Ahuja, Managerial Economics, S. Chand, 2012
- D.N. Dwivedi, Managerial Economics, Vikas, 2012
- Mc Guigam, Moyer, Harris, Managerial Economics, Cengage, 2012
- Mark Hisschey, Managerial Economics, Cengage, 2011.
- D.M. Mithani, Managerial Economics, HPH, 2012.
- Justin Paul, Leena, Sebastian, Managerial Economics, Cengage, 2012
- Ivan PNG: Managerial Economics, Routledge, 2013
- Joel Dean: Managerial Economics.
- Paul Mote and Gupta: Managerial Economics.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

Course Code: GR15E5003

I Year - I Semester
L/P/C: 4/0/4

Objective of the course is to introduce the basic methods of conducting research, setting objectives; formulating hypotheses; selecting the sample; data collection, analysis, presentation and interpretation of data.

Note: Statistical tables are to be supplied to the students at the time of examination.

Unit-1

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-2

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-3

Statistical Tools-I: Measures of Central Tendency(Arithmetic Mean, Median and Mode), Measures of Dispersion(Range, Quartile Deviation and Standard deviation), concept of Normal distribution, Measures of Skewness ,Correlation and Regression Analysis for two variables.

Unit-4

Statistical Inference: Parametric tests: Introduction to Testing of Hypothesis, large sample and small sample tests for single and double means (including paired t-test), ANOVA – one way and two way classifications. Non-Parametric tests: Chi-square test for testing independence of attributes, Mann Whitney U test for independent samples, Wilcoxon signed-Rank test for paired samples.

Unit-5

Time series: utility of time series, components, measurement of trend through Method of Least Squares and Moving averages, Measurement of seasonal variations through ratio to trend and link relatives method. Multivariate Analysis: Concepts of Dependency techniques (Multiple regression and Discriminant analysis), Independency techniques (Factor Analysis and Cluster Analysis).

**Recommended Books**

- Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, TMH, 2009.
- Alan Bryman & Emma Bell: Business Research Methods, 2/e, Oxford, 2008.
- William G. Zikmund: Business Research Methods, Cengage, 2006.
- Shajahan: Research Methods for Management, 3/e. Jaico, 2009
- J. K. Sachdeva: Business Research Methodology, Himalaya, 2009.
- C. R. Kothari: Research Methodology Methods & Techniques, 2/e, Vishwa Prakashan, 2009.
- Dr. Deepak Chawla and Dr. Neena Sondhi: Research Methodology Concepts and Cases, Vikas Publication.
- Nargundkar: Marketing Research Tests and Cases, TMH, 3/e, 2009.
- Richard I Levin & David S. Rubin: Statistics for Management, 7/e. Pearson, 2008.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

BUSINESS COMMUNICATION AND SOFT SKILLS

Course Code: GR15E5004

I Year - I Semester
L/P/C: 4/0/4

Objective of the course is desired to provide sound knowledge of vocal and written communication skills to the students and attitudinal change in them.

Unit-1:

Review of English Grammar: Correction of sentences, English Verbs, Structures, Tenses, Vocabulary, Synonyms and Antonyms. Positive Attitude: Meaning, Attitude and Behaviour, formation and change of attitudes, pragmatic steps to cultivate, examples of positive attitude, study of samples of change of attitude, negativity propagation and conception change. Art of Public Speaking: Importance of public speaking, Effective methods of delivery, Evaluating the audience and Addressing questions.

Unit-2

Etiquette and Manners: Modern etiquettes, Purpose and Benefits of etiquettes, classification of etiquettes- Know to respect different cadres, Professional manners, Familiarity and Disparity. Forming Values: Meaning of values, A core of values, Relation between values and principles, values relating to self and others, Formation of values, Types of values and Power of values.

Unit-3:

Letter Writing: business letters – pro-forma culture – format – style – effectiveness, promptness – Analysis of sample letters collected from industry – email, fax. Business letters: writing routine and persuasive letters, positive and negative messages, Writing memos, circulars, notices and emails.

Resume Writing: The purpose of resume, Types of resume, Do's & Don'ts in Resume writing, Covering letter. Report writing: Kinds of Reports(Long & Short Reports), Business reports, kinds and objectives of reports, Process, Structure and Layout, Writing business proposals. Meetings: Agenda and Minutes.

Unit-4

Personal Growth and Group Development: Awareness of self, Emotional Intelligence, Body language, Mannerism, Telephone Etiquette, Grooming, Role playing. Team Building and Conflict Resolution: Stages of team development, Teamwork for innovation and change, leadership Acclimatization of Organizational climate, Adapting with new Organizational change, Continuous learning.

**Unit-5:**

Interview Skills: HR and Managerial Interview, Stress Interview, Interview etiquettes, Sample real-time questions. Development of Critical and Reflective Thinking: Understanding thinking process using NLP, Out-of-box thinking, Ego states and transactions.

Text Books:

- Soft Skills (know yourself & know the world), Dr. K. Alex, S. Chand.
- Effective Business Communication, H. A. Murphy, H.W. Hilde brandt & Jane P. Thomas, 7th Edition, McGrawHill.
- Secrets of Power Presentations, Bender, MacMillan.
- Cool Time and the Two-Pound Bucket, Prentice, Macmillan
- Basic Business Communication – Lesikar / Flatley
- Wallance, Masters, Personality Development, Cengage Learning, 2009
- Mohan, Developing Communication Skills, Macmillan, 2010
- Hurlock, Personality Development, Tata McGraw Hill, 2010
- Bhatti, The Dynamics of Personality, Pearson Education , 2010



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

FINANCIAL ACCOUNTING AND ANALYSIS

Course Code: GR15E5005

I Year - I Semester
L/P/C: 4/0/4

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-1

Introduction to Accounting: Importance; Objectives; Accounting Principles, Concepts and Conventions; Meaning of Generally Accepted Accounting Principles (GAAP). IFRS, Overview of the Accounting Process – Journal, Ledger, preparation of Trial Balance and Final Accounts with adjustments. -Limitations of financial statements.

Unit-2

Valuation of Fixed Assets and Inventory: Depreciation of fixed assets and methods of depreciation. Inventory Valuation - Methods of inventory valuation.

Unit-3

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-4

Financial Analysis-I: Funds from Operations, Preparation and analysis of funds flow and cash flow statements as per Indian Accounting Standards.

Unit-5

Financial Analysis-II: Comparative and Common Size Statement Analysis. Ratio Analysis- Liquidity, leverage, solvency and profitability ratios - Du Pont Analysis -Cases.

Text Books

- Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant: Accounting -Text and Cases, 12/e TMH, 2008.
- S. N. Maheshwari and S. K. Maheshwari: Financial Accounting, Vikas, 2009.
- S. P. Jain and K. L. Narang: Advanced Accountancy, Kalyani Publishers, 2006.

Recommended Books:

- Gokul Sinha: Financial Statement Analysis, PHI, 2009



- Ambrish Gupta: Financial Accounting Management an Analytical Perspective, Pearson Education, 2009.
- Jawaharlal: Accounting for Management, HPH, 2008.
- Stice & Stice: Financial Accounting Reporting & Analysis. Cengage, 7/e, 2008.
- Horngren: Financial Accounting, Pearson, 2009.
- Weygandt, Kieso, Kimmel: Financial Accounting, 4/e, Wiley 2006.
- Carl Kester, Richard S Ruback, Peter Tufano, Case Problems in Finance, 12/e, TMH, 2007.
- Narayanaswamy, R., Financial Accounting: A Managerial Perspective, PHI, 2008



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

BUSINESS LAW AND REGULATION

Course Code: R15E5006

I Year - I Semester
L/P/C: 4/0/4

Objective of the course is to enable students understand and appreciate the legal and regulatory framework of business operations in India.

Unit-1

Companies Act, 1956: Steps and procedure for incorporation of the company, Company Management –Appointment of Directors, Powers, duties, and liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company. Companies Act 2013.

Unit-2

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. - Indemnity and guarantee, Bailment and Pledge, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

Unit-3

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

Unit-4

Direct and Indirect Tax: - Important Provisions of Income Tax Act 1961: Basic concepts of Income Tax – Heads of Income – Aggregation of Income – Deductions from Gross Total Income – Computation of Tax Liability –Reliefs, Rebates, Lapses and Punishments.

Unit-5

Cyber Crime and the Legal Landscape-the world-Why do we need cyber laws in the Indian context-The Indian IT act-challenges to Indian Law and cybercrime scenario in India. Pollution Act, ITI, RTI, Competition Act, IPR.

Text Book

- RSN Pillai, Bagavathi, Business Law, S. Chand, 2013.

**Recommended Books**

- K. R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
- Akhileshwar Pathak: Legal Aspects of Business, TMH, 4/e, 2013.
- Nina Godbole & Sunit Belapure: Cyber Security, Wiley India, 2012.
- Ravinder Kumar: Legal Aspects of Business, 2nd Edition, Cengage Learning, 2012.
- Kuchal: Business Law, Vikas, 2011
- Tulsian: Business Law, TMH, 2012.
- S. S. Gulshan: Business Law, 4th edition, Excel Books, 2012
- S .N. Maheshwari: S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.
- C. L. Bansal: Business and Corporate Laws, Excel Books, 2011.
- Tejpal Sheth: Business Law, Pearson, 2012
- P. K. Padhi: Legal Aspects of Business, PHI, 2013
- Satish B Mathur: Business Law, TMH, 2012
- N. D. Kapoor: Mercantile Law, Sultan Chand & Sons, 2009.
- B. B. Lal: Income Tax and Central Tax: Law and Practice, Pearson Education, Latest edition.
- B. B. Lal & N. Vashisht: Direct Taxes, 28/e, Pearson Education, Latest edition.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

COMPUTER APPLICATIONS IN BUSINESS

Course Code: GR15E5007

I Year - I Semester
L/P/C: 4/0/4

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 EBSCO, PROWESS developed by Centre for Monitoring Indian Economy OR ACCEEQUITY 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-1

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

Unit-2

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-3

Use of Spread Sheet Technology for Data Analysis: 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. Preparation of Power Point Presentations.

Unit-4: 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-5

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.

**Text Book**

- Peter Norton: Introduction to Computers, 8/e, TMH, 2008.

Other Recommended Books

- Introduction to Information Technology, ITL Education. Pearson Education, 2009.
- Dhiraj Sharma: Foundation of Information Technology, Excel 2009.
- Morley, Understanding Computers, 10/e Cengage, 2009.
- V. Rajaraman: Introduction to Information Technology, PHI, 2009.
- Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter: Introduction to Information Technology, Wiley, 2006.
- Ron Mansfield: Working in Microsoft Office, TMII, 2008.
- David Whigham: Microsoft Excel, Data Analysis and Decision Making, Oxford. 2009.
- Albright Winston Zappe, Stephen G. Powell, Keneth R. Bakes: Management Science, the art of Modelling with Spread sheets, 2/e, John Wiley and Sons, 2009.
- Microsoft Office System Step by Step, 2007 edition, Pearson 2008.
- Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009.
- George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
- Arthur Griffin: SPSS for Dummies, Wiley-India, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
MINI PROJECT: COMPANY ANALYSIS REPORT

Course Code: GR15E5008

I Year - I Semester
L/P/C: 2/2/0

Company Analysis Report Submission followed by Seminar Viva

Objective of this course is to give practical exposure to the student in preparing a Company Analysis Report.

Student can choose a company for analysis and write their observations as to the trend, future prospects, problems etc., based on primary or secondary data collected through interviews, surveys and/or from annual reports of the company (minimum three years) 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.

Evaluation of the Company Analysis Report: Submission of the report followed by Seminar and Viva. Together they are valued for 50 marks internally by Project Review Committee.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
FINANCIAL REPORTING AND ANALYSIS

Course Code: GR15E5009

I Year - I Semester
 L/P/C: 4/0/4

Unit-1

Financial Statements: Financial statements-types-Analysis and interpretation of financial statement-methodical classification-Techniques-Basic relationships-Common size statements-Financial statement analysis using common ratios, profitability ratios, solvency ratios- Using financial statement information.

Unit-2

Ratio Analysis Types of financial ratios-Liquidity ratios, activity ratios, debt ratios, profitability ratios, market ratios; DuPont analysis; Value added concept-Economic value added- market value added-growth ratio-inter-firm and intra-firm comparison.

Unit-3

Management Reporting System Types of report- General principles of reporting, preparation of reports- methods of reporting- financial reporting quality-Analysis of long- lived assets. Reporting results of stand-alone and group companies.

Unit-4

Cash flow Statement and Funds Flow Statement Analysing the firms cash flow- Preparation of cash flow statement as per AS 3, utility of cash flow statement; Fund flow statement- preparation of fund flow statement.

Unit-5

Financial Forecasting Constructing Pro forma statements- Pro forma income statement-determining a production schedule and the gross profit- Pro forma Balance sheet- Percent of sales method. Learning Resources

1. Stephen Penman (2005). Financial Statement Analysis and Security Valuation, McGraw hill/ Irwin.
2. Gitman J Lawrence (2005). Principles of Managerial Finance, Pearson Education.
3. Stanley B Block and Geoffrey A Hirt (2006). Foundations of Financial Management, Irwin Homewood, Boston.
4. Maheshwari, S N (2006). Financial and Management Accounting. Sultan Chand and Sons.
5. Brigham, E and Houston, J (2005). Fundamentals of Financial Management, Thomson South Western.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
TALLY ACCOUNTING PACKAGE

Course Code: GR15E5010

I Year - I Semester
L/P/C: 0/2/2

Tally Accounting Package succeeded by a comprehensive example



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

FINANCIAL MANAGEMENT

Course Code: GR15E5011

I Year - II Semester
L/P/C: 4/0/4

Objective of the course is to provide the student with basic inputs and tools necessary 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

Note: Students are to be provided with Discounting and Annuity tables at the time of the examination.

Unit-1

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. Cases in capital budgeting.

Unit-2

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-3

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-4

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. Walker's Principles of Working Capital Management. 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.

Text Books

- M. Y. Khan and P. K. Jain: Financial Management --Text and Problems. TMH,2009.
- James C. Van Home: Financial Management and Policy, Pearson, 2006.
- M. Pandey: Financial Management, 9/e Vikas. 2007.

Other Recommended Books

- Collin Barrow: Practical Financial Management, Kogan Page, 2009.
- Srivastava: Financial Management and policy, Himalaya, 2009.
- Berk: Financial Management, Pearson, 2009.
- S. N. Maheswari: Financial Management, Vikas, 2007.
- John Tennes: Guide to Financial Management, Viva, 2009.
- Chandra Bose, D.: Fundamentals of Financial Management, PHI, 2006.
- Vishwanath: Corporate Finance, 2/e, Sage, 2007.
- Rajiv Sri Vastav & Anil Mishra: Financial Management, Oxford, 2008.
- Chakraborty, Bhattacharya, Rao and Sen: Financial Management and Control, MacMillan, 2007.
- Michael C Eihardt Eugene F. Brigham: Corporate Finance, a Focused Approach, Cengage, 2006.
- Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty: Principles of Corporate Finance, 8th Edition, TMH, 2007.
- Besley and Brigham: Essentials of Managerial Finance, 13/e Cengage, 2006.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

HUMAN RESOURCE MANAGEMENT

Course Code: GR15E5012

I Year - II Semester
L/P/C: 4/0/4

Objective of the course is to provide basic knowledge of Human Resource Management. This is a prerequisite for opting Elective-2, Human Resource Management in the second year of the programme.

Unit-1

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 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-2

Recruitment and Selection: Recruitment: The Recruitment Process, Sources of recruitment, Challenges of recruiting. Selection: Selection Process - Methods of Selection - Developing and using Application Blanks - Type of tests, basic-features of interviews, types of interviews, Interview errors and bias, Designing and conducting the effective interview. Reference and background verification, medical evaluation, Job offer, Induction and Placement. Cases.

Unit-3

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. – Appraisal feedback interview. The role of appraisal in managing performance. Career Planning and Development. Cases.

Unit-4

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-5

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

Text Books

David A. Decenzo & Stephen P. Robbins: Fundamentals of Human Resource Management, 8/e, Wiley, 2009.

- Edwin B J Flippo: Personnel Management, McGraw Hill, 2009.
- K. Aswathappa: Human Resource and Personnel Management, TMH, 2009.

Other Recommended Books

- P. Subbarao: Human Resource Management, HPIL, 2009.
- Gary Dessler: Human Resource Management, 10/e, Pearson, 2009.
- John M. Ivancevich: Human Resource Management, TMH, 2009.
- R. Wayne Mondy & Robert M. Noe: Human Resource Management, Pearson, 2009.
- Lepak: Human Resource Management, Pearson, 2009.
- Biswajeet Pattanayak: Human Resource Management, PHI, 2005.
- Gomez-Mejia: Managing Human Resources, PHI, 2009.
- C. S. Venkataratnam: Personnel Management & Human Resources, TMH, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

MARKETING MANAGEMENT

Course Code: GR15E5013

I Year - II Semester
L/P/C: 4/0/4

Objective of the course is to provide basic knowledge of Marketing Management. This is a prerequisite for opting Elective-3, Marketing Management in the second year of the programme.

Unit-1

Introduction to Marketing: Understanding Marketing Management - Developing Marketing Strategies (Marketing Mix Elements) and Plans - Marketing Concept Vs. Product Concept - Experience Concept. Limitations of Marketing concept - Service Concept -- Distinctive Characteristics of Services – Classification of services - Marketing orientation and Business performance – Marketing environmental scanning and evaluation.

Unit-2

Marketing Research and STP: Need for Marketing Research-Types of Marketing Research - Stages of Marketing Research - Customer value proposition. Market Segmentation - Purpose of Segmentation and Market Entry - Target market selection - Strategies of Target Marketing. Positioning and positioning strategies - Analyzing Business markets - Analyzing Consumer Markets.

Unit-3

Marketing Mix – Product Management and Pricing: Product Management: Types and levels of Products - Product line and product mix - Managing product line and Product Life Cycle (PLC) - Product line portfolios - New product options and development to commercialization - Product Recalls - Setting Product Strategy. Pricing: Pricing Strategy - Methods of Pricing, Factors influencing pricing decisions - Pricing cues Consumption and pricing Price Sensitivity Initiating Price Changes - Price Wars- Product mix pricing.

Unit-4

Product Mix - Distribution and Promotion: Distribution: Distribution designing - Marketing channels and value networks - Role of marketing channels – Channel Levels - Channel design decisions - Channel management decisions - Channel Integration and systems. Retailing, Wholesaling and Logistics. Promotion: Communicating Value - Role of Marketing Communication - Developing Effective Communication - Marketing Communication Mix - Managing the Integrated Marketing Communications process – Concepts of Branding Labelling and Packing.



Unit-5

Consumer Behaviour and Rural Marketing: Consumer Behaviour – Consumer Decision Process-Factors affecting consumer buying behavior – consumer behavior and marketing strategies. Rural Marketing - Rural Consumer Behaviour - Pricing Decision and Distribution Decisions. Managing a Holistic Marketing Organization - Future of Marketing.

Text Books

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2009.
- V. S. Ramaswamy & S. Nama Kumari: Marketing Management, 4/e, Macmillan, 2009.
- Rajan Saxena: Marketing Management, 3/e, TMH, 2008.

Other Recommended Books

- Rajan Saxena: Marketing Management, 3/e, TMH, 2008.
- Peter Chevton: Key Marketing Skills, Kogan Page, 2009.
- K. Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya, 2009.
- Tapan K Panda: Marketing Management, Excel, 2009.
- V. S. Ramaswamy & S. Nama Kumari: Marketing Management, 4/e, Macmillan, 2009.
- Arun Kumar & N. Meenakshi: Marketing Management, Vikas, 2009.
- Dholakia, Anwar et.al: Marketing Management, PHI, 2009.
- David Jobber & John Fahy: Foundations of Marketing, TMH, 2009.
- Joel R. Evans & Barry Berman: Marketing Management, Cengage, 2008.
- Still & Cundiff: Marketing Management.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

OPERATIONS MANAGEMENT

Course Code: GR15E5014

I Year - II Semester
L/P/C: 4/0/4

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

Note: The students are to be provided with Statistical Tables to solve problem at the time of examination.

Unit-1

Introduction: Historical Development of POM, Functions of Production Management and POM scenario today. Levels of production planning, process of production planning and controlling, importance of production planning, difference between production planning and production control. Manufacturing system, Design and Production Costs, Factors determining design of the product, Need for new product and product development.

Unit-2

Facilities Management & Aggregate Planning: Importance of plant location, factors responsible for plant location choice, location analysis, multi-plant location analysis and problems. Objectives of layout, advantages of good layout, types of layout, material handling. Importance of productivity, factors affecting productivity. Aggregate planning: Nature of aggregate planning, calculation of costs, mathematical optimization – Linear Programming, Aggregate planning under uncertainty.

Unit-3

Routing and Scheduling: Routing, Sequencing and Scheduling. Gantt chart, Networks, Basic Terminology and Symbols, Network construction, Critical path method, time estimates for activities, PERT, Time – Cost Trade off, Resource Allocation, Line of Balance.

Unit-4

Work Study & Quality Management: Method Study, Work measurement, Work Design, Job Design. Inspection, acceptance sampling, statistical quality control, control charts, control charts for variables and attributes. Total Quality Management and ISO 9000 series standards. Six Sigma.

Unit-5

(a) Materials Management and Production Control: Meaning and definition of materials management, Objectives of materials management, Organisation of materials management department, Factors responsible for providing economy in materials management, importance of materials management, importance of inventory management, meaning and definition of



purchasing, meaning and significance of store keeping, Plant maintenance, Production information system, Production planning system, Production control system.

b) Introduction to Project Management, Network analysis and Supply Chain Management.

Text Books

- Chase, Aquilano, Jacobs: Operations Management for Competitive Advantage, TMII, 2009
- Buffa and Saril: Modern Production Operation Management, Wiley 2009.
- Other Recommended Books:
- Mahadevan: Operations Management, Pearson, 2009.
- Aswathappa: Production & Operation Management, HPH, 2008.
- Young: Essentials of Operations Management, Sage, 2009.
- Kachru: Production and Operations Management, Excel, 2009.
- Donald Waters: Operations Management, Kogan Page, 2009.
- Lee Krajewski, Larry Ritzman and Manoj Malhotra: Operations Management, 8/e PHI, 2009.
- S. N. Chary: Theory and Problems in Production and Operations Management, TMII, 2009.
- Joseph S. Martinich: Production and Operations Management, Wiley, 2009.
- Slack: Operations Strategy, Pearson, 2009.
- Evans: Principles of Operations Management, Cengage, 2009.
- Saxena: Production and Operations Management, 2/e, TMII, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

MANAGEMENT INFORMATION SYSTEM

Course Code: GR15E5015

I Year - II Semester
L/P/C: 4/0/4

(Students must read text book. Faculty are free to choose any other cases)

Objective of the course is to enable the students to understand the importance of information systems in the decision making and management of organizations. At the end of this course the students will understand the MIS concepts its applications.

Unit-1

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

Cases: MIS at Narayana Labs Ltd., Siba International and Functional Information System, Sigma Industries Limited (SIL)

Unit-2

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

Case: Knowledge Management Systems at Anil Consultancy.

Unit-3

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

Cases: Planning of IS at Anoop & Company, Apollo Hospitals, Implementation of OLT at Deep College of Management and Technology, Effectiveness of MIS: A Case Study.

Unit-4

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

Cases: System requirement specification: An illustrate case, MIS at XYZ Bank, Purchase order system: application case study.

Unit-5

Introduction to Cyber Crime: Cybercrime Definition and origin of the word, cybercrime and information security, who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cybercrimes and Indian ITA 2000, Global perspective on cybercrime-Cybercrime era.

**Text Books**

- Laudon & Laudon: Management Information Systems, Pearson, 2013.
- D. P. Goyal: Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition, 2010.

Other Recommended Books

- Nina Godbole & Sunit Belapure: Cyber Security, Wiley India, 2012.
- Jawadekar: MIS Text and Cases, TMH, 2012.
- Milind M Oka: Cases in Management Information system, Everest, 2012.
- Sandra Senf: Information Technology Control and Audit, 3e, CRC Press, 2012.
- Arpita Gopal: MIS for Strategic Business Processes, Excel, 2009.
- Joseph, P. T.: E-Commerce, an Indian Perspective, PHI, 2012.
- Sanjay Mohapatra: Cases in Management Information Systems, PHI, 2011.
- Nirmala Bagchi: Management Information Systems, Vikas, 2012.
- Aman Jindal: Management Information System, Kalyani, 2010.
- Murthy, Management Information System, Himalaya, 2013.
- Effy oz: Management Information Systems, Cengage, 2010.
- O'Brien, Marakas, Behl: Management Information Systems, TMH, 2010.
- Kelkar: Management Information Systems, PHI, 2012.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

BUSINESS ENVIRONMENT

Course Code: GR15E5016

I Year - II Semester
L/P/C: 4/0/4

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-1

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-2

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

Unit-3

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-4

World Trade Organization (WTO): Nature and scope - Organization and structure trading blocs - 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-5

Liberalization, Privatization and Globalization – Constituents of Business Environment – Environmental Scanning –International Business Environment. Business Environment and RBI, Cultural and Social Environment. Technical Environment.

**Text books**

1. Francis Cherunilam: Business Environment: Text and Cases, 18/e. Himalaya. 2009.
2. Misra and Puri: Indian Economy, Himalaya, 2009.

Other Recommended Books:

- Justin Paul, Business Environment-Text and Cases, TMH, 2009.
- Vivek Mittal: Business Environment, Excel, 2009.
- Conklin: Cases in Environment of Business, Sage, 2008.
- BPP: Business Environment, Viva, 2009.
- Shaikh Saleem: Business Environment, 4/e Pearson, 2008.
- K. Aswathappa: Essentials of Business Environment, 9/e Himalaya, 2009.
- Dutt and Sundaram: Indian Economy, S. Chand, New Delhi, 2009.
- Recent: Economic Survey Report of Government of India.
- V. K. Pail war: Economic Environment of Business, PHI, 2008.
- D. E. Bouchoux: Intellectual Property Rights, Cengage, 2005.
- Apte, P. G., Macro Economics, ICFAI, Hyderabad, 1987.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Code: GR15E5017

I Year - II Semester
L/P/C: 4/0/4

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

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

Unit-1

Decision Analysis: 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-2

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-3

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

Unit-4

(a) Replacement Models: 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.

(b) Game Theory: Introduction - Two Person Zero-Sum Games, Pure Strategy games with Saddle Point and Mixed strategy games. Rules of Dominance. Solution methods of games without saddle point—Algebraic, Arithmetic and Graphical representation methods.

Unit-5

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 and Queuing problems.

Text Books

- J. K. Sharma: Operations Research: Theory and Applications, Macmillan. 2008.
- Hillier and Lieberman: Introduction to Operations Research, TMH, 2008.
- Prem Kumar Gupta and D. S. Hira: Operations Research, S.CHAND & Co., 2008.

Other Recommended Books

- Sridharadha Bhat: Quantitative Analysis for Business Decisions, HPH, 2009.
- R. Panneerselvam: Operations Research, PHI, 2008.
- Hamdy, A. Taha: Operations Research: An Introduction, PHI, 2007.
- Ravindran, Phillips, Solberg: Operations Research, Wiley, 2009.
- Anderson, Sweeney, Williams: Quantitative Methods for Business, 10/e, Cengage, 2008.
- Sivarethnamohan: Operations Research, TMH, 2008.
- R. K. Bharadwaj and Mujumdar: Quantitative Techniques for Business Managers, HPH, 2009.
- Gillett: Introduction to Operations Research, TMH, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
SURVEY BASED MINI PROJECT

Course Code: GR15E5018

I Year - II Semester
L/P/C: 4/0/4

Objective of this course is to give practical exposure to the students in conducting survey based research.

Mini Project: Survey based research project - Submission of Project Report, followed by a Seminar on the project and Viva - (Internal Exam)

A student or a small group of students has to select a topic suitable for survey based research, prepare a survey instrument, collect data, process the data, present the data in an appropriate form and prepare project report.

Evaluation of the Mini Project: Project Report, Seminar and Viva are to be evaluated for 100 marks.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
E-MARKETING

Course Code: GR15E5019

I Year - II Semester
 L/P/C: 4/0/4

Unit-1

Introduction: Rules for E- Marketing- Difference between e- marketing & e- business- challenges & opportunities- e- business models- Marketing plan tasks- electronic marketing approaches- key elements to success- Strategies to make use of competitors presence in the market place- future of marketing.

Unit-2

Customer Behaviour & Segmentation: Defining user- Customer in the 21st century- Diffusion of innovation & adoption categories- Product adoption & PLC. Market segmentation: Bases & variables- e-marketing segments- Consumer Navigation Behaviour- Country Profiles. Product and Pricing Strategies

Unit-3

New product strategies for e-marketing: Taxonomy for internet products- New product trends. Pricing: Factors affecting internet pricing- e-pricing strategies- Getting the price right on the web.

Unit-4

E- Market Communication: Marketing communication strategies- Net as a medium- Seeking & retaining customers- Integrated Relationship channeling- Serving customers digitally.

Unit-5

E- Marketing Plan for CRM: Creating an e-marketing plan- Marketing plan process- Building Customer Relationship- CRM- CRM process- CRM benefits & strategies- Facilitating CRM – Integrating CRM & SCM – Customisation tools- Winning the on-line customer

Learning Resources

1. Judy Strauss and Raymond Frost, (2008). E- Marketing. Prentice Hall.
2. Daniel S. Janal, (2010) Online Marketing Handbook. John Wiley & Sons Inc.
3. Ravi Kalakota & Marcia, (2007). E- Business. Pearson Education Inc.
4. Charles F. Hofacker, (2000). Internet Marketing. 3rd Ed. John Wiley & Sons Inc.
5. Roberts, (2007). Internet Marketing. Cengage.
6. Hanson, (2007). E-Commerce & Web marketing. Cengage.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
RETAIL BANKING

Course Code: GR15E5020

I Year - II Semester
L/P/C: 4/0/4**Unit-1**

Functions of Commercial Banks Importance of Retail Banking to Indian Economy. Functions of Commercial Banks. Banking in the New Millennium. Types of Accounts, Types of Relations, KYC Norms. Important provisions of NI Act.

Unit-2

Basics of Retail Banking: Forms of Retail Banking and Emerging Issues; Types of Bank Deposits; Concepts of Fixed & Floating Rate of Interest; Deposit Insurance. Cheques- Special Features- Negotiability, Validity, Crossing & Endorsement.

Unit-3

Lending activities: Vehicle, housing, personal and educational loans; overdraft; Basic requirements for lending.

Unit-4

Technology Enabled Banking Core Banking Solutions: Delivery Channels -Payment & settlement services. NEFT. ATM, Mobile Banking and Internet Banking; Payment and Settlement Systems in India and Clearing House- Manual and MICR. National Clearing, Clearing Corporation of India Ltd. Emerging New System: ECS (Debit & Credit) NEFT, MEFT, RTGS; LERM, Remittances through nonbanking Channels, etc. Remittance Channels; INFINET, BANKNET and SWIFT. Plastic Money- Concept of a credit card, Distinction between Credit card, Charge card and Debit card; Mechanics of a credit card transaction, Credit card as an augmented retail financial product.

Unit-5

Fee-based Services Fee-based Services- L/C, B/G, Subsidiary services, Bancassurance, Demat Account, Safe Deposit Locker, Mutual Funds – types and salient features. Personal Banking Concept of Private Banking in India. Private Banking in New Generation Bank- High Networth Individuals (HNI). Products; Non Resident Indian Accounts. Investment opportunities available to NRIs in India. Wealth Management: Constituents of Wealth Management; Advisory Role, Functions and Responsibilities. Financial Planning.



Learning Resources

1. Sundaram and Varshney (2004). Banking Theory Law and Practice. Sultan Chand & Sons.
2. Paul, Justin and Suresh, Padmalatha (2007). Management of Banking & Financial Services. Pearson.
3. Indian Institute of Banking & Finance (2007). General Bank Management. Macmillan Publication.
4. Bedi, H.L. and Hardikar, V.K. (2008). Practical Banking Advances. UBSPD Publishers.
5. Bhole, LM. (2004). Financial Institutions and Markets, 4/e. Tata McGraw Hill.
6. Gurusamy S. (2001). Banking in the New Millennium: Issues, Challenges and Strategies, Kanishka Publishers, New Delhi.



Detailed Syllabus

MBA II Year





GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

ENTREPRENEURSHIP AND CORPORATE GOVERNANCE

Course Code: GR15E5021

II Year - I Semester
L/P/C: 4/0/4

Objectives of the course are to make the students understand the nature of entrepreneurship, to motivate the students to start their own enterprises, and to enlighten them of Corporate Good Governance and Business Ethics, so that they would become the best entrepreneurs / managers of the corporate world.

Unit-1

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 entities. Women Entrepreneurship – Problems and Institutional Support. 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-2

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-3

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-4

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-5

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. Best CSR practices in India and abroad.

Recommended Books

- Robert D Hisrich, Michael P Peters, Dean A Shepherd: Entrepreneurship, TMH, 2009.
- H. Nandan: Fundamentals of Entrepreneurship, PHI, 2009.
- Ronald D Francis & Mukti Mishra: Business Ethics, TMH, 2009.
- A. C. Fernando: Corporate Governance, Pearson, 2006.
- V. Balachandran & V. Chandrasekaran: Corporate Governance & Social Responsibility, PHI, 2009.
- Bholanath Dutta: Entrepreneurship - Text and Cases, Excel, 2009.
- Vasanth Desai: Entrepreneurship, HPH, 2009.
- David Martin: Corporate Governance, Viva, 2009.
- Barringer: Entrepreneurship, Pearson, 2009.
- C. S. V. Murthy: Business Ethics & Corporate Governance, Himalaya, 2009.
- R. K. Mishra and Gitarani: Corporate Governance, Excel, 2009.
- A. C. Fernando: Business Ethics, Pearson, 2009.
- Laura P Hartman & Abha Chatterjee: Business Ethics, TMH, 2009.
- Tripat Kaur: Values and Ethics in Management, 2/e, Paragon International, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

COST AND MANAGEMENT ACCOUNTING

Course Code: GR15E5022

II Year - I Semester
L/P/C: 4/0/4

Objective of the course is to enable the students understand the components of product cost and their calculation methods, and their control. Prerequisite for the course is knowledge of Financial Accounting and Analysis taught in first year first semester of the programme.

Unit-1

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

Unit-2

Costing for Specific Industries: Cost Sheet and Tender/Quotation Preparation. Unit costing, Job costing, and Process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

Unit-3

Marginal Costing: Introduction, Application of Marginal Costing for 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-4

Budgetary Control: Budget, budgetary control, steps in budgetary control, Types Budgets: Fixed and Flexible budgets. Functional Budgets: Sales Budget, Cash Budget, Production Budget, Master Budget, Performance Budgets, Material vs. Purchase Budgets, Zero Based Budgeting.

Unit-5

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.

**Text Books**

- M. Y. Khan, P.K. Jain: Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2008.
- S. P. Jain and K. L. Narang: Cost and Management Accounting, Kalyani, 2008.

Other Recommended Books

- Charles T. Horngren: Cost Accounting, PHI, 2009
- M. N. Arora: Cost Accounting, Vikas, 2009.
- Colin Drury: Management and Cost Accounting, Cengage, 2009
- Bhahatosh Banerjee: Cost Accounting Theory and Practice, PHI, 2006
- M. N. Arora: Cost and Management Accounting, Himalaya, 2009.
- James Jiambalvo: Managerial Accounting, John Wiley, 2009.
- Allen: Cases in Management Accounting & Control System, Pearson, 2009.
- Bamber: Managerial Accounting, Pearson, 2009.
- Manash Gupta: Cost Accounting Principles and Practice, Pearson Education, 2008.
- Blocher, Chen, Cookins, Lin: Cost Management a Strategic Emphasis, TMH, 3/e 2009.
- Thukaram Rao: Cost and Management Accounting, New Age International, 2008.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY

STRATEGIC MANAGEMENT

Course Code: GR15E5023

II Year - I Semester
L/P/C: 4/0/4

Objective of the course is to enable the students to have a grasp of various business strategies in general and in functional management areas in particular. It provides a strategic orientation in conduct of the business. Prerequisite of the subject is familiarity with Management Theory and Practice, Financial Management, Human Resource Management, Marketing Management and Production and Operations Management.

Unit-1

Introduction: Concepts of Strategic Management – Characteristics and Importance / relevance / need of Strategic Management - Strategic Management Process, Developing a strategic Vision, Mission, Objectives, and Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. SWOT Analysis – Value Chain Analysis and Competitive advantage.

Unit-2

Types of Strategies: Offensive Strategy, Defensive Strategy, Generic Strategies, Exit and Entry Barriers. Levels of Strategy – Business Level Strategy, Corporate Level Strategy and Global Strategy. Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy: Reasons for Diversification - Types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies.

Unit-3

Tools and Techniques for Strategic Analysis: Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, Grand Strategy Matrix. Market Life Cycle Model, Organizational Learning, Impact Matrix and the Experience Curve.

Unit-4

Strategy Formulation and Implementation: Strategy Formulation, Factors affecting strategy formulation - Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy - Strategies for competing in globalizing markets and internet economy - Tailoring strategy to fit specific industry and company situations - Resource Allocation as a vital part of strategy – Planning systems for implementation.



Unit-5

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 and strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context – Introduction to Balance Score Card.

Text Books:

- Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.
- Gregory Dess and G. T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
- Michael Porter: Strategic Management.

Other Recommended Books

- Saloner: Strategic Management, Wiley, 2009.
- P. Subbarao: Strategic Management, Himalaya, 2009.
- Johnson: Exploring Corporate Strategy, Pearson, 2009.
- Hitt, Ireland & Hoskisson: Management of Strategy, Thomson, 2009.
- Allan Afuah, Business Models: A Strategic Management Approach, TMH, 2009.
- Ranjan Das: Crafting the Strategy: Concepts and Cases in Strategic Management, TMH, 2009.
- Fred R. David: Strategic Management Concepts and Cases, PHI, 2009.
- Hill: Strategic Management an Integrated Approach, Biztantra, 2009.
- Azhar Kazmi: Business Policy & Strategic Management: TMH, 2009.
- Ajit Prasad: Extremely Short cases in Strategic Management, Excel-2009.
- Wheelen & Hunger: Concepts & Cases in Strategic Management and Business Policy, Pearson 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-1
FINANCE SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: GR15E5024

II Year - I Semester
L/P/C: 4/0/4

Objective of the 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 focuses on the application of theory to practice.

Unit-1

Introduction: Concept of Investment, Categories of Investment, The Investment Process, Securities Markets and their functions, Stock Market Indices, Methods of raising capital, Development of stock markets in India, Dematerialization and Re-materialization of shares, Listing of securities, Trading and Settlement Procedure.

Unit-2

Portfolio Theories and Calculation of Risk and Return: Security Returns – Single Period Return, Multi-Period Return, Measuring Historical Return and Expected Return of a Security. Security Risks – Concept of Risk, Systematic and Unsystematic Risk, Measurement of Risk – Historical and Expected Risk. Portfolio Risk and Portfolio Return – Portfolio Selection: Markowitz Portfolio Theory, Markowitz Efficient Frontier, The Single-Index Model, Asset Pricing Models-The Capital Asset Pricing Model, Arbitrage Pricing Theory, Security Market Line (SML).

Unit-3

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-4

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. Security Analysis: Fundamental Analysis - Macroeconomic analysis, Industry and company analysis; Technical analysis. Effective Market Hypotheses.

Unit-5

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. Portfolio management: Mutual Funds – Concept of Mutual Fund, Types of Mutual Funds, Growth of Mutual Funds in India, Structure. Performance evaluation of mutual funds, performance measurement with changing portfolio composition.

**Text Books**

- Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, 6/e, Pearson Education, 2007.
- Prasanna Chandra: Investment Analysis and Portfolio Management, TMH, 2009.
- Avadhani, V. A.: Securities Analysis and Portfolio Management, Himalaya, 2008.

Other Recommended Books

- William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Fundamentals of Investments, Prentice Hall, 2009.
- Z V I Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty: Investments, TMH, 2009.
- Frank K. Reilly and Keith C. Brown: Investment Analysis Portfolio Management, Cengage, 2009.
- Charles P. Jones: Investments – Analysis and Management, John Wiley, 2009.
- Bhat: Security Analysis and Portfolio Management, Excel, 2009.
- S. Kevin: Security Analysis & Portfolio Management, Prentice Hall, 2006.
- Edwin, J., Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2007.
- John C. Hull: Options, Futures and other Derivatives, 7/e, Pearson Education, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-1: FINANCE
STRATEGIC INVESTMENT AND FINANCING DECISIONS

Course Code: GR15E5025

II Year - I Semester
 L/P/C: 4/0/4

Objective of the course is to provide students with the knowledge of investment and Financing decisions from the strategic perspective. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

Note: Students need to be provided with discounting and statistical table for examination

Unit-1

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

Unit-2

Types of Investments and Disinvestment: 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-3

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-4

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-5

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.

**Text Books**

- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2008.
- Prasanna Chandra: Financial Management, 7/e, TMH, 2008
- Richard Pike & Bill Neale: Corporate Finance & Investment—Decisions and Strategies, 2/e, PHI, New Delhi, 2008.

Other Recommended Books

- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2005.
- Alan Shapiro: Capital Budgeting and Investment Analysis, Pearson, 2008.
- I.M. Pandey: Financial Management, Vikas 2009.
- Alexander: Fundamentals of Investment, 3/e Pearson, 2008
- Robert A Haugen: Modern Investment Theory, 5/e, Pearson, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-1: FINANCE
FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

Course Code: GR15E5026

II Year - I Semester
L/P/C: 4/0/4

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

Unit-1

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-2

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.

Unit-3

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 – Investor Protection.

Unit-4

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: Mutual Funds, Stock broking, credit rating.

Unit-5

Investment Banking: Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees, and 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, Barriers of Actuarial Science – Actual Valuation. Challenges of Insurance Sector.



Recommended Books

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



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-2: HUMAN RESOURCES
MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code: GR15E5027

II Year - I Semester
 L/P/C: 4/0/4

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-1

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-2

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-3

Industrial Discipline and 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-4

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-5

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, Contemporary Issues - New Pension Scheme.



Text Books

- C. S. Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.
- Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009.
- Arun Monappa: Industrial Relations, TMH, 2009.

Other Recommended Books

- Tapamoy Deb: Managing Human Resources & Industrial Relations, Excel, 2009.
- B. D. Singh: Industrial Relations & Labour Laws, Excel, 2009.
- Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.
- P. K. Padhi: Labour and Industrial Laws, PHI, 2009.
- B. D. Singh: Industrial Relations, Excel, 2009.
- Pramod Verma: Management of Industrial Relations



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-2: HUMAN RESOURCES
PERFORMANCE MANAGEMENT

Course Code: GR15E5028

II Year - I Semester
L/P/C: 4/0/4

Objective of the course is to provide in-depth knowledge on performance management of individuals in the organization. The prerequisite for the course is familiarity with Human Resource Management offered in I/II semester.

Unit-1

The Basis, Process and Practice of Performance Management: The basis of performance management: Definition, Aims, Characteristics of, Developments in, Concerns of, Understanding and guiding principles of performance management. Performance appraisal and performance management - Views on performance management - Performance management and the psychological contract. The process of performance management: The performance management cycle and sequence - Performance management activities - The practice of performance management: IRS, 2003; Lawler and McDermott, 2003; Chartered Institute of Personnel and Development, 2003; e-reward, 2005.

Unit-2

Planning, Managing and Reviewing Performance: Performance planning and agreements, Reviewing performance, - Using reviews as a communications channel - Balancing past performance against future potential - Performance review problems - Evaluating performance reviews - Analysis of the issues - Preparing for review meetings - Self-assessment - Giving feedback.

Unit-3

Assessing and Improving Performance: Assessing performance - Factors affecting assessments - Methods of assessment, Narrative assessment and Rating - Visual methods of assessment. Improving performance at different levels, at managerial level - Dealing with the problem—overall strategy - Dealing with the problem—human resource improvement - Top management levers for improving performance - Performance management at the organizational level - Improving team performance - Improving individual performance - Managing underperformers.

Unit-4

Performance Management Administration, Learning, Reward, Feedback and Roles: Performance management administration - Performance management and learning - Performance management and reward - 360-degree feedback - Performance management roles of Top managers, Line managers, employees and the HR.



Unit-5: Introducing, Developing, Learning about and Evaluating Performance Management:
Introducing and developing performance management -Learning about performance management
-Evaluating performance management.

Note: Performance Management System in Bharat Petroleum Corporation Ltd.: in Titan, in Infosys, in Dr. Reddy's Laboratories, in NOCIL, in NTPC etc. may be discussed.

Text Book

- Michael Armstrong, Performance Management Key Strategies and Practical Guidelines, 3rd Edition, London and Philadelphia.
- Michael Armstrong: Performance Management, Kogan Page, 2007.

Recommended Books

- T. V. Rao: Performance Management and Appraisal Systems, Response, 2008.
- Herman Aguinis: Performance Management, Pearson Education, 2009.
- T. V. Rao: 360 Degree Feedback and Assessment and Development Centres, Excel, 2005.
- Kandula: Performance Management, PHI, 2009.
- A. S. Kohli, T. Deb: Performance Management, Oxford Higher Education, 2008.
- Dinesh K Srivastava: Strategies for Performance Management, Excel, 2005.
- Prem Chedda: Performance Management Systems, MacMillan, 2008.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-2: HUMAN RESOURCES
MANAGEMENT OF CHANGE

Course Code: GR15E5029

II Year - I Semester
L/P/C: 4/0/4

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-1

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-2

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-3

Change Diagnosis & 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-4

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-5

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.

Recommended Books

- Palmer, Dunford, Akin: *Managing Organisational Change—A Multiple Perspective Approach*, TMH, 2009.
- Radha R Sharma: *Change Management—Concepts and Applications*, TMH, 2009.
- Mike Green: *Change Management*, Kogan Page, 2009.
- V. Nilakant and S. Ramnarayan: *Managing Change*, Response Books, New Delhi, 2009.
- Robert A Paton and James McCalman: *Change Management: A Guide to Effective Implementation 2/e*, Response, 2009.
- Harvard Business Essentials: *Managing Change and Transition*, HBS Press, 2007.
- Thorn Hill: *Managing Change*, Pearson, 2009.
- Joseph W. Weiss: *Organisational Behaviour and Change--Managing Diversity, Cross Cultural Dynamics and Ethics*, Cengage, 2009.
- Harvard Business Essentials: *Coaching and Mentoring*, HBS Press, 2009.
- Passmore, Stefan: *Appreciative Inquiry for Change Management*, Kogan Page, 2009.
- French: *Organizational Development and Transformation, 6/e*, TMH, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-3: MARKETING
CONSUMER BEHAVIOUR

Course Code: GR15E5030

II Year - I Semester
L/P/C: 4/0/4

Objective of this course is to make the student proficient in understanding consumer buyer behavior.

Unit-1

Introduction: Introduction to Consumer Behaviour - Consumer Behaviour and Marketing Strategy, Understanding consumers and market segments. Evolution of Consumer Behaviour, Consumer analysis and business strategy. Psychological Foundations of Consumer Behaviour - Consumer Motivation, Consumer Perception, Personality and Consumer Behaviour, Learning and Behaviour Modification, Information Processing, Memory Organisation and Function, Attitude Formation and Attitude Change.

Unit-2

Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family Influences, Personal influence. Communication and Consumer Behaviour - Components of communications process, designing persuasive communication and Diffusion of Innovations.

Unit-3

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

Unit-4

Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

Unit-5

Consumerism and Consumer Protection: Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues. Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

**Recommended Books:**

1. Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi, 2002.
2. Kumar: Conceptual Issues in Consumer Behavior : The Indian Context, Pearson Education, New Delhi, 2003
3. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2003.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
6. Roger D. Black Well et al, Consumer Behaviour, 9/e Thomson, New Delhi, 2002
7. K.K.Srivastava, Consumer Behaviour, Galgotia Publishing Co. New Delhi, 2003.
8. Henry Assael, Consumer Behaviour, 6/e, Thomson, New Delhi, 2001
9. Michael R. Solomon, Consumer Behaviour, 5/e, PHI, New Delhi, 2003



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-3: MARKETING
ADVERTISING AND BRAND MANAGEMENT

Course Code: GR15E5031

II Year - I Semester
L/P/C: 4/0/4

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

Unit-1

Introduction to Marketing Communications and Advertising: Marketing Communication – Integrated Marketing Communication (IMC)- IMC in Marketing Mix – IMC Models - 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-2

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, and Magazines)- New Trends in Advertising – Creating Advertising.

Unit-3

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

Unit-4

Branding Concepts: Definition of Branding and Brand Characteristics. 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 - Managing Brand power – Brand Life Cycle – Symbiotic Branding – Directness and Subtlety in Advertising Appeal. Brand Revitalization.

Unit-5

Brand Management: 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. Leading Brands – Product wise.

Recommended Books

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



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-3: MARKETING
LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Code: GR15E5032

II Year - I Semester
L/P/C: 4/0/4

Objective of the 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.

Prerequisite for the course: Knowledge of Production and Operations Management, Marketing Management and QABD taught in I year, II semester of the programme.

Note: The students need Statistical Table to solve numerical problems.

Unit-1

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-2

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-3

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



Unit-4

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-5

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.

Text Books

- Sunil Chopra and Peter Meindl: Supply Chain Management: Strategy, Planning and Operation, Third edition, Pearson, 2009.

Recommended Books

- Rajasekhar & Acharyulu: Logistics and Supply Chain Management, Excel, 2009.
- Donald J. Bowersox and David J. Closs: Logistical Management: The Integrated Supply Chain Process, TMH, 2006.
- Sridhara Bhat: Logistics and Supply Chain Management, Himalaya, 2011.
- John T Mentzer: Supply Chain Management, Sage Publications, 2008.
- Philip B. Schary, Tage Skjott-Larsen: Managing the Global Supply Chain, Viva, 2008.
- Joel D wisner, Keong Leong, Keah Choon Tan: Principles of Supply Chain Management - A Balanced Approach, Cengage Learning, 2008.
- Rahul V Altekar: Supply Chain Management, Concepts and Cases, PHI, 2008.
- J. L. Gattorna and D. W. Walters: Managing the Supply Chain, Macmillan, 2008.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-4: SYSTEMS AND OPERATIONS
E-COMMERCE

Course Code: GR15E5033

II Year - I Semester
 L/P/C: 4/0/4

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

Unit-1:

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-2

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-3

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-4

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-5

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

Recommended Books

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



Suggested Journals

- Computers Today, New Delhi
- Data Quest, New Delhi



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-4: SYSTEMS AND OPERATIONS
ENTERPRISE RESOURCE PLANNING

Course Code: GR15E5034

II Year - I Semester
L/P/C: 4/0/4

Objective of the course is to enable the student to understand the foundations of Enterprise Planning and ERP System Options. After studying this course the student understands the challenges in the implementation of ERP System, ERP System Implementation options, and Functional Modules of ERP.

Unit-1

Introduction to ERP- Foundation for Understanding ERP systems-Business benefits of ERP-The challenges of implementing ERP system-ERP modules and Historical Development.

Case: Response top RFP for ban ERP system (Mary Sumner).

Unit-2

ERP system options & Selection methods-Measurement of project Impact- information Technology Selection-ERP proposal evaluation-Project Evaluation Technique.(David L.olson).

Case: Atlantic Manufacturing (Mary Sumner).

Unit-3

ERP system Installation Options- IS/IT Management results-Risk Identification analysis-System Projects-Demonstration of the system-Failure method-system Architecture & ERP (David L.Olson)

Case: Dissolutions & Technology Knowledge (Mary Sumner).

Unit-4

ERP - sales and Marketing- Management control process in sales and marking-ERP customer relationship Management-ERP systems- Accounting & Finance control processes. Financial modules in ERP systems.

Case: Atlantic manufacturing (Mary Sumner).

Unit-5

ERP – Production and Material Management-Control process on production and manufacturing- Production module in ERP- supply chain Management & e-market place-e-businesses & ERP-e supply chain & ERP- Future directions for ERP.

Case: HR in Atlantic manufacturing. (Mary Sumner)



Text Book

- Mary Sumner: Enterprise Resource Planning, Pearson, 2012.

Other Recommended Books

- David Olson: Managerial Issues in ERP Systems, TMH, 2012.
- Ellen Monk: Enterprise Resource Planning, Cengage, 2012.
- Alexis Leon: Enterprise Resource Planning, 2e, TMH, 2012.
- Goyal: Enterprise Resource Planning, TMH, 2012.
- Jagan Nathan Vaman: ERP Strategies for Steering Organizational competence and competitive Advantage, TMH, 2012.
- Rajesh Ray: Enterprise Resource Planning, TMH, 2012.
- Jyotindra Zaveri, Enterprise Resource Planning, HPH, 2012.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-4: SYSTEMS AND OPERATIONS
DECISION SUPPORT SYSTEMS

Course Code: GR15E5035

II Year - I Semester
L/P/C: 4/0/4

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

Unit-1

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-2

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-3

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-4

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

Unit-5

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.

Recommended Books

- MacIah: Decision Support Systems and Data Warehousing, Tata McGraw-Hill, 2000.
- Efraim Turban, Jay E. Aronson, Ting-Peng Liang: DSS and Intelligent Systems, Pearson Education, 2009.
- Stevenson: Introduction to Management Science, Tata McGraw-Hill, 2008.
- James A Obrien, George M Marakas: Management Information Systems, 7/e, Tata



- McGraw-Hill, 2008.
- George M. Marakas: Decision Support Systems in the 21st Century, 2/e, PHI, 2008.
 - Anderson: Introduction to Management Science & Quantitative Techniques for Decision Making, Cengage, 2009.
 - Hiller, Lieberman: Operations Research: Concepts & Cases, 8/e, Tata McGraw-Hill, 2008.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
ENTREPRENEURIAL ACTIVITY

Course Code: GR15E5036

II Year - I Semester
L/P/C: 4/0/4

Objective of the course is to give practical exposure to the student in identifying a business opportunity, in preparing the business proposal and in launching a product.

Students study entrepreneurship and Corporate Governance in II year I semester of the programme. 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. Evaluation: 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.

The person in charge of Entrepreneurial Activity has to teach the aspects necessary for the preparation of a business plan i.e Technical Analysis, Social Cost Benefit Analysis, project selection, project planning and organisation.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
MICRO FINANCE

Course Code: GR15E5037

II Year - I Semester
L/P/C: 4/0/4**Unit-1**

Introduction Concept and purpose of Micro Finance - a tool for development – evolution and character of Micro Finance – Challenges in financing small operators; Distinction between microenterprise and micro finance; Delivery vehicles of microfinance – Non-Governmental Organizations (NGO), Commercial Banks and Microfinance institutions (MFI).

Unit-2

Micro Finance in India Legal and regulatory frame work – Promoting Linkage between banks and MFIs – Innovative and creative Micro Finance models – emerging challenges and issues.

Unit-3

Models of Micro Finance Different models of microfinance – Self Help /Group-Bank Linkage Programme (SBLP) Specialist MFIs (Indonesia), Thrift and Credit cooperative societies (Sri Lanka); Bangladesh Grameen Bank model; Banco Sol (Bolivia) and Enterprise Mentors; Matched savings accounts. SHGs and saving mobilizations – livelihood promotion among SHGs – Sustainability of MFIs – Financial intermediation – Credit – savings – insurance to poor and low income households and their micro-enterprises – payment services and money transfers.

Unit-4

Design and Management of Microfinance Programmes Cash patterns, loan terms and payment frequency – client cash pattern and loan amount – frequency of loan payment – loan collateral- loan pricing – calculating interest rates. Ownership structure; Framework for NGOs to meet the minimum performance and reporting standards.

Unit-5

Role of Women in Micro finance Empowerment of women; Government implemented credit schemes; Increasing access and benefits for women over resources; empowerment at individual, collective and community levels; Emergence of Mahila Bank; Impact of empowerment and microfinance on lives of women.

Learning Resources

1. Karmakar K.G. (Ed.), Microfinance in India, Sage Publications, New Delhi.
2. Prabhu Ghate et al., (2007). Microfinance in India: A State of the Sector Report 2007, Microfinance India, New Delhi.



3. Bouman F.J.A. (Fritz). (2008). Small, Short and Unsecured: Informal Rural Finance in India.
4. Joanna Ledgerwood, (1999). Microfinance Handbook: Sustainable Banking with the Poor, World Bank, Washington, DC.
5. Marguerite Robinson, (2001). The Microfinance Revolution: Sustainable Finance for the Poor, World Bank, Washington, DC.
6. Neera Burra, Joy Deshmukh et al., (Eds.) (2005). Micro-Credit, Poverty and Empowerment: Linking the Triad. Sage Publications, New Delhi.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
KNOWLEDGE MANAGEMENT

Course Code: GR15E5038

II Year - I Semester
L/P/C: 4/0/4**Unit-1**

Basics of Knowledge Management (KM): Knowledge continuum (data, information, knowledge); KMs emergence and evolution; KM benefits; Guiding principles for managing knowledge; Leadership and KM; Epistemology, knowledge creation, knowledge sharing, tacit and explicit knowledge, decision making and DSS.

Unit-2

Knowledge Management and Organization Culture: Organizational learning: theory and interventions; Trust and mutuality factors in sharing knowledge; Overcoming the Cultural Barriers to Sharing Knowledge, Communities of Practice; KM Systems and Models – Nonaka; Collective learning; Managing knowledge overload; Creating an Informal Learning Organization.

Unit-3

Knowledge Workers: New Roles and Responsibilities Expectations and responsibilities from the employees for the Knowledge Economy; Emerging titles and roles- Knowledge Manager, CKO; Skills and competencies needed to become a knowledge manager.

Unit-4

Identifying, Creating and Sharing Knowledge: KM strategies and practices; Enabling knowledge- storytelling, benchmarking, knowledge mapping); Key Roles in the Success of "Communities of Practice". High tech KM tools of the trade (Internet, e-mail, intranets, videoconferencing, groupware, best practices database, data-mining, enterprise information portals).

Unit-5

Knowledge Management Metrics: Idea factories/incubators; Competitive Intelligence and Environmental Scanning; Techniques for measuring knowledge – quantitative and qualitative; Knowledge/ Information audit; Costs and benefits of implementing KM programs. Critical success factors in KM implementation.

Learning Resources

1. Davenport, T.H., and Prusak, L. (1998). Working Knowledge: How Organizations Manage What They Know, NetLibrary Incorporated, Boulder, CO.
2. Frappaolo, C. (2006). Knowledge Management, John Wiley Sons, Hoboken, NJ.



3. Groff, T.R., and Jones, T.P. (2003). Introduction to Knowledge Management, Butterworth Heinemann, San Diego, CA.
4. Holsapple, C.W. (Ed.) (2005). Handbook on Knowledge Management 1: Knowledge Matters, Springer, New York.
5. Holsapple, C.W. (Ed.) (2005). Handbook on Knowledge Management 2: Knowledge Directions, Springer, New York.
6. Archana Shukla and R Srinivasan (2002). Designing Knowledge Management Architecture: How to Implement Successful Knowledge Management Programmes, Response Books, New



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-1: FINANCE
INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: GR15E5039

II Year - II Semester
L/P/C: 4/0/4

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 are to be provided to the students at the time of examination.

Unit-1

Introduction: 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-2

International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit-3

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-4

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-5

Asset-liability Management: 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.

Recommended Books

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



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-1: FINANCE
FINANCIAL RISK MANAGEMENT

Course Code: GR15E5040

II Year - II Semester
L/P/C: 4/0/4

Objective: The course aims at familiarizing the students with principle and practices of Financial Risk Management and enables the students to develop decision-making skills in financial risk management through exercises and case analysis.

Unit-1

Financial Risk – Definition and evolving styles of risk management. Organizing for Financial Risk Management - Role of risk manager- policies-decision making and execution

Unit-2

Exposure to Risk and Diversification - specific and market risk- forecasting market movements. Forwards and Futures: market volatility; concepts of forwards, futures and swaps. Options: option pay-off profiles-option strategies-option pricing and hedge ratios- Black-Scholes option valuation model- arbitraging- speculating

Unit-3

Managing Equity Risk: specific risks- managing market risk-Markowitz and Sharpe Single Index models. Managing Bond Risk - market conventions and yields-bonds with special features- yield curves-hedging with futures and options

Unit-4

Managing Interest Rate and Currency Risk - one period forwards and futures- interest options- currency options and hedging longer term interest rate and currency exposures. Foreign Exchange Risk Management - various foreign exchange rate risk management strategies- foreign exchange market in India

Unit-5

Emergence of Commodity Risk Management - basic understanding of commodities-investment opportunities in commodities in India-working of commodity exchanges- importance of risk management in commodity derivatives- future of commodity derivatives. Financial Risk Management: Case Studies

Suggested Readings

1. Brain A. Eales Financial Risk Management. London: McGraw – Hill, 1995
2. N.D. Vohra & B.R. Bagri Futures and Options. New Delhi: Tata Mc Graw Hill, 2003



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-1: FINANCE
FINANCIAL DERIVATIVES

Course Code: GR15E5041

II Year - II Semester
L/P/C: 4/0/4

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-1

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. Introduce commodities derivative concepts.

Unit-2

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-3

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-4

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

Unit-5

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.

Recommended Books

- Jayanth Rama Varma: Derivatives and Risk Management, TMH, 2008.
- John C Hull: Options, Futures and other Derivatives, 7th Edition, Pearson, 2009.
- Prafull Kumar Swanin: Fundamental of Financial Derivatives, Himalaya, 2012.
- Mishra: Financial Derivatives, Excel, 2009.
- S. L. Gupta: Financial Derivatives: Theory, Concepts and Problems, Prentice Hall, 2009.
- S. S. Kumar: Financial Derivatives, PHI, 2009.
- David A. Dubofsky, Thomas W Muller, TR: Derivatives Valuation and Risk Management, Oxford, 2008.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-2: HUMAN RESOURCES
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: GR15E5042

II Year - II Semester
 L/P/C: 4/0/4

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 I Year II semester of the programme.

Unit-1

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-2

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-3

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-4

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-5

International Compensation and labour relations: 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. International Labour Relations: Key issues, response of labour unions to MNCs, HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

Recommended Books

- Evans, Pucik, Barsoux: The Global Challenge- Framework for International Human Resource Management, Tata McGraw-Hill Irwin.
- Peter J Dowling, Denice E Welch: International Human Resource Management, Cengage Learning.
- K. Aswathappa, Sadhna Das: International Human Resource Management, McGraw Hill.
- Tony Edwards, Chris Rees: International Human Resource Management, Pearson Education.
- Monir H Tayeb: International Human Resource Management, Oxford University Press, 2005.
- P. L. Rao: International Human Resource Management, Excel Books.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-2: HUMAN RESOURCES
REWARD MANAGEMENT

Course Code: GR15E5043

II Year - II Semester
L/P/C: 4/0/4

Objective of the course is to enable the student to gain expert knowledge relating to the most sensitive issue like pay, perquisites and pension i.e., reward management.

Unit-1

The Fundamentals of Reward Management: Reward management an overview, The context of reward management, Total reward, Strategic reward, Developing and implementing reward strategy, Reward policies, Factors affecting pay levels, Motivation and reward, Engagement and organizational commitment, The psychological contract.

Unit-2

Establishing Job Values and Relativities: Job evaluation schemes, categories of job evaluation, Types of analytical schemes; Types of non-analytical schemes; Market pricing; Computer-assisted job evaluation. Developing and maintaining job evaluation schemes, Equal pay for work of equal value, Reasons for discrimination; the legal framework, the EOC code of practice on equal pay; equal pay claims; avoiding discrimination in job evaluation; discriminatory pay structures. Equal pay reviews, Market rate analysis, Role analysis.

Unit-3

Grade and Pay Structures: Types of grade and pay structures, pay spines, spot rates, individual job grades. Developing grade and pay structures, designing non-discriminatory pay structures; implementing new grade and pay structures.

Unit-4

Rewarding and Reviewing Contribution and Performance: Individual contingent pay, Bonus schemes, team pay, paying for organizational performance, Recognition schemes, Performance management and reward,

Unit-5

Reward Management for Special Groups, Employee Benefits, Pension Schemes and Reward Management Procedures: Rewarding directors and senior executives, International reward, Rewarding sales and customer service staff, Rewarding knowledge workers, Shop floor pay, Employee benefits: Rationale, strategies and policies; Types, Incidence, Choice and Administration; Flexible benefits: Reasons, Types of, and Introducing flexible benefits schemes. Pension schemes, managing reward, Responsibility for reward.



Recommended Books

- Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward by Michael Armstrong Kindle Edition, (Dec 28, 2012)
- Reward Management (HR Fundamentals) by Michael Rose (Apr 28, 2014) Kindle Edition
- Reward Management: Employee Performance, Motivation and Pay (Human Resource Management in Action) by David Hume (Dec 4, 1995)
- Sanjay Srivastava: Case Studies in HRM, Excel, 2009.
- B.D.Singh: Compensation and Reward Management, Excel Books, 2012



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-2: HUMAN RESOURCES
ORGANIZATION DEVELOPMENT

Course Code: GR15E5044

II Year - II Semester
 L/P/C: 4/0/4

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

Unit-1

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-2

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-3

OD Interventions -1: 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-4

OD Interventions- 2: 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-5

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



Text Books

- Wendell L. French, Cecil H. Bell, Veena, Jr: Organization Development, Behavioral Science Interventions for Organization Improvement, Pearson, PHI.
- Bhupen Srivastava, Biztantra: Organizational Design and Development-Concepts and Applications.

Other Recommended Books:

- Pradip N. Khadwalla, Organizational Designs for Excellence, TMH, 2005.
- Organization Theory & Design, Richard L Daft, Cengage Learning, 8th Edition.
- Wendell L. French, Cecil H. Bell, Jr: Organization Development, & Transformation, Managing Effective Change, TMH.
- Gareth R. Jones: Organizational Design and Change, 5th Edition.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-3: MARKETING
INTERNATIONAL MARKETING

Course Code: GR15E5045

II Year - II Semester
L/P/C: 4/0/4

Objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities. The prerequisite for the course is Marketing Management taught in I year II semester of the programme.

Unit-1

International Marketing: Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade. International market environment - Business Customs in International Market.

Unit-2

Canalizing and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting. International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

Unit-3

International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

Unit-4

International Marketing Channels: Channels –Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.

Unit-5

Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing – Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion. Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

**Recommended Books**

- Philip R. Cateora, John L. Graham: International Marketing, Tata McGraw-Hill Co. Ltd., 2009.
- Mathur: International Marketing, Sage, 2009.
- Roger Bennett & Jim Blythe: International Marketing Strategy, Planning, Market Entry & Implementation, Kogan, 2009.
- Francis Cherunillum: International Marketing, Himalaya, 2009.
- Vasudeva: International Marketing, Excel, 2009.
- Sak Onkvisit, John J. Shaw: International Marketing Analysis and Strategy, 3/e, Pearson, 2009.
- Isobel Doole and Robin Lowe: International Marketing Strategy, 2/e, Cengage, 2009.
- Subhash C. Jain: International Marketing, Cengage, 2009.
- Keegan: Global Marketing Management, Pearson, 2009.
- Michael Czinketa: International Marketing, 8/e, Cengage, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-3: MARKETING
RETAILING MANAGEMENT

Course Code: GR15E5046

II Year - II Semester
L/P/C: 4/0/4

Objective of the course is to enable the students to develop a deeper insight into the functioning of retailing sector with a special focus on merchandising and store management.

Unit-1

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.E-Retailing

Unit-2

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-3

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

Unit-4

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-5

Global Retailing and 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.

Recommended Books

- Levy & Weitz: Retailing Management, TMH, 2009.
- A. J. Lamba: The Art of Retailing, TMH, 2009.
- Fernie: Logistics & Retail Management, Kogan Page, 2009.
- Arif Sheik: Retail Management, HPH, 2008.



- Sivakumar: Retail Management, Excel, 2009.
- Barry Berman Joel & R. Evans: Retailing Management-A Strategic Approach, Pearson Education, 2009.
- Swapna Pradhan: Retailing Management Texts & Cases, TMH, 2009.
- Diamond: Retail Buying, Pearson, 2009.
- Sathish Taneja: Franchising, Paragon International, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-3: MARKETING
SERVICES MARKETING

Course Code: GR15E5047

II Year - II Semester
L/P/C: 4/0/4

Objective of the course is to provide a deeper insight into the marketing management of companies offering services as products. The pre-requisite for this course is familiarity with Marketing Management offered in I year, II semester of the programme.

Unit-1

Understanding Services Marketing & CRM: Introduction, Characteristics of Services, Service Marketing Mix, Classification of Services, the nature of service consumption, Managing demand in services, Role of services in Indian Economy. Customer Relationship Marketing: Relationship marketing, 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-2

Services Market Segmentation: Factors affecting Services Market Segmentation - The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations. Positioning a service in the market, value addition to the service product, planning and branding service products, Role of supplementary services.

Unit-3

Pricing and 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-4

Planning and Managing Service Delivery: New service development, Creating delivery systems in price, Cyberspace and time. The physical evidence of the service space, Types of intermediaries in services. Role of people in services, Enhancing value by improving quality and productivity, customer loyalty in services. Service GAP Model.

Unit-5

Marketing Plans for Services: Strategy, Levels of strategic planning, Market Opportunity analysis. Service quality concepts also are to be taught.



Recommended Books

- Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing—Integrating Customer Focus Across the Firm, TMH, 2009.
- Christopher Lovelock: Services Marketing People, Technology, Strategy, Pearson 2009.
- Bhattacharjee: Services Marketing – Concepts, Planning and implementation, Excel, 2009.
- Ravi Sankar: Services Marketing, Excel, 2009.
- Rajendra Nargundkar: Services Marketing, TMH, 2009.
- Verma: Services Marketing, Pearson-2009.
- Mark Davis: Managing Services People and Technology, McGraw-Hill International, 2009.
- Adrian Payne: The Essence of Services Marketing, PHI, 2009.
- Thomas J. DeLong & Asish Nanda: Managing Professional Services—Text and Cases, McGraw-Hill International, 2009.
- Roland T. Rust and P.K. Kannan: E-Service New Directions in Theory and Practice, Prentice-Hall, 2009.
- 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
ELECTIVE-4: SYSTEMS AND OPERATIONS
BUSINESS INTELLIGENCE

Course Code: GR15E5048

II Year - II Semester
 L/P/C: 4/0/4

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 BusinessQuery & 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: OnlineAnalytical 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.

Recommended Books

- Cindi Howson: Successful Business Intelligence, Tata McGraw Hill, 2008.
- Turban: Business Intelligence, Pearson, 2009.
- Martin Callingham: Market Research, Kogan Page,2004



- C. S. R. Prabhu: Data Warehousing, 3/e, PHI Learning, 2008.
- George M. Markas: Decision Support Systems, 2/e, Pearson Education, 2008.
- Efreem G. Mallach: Decision Support and Data Warehousing Systems, Tata McGraw Hill, 2008.
- Berson Smith: Data Warehousing, Data Mining 7 OLAP, Tata McGraw-Hill, 2007.
- Michael J. A. Berry, Gordon S. Linoff: Data Mining Techniques, 2/e, Wiley -India, 2005.
- Marakas: Modern Data Warehousing, Mining, and Visualization - Core Concepts, Pearson Education, 2008.
- Carlo Verelise: Business Intelligence & Data Mining, Wiley, 2009.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-4: SYSTEMS AND OPERATIONS
SERVICES OPERATIONS MANAGEMENT

Course Code: GR15E5049

II Year - II Semester
L/P/C: 4/0/4

Objective: Providing tools, frameworks and techniques for operational analysis and improvement, the text builds on the principles of operations management; examining the operations decisions that managers face in controlling their resources and in delivering services to their customers.

Unit-1

The service concept, Introduction to service operations management. Difference between

Unit-2

Customers and Supplier relationships, Customer expectations and satisfaction, Managing supply relationships

Unit-3

Service delivery, Service processes, Service people, Resource utilization, Networks, Technology and information

Unit-4

Performance management, Performance measurement, linking operations decisions to business performance, driving operational improvement

Unit-5

Service strategy, Service culture, Operational complexity, managing strategic change

Suggested Readings

1. Service Operations Management, Improving Service Delivery, 2nd Edition, Robert Johnston, Graham Clark
2. Service Operations Management, Richard Metters, Kathryn King-Metters, Madeleine Pullman, Thompson South-Western, 2003



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
ELECTIVE-4: SYSTEMS AND OPERATIONS
TECHNOLOGY MANAGEMENT

Course Code: GR15E5050

II Year - II Semester
L/P/C: 4/0/4

Objective: The course aims at providing an overview of various issues connected with Management of Technology in organizations. The course provides an exposure to technology related issues like technology identification, technology forecasting, technology acquisition and technology absorption. The course also provides an appreciation of linkages of technology with policy and support systems.

Unit-1

Introduction, Definitions, Role and importance of Technology Management

Unit-2

Technology Development and Acquisition, Forecasting and Technology Innovation chain, Technology Transfer - Models, Modes, Technology search strategy, Technology absorption and diffusion

Unit-3

Technology Environment - Science & Technology, Invention as a process - Invention and Evolution, Technology cycles and innovation streams

Unit-4

Technology Assessment, Evaluation, Importance

Unit-5

Implementing Technology, Technology development projects.

Suggested Readings

- Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
- Tarek Khalil: Management of Technology, McGraw Hill International, 2000.
- Ziman. J: Technological Innovation as an Evolutionary Process, Cambridge University Press, Cambridge, 2000.
- Garud. R, Nayyar. P.R & Shapira. Z.B: Technological Innovation: Oversights and Insights, Cambridge University Press, 1997.
- Afufah. A: Innovation Management: Strategies, Implementation, and Profits, Oxford University Press, New York, 1998.
- Porter Al et al: A Guidebook for Technology Assessment and Analysis, North Holland 1980.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
COMPREHENSIVE SEMINAR (CURRENT BUSINESS AFFAIRS)

Course Code: GR15E5051

II Year - II Semester
L/P/C: 4/0/4

No Specific Syllabus. The student has to identify the current business topic, prepare a report, give a seminar and face viva. Student's performance is to be evaluated on the basis of report, seminar and viva.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
LEADERSHIP IN ORGANIZATIONS

Course Code: GR15E5052

II Year - II Semester
 L/P/C: 4/0/4

Unit-1

Introduction: Roles of leaders- Functions and challenges-Leadership and Management-leadership and followership-leadership and situation- Leadership and Power- leadership and values

Unit-2

Leadership Traits : Personality traits and leadership- Intelligence and leadership- Emotional intelligence and leadership- Qualities of an effective leader- Leadership behavior- Leadership skills - Competencies of global leader.

Unit-3

Leadership Styles and Theories: Autocratic and free-reign leadership- Participative leadership, delegation and empowerment- Transactional, Transformational, Transitional leadership- Charismatic leadership- Great man theory- trait theory- behavior theories- Contingency and situational theories.

Unit-4

Strategic Leadership: Importance of strategic leadership-Constraints on executives- Successful CEO Jack Welch- Steve jobs- Lou Gestner- The role of leaders in change management- eading Change- Leaders influencing organizations to reach peak performance and excellence.

Unit-5

Developing Leadership Skills: Leadership training programs-designing effective training- Special techniques for leadership training-Learning from experience- Development activities- Leadership development in MNC- A system perspective on leadership development. Universal leadership practices.

Learning Resources

1. Gary Yukl (2006). Leadership in Organizations, 6/e Pearson Education.
2. Richard L Hughes, Robert C Ginnet, Gordon Curphy (2001). Leadership- Enhancing the Lessons of Experience. Mc Graw Hill Company
3. DuBrin (2008) . Leadership Research Findings, Practice and Skills, 4/e, Wiley India.



GOKARAJU RANGARAJU
INSTITUTE OF ENGINEERING AND TECHNOLOGY
OPEN ELECTIVE
TOTAL QUALITY MANAGEMENT

Course Code: GR15E5053

II Year - II Semester
L/P/C: 4/0/4

Unit-1

Introduction: Dimensions of Quality; Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

Unit-2

Principles of TQM: Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.

Unit-3: Statistical Process Control (SPC) Pareto diagram, Process flow diagram, Cause and effect diagram, Control charts Control Charts for variables and attributes, control charts for detects, Process capability,

Unit-4

Tools of TQM: Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, Failure mode effect analysis (FMEA) – Stages of FMEA., FMEA methodology. Poka Yoke

Unit-5

Quality Systems: Quality systems in India-BIS, AGMARK, FPO, Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements.

Learning Resources

1. Dale H. Besterfield, Carol Besterfield, (2008), Total Quality Management, Third Edition, Pearson education, New Delhi.
2. James R.Evans & William M.Lidsay, (2002), The Management and Control of Quality, 5th Edition, Thompson Learning, New Delhi.



3. Shridhar Bhat, K. (2008), Total Quality Management-Text and Cases, First Edition, Himalaya Publishing House, Mumbai.
4. Rajaraman, S. and M. Sivakumar, (2008), Total Quality Management, First Edition, Biztantra, New Delhi.
5. Shailendra Nigam, (2008), Total Quality Management, First Edition, Tata excel Books, New Delhi.
6. Mandal S.K. (2008), Total Quality Management. Vikas Publishing House PVT Ltd, New Delhi.



GOKARAJU RANGARAJU INSTITUTE OF ENGINEERING AND TECHNOLOGY

PROJECT WORK

Course Code: GR15E5054

II Year - II Semester
L/P/C: 4/0/4

Objective of the course is to give practical exposure to the student through internship and project work.

Note: 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 Work: A Project Review Committee (PRC) is to be constituted by the Principal/Director with Head of the Department as chairperson and two other senior faculty members of the department as members.

Registration of the Project Work: A candidate will be permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to II year I semester of the programme. 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. Duration of the project is for one semester, changes in the project if any are to be approved by the Project Review Committee. Project work is to be initiated in the beginning of the fourth semester and the duration is one semester.

A candidate will be permitted to submit project report (dissertation) only after successful completion of 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 Head of the Department/Coordinator (through the Guide) and shall give a presentation and a seminar before the PRC. Maximum marks allotted to the pre-submission presentation and seminar are 50.

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 3-member panel, submitted to 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 the Supervisor. The Board shall jointly evaluate the candidates work on the basis of report, presentation (if any) and viva-voce examination.
- If the report of the examiner is not favorable (i.e., not satisfactory), the candidate shall revise and resubmit the thesis, in the time frame prescribed by the PRC.
- If the report of the examiner is unfavorable again (i.e., not satisfactory), the project shall be summarily rejected.
- 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 also, he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit
- Head of the Department and Project coordinator shall coordinate and make arrangements for the conduct of viva-voce examination.

Recommended Books

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