

**GODAVARI INSTITUTE OF ENGINEERING AND TECHNOLOGY  
(AUTONOMOUS)**

Approved by AICTE, Accredited by NBA & NAAC 'A' Grade, Recognized under 2(f) and 12(b) of UGC,  
Permanently Affiliated to JNTUK, Kakinada

**NH-16, Chaitanya Knowledge City, Rajahmundry – 533296. E.G.Dt., - AP.**



**DEPARTMENT OF MANAGEMENT STUDIES**

**2 YEARS MBA COURSE STRUCTURE**

**(2020-22)**

**GODAVARI INSTITUTE OF ENGINEERING & TECHNOLOGY (AUTONOMOUS)**

**GRMBA20 COURSE STRUCTURE**

**MASTER OF BUSINESS ADMINISTRATION**

**I Year**

**I Semester**

S · N o ·	SUBJECT CODES	Subject Title	Periods per week			C	Scheme of Examination		
			L	T	P		Int.	Ext.	Total
1	20400101	Management and Organizational Behavior	4	0	0	4	30	70	100
2	20400102	Managerial Economics	4	0	0	4	30	70	100
3	20400103	Accounting for Managers	4	0	0	4	30	70	100
4	20400104	Quantitative Analysis for Business Decisions	4	0	0	4	30	70	100
5	20400105	Business Communication and Soft skills	4	0	0	4	30	70	100
6	20400106 Open Elective	Cross Cultural Management Rural Development Lean Management Database Management System	4	0	0	4	30	70	100
7		Business Communication and Soft skills lab	0	0	2	2	25	25	50
8	20400111	Information Technology – Lab1(Spreadsheet and Tally)	0	0	2	2	25	25	50
<b>Total</b>			24	0	4	28	230	470	700

L- LECTURE    T- THEORY    P – PRACTICAL    C – CREDITS    Int. – INTERNAL    Ext. – EXTERNAL

**I Year**
**II Semester**

S. N o.		Subject Title	Periods per week			C	Scheme of Examination Maximum Marks		
			L	T	P		Int.	Ext.	Total
1.	20400201	Financial Management	4	0	0	4	30	70	100
2.	20400202	Human Resource Management	4	0	0	4	30	70	100
3.	20400203	Marketing Management	4	0	0	4	30	70	100
4.	20400204	Operations Management	4	0	0	4	30	70	100
5.	20400205	Business Research Methods	4	0	0	4	30	70	100
6	20400206	Legal and Business Environment	4	0	0	4	30	70	100
7.	20400207 Open Elective	Project Management Technology Management MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus	4	0	0	4	30	70	100
8.	20400112	IT-lab 2 (Programming R )	0	0	2	2	25	25	50
Total			28	0	2	30	235	515	750

L- LECTURE    T- THEORY    P – PRACTICAL    C – CREDITS    Int. – INTERNAL    Ext. – EXTERNAL

## II Year

## III Semester

S · N o ·		Subject Title	Periods per week			C	Scheme of Examination		
			L	T	P		Int.	Ext.	Total
1.	20400301	Strategic Management	4	0	0	4	30	70	100
2.	20400302	Operations Research	4	0	0	4	30	70	100
3.	20400361A	Elective –I	4	0	0	3	30	70	100
4.	20400361B	Elective –II	4	0	0	3	30	70	100
5.	20400362A/ 20400363A/ 20400364A/ 20400365A/ 20400367A	Elective –I	4	0	0	3	30	70	100
6.	20400362B/ 20400363B/ 20400364B/ 20400365B/ 20400367B	Elective –II	4	0	0	3	30	70	100
7.	20400351	Industrial Project based on Summer Internship (Report preparation + Viva Voce)	4	0	0	4	50	50	100
Total			28	0	0	24	230	470	700

L- LECTURE    T- THEORY    P – PRACTICAL    C – CREDITS    Int. – INTERNAL    Ext. – EXTERNAL

## II Year

## IV Semester

S. No.		Subject Title	Periods per week			C	Scheme of Examination		
			L	T	P		Int.	Ext.	Total
1	20400401	Supply Chain Management and Analytics	4	0	0	4	30	70	100
2	20400402	Innovation and Entrepreneurship	4	0	0	4	30	70	100
3	20400461A	Elective-III	4	0	0	3	30	70	100
4	20400461B	Elective –IV	4	0	0	3	30	70	100
5	20400462A/ /20400463A/ 20400464A/2 0400465A /20400466A/ 20400467A	Elective –III	4	0	0	3	30	70	100
6	20400462B/  20400463B/  20400464B/ 20400465B/ 20400466B/ 20400467B/	Elective – IV	4	0	0	3	30	70	100
7	20400404	Comprehensive Viva	0	0	0	2	10	40	50
Total			24	0	0	22	190	460	650

L- LECTURE    T- THEORY    P – PRACTICAL    C – CREDITS    Int. – INTERNAL    Ext. – EXTERNAL

\*The project work documentation shall be checked with anti plagiarism software (Turnitin). The permissible similarity shall be less than 30%.

\*Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the two year course work.

## LIST OF ELECTIVES

<b>Name of the Subject</b>	<b><u>Elective I</u></b>	<b><u>Elective II</u></b>	<b><u>Elective III</u></b>	<b><u>Elective IV</u></b>
MARKETING	Digital and Social Media Marketing	Consumer Behavior	Services Marketing	Global Marketing Management
FINANCE	Investment Analysis and Portfolio Management	Managing Banks and Financial Institutions	Global Financial Management	Strategic Financial Management
HRM	Performance Evaluation and Compensation Management	Human Resource Metrics and Analytics	Global Human Resource Management	Employee Relations and Labour Law
SYSTEMS	Managing Digital Innovation and Transformation	Web Designing	Big Data Analytics	Enterprise Resource Planning
TRAVEL AND TOURISM MANAGEMENT	Hospitality Management	Tourism Policy and Planning	Travel Media and Journalism	Eco Tourism Practices
ENTREPRENEURSHIP AND SMALL ENTERPRISE MANAGEMENT	Social Entrepreneurship	Planning, Structuring, and Financing Small Business	Finance and Accounting for Small Business	Venture Valuation and Accounting
BUSINESS ANALYTICS	Text, Social Media & Web Analytics	Big Data Analytics	Financial Analytics	Econometrics and Business Forecasting

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. I Sem (1 semester)			
Course Code	<b>Management and Organizational Behavior (20400101)</b>				
Teaching	Total contact hours- 60	L	T	P	C
Prerequisite(s): Knowledge of General Management – Contemporary issues		4	0	0	4

### Course Objectives:

The course is to give a basic perspective of Management. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior

### Course outcomes:

On Completion of the course, the students will be able to-	
C01:	Gain the knowledge of basic concepts, tested principles emerging ideas, evolving theories and latest techniques.
C02:	Understand the importance of critical decisions that ensure growth and sustainability of the organization.
C03:	Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
C04:	Analyze the complexities associated with management of the group behavior in the organization.
C05:	Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.

## UNIT I

Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business.

**UNIT II** Organizing – Principles of organizing – Organization Structure and Design – Types of power - Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques.

### UNIT III

Organizational behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

### UNIT IV

Motivation and Job Performance – Content and process Theories of Motivation - Leadership - Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window-Transactional Analysis.

### UNIT V

Organizational conflict-causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

#### References:

1. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Kumar, Rao, Chhaalil "Introduction to Management Science" Cengage Publications, New Delhi
4. V.S.P. Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K. Anbuvelan, Principles of Management, University Science Press, 2013.
6. K. Aswathappa "Organisational Behaviour-Text, Cases and Games", Himalaya Publishing House, New Delhi, 2008.
7. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: "Organisational Behaviour", TMH Education, New Delhi, 2008

#### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], '-' : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	-	1	-
CO2	-	-	2	-	-	3	-	3	-	-	-	-
CO3	-	-	-	1	-	-	-	3	-	-	1	-
CO4	-	-	2	-	-	3	-		-	-	1	-
CO5	-	-	2	-	-	-	-	3	-	-	-	-



## Course Objectives:

This subject seeks to equip the students with the analytical tools of Economics and apply the same

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. I Sem (1 semester)			
Course Code	<b>MANAGERIAL ECONOMICS (20400102)</b>				
Teaching	Total contact hours- 62	L	T	P	C
Prerequisite(s): Knowledge of Economics Basic Economics, Concepts Pricing Methods, Knowledge of Market Structures		4	0	0	4

to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenge. To integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions.

## Course outcomes:

On Completion of the course, the students will be able to-	
CO1:	Understand the internal and external decisions to be made by managers
CO2:	Analyze the demand and supply conditions and assess the position of a company.
CO3:	Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
CO4:	Analyze real-world business problems with a systematic theoretical framework.
CO5:	Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

## UNIT I

Introduction to Managerial Economics: Nature and Scope- Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi-Marginal Concept, -Theory of Firm

## UNIT II

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products.

### UNIT III

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants-Cobb- Douglas and CES Production functions

### UNIT IV

Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics- Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma.

### UNIT V

Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation and Deflation: Inflation - Meaning and Kinds, Types, Causes and measurement of inflation Measures to Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### References:

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House
2. H.Craig Peterson, W.Cris Lewis, Managerial Economics, Pearson, 2005.
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI, 2001.
5. K .K Dawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
7. Rangarajan and Dholkia, Macroeconomics, TMH.

#### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], 4 : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	2		-
CO2	-	-	2	-	3	-	-	3	-	-	-	-
CO3	-	-	-	1	-	-	-	3	-	-	1	-
CO4	-	-	-	-	-	3	-	-	-	-	1	-
CO5	-	-	2	-	-	-	2	1	-	-	-	-

**Course Objectives:** Approved by AICTE, Accredited by NBA & NAAC 'A' Grade, Recognized under 2(f) and 12(b) of UGC, Permanently Affiliated to JNTUK, Kakinada.

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. I Sem (1 semester)			
Course Code	<b>ACCOUNTING FOR MANAGERS (20400103)</b>				
Teaching	Total contact hours-63	L	T	P	C
Prerequisite(s): Basic Accounting knowledge.		4	0	0	4

1. To enable the students to understand financial accounting.
2. To develop awareness of emerging trends in financial accounting.
3. To provide decision making skills in financial analysis
4. To provide the ability to identify and analyze financial Statements.
5. To prepare cost and management accounting statements

### Course outcomes:

On Completion of the course, the students will be able to-	
CO1:	Apply accounting concepts, principles, standards and processes
CO2:	Demonstrate analytical skills through findings, organizing, assessing and analyzing data appropriate to a given situation.
CO3:	Demonstrate skills in financial analysis.
CO4:	Identify and analyze financial statements.
CO5:	learn how to prepare cost accounting statements.

## UNIT I

Financial Accounting- concept, Importance and scope, accounting principles, accounting cycle, journal ledger, trial balance, Preparation of final accounts with adjustments.

## UNIT II

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis..

## UNIT III

Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method, an elementary knowledge of activity based costing.

## UNIT IV

Management accounting – concept, need, importance and scope; budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation.

## UNIT V

Marginal costing and its application in managerial decision making, Break Even Analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

### References:

1. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Kumar, Rao, Chhaalil "Introduction to Management Science" Cengage Publications, New Delhi
4. V.S.P. Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K. Anbuvelan, Principles of Management, University Science Press, 2013.
6. K. Aswathappa "Organisational Behaviour-Text, Cases and Games", Himalaya Publishing House, New Delhi, 2008.
7. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: "Organisational Behaviour", TMH Education, New Delhi, 2008

### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], 4: No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	-	1	-
CO2	-	-	2	-	-	3	-	3	-	-	-	-
CO3	-	-	-	1	-	-	-	3	-	-	1	-
CO4	-	-	2	-	-	3	-		-	-	1	-
CO5	-	-	2	-	-	-	-	3	-	-	-	-

**Course Objective:**

1. Paraphrase a comprehensive set of descriptive statistical methods, in order to display data in a meaningful way.
2. Integrate correlation analysis in order to estimate the nature and the strength of the linear relationship.
3. Exemplify probability theory in order to evaluate the probability of real world events;
4. Apply discrete and continuous probability distributions to provide solutions for practical problems.
5. Monitoring confidence interval estimates and hypotheses tests for population parameters
6. Execute comprehensive set of statistical tools in making practical decisions and creating reports in workplace situations.

**Course Outcomes:**

On Completion of the course, the students will be able to-	
CO1:	Apply the knowledge of descriptive statistics in practical engineering & Management problems.
CO2:	Apply the Knowledge of Probability & Probability distributions in practical Engineering & Management problems.
CO3:	Demonstrate the knowledge of Decision Making.
CO4:	Enhance knowledge in Sampling & Estimation techniques.
CO5:	Enhance Knowledge on testing of hypothesis and design of experiment.

**UNIT I**

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices.

**UNIT II**

Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal Distributions.

**UNIT III**

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

**UNIT-IV**

Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples – Concepts of Testing Hypothesis – One Sample Test for Testing Mean and Proportion of Large and Small Samples.

**UNIT-V**

Tests Two Samples – Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

Relevant cases have to be discussed in each unit and in examination case is compulsory to JNTUK, Kakinada.

**Text Books:**

1. N.D.Vohra:—Quantitative Techniques in Management, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. Gupta S.P: —Statistical Methods, S. Chand and Sons, New Delhi.
3. Sancheti, Dc & VK Kapoor, —Business Mathematics, S Chand and Sons, New Delhi.
4. S.C. Gupta and V.K. Kapoor, Fundamentals of Mathematical Statistics, 11/e, Sultan Chand & Sons Publications, 2012.

**Reference Books:**

1. Anand Sharma: —Quantitative Techniques for Business decision Making, Himalaya Publishers, New Delhi, 2012.

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. I Sem (1 semester)			
Course Code	<b>Business Communication and Soft skills(20400105)</b>				
Teaching	Total contact hours- 60	L	T	P	C
Prerequisite(s): Knowledge of report writing, development of communication skills to sustain in organization		4	0	2	6

2. DPApte:—Operation Research and Quantitative Techniques, Excel Publication, New Delhi, 2013.
3. Hamdy, A. Taha: —Operations Research: An Introduction, Prentice-Hall of India, New Delhi 2003.
4. Anderson: —Quantitative Methods for Business, Cengage Learning, New Delhi 2013.
5. Sancheti, Dc & VK Kapoor, —Business Mathematics, S Chand and Sons, New Delhi.

**Web Links:**

1. <https://ocw.mit.edu/courses/civil-and-environmental-engineering/1-151-probability-and-statistics-in-engineering-spring-2005/lecture-notes/>
2. <https://lecturenotes.in/subject/69/probability-and-statistics-ps>
3. <https://nptel.ac.in/courses/111105041/>

**CO-PO Mapping:**

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], '-' : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	2	2	-	-	-	-	-	-	-	2
CO2	2	2	2	2	-	-	-	-	-	-	-	2
CO3	2	2	2	2	-	-	-	-	-	-	-	2
CO4	2	2	2	2	-	-	-	-	-	-	-	2
CO5	2	2	2	2	-	-	-	-	-	-	-	2

**Course Objectives:**

- To provide an overview of Business Communication and impart the strategies.
- To make the students aware of the importance, the role and the content of soft skills through instruction, knowledge acquisition, demonstration and practice.
- To develop and nurture the soft skills of the students through individual and group activities.
- To expose students to right attitudinal and behavioral aspects and to build the same through activities

**Course outcomes:**

On Completion of the course, the students will be able to-

CO1:	Develop communication skills.
CO2:	Gain Knowledge of intra personal and inter personal communication skills.
CO3:	Demonstrate the knowledge of formal and informal report writing
CO4:	Apply the knowledge of problem solving & initiate knowledge about presentation skills and interview techniques.
CO5:	Gain knowledge of communicating through social media and mobile

**UNIT I**

Purpose and process of communication: Objectives of Communication-Process of Communication- Types of communication; noise, listening skills, Types of listening, essentials of good listening and tips.

**LAB: LISTENING AND SPEAKING SKILLS-** Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube.(Presenting before the class).

**UNIT II**

**Managing Organizational Communication:** Formal and Informal Communication- Interpersonal and Intrapersonal communication- Role of Emotion in Interpersonal Communication- Barriers to Interpersonal Communication- Exchange Theory-Gateways for Effective Interpersonal Communication.

**LAB:** Choosing the organization – goal setting - time management — leadership traits – team work – communicating across teams- designing career and life planning.

## UNIT III

**Non verbal communication and Body Language:** Kinesics, Proxemics, Paralanguage, Haptics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures.

**LAB:** Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

## UNIT IV

**Written communication:** mechanics of writing, report writing- business correspondence-business letter format- Meetings and managing meetings- Resume writing-Formats and Skills.

**LAB:** Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

## UNIT V

**Presentation skills:** prerequisites of effective presentation, format of presentation; Assertiveness – strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques.

**LAB:** Designing presentations and enhancing presentation skills.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

## References:

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key to managerial effectiveness.
3. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
6. Sathya Swaroop Debasish, Bhagaban Das “*Business Communication*”, PHI Private Limited, New Delhi, 2009.
7. R.K. Madhukar: “Business Communication”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T. Wahl: “Business and Professional Communication”, SAGE, New Delhi, 2012.
9. Sangita Mehta, Neety Kaushish: “Business Communication”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “Business Communication Skills”, Everest Publishing House, New Delhi, 2011

## CO-PO Mapping:

( 1: Slight [Low];      2: Moderate [Medium];      3: Substantial [High],      '-' : No Correlation)



Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. II Sem (2 semester)			
Course Code	<b>CROSS CULTURAL MANAGEMENT (20400106)</b> <b>(Open Elective)</b>				
Teaching	<b>Total contact hours-63</b>	L	T	P	C
Prerequisite(s): Basic knowledge about project management		4	0	0	4

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	-	2	-
CO2	-	-	2	-	-	3	-	1	-	-	-	-
CO3	-	-	-	3	-	-	-	3	-	-	1	-
CO4	-	-	2	-	-	3	-	-	-	-	1	-
CO5	-	-	2	-	-	-	-	3	-	-	-	-

### Course Objective:

The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business. The course is aimed at significantly improving the ability of practicing managers to be effective global managers.

### Course Outcomes:

On Completion of the course, the students will be able to-	
CO1:	Understand the concept of cross culture
CO2:	Understand the Cross culture global management
CO3:	Develop an idea on cross culture negotiations and decision making
CO4:	Gain the knowledge on global human resource management.
CO5:	Have awareness on corporate culture.

### UNIT – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

## UNIT – II

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

## UNIT – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

## UNIT – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

## UNIT – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. EsennDrlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate[Medium]; 3: Substantial[High], '-' : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	2	1	-
CO2	-	2	-	-	-	3	-	3	-	-	-	-
CO3	1	-	-	2	-	-	-	3	-	-	1	-
CO4	-	1	2	-	-	3	-	1	-	-	1	-
CO5	-	-	2	-	-	-	-	-	3	-	-	1

Regulation	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. I Sem			
GRMBA-20 Course Code	RURAL DEVELOPMENT ( 20400106) (Open Elective)	(1 semester)			
Teaching	Total contact hours-65	L	T	P	C
Prerequisite(s): Basic knowledge of Rural Development, Rural Environment and Resources, Rural Industrialization, HR requirement for Rural Development, Rural Development in India.		4	0	0	4

**Course Objective:** To lay an important foundation to students in Rural Development, Rural Environment and Resources, Rural Industrialization, HR requirement for Rural Development, Rural Development in India.

**Course Outcomes:**

On Completion of the course, the students will be able to-	
CO1:	To Understand the concept of Rural Environment, resources and development
CO2:	To understand the Rural Industrialization in India
CO3:	To develop an idea on the rural framework of HR Dimensions for Rural Development
CO4:	To gain the knowledge on approaches and financial support for rural development in India.
CO5:	To have awareness on Rural Development programmes in different sectors.

**UNIT –I:** Concepts of Rural Area and Rural Development, Need for Rural Development, Historical Evolution of the Concept of Rural Development in the Indian Context, Definition and meaning of Resources, Types of Rural Resources, Natural and Man-made, Characteristics of Resources, Importance of different resources in Rural Development, Elements of Indian constitution, Constitutional amendment to Panchayati Raj system- Development (Department) Administration in Rural India, Status of Rural Development in the SAARC countries

**UNIT –II Rural Industrialization:** Concept of Rural Industrialization, Importance of Rural Industrialization for Rural Development, Gandhian Approach to Rural Industrialization, Appropriate Technology for Rural Industries Concept, Characteristics and Types of Entrepreneurship; Entrepreneurship and Rural Industrialization; Development of Rural Entrepreneurship in India; Factors promoting entrepreneurship; Problems and Prospects of Rural Entrepreneurship in India Problems and prospects of Women Entrepreneurship

**UNIT –III Human Resources Dimensions of Rural Development-**Quantitative aspects of rural human resource (Gender & Age wide classification, Density, Issue in rural human resources- Scarcity, lack of skill, attitude, and social status). Food security and public distribution system-Rural Financial Sector –Sources of Rural Credit: Institutional and Non Institutional - Service Delivery System in Rural areas, Rural Infrastructural Sector and Millennium Development Goals Housing in Rural Areas.

**UNIT –IV**

**Approaches of Rural Development in India-** institutional, technological, area and target group, participatory, individualistic. Strategies of Rural Development – growth oriented strategy, Welfare strategy,

Responsive strategy, Holistic strategy, right-based strategy, PLRA Model, Micro Finance and Micro Credit: Concept of Micro Finance/ Micro-Credit, Evolution and Growth, Micro- Finance and Social Security, Different models of Micro-Finance (NABARD, Grameen Bank, BRAC, BASIX, and BANDHAN etc.). Problems and Prospects of Micro- Financing in Rural India, Rural Women, Self-Help Groups

## UNIT –V

**Review of Rural Development Programmes** in the area of agricultural sector – crop, non- crop, livestock, fishery, forestry. Review of Rural Development Programmes in area of Social Sectors – Health, Sanitation and Education.

**Relevant cases have to be discussed in each unit and in Examinations, Case is compulsory from any one of the Units.**

### Text books:

1. Das Kumar.B Rural Development through Decentralization
2. Desai A.R Introduction to Rural Sociology
3. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and review, 6e, Tata McGraw Hill 2008.
4. K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.
5. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009

### Reference Books:

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Publications India Pvt. Ltd., 2009.
2. Soil & Water Conservation & Watershed Management Hardcover – 2012, Singh PK Mahnot
3. Gillin and Gillin Cultural Sociology
4. Jain S.C. Rural Development
5. Khanna B.S. Rural Development in South Asia: Policies, Programmes and Organizations

### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], '-' : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	-	1	-
CO2	-	2	2	-	-	3	-	3	-	-	-	2
CO3	-	-	-	1	-	-	-	3	-	-	1	-
CO4	-	1	2	-	-	3	-	-	-	-	1	-
CO5	-	-	2	-	-	-	-	1	3	-	-	1

	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. I Sem (1 semester)			
Course Code	<b>Lean Management</b> <b>(20400106) (Open Elective)</b>				
Teaching	Total contact hours- 60	L	T	P	C
Prerequisite(s): Knowledge of production systems – Contemporary issues		4	0	0	4

### Course Objectives:

To understand how by implementing lean management organizations can improve product & processes without adding any more money, people, equipment, inventory or space and aim for perfection.

### Course outcomes:

On Completion of the course, the students will be able to-	
C01:	Understand issues & challenges in implementing & developing lean manufacturing techniques from TPS & its contribution for improving organizational performance..
C02:	Apply lean techniques to bring competitive business culture for improving organization performance.
C03:	Analyze how lean techniques can be applied to manufacturing & service industry
C04:	Developing lean management strategy for Supply chain management.
C05:	Analyzing how lean techniques can create value generation for organization.

## UNIT I

Introduction: Mass production system, Craft Production, Origin of Lean production system , Why Lean production , Lean revolution in Toyota , Systems and systems thinking , Basic image of lean production , Customer focus , Waste Management.

## UNIT II

Just In Time: Why JIT , Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production leveling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

**UNIT III** Approved by AICTE, Accredited by NBA & NAAC 'A' Grade, Recognized under 2(f) and 12(b) of UGC, Permanently Affiliated to JNTUK, Kakinada.

Kaizen: Six – Sigma philosophy and Methodologies, QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system.

## UNIT- IV

Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized work Common layouts.

## UNIT- V

Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### References:

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar, Lessons in Lean Management,
3. Dale H., Besterfield, Carol, Besterfield, et al, Total Quality Management (TQM) 5e by Pearson 2018.

### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], '-' : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	-	-	-	-	-	-	-	-	-	-	1	-
C02	1	-	2	-	-	3	-	3	-	-	-	-
C03	-	3	-	1	-	-	-	3	-	-	1	-
C04	-	-	2	-	2	3	-		-	1	1	-
C05	-	-	2	-	-	-	-	3	-	-	-	-

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. II Sem (2 semester)			
Course Code	<b>FINANCIAL MANAGEMENT (20400201)</b>				
Teaching	Total contact hours-63	L	T	P	C
<b>Prerequisite (s):</b> Knowledge of Financing, Management, EBIT techniques, capital budgeting techniques, share and debentures, working capital management, mergers and acquisitions.		4	-	-	4

### Course Objective:

The Course is designed for the students to understand the Financial Management concepts and to identify, enrich and fulfil the needs of Financial Markets.

### Course Outcomes:

On Completion of the course, the students will be able to-	
CO1:	Understand the basic type of financial management decisions and the role of the financial manager.
CO2:	Identify tools used by Finance professionals in making financial decisions.
CO3:	Explain how the manager's decisions are reflected in the share dividend.
CO4:	Specify the objective that ensure Financial Managers makes rational investment and how they make short term investment decisions.
CO5:	Examine the implications of stakeholders, ethics and the agency relationships.

## UNIT –I

The Finance Function: Nature and Scope. Evolution of finance function – The new role in the contemporary scenario - Goals of finance function – Firm's mission and objectives- Maximizing vs. satisfying (School); Profit vs. Wealth Vs. Welfare: the agency relationship and costs – The new debate on maximizing Vs satisfying- Major decision of financial manager-Risk- returns trade off.

## UNIT –II

Financing Decision: Sources of finance - a brief survey of Financial Instruments Concept and Financial Effects of Leverage- The Capital Structure Decision in Practice: EBIT – EPS analysis- Cost of Capital: The concept – Average vs. Marginal Cost of Capital. Measurement of Cost of Capital – Component Costs and weighted Average Cost.





Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. II Sem (1 Semester)			
Course Code	<b>HUMAN RESOURCE MANAGEMENT – 20400202</b>				
Teaching	Total Contact Hours- 63	L	T	P	C
Prerequisite(s): Knowledge of design and execution of HRM strategies, HR lever to develop an effective work system discussion on case study.		4	0	0	4

### UNIT –III

The Investment Decision: Investment Decision Process- Concept of Time Value of Money-Techniques of Time Value of Money- Developing Cash Flow Data-Using Evaluation Techniques-Traditional and DCF method- The NPV vs. IRR Debate-Approaches for Reconciliation- Capital Budgeting Decision under conditions of risk and uncertainty: Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta coefficients, Probability tree approach – Sensitivity analysis ( a brief discussion of concepts and their numerical applications only).

### UNIT –IV

Dividend Decision: Major forms of Dividends- Cash and Bonus shares. The theoretical backdrop-Dividends and valuation: Major theories centered on the works of Gordon Walter and Linter – Dividend policies of Indian Corporate.

### UNIT –V

Working Capital Management: Concepts and Characteristics of Working Capital-Factors determining the Working Capital- Estimating Working Capital Requirements- Working Capital Policy- Management of Current Assets – Cash, Receivables and Inventory.

**Relevant cases have to be discussed in each unit and in Examination Case is compulsory from any One of the Units.**

#### Text books:

1. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: “**Financial Management**”, Himalaya Publishing House, New Delhi.
2. Brigham, E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi.
3. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill .
4. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi.
5. A.P.Rao: “**Fundamentals of Financial Management**”. Everest Publishing House, New Delhi.

#### Reference Books:

1. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi.

#### CO-PO Mapping:

( 1: Slight [Low], 2: Moderate [Medium], 3: Substantial [High], 4: No Correlation)

Approved by AICTE, Accredited by UBA & UAC, A Grade, Recognized under 2(f) and 2(b) of BBU, GC, Permanently Affiliated to JNTUK, Kakinada.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	--	-	-	--	-	-	-	-	-	1	-
CO2	--	-	2	-	--	3	-	3	-	-	-	-
CO3	-	-	-	1	-	-	-	3	-	-	1	--
CO4	-	-	1	-	-	1	-	-	-	-	1	-
CO5	-	-	2	-	-	-	-	3	-	-	-	-

### Course Objective(s):

- 1) To make students understand various concepts in HRM.
- 2) To enable them to manage the human resources of an organization effectively and efficiently.
- 3) To understand the wage structures and differentials.
- 4) To develop practical knowledge of HR cases.

On Completion of the course, the students will be able to-	
CO1:	Analyze the broad fundamental concepts of HRM.
CO2:	Assess the processes to build a talented work force (include recruitment and selection, training and development, professional development plans).
CO3:	Evaluate performance and manage effectively in unionized environment.
CO4:	Use the qualitative and quantitative information to make effective decisions related to functional areas of business
CO5:	Manage group and individual dynamics in organization.

## UNIT-I

**HRM:** Significance - Definition and Functions – Evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –Aligning HR strategy with Organizational Strategy - HRM at Global Perspective- Challenges – Cross-Cultural Problems – Emerging Trends in HRM.

## UNIT-II

**Investment perspectives of HRM:** HR Planning –Demand and Supply Forecasting - Job Analysis – Job Description and Specifications- Recruitment- Sources of Recruitment-Use of Social media -Selection- Tests and Interview Techniques - Training and Development – Methods and Techniques– Training Evaluation- Management Development - HRD Concepts – Mechanisms – Career Planning and Counseling.

## UNIT-III

**Performance Evaluation:** Importance – Methods – Traditional and Modern Methods – Latest Trends in Performance Appraisal - Career Development and Counseling- Compensation- Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - Compensation Mechanisms at International Level

## UNIT-IV

**Wage and Salary Administration:** Concept- Wage Structure- Wage and Salary Policies- Legal Framework- Determinants of Payment of Wages- Wage Differentials - Job Design and Evaluation- Profit Sharing, Bonus Concepts, ESOPs, Pay for Performance- Variable pay-Incentive Payment Systems- Management of

Attrition- Talent Management, Welfare Management, Nature and Concepts, Statutory and Non-Statutory Welfare Measures, Safety at work – Nature and Importance – Work Hazards – Safety Mechanisms.

## UNIT-V

**Managing Industrial Relations:** Trade Unions-Employee Participation Schemes-Collective Bargaining–Grievances and Disputes Resolution Mechanisms–Safety at work – Nature and Importance – Work Hazards – Safety Mechanisms - Managing Work Place Stress-QWL- HR Accounting and Auditing-Nature and Significance –Problems – HR Audit - process – HRIS – Methods-HR Research, HRM Toolkits

**Relevant cases have to be discussed in each unit and in Examinations, Case is compulsory from any one of the Units.**

### References:

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013
2. N.SambasivaRao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “Human Resource Management: A South-Asian Perspective”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zaidi: “Human Resource Management”, Excel Books, New Delhi, 2010
6. Muller, Camen. Croucher and Leigh: “Human Resource Management- A Case Study Approach”, JAICO Publishing, Delhi.
7. S.Seetharaman, B.Venkateswara Prasad: “Human Resource Management”, SCITECH Publication (India) Limited, Hyderabad, 2009.
8. Gary Dessler, Biju Vrkkey: “Human Resource Management”, Pearson Education, New Delhi, 2011
9. Uday Kumar Haldar: “Human Resource Development”, Oxford University Press, New Delhi, 2012.
10. Narendar Singh: “Human Resource Management”, Universities Press (India) Private Limited, Hyderabad,

### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], '-' : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	-	-	-	1	-	-	-	-	-	-	1	-
C02	-	2	-	-	-	3	-	3	-	-	-	-
C03	-	-	-	1	-	-	-	3	-	2	1	-
C04	-	-	2	-	-	3	-	-	-	-	1	-
C05	-	-	2	-	-	-	-	-	3	-	-	1

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. II Sem (2 semester)			
Course Code	<b>MARKETING MANAGEMENT (20400203)</b>				
Teaching	<b>Total contact hours-64</b>	L	T	P	C
Prerequisite(s): Knowledge of Management, marketing concepts, pricing strategies, promotional tools.		4	0	0	4

**Course Objectives:**

The Course is designed for the students to understand the Marketing concepts and to identify, enrich and fulfill the needs of customers and markets.

**Course outcomes:**

On Completion of the course, the students will be able to-	
C01:	Understand the marketing concepts and its evolution
C02:	Analyze the market based on segmentation, :, targeting and positioning.
C03:	Make decisions on product, price, promotion mix and distribution
C04:	Plan and conduct an investigation into an organisation's marketing strategy, and communicate findings in an appropriate format.
C05:	Understand the rural markets and the contemporary issues in marketing

**UNIT –I**

**Introduction to Marketing:** Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment.

**UNIT –II**

**Market Segmentation, Targeting and Positioning:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy-New product development.

### UNIT –III

**Product and Pricing Aspects:** Product – Product Mix - Product Life cycle -Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes.

### UNIT –IV

**Marketing Communication:** Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force– Determining the Sales Force Size - Sales force Compensation.

### UNIT –V

**Distribution, Marketing Organization and Control:** Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit. .**

#### References

1. Phillip Kotler: “**Marketing Management**“, Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
4. Tapan K Panda: “**Marketing Management**”, Excel Books, New Delhi, 2012
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013

#### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], '-' : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
C01	-	-	-	-	-	-	-	-	-	-	1	-
C02	-	2	-	-	-	3	-	3	-	-	-	-
C03	1	-	-	2	-	-	-	3	-	-	1	-
C04	-	-	2	-	-	3	-	-	-	-	1	-
C05	-	-	2	-	-	-	-	-	3	-	-	1

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. II Sem (2 semester)			
Course Code	<b>OPERATIONS MANAGEMENT (20400204)</b>				
Teaching	<b>Total contact hours-63</b>	L	T	P	C
Prerequisite(s): Basic knowledge about Operations management – Contemporary issues		4	0	0	4

### Course Objectives:

This Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

### Course outcomes:

On Completion of the course, the students will be able to-	
CO1:	Apply Operation Research methods in practice
CO2:	Formulate and Solve linear programming models
CO3:	Understand the application of Transportation, Assignment, Network analysis, Game theory, Waiting line series and Replacement decisions in business scenarios
CO4:	Understand the input – process-output framework, the extensions of it and apply them to a wide range of operations.
CO5:	Analyze the content of an operations strategy and the decision involved.

## UNIT –I

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

## UNIT –II

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

## UNIT- III

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

**UNIT- IV** Approved by AICTE, Accredited by NBA & NAAC 'A' Grade, Recognized under 2(f) and 12(b) of UGC, Permanently Affiliated to JNTUK, Kakinada.

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

## **UNIT –V**

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles-Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk ), Total Quality Management (TQM).

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy & Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai

### **CO-PO Mapping:**

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], 4: No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	-	1	-
CO2	-	2	-	-	-	3	-	3	-	-	-	-
CO3	1	-	-	1	-	-	-	2	-	-	1	-
CO4	-	-	2	-	-	-	3	-	-	-	2	1
CO5	-	-	-	-	2	-	-	-	3	-	-	1

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. II Sem (2 semester)			
Course Code	<b>Business Research Methods (20400205)</b>				
Teaching	Total contact hours-65	L	T	P	C
Prerequisite(s): Knowledge in Statistical tools		4	-	-	4

**e Objective:**

Developing the students in Research orientation and to acquaint them with fundamental of research methods.

**Course Outcomes:**

On Completion of the course, the students will be able to-	
CO1:	Understand Theoretical and Applied Research
CO2:	Knowing Data collection Methods
CO3:	Prepare Questionnaire
CO4:	Preparation of Quality Control Charts
CO5:	Gain Knowledge in Research Techniques

**UNIT –I**

**Definition and Applications of Business Research:** Nature and Importance of research, The role of business research, aims of social research, research process, pure research Vs applied research, qualitative research Vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in Business Research-Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

**UNIT –II**

**Data Base:** Discussion on primary data and secondary data, tools and techniques of collecting data- Methods of collecting data. Sampling design and sampling procedures Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

**UNIT –III**



**Survey Research and Data Analysis:** Media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

## UNIT –IV

**Statistical Inference & Quality Control:** Tests of Hypothesis, Introduction to

Null hypothesis Vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test- Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

## UNIT –V

**Multivariate Analysis:** Nature of Multivariate Analysis, Classification of Multivariate Techniques, Analysis of Dependence, Analysis of interdependence; Bivariate analysis tests t – Test, t – Test for Comparing two means and Z – Test for Comparing two Proportions- Analysis of variance for one way and two way classification- ANOVA for complex experimental design.

### Text books:

6. Navadeep and Gupta “Statistical Techniques & Research Methodology” Kalyani Publications.
7. Kothari CR and Garg G “Research Methodology Methods and Techniques.
8. Ranjit Kuran “Research Methodology” Edition Personal Education.
9. Naresh Malhotra and S Dash “Marketing Research” Edition, Pearson Prentice Hall.

### Reference Books:

3. Donald Cooper and PS Schindler “ Business Research Methods” 9<sup>th</sup> Edition: Tata Mc Graw Hill.
4. Deepak Chawla and Neena Sondhi “Research Methodology concepts and Cases” Vikas Publishing house, New Delhi.

### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate[Medium]; 3: Substantial[High], 4: No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	2		-
CO2	-	-	2	-	1	-	-	3	-	-	-	-
CO3	-	-	-	2	-	-	-	3	-	-	1	-
CO4	-	-	-	-	-	3	-	-	-	-	3	-
CO5	-	-	2	-	-	-	3	1	-	-	-	-

Regulation	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. I Sem (1 semester)			
GRMBA-20					
Course Code	<b>LEGAL AND BUSINESS ENVIRONMENT (20400206)</b>				
Teaching	Total contact hours-64	L	T	P	C
<b>Prerequisite (s):</b> Knowledge of basic elements and factors influencing Business Environment and Political Environment, Knowledge Indian contract essential acts, sale of goods act, Consumer protection Act, Essential commodities act, Agency contracts and Negotiable Instrument act, Indian Partnership act.,		4	0	0	4

**Course Objective:** To acquaint students with the issues of Indian business environment in which business has to operate, to relate the impact of environment on business in an integrated manner, and to give an exposure to important commercial and industrial laws.

#### Course Outcomes:

On Completion of the course, the students will be able to-	
C01:	To make students understand different elements of business environment.
C02:	To understand the different Political Environment.
C03:	To impart knowledge on Indian contract act 1872, essentials of valid contract.
C04:	To understand rights and duties of principle and agent. Negotiable instrument act
C05:	Know state policies Economic legislations and Economic reforms laid by the government

### UNIT –I

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

### UNIT –II

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems-Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal- Industrial policies since independence and their significance – regulatory and promotional framework . Structure of Indian Economy- Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

## UNIT –III

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881

## UNIT –IV

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital signature-Cyber Frauds.

## UNIT –V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

**Relevant cases have to be discussed in each unit and in Examinations, Case is compulsory from any one of the Units.**

### Text books:

10. Francis Cherunillam, Business Environment, Himalaya Publishers.
11. K.Asathappa, Essentials of Business Environment, Himalaya Publishers.
12. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers.
13. N.D.Kapoor, Mercantile Law, Sultan Chand Publishers.

### Reference Books:

5. Chaula and Garg, Mercantile Law, Kalyani Publishers
6. Vivek Mittal: “Business Environment Text and Cases”, Excel Books New Delhi.

### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate[Medium]; 3: Substantial[High], '-' : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	2		-
CO2	-	-	2	-	1	-	-	3	-	-	-	-
CO3	-	-	-	2	-	-	-	3	-	-	1	-
CO4	-	-	-	-	-	3	-	-	-	-	3	-
CO5	-	-	2	-	-	-	3	1	-	-	-	-

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. II Sem (2 semester)			
Course Code	<b>PROJECT MANAGEMENT (20400207)</b> <b>(Open Elective)</b>				
Teaching	<b>Total contact hours-63</b>	L	T	P	C
Prerequisite(s): Basic knowledge about project management – Contemporary issues		4	0	0	4

### Course Objectives:

The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

### Course outcomes:

On Completion of the course, the students will be able -	
CO1:	To understand basics of project management, project proposals, project appraisal and selection, commissioning, remedies for cost and time overruns.
CO2:	To understand market feasibility and market survey for the product, demand forecasting and sales projections.
CO3:	To understand financial feasibility, capital investment appraisal, risk analysis, means of financing, forecasting income, and breakeven point.
CO4:	To understand technical and legal feasibility of project, construction of PERT and CPM.
CO5:	To understand project planning and control, prerequisites for successful project implementation.

## UNIT –I

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

## UNIT –II

Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections.

### UNIT –III

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility, Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) – Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM).

### UNIT –IV

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income – Operational feasibility - Breakeven point – Economics of working.

### UNIT –V

Project Implementation and Review: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit. .**

### REFERENCES:

1. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, “Project Evaluation and Management”.
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”, McGraw Hill, 2000.

### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate[Medium]; 3: Substantial[High], '-' : No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	-	-	-	-	-	2	1	-
CO2	-	2	-	-	2	3	-	3	-	-	-	-
CO3	1	-	-	1	-	-	1	-	-	-	2	-
CO4	-	1	2	-	-	2	-	-	-	-	1	-

**(AUTONOMOUS)**

<b>CO5</b>	Approved by AICTE, Accredited by NBA & NAAC 'A' Grade, Recognized under 2(f) and 12(b) of UGC, Permanently Affiliated to JNTUK, Kakinada.
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Regulation	Godavari Institute of Engineering & Technology (Autonomous)	I MBA. II Sem (2 semester)			
Course Code	<b>TECHNOLOGY MANAGEMENT (20400207) (Open elective)</b>				
Teaching	<b>Total contact hours-63</b>	L	T	P	C
Prerequisite(s): Basic knowledge about Technology		4	0	0	4

### Course Objectives:

The course aims at providing an overview of various issues connected with Management of Technology in organizations

### Course outcomes:

On Completion of the course, the students will be able to-	
CO1:	Demonstrate a comprehensive understanding of the broad themes in Information Technology
CO2:	Identify and analyze user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems.
CO3:	Developed and implement optimal solutions to complex computing problems using industry-recognized best practices and standards.
CO4:	Apply ethical decision making in the development, implementation, and management of IT systems
CO5:	Effectively integrate IT-based solutions into the user environment.

## UNIT-I

Evolution of Technology-Effects of New Technology- Technology Innovation- Invention- Innovation- Diffusion- Revolutionary and Evolutionary Innovation- Product and Process Innovation- Strategic Implications of Technology- Technology - Strategy Alliance- -Convergent and Divergent Cycle- The Balanced Approach.

## UNIT-II

Technology Assessment- Technology Choice- Technological Leadership and Followership- Technology Acquisition- Technological Forecasting- Exploratory, Intuitive, Extrapolation,

Growth Curves, Technology Monitoring, Normative Relevance, Free Morphological Analysis, Mission Flow Diagram.

### UNIT-III

Diffusion of Technology- Rate of Diffusion; Innovation Time and Innovation Cost- Speed of Diffusion- Technology Indicators- Various Indicators- Organizational Implications of Technology- Relationship between Technical Structure and Organizational Infrastructure- Flexible Manufacturing Management System (FMMS).

### UNIT-IV

Financial Aspects in Technology Management- Improving Traditional Cost -Management System- Barriers to the Evaluation of New Technology- Social Issues in Technology Management- Technological Change and Industrial Relations- Technology Assessment and Environmental Impact Analysis.

### UNIT-V

Human Aspects in Technology Management- Integration of People and Technology- Organizational and Psychological Factors- Organizational Outcome- Technology Transfer- Technology Management Scenario in India.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

References:

- Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
- Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
- Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.
- Gaynor: Handbook of Technology Management, McGraw Hill.
- Tarek Khalil: Management of Technology, McGraw Hill International, 2000.

#### CO-PO Mapping:

( 1: Slight [Low]; 2: Moderate [Medium]; 3: Substantial [High], 4: No Correlation)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	-	-	-	-	1	-	-	-	2	-	1	-
CO2	-	2	-	-	-	1	-	3	-	-	-	3
CO3	1	-	-	1	-	-	-	2	-	-	1	-
CO4	-	-	2	-	-	-	3	-	-	-	2	1
CO5	-	1	-	-	3	2	-	-	3	2	-	1

**DEPARTMENT OF MANAGEMENT STUDIES**
**2<sup>nd</sup> Year 2<sup>nd</sup> Sem (Master of Business Administration) Course Structure: (2020-21)**

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. I Sem (III semester)			
Course Code	<b>STRATEGIC MANAGEMENT</b>				
Teaching	Total contact hours - 60	L	T	P	C
Prerequisite(s):	Knowledge of industrial scanning and planning strategy	4	0	0	4

**UNIT I**

Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Drafting a strategy- Industry and Competitive Analysis.

**UNIT II**

Environmental Scanning and leadership: Methods. SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques - Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.

**UNIT III**

Strategy Formulation : Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

**UNIT IV**

Strategy Implementation: Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

**UNIT V**

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures - Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance - strategic audit. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

**Textbooks:**

- [1] R. Srinivasan., 2009, Strategic Management, PHI Learning, New Delhi.
- [2] Adrian Haberberg & Alison, 2009, Strategic Management, Oxford University Press, New Delhi.

**References**

- [1] P. Subba Rao., 2010., Business Policy and Strategic Management, Himalaya Publishing House, New Delhi.
- [2] Kazmi., 2009, Strategic Management and Business Policy, Tata McGraw Hill.



**2<sup>nd</sup> Year 2<sup>nd</sup> Sem (Master of Business Administration) Course Structure: (2020-21) N**

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. I Sem (III Semester)			
Course Code	<b>OPERATIONS RESEARCH</b>				
Teaching	Total contact hours - 65	L	T	P	C
Prerequisite(s): Knowledge of probability distributions and statistics, and preferably basic calculus, for learning Simulation.		4	0	0	4

**UNIT I**

Importance - The History of OR - Definition - Features - Scope of Operations Research – Linear

Programming: Introduction - Advantages of using LP - Application areas of LP -

Formation of mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements in the Simplex Tableau, Artificial variable techniques: Big M method.

**UNIT II**

Transportation, Assignment Models: Definition and application of the transportation model, methods for finding initial solution - tests for optimality - variations in transportation problem, the Assignment Model, Travelling Salesman Problem.

**UNIT III**

Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

**UNIT IV**

Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods. Simulation – Simulation Inventory and Waiting Lines.

**UNIT V**

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time - project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

### Text Books:

- [1] Winston. 2019. Operations Research. 11<sup>th</sup> Edition. New Delhi; Cengage Learning India.  
 [2] Anand Sharma. 2018. Operations Research. 10<sup>th</sup> Edition. New Delhi. Himalaya Publishing House.

### References:

- [1] Winston. 2019. Operations Research. 11<sup>th</sup> Edition. New Delhi; Cengage Learning India.  
 [2] V.K. Kapoor. 2018. Operation Research Techniques for Management. 10<sup>th</sup> Edition. New Delhi Sultana Chand & Sons.

### Web References:

<https://www.britannica.com/science/linear-programming-mathematics>  
<https://www.iitg.ac.in/skbose/qbook/qbook.html>

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#### DEPARTMENT OF MANAGEMENT STUDIES

### 2<sup>nd</sup> Year 2<sup>nd</sup> Sem (Master of Business Administration) Course Structure: (2020-21)

Regulation GRMBA 20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. I Sem (III Semester)			
Course Code	<b>PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT</b>				
Teaching	Total Contact Hours - 65	L	T	P	C
Prerequisite(s): Knowledge of Performance Management Process, Planning and Performance Appraisal		4	0	0	3

### UNIT I

Introduction: – Definition – concerns – scope – Historical developments in performance management – Overview of performance management – Performance Appraisal Vs Performance Management – Performance Management Vs Human resource management – Process for managing performance – Importance – Linkage of PM to other HR processes

### UNIT II

Performance Management Planning: Introduction – Need – **Methods** – Importance – Approaches – The Planning Process – Planning Individual Performance – **Career Development** – Strategic Planning – Linkages to strategic planning – Barriers to performance planning – Competency Mapping – steps – Methods. **UNIT III**  
 Performance Appraisal: Appraising for Recognition & Reward: Purpose of Appraising – Methods of appraisal – Implementing the appraisal system – Appraisals and HR decisions – Organizational effectiveness – Performance Management Tools: Importance – Traditional and Modern Techniques – Balanced Score Card – 360 Degree Performance Appraising – MBO and BARS

### .UNIT IV

Performance Monitoring and Counseling: Introduction – Supervision – Objectives and Principles of Monitoring – Monitoring Process – Periodic reviews – Problem solving – Role efficiency – Coaching – Counseling and Mentoring – Concepts and Skills

### UNIT V

Compensation: concept and definition – History and past practices – Various theories – Types of Compensation system –

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Performance based and pay based Structures, objectives and dimensions of compensation program – factors influencing compensation – Role of compensation and Reward in Modern organizations Compensation as a Retention strategy - aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity – pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior

Relevant cases have to be discussed in each unit and in Examinations Case is compulsory from any one of the Units.

**Text books:** [1] T.V.Rao:2008. Performance Management Appraisal Systems, Sage Publications,. [2]

Prem Chadha:2008. Performance Management, Macmillan India, New Delhi,. [3] Michael Armstrong & Angela Baron, Performance Management: The New Realities, Aico.

### References:

[1] Dewakar Goel:2009. Performance Appraisal and Compensation Management, PHI Learning, New Delhi,.

[2] A.S.Kholi:2009. Performance Management, Oxford University Press, New Delhi, 2009.

### Web References:

<https://www.compensationresources.com/performance-management/>  
<https://peoplemanagingpeople.com/tools/performance-management-tools/>

**DEPARTMENT OF MANAGEMENT STUDIES**
**2<sup>nd</sup> Year 2<sup>nd</sup> Sem (Master of Business Administration) Courses**

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. I Sem (III semester)			
Course Code	<b>HUMAN RESOURCE METRICS AND ANALYTICS</b>				
Teaching	Total contact hours - 63	L	T	P	C
Prerequisite(s):	Knowledge of basic concepts regarding HR metric	4	0	0	3

**Structure: (2020-21)**
**UNIT-I**

HR Metrics Overview--Concepts, Objectives-- Historical evolution of HR metrics.--Explain how and why metrics are used in an organization--Deciding what metrics are important to your business--HR metrics design principles--Approaches for designing HR metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR metrics with business strategy, goals and objectives--Link HR to the strategy map.

**UNIT-II**

Creating levels of metrics measures—HR Efficiency measures—HR Effectiveness measures--HR value / impact measures. Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics-- Training & Development Metrics-- Compensation & Benefits Metrics-- Employee relations & Retention Metrics

**UNIT-III**

HR Analytics Overview -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM: 21(r) Model.

**UNIT-IV**

Diversity Analysis-- Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.. Recruitment and Selection Analytics--Evaluating Reliability and validity of selection models, Finding out selection bias. Predicting the performance and turnover. Performance Analysis-- Predicting employee performance, Training requirements, evaluating training and development.

**UNIT-V**

Optimizing selection and promotion decisions. Monitoring impact of Interventions-- Tracking impact interventions-- Evaluating stress levels and value-change-- Formulating evidence based practices and responsible investment--Evaluation mediation process, moderation and interaction analysis. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

**References**

[1] Edwards Martin R, Edwards Kirsten (2016),—Predictive HR Analytics: Mastering the HR Metric, Kogan Page Publishers, ISBN-0749473924

[1] Fitz-

enz Jac (2010),—The new HR Analytics: predicting the economic value of your company's human capital investments||, AMACOM, ISBN-13: 978-0-8144-1643-3

[2] Fitz-enz Jac, Mattox II John (2014),—Predictive Analytics for Human Resources||, Wiley, ISBN-1118940709

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[3] Bernard Marr (2018), Data Driven HR: How to use Analytics and metrics to data driven performance, Kindle Edition.

[4] John Sullivan (2003) HR Metrics The World Class Way, Kennedy Information ISBN 978-1932079012

**DEPARTMENT OF MANAGEMENT STUDIES**
**2<sup>nd</sup> Year 2<sup>nd</sup> Sem (Master of Business Administration) Courses  
Structure: (2020-21)**

Regulation GRMBA20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. I Sem (III Semester)			
Course Code	<b>DIGITAL LANDS SOCIAL MEDIA MARKETING</b>				
Teaching	Total Contact Hours - 63	L	T	P	C
Prerequisite(s): Knowledge of Online Marketing Management and Basic computer knowledge and skills are necessary and a business background		4	0	0	3

**UNIT I**

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

**UNIT II**

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analysing Digital Media Performance, Analysing Website Performance, Analysing Advertising Performance.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

**Text Books:**

[1] Gerry T. Warner., 2018, **Social Media**

**Marketing**, E.C. Publications **References:**

[1] Anderson, C. 2006. *The Long Tail*. Hyperion Books.

[2] Arndt, J. 1967.

*Word of Mouth Advertising: A Review of the Literature*. New York: Advertising Research Foundation.

### **WebReferences:**

<https://www.7boats.com/academy/wp-content/uploads/2016/10/50-shades-of-digital-marketing.pdf>  
<http://www.gbv.de/dms/zbw/865712123.pdf>  
<http://jatuka.com/wp-content/uploads/2009/05/0749453893-Digital-Marketing.pdf>

**DEPARTMENT OF MANAGEMENT STUDIES**
**2<sup>nd</sup> Year 2<sup>nd</sup> Sem (Master of Business Administration) Courses**
**Structure: (2020-21)**

Regulation GRMBA20	Godavari Institute of Engineering & Technology (Autonomous)	IIMBA. I Sem (III Semester)			
Course Code	<b>CONSUMER BEHAVIOR</b>				
Teaching	Total Contact Hours - 62	L	T	P	C
Prerequisite(s): Knowledge of Consumers, Concepts of Communication Knowledge of consumer motivation		4	0	0	3

**UNIT I**

Introduction to Consumer Behaviour: Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications.

**UNIT II**

Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs.

**UNIT III**

Situational Influence on Consumer's Decision and the Decision Models: Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model also

Consumer Personality: Introduction, Self-concept, personality Theories, Brand Personality, emotions Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

**UNIT IV**

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives. Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.



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**Text Books:**

- [1] Leon Schiffman, Joseph L. Wisenblit. 2019. *Consumer Behaviour*. 12<sup>th</sup> Edition. Chennai; Pearson Education India.

**References:**

- [1] East, Robert, Vanhuele, Marc, and Wright, Malcolm. 2008. *Consumer Behaviour*. London: SAGE.  
[2] Featherstone, Mike, and de Brary, Inc. 2007. *Consumer Culture and Postmodernism*. 2<sup>nd</sup> ed. Vol. Theory, culture & society. Los Angeles: SAGE Publications.

**Web References:**

<https://www.studocu.com> <https://researchguides.library.vanderbilt.edu/consumerbehavior>.

**2<sup>nd</sup> Year 2<sup>nd</sup> Sem (Master of Business Administration) Course Structure: (2020-21)**

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. I Sem (III Semester)			
Course Code	<b>INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT</b>				
Teaching	Total contact hours - 65	L	T	P	C
Prerequisite(s): Knowledge in Financial Markets.		4	0	0	3

**UNIT I**

Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets - Primary and Secondary - Types of securities in Indian Capital Market, Market Indices.

**UNIT II**

Approaches to Investment Analysis - Fundamental and Technical Analysis - Efficient Market Hypothesis

**UNIT III**

Return and Risk - Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

**UNIT IV**

Portfolio Theory: Concept of portfolio - Portfolio Return and Risk - Harry Markowitz's Portfolio Theory, Construction of Minimum Risk Portfolio - The Single-Index Model - Capital Market Theory - Introduction of Risk-Free Asset, Capital Market Line (CML), Security Market Line (SML) - Capital Asset Pricing Model (CAPM): Over-Pricing and Under-Pricing Securities - Arbitrage Pricing Theory (APT): The Law of One Price, Two Factor Arbitrage Pricing, Equilibrium Risk-Return Relations - A synthesis of CAPM and APT

**UNIT V**

Mutual Funds and Portfolio Evaluation: Mutual funds: Genesis, Features, Types and Schemes - NAVs, Costs, Loads and Return of Mutual Funds, Problems and Prospects in India, Regulation of Mutual Funds and Investor's Protection in India - Performance Measures - Sharpe's Reward to Variability Index, Treynor's Reward to Volatility Index, Jensen's Differential Index.

**Text Books:**

- [1] Prasanna Chandra .2021 Investment Analyses and Portfolio Management. 6<sup>th</sup> Edition. New Delhi; Tata McGraw Hill.
- [2] Avadhani, VA. 2019. Securities Analysis and Portfolio Management. 12<sup>th</sup> Edition. Nagpur. Himalaya Publishing House Pvt. Ltd.
- [3] S. Kevin. 2015. 2015. Securities Analysis and Portfolio Management. 13<sup>th</sup> Edition. New Delhi. PHI Learning

**References:**

- [1] Reilly Frank. 2012 Investment Analyses and Portfolio Management. 10<sup>th</sup> Edition. New Delhi; Cengage Learning India.
- [2] Bhalla, VK. 2019. Investment Management. 12<sup>th</sup> Edition. New Delhi. S. Chand.

**WebReferences:**

1. <https://thismatter.com/money/investments/portfolios.htm>
2. <https://gurukpo.com/Content/MBA/SAPM.pdf>
3. <https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/>

**DEPARTMENT OF MANAGEMENT STUDIES**
**2<sup>nd</sup> Year 2<sup>nd</sup> Sem (Master of Business Administration) Courses**
**Structure: (2020-21)**

Regulation GRMBA20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. I Sem (III Semester)			
Course Code	<b>MANAGING BANKS AND FINANCIAL INSTITUTIONS</b>				
Teaching	Total contact hours - 62	L	T	P	C
Prerequisite(s): A clear analytical and logical mind and knowledge of the banking system.		4	0	0	3

**UNIT I**

Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions.

**UNIT II**

Organization, Structure and Functions of RBI and Commercial Banks: Introduction - Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice - UPI - NPCI.

**UNIT III**

Risk Management in Banks: Introduction - Asset/Liability Management Practices - Credit Risk Management - CAMEL approach - 5C of credit - causes of merging banks - Credit Risk Models - Country Risk Management - Insurance Regulations and Development Authority (IRDA)

**UNIT IV**

Financial Institutions and Development Banking : Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market. legal issues of LIC

**UNIT V**

New Financial Instruments and Institutions : Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI - New Equity and Debt Instruments - SEBI and RBI guidelines.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

**Text Books:**

- [1] Homer. W., 2010, *Building type for Banks and Financial Institutions*, 1<sup>st</sup> edition, Wiley Publications
- [2] Koch. W, Timothy and Scott. S. Macdonald, 2005, "*Bank Management*", Bangalore, Thomson Publication

**References:**

- [1] Avadhani V.A., 2004., "*Investments and Securities Markets in India*", Mumbai, Himalaya Publishing House
- [2] Srinivasan N.P. and Saravanel, P., 2001, "*Development Banking in India and Abroad*", Ludhiana Kalyani Publications.

**Web References:** <http://www.mim.ac.mw/books/Gup's%20Banking%20and%20Financial%20Institutions>, [http://www.untag-smd.ac.id/files/Perpustakaan\\_Digital\\_1/BANK%20AND%20BANKING%20Modern\\_Banking.pdf](http://www.untag-smd.ac.id/files/Perpustakaan_Digital_1/BANK%20AND%20BANKING%20Modern_Banking.pdf), <https://doi.org/10.1002/9781118266663.refs>, <http://ilt.edu.vn/upload/files/thu-vien/tai-chinh-ngan-hang/introduction-to-banking.pdf>

**2<sup>nd</sup> Year 2<sup>nd</sup> Sem (Master of Business Administration) Course Structure: (2020-21)**

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	IIMBA.IISem (IV semester)			
Course Code	<b>GREEN FACETS OF MANAGEMENT</b>				
Teaching	Total Contact Hours – 32	L	T	P	C
Prerequisite(s): – basic knowledge on green initiatives		2	0	0	1

**UNIT I**

Introduction to Green Management: The Concept of Green Management; Evolution; nature, scope, importance and types; Developing a theory; Green Management in India; Relevance in twenty first century.

**UNIT II**

Organizational Environment; Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER)

**UNIT III**

Green Marketing : meaning - bases - significance - Features - goals and objectives - green innovations - 4Ps of green marketing - sustainable development - impact of technology on green marketing - trends of green marketing - green consumerism - legal implications of green marketing - green marketing Vs green consumerism - green marketing opportunities and issues in Indian companies.

**UNIT IV**

Green HRM: Introduction - meaning, scope - Policies and practices of Green HRM - Dimensions and Strategies - Green Recruitment & Selection - Green performance evaluation - Digital disruptions and models of Green HRM – Corporate sustainability and environmental and social governance – Legal implications - future trends of Green HRM.

**UNIT V**

Green Techniques and Methods in banking RTGS – Real Time Gross Settlement - EFT – Electoral Funds Transfer - ATM – Automatic Teller Machine - Mobile Banking - Internet Banking - Cryptocurrency - Blockchain - Digital transformation - collaboration with FinTech.

**Text Books:**

- [1] Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin Seijas Nogarida, ZEWO Publications.
- [2] The Green Energy Management Book by Leo A. Meyer, LAM A books.

**References:**

- [1] Green Marketing and Management: A global Perspective by John F. Whaik, Qbase Technologies.
- [2] Green Project Management by Richard Maltzman and David Shiden, CRC, Press Books.
- [3] Green and World by Andrew S. Winston, Yale Press B

**Course Objectives:**

Regulation GRMBA 20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. II Sem (IV Semester)			
Course Code	<b>SERVICES MARKETING</b>				
Teaching	Total Contact Hours - 62	L	T	P	C
Prerequisite(s): Knowledge of Marketing, Concepts of customer satisfaction, Knowledge of Service. Marketing 4 Ps, Segmentation.		4	0	0	3

The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. Problems commonly encountered in marketing services -- such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality -- will be addressed. Strategies used by successful services marketers to overcome these difficulties will be discussed. The course is designed not just for students with careers in services industries but also careers in goods industries with high service components (e.g., industrial products, high tech products, durable products)

**Course Outcomes:**

On Completion of the course, the students will be able to-	
CO1:	Understand the concept of services and also know the Classification of Service, Service Market Segmentation, and Targeting & Positioning.
CO2:	Know the Pricing strategies for services. To learn the Service promotion.
CO3:	Learn then Implementing Services Marketing. To understand the concept of Customer Relationship Marketing.
CO4:	Analyze Managing Service Delivery Process. Advantages of Service Delivery.
CO5:	Know the different types of Marketing of Services in Sectors.

**UNIT I**

Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services. Service Market Segmentation, Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and Positioning service value addition to the service product, planning and branding service products, new service development.

## UNIT II

Pricing strategies for services: Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion:

The role of marketing communication. Implication of communication strategies, setting communication objectives, marketing communication mix.

## UNIT III

Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

## UNIT IV

Managing Service Delivery Process: Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.

## UNIT V

Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.

### Text Books:

- [1] Valarie A. Zeithaml & Mary Jo Bitner. 2004, *Services Marketing*. Third Edition Integrating Customer Focus Across The Firm, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
- [2] Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, 2011. *Services Marketing*. Fifth Edition People, Technology, Strategy (A South Asian Perspective) Pearson Education
- [3] Kenneth E. Clow & David L. Kurtz. 2003, *Services Marketing*, Biztantra Publication.

### References:

- [1] Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic .2003 *Service Management and Operations* (Second Edition); Pearson Education (Singapore) Pte., Ltd.
- [2] Nimit Chowdhary & Monika Chowdhary, 2005. Text book of *Marketing of Services* The Indian Experience, Macmillan India Ltd.,

### Web References:

- [1] <https://www.emerald.com/insight/publication/issn>
- [2] <https://open.umn.edu/opentextbooks/textbooks>

Regulation GRMBA 20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. II Sem (IV Semester)			
Course Code	<b>GLOBAL MARKETING MANAGEMENT</b>				
Teaching	Total Contact Hours - 62	L	T	P	C
Prerequisite(s): Basic fundamentals of Logistics, International trade concepts		4	0	0	3

**Course Objectives:**

This course aims to provide an analytical but practical approach to the subject area of marketing management in an international context. The major learning goal of this course is for students to develop a global mindset related to marketing and business with an understanding of the relationship among local, international, and global perspectives. The course is delivered in an international setting and illustrated with cases.

**Course Outcomes:**

On Completion of the course, the students will be able to-	
CO1:	Identify and analyse opportunities within international marketing environments;..
CO2:	Learn the global marketing entry strategies
CO3:	Use portfolio analysis and the product life cycle to understand how a firm manages its product mix.
CO4:	Know how to implement the international marketing strategy selected through suitable methods of pricing and distribution supported by appropriate international marketing negotiations strategies.
CO5:	Understand different agencies involved in EXIM process and their role in the international trade.

**UNIT I**

Global Marketing: Scope and Significance of Global Marketing, The importance of global / international marketing, Differences between international and domestic marketing International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.



## **UNIT II**

Global 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 III**

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

## **UNIT IV**

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, Advertising and Branding, Grey Market goods.

## **UNIT V**

Export Marketing: Introduction to Export Marketing, 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.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

### **Text Books:**

- [1] Keegan, Warren J., & Green, Mark C. 2013. *Global Marketing* (7 th Ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- [2] Kiefer Lee, Steve Carter, 2012, *global marketing management*, 3<sup>rd</sup> Edition , OUP Oxford publications

### **References:**

- [1] aby, N.E. and Slater, S.F. (1989), Management influences on export performance: a review of the empirical literature 1978-88, *International Marketing Review*, 6 (4), pp. 7-20.
- [2] Aharoni, Y. (1966), *The Foreign Investment Decision Process*, Graduate School of Business Administration, Harvard University, Boston, MA.

### **Web References:**

[https://onlinecourses.nptel.ac.in/noc20\\_mg25/preview](https://onlinecourses.nptel.ac.in/noc20_mg25/preview)  
DOI: [10.1108/sd.2011.05627aee.001](https://doi.org/10.1108/sd.2011.05627aee.001)

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. II Sem (IV semester)			
Course Code	<b>GLOBAL FINANCIAL MANAGEMENT</b>				
Teaching	Total contact hours-65	L	T	P	C
Prerequisite(s): Basic Financial Management Knowledge.		4	0	0	3

**Course Objectives:**

1. To provide broad view of International Monetary system.
2. To impart knowledge about International marketing & Financial system.
3. To explain Export, Import finance and Foreign Exchange management.
4. To make the students understand the documentation involved in International Trade.
5. To understand the role of currency in international financial markets and exchange rate procedures.

**Course outcomes:**

On Completion of the course, the students will be able to-	
CO1:	Learn basic knowledge regarding international financial markets.
CO2:	Understand the forex derivatives and FEMA.
CO3:	Classify the types of risk in multinational corporations, hedging.
CO4:	Analyze the FDI and risk in FDI.
CO5:	Analyze the International accounting systems and reporting.

**UNIT I**

International financial markets – Eurocurrency market, international bond market, international equity market, international money market, global financial institutions.

## UNIT II

Foreign Exchange market: participants in foreign exchange market, structure of foreign exchange market in India, management of risk in foreign exchange markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts.

## UNIT III

Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

## UNIT IV

Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

## UNIT V

International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

### Text Books:

- [1] S.P. Srinivasan, B. Janakiram. 2019. International Financial Management. 12<sup>th</sup> Edition. New Delhi; Wiley India.
- [2] Bhalla, V.K.. 2018. International Financial Management. 8<sup>th</sup> Edition. New Delhi; Anmol Publication.

### References:

- [1] V.A. Avadhani. 2020. International Financial Management. 10<sup>th</sup> Edition. New Delhi; Himalaya Publishing House.
- [2] P.G. Apte. 2016. International Financial Management. 9<sup>th</sup> Edition. New Delhi; Tata McGraw Hill.

### Web References:

1. <https://drodrik.scholar.harvard.edu/publications/rebalancing-globalization>
2. <http://www.imf.org/>
3. <http://www.worldbank.org>

### Course Objectives:

To enlighten the students with the Concepts and Practical applications of Strategic Financial Management., with particular reference to the financial strategy and value of the enterprise.

### Course Outcomes:

On Completion of the course, the students will be able to-	
CO1:	Understand the Financial Goals and Strategy.
CO2:	Know the Capital Structure Planning and Policy, Dividend Policy and Value of the Firm.
CO3:	Develop a broad knowledge and understanding of portfolio management and investment analysis.
CO4:	Know mergers and acquisitions of various types, theories of mergers.
CO5:	Understand the different types of takeover, Concept of Negotiated and Hostile Bids.

## UNIT I

Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

## UNIT II

Financial Strategy for Capital Structure: Leverage Effect and Shareholders' Risk–Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

## UNIT III

Investment Strategy–Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value– Risk Adjusted Internal Rate of Return–Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

## UNIT IV

Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers –Merger Procedure – Valuation of Firm– Financial Impact of Merger– Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

## UNIT V

Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure– Takeover Defenses–Takeover Regulations of SEBI–Distress Restructuring Strategy– Sell offs – Spin Offs – Leveraged Buyouts.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

### Text Books:

[1] Bernard J. Jansen, 2009. *Understanding User-Web Interactions via Web analytics*. Morgan and Claypool.

[2] Avinash Kaushik, 2010. *Web Analytics 2.0*. John Wiley and Sons.

[3] Dan Jurafsky and James H. Martin, 2000. *Speech & Language Processing*. Pearson Education India.

### References:

[1] Brian Clifton, 2012. *Advanced web metrics with Google analytics*, John Wiley and Sons.

[2] Justin Cutroni, 2015 *Google Analytics*, O'Reilly.

[3] Jerri L. Ledford, Joe Teixeira and Mary E. Tyler. 2013–*Google Analytics*. John Wiley and Sons.

[4] Charu C. Aggarwal and Cheng Xiang Zhai, 2012. *Mining Text Data*. Springer.

### Web References:

- <https://www.clarabridge.com/customer-experience-dictionary/text-analytics>
- <https://www.ibm.com/topics/social-media-analytics>
- [https://www.researchgate.net/publication/220696175\\_Understanding\\_User-Web\\_Interactions\\_via\\_Web\\_Analytics](https://www.researchgate.net/publication/220696175_Understanding_User-Web_Interactions_via_Web_Analytics)

**Course Objectives:**

Approved by AICTE, Accredited by NBA & NAAC 'A' Grade, Recognized under 2(f) and 12(b) of UGC, Permanently Affiliated to JNTUK, Kakinada.

The Objective of this course is to provide the students with knowledge and understanding of GHRM as well as the ability and skills to analyse GHRM in contemporary firms.

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. II Sem (IV semester)			
Course Code	<b>GLOBAL HUMAN RESOURCE MANAGEMENT</b>				
Teaching	Total Contact Hours-63	L	T	P	C
Prerequisite(s): Knowledge of basic concepts regarding HRM.		4	0	0	3

**Course outcomes:**

On Completion of the course, the students will be able to-	
CO1:	Overview of HRM and GHRM.
CO2:	Learn HR issues and concern of cross cultural theories and negotiations .
CO3:	Demonstrate the knowledge of Domestic and International recruitment and training process.
CO4:	Apply the knowledge for HRD.
CO5:	Gain knowledge of Employees' compensation at global level , diversity management and IR at global level.

**UNIT I**

Introduction to Global HRM: HRM at Global Perspective – Distinction between Domestic and Global HRM – HR Challenges at International Level -Challenges of Globalization Implications of Managing People and Leveraging Human Resource

**UNIT II**

Understanding Culture: Cross Culture Skills and Conflicts -Managing cross Culture diversities- Globalization and HR Issues and Concerns- Cross Cultural Theories –Cultural Shocks-Dealing with cultural shocks- Culture and Values-Cultural Training-Cross Cultural Negotiations

**UNIT III**

Global Talent Acquisition: Comparing Domestic and International Recruitment-Approaches to International Recruitment-Selection Process-Selection of Expatriates-Expatriate Management: Expatriate Training – Developing Global Managers – Managing International Assignments methods- Positioning Expatriate – Repatriate – Strategies - International assignments for women – Problems-Diversity Management

**UNIT IV**

Compensation Management: International Compensation – Objectives, Components – Approaches of Compensation in Global Assignments – Culture and Compensation-Globalization Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity –Challenges in Creation of New Jobs through Globalization- HR interventions and New Corporate Culture

**UNIT V**

Mergers & Acquisitions: Importance-Issues-HR interventions-Diversity Management-Right sizing and downsizing-Industrial Relations at Global Level

Relevant cases have to be discussed in each unit and in Examination. Case is compulsory from any One of the Units.

**Text books:**

[1] Anne-Wil Harzing & Joris Van Ruyosseveldt (eds.), International Human Resource Management Sage Publications, New Delhi.

[2] Dowling, International HR Management, Cengage, ND

[3] SPS Bedi, & M. Kishore, Global HRM, Wisdom, Delhi

[4] Peter J. Dowling: International Human Resource Management, Excel Publications.

[5] Tayeb – International HRM, Oxford University Press

**References:**

[1] C.S. Venkata Ratnam, Globalisation and Labour Management Relations, Sage, New Delhi.

**Course Objectives:**

1. To provide the basic concepts of labour laws, policies, Indian Constitution and Labour Legislation.
2. To enlighten basics of benefits for the employee with the knowledge of factories act and labour laws.
3. To understand the role of government in dispute settlement and grievance handling.

**Course outcomes:**

On Completion of the course, the students will be able to-	
CO1:	Understand the Labour Laws and Employee Relation with management.
CO2:	Learn the knowledge of factories acts for the wage and other financial benefits.
CO3:	Demonstrate the knowledge of trade unions for healthy and good working conditions.
CO4:	Apply the knowledge for settlement of disputes within the firm or with the government support.
CO5:	Gain knowledge of Employees' participation in management.

**UNIT I**

Introduction to Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour Policy, Emerging Issues and Future Trends

**UNIT II**

Labour welfare programs: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives- Welfare Centers -Welfare Officers' Role, Status and Function, Signs of poor welfare

**UNIT III**

Labour Legislation: Objectives-Principles-Classification-Evaluation of Labour legislation in India- Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate: – Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours - Wage and Compensation - Provisions Relating to Hazardous Processes - Contract Labour (Regulation and Abolition) Act 1970 and A.P. Shops and Establishments Act-New Labour Codes

Regulation GRMBA20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. II Sem (IV Semester)			
Course Code	<b>SUPPLY CHAIN MANAGEMENT AND ANALYTICS</b>				
Teaching	Total Contact Hours- 65	L	T	P	C
Prerequisites: To know the Project management, understand financial statements. Technical aspects and cross cultural / global issues		4	0	0	4

#### UNIT IV

Industrial Relations Legislation: Industrial Disputes Act 1947 Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs Wages for Strike and Lock-out Period– Settlement Of Disputes: IDs-Causes of Disputes-Dispute Settlement Machinery –Grievance Procedure-New Labour Codes

#### UNIT V

Trade Unions Act 1926. Definitions - Scope and Significance – Characteristics - Types of Trade Unions - Reasons for Joining Trade Unions - Advantages and Disadvantages of Trade unions- Legislations of Trade Unions- Rights and Privileges. Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 - Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 –**Latest Reforms in Labour laws of India- Introduction of new Labour Codes and changes and impact thereof.**

Relevant cases have to be discussed in each unit and in Examinations Case is compulsory from any one of the Units.

#### Text books:

- [1] Amandeep Kaur-2010 “Industrial Relations”, Kalyani Publishers, New. Delhi,.
- [2] Mamoria, Gankar 2012 “Dynamics of Industrial Relations” Himalaya Publishing House.
- [3] R.Sivarethinamohan- 2010 “Industrial Relations and Labour Welfare”, PHI Learning, New Delhi,.

#### References

- [1] Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
- [2] Malik, P.L- 1977 Industrial Law, Eastern Book Company. Laknow,
- [3] Moorthy, M.V: —Principles of Labour Welfare, Oxford University Press, New Delhi.

#### Web References:

<https://labourlawreporter.com/>  
<https://www.humanresourcetoday.com/employee-relations/employment-law/>  
<https://www.globallegalinsights.com/practice-areas/employment-and-labour-laws-and-regulations/india/>  
[https://www.icsi.edu/media/webmodules/Labour\\_Laws&\\_Practice.pdf](https://www.icsi.edu/media/webmodules/Labour_Laws&_Practice.pdf)

#### Course Objectives:

The objective of the course is to impart knowledge and competencies for:

1. Recognising supply chain integration to support products in various product life cycle.
2. Balancing logistics, manufacturing and inventory policies with demand and customer satisfaction.
3. Leveraging organisational capabilities and resources across supply chain business processes.



4. Designing lean but agile supply chains that integrate green initiatives. Implementing e-supply chains management systems.

## Course Outcomes:

On Completion of the course, the students will be able to-	
CO1:	Develop a sound understanding of the important role of supply chain management in today's business environment.
CO2:	Apply benchmark product supply plannings, demand analysis.
CO3:	Learn to use and apply computer-based supply chain optimization tools including the use of selected state of the art supply chain software suites currently used in business.
CO4:	Learn to use and apply computer-based supply chain optimization tools including the use of selected state of the art supply chain software suites currently used in business.
CO5:	Apply skills in Global logistics, Global strategies, Channels in Global logistics and Global Alliances.

## UNIT I

Basics of Supply Chain Management: Introduction to Supply Chain Management – Evolution-Different views of Supply Chain – Supply Chain Strategy – Supply Chain Drivers – Developing Supply Chain Strategy- Strategic fit in Supply Chain. Analytics in Supply Chain Management

## UNIT II

Supply Chain Analysis - Types of Supply Chains - Advanced Planning - Structure of Advanced - Planning Systems-Strategic Network Planning - Demand Planning - Master Planning - Demand Fulfilment and ATP

## UNIT III

Set covering and Set Partitioning Problems, Travelling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms.

## UNIT IV

Fuzzy Logic and Techniques-Application in SCM - Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM – concept of demand chain management.

## UNIT V

Inventory Management in Supply Chain and global Supply chains - Network Design in Supply Chain-Alternative Channels of Distribution- Location Decisions in Supply Chain-Implementing Advanced Planning Systems - The global supply chains –Global supply chain business processes –Global strategy – Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management.

**Relevant cases have to be discussed in each unit and in Examination Case is compulsory from any One of the Units.**

## Text book:

- [1] Mohanty R.P, S.G Deshmuki —Supply Chain Management I Biztantra, New Delhi
- [2] Rahul V Altekar-2009 Supply Chain Management, PHI Learning Ltd, New Delhi,
- [3] R.P.Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.



**References:**

- [1] Sunil Chopra and Peter Meindl- 2013 “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi
- [2]. Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

**Web References:**

Regulation GRMBA20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA.II Sem (IV Semester)			
Course Code	<b>INNOVATION AND ENTREPRENEURSHIP</b>				
Teaching	Total Contact Hours- 65	L	T	P	C
Prerequisite(s): To Know <b>the underlying principles of starting a business</b> , avoid common pitfalls, pitch ideas more effectively, validate your product, develop a solid business model, and set yourself up for success in a field where failure is common.		4	0	0	4

<https://www.camcode.com/asset-tags/top-supply-chain-analytics/>

<https://erpsolutions.oodles.io/blog/data-analytics-supply-chain-management/>

<https://www.coursera.org/learn/supply-chain-analytics>

**Course Objectives:**

The objective of the course is to impart knowledge and competencies for:

**Designing supply chain strategies.**

1. Recognising supply chain integration to support products in various product life cycle.
2. Balancing logistics, manufacturing and inventory policies with demand and customer satisfaction.
3. Leveraging organisational capabilities and resources across supply chain business processes.
4. Designing lean but agile supply chains that integrate green initiatives. Implementing e-supply chains management systems.

On Completion of the course, the students will be able to-	
CO1:	Define Entrepreneur and Entrepreneurial motivation and barriers.
CO2:	Know Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis
CO3:	Know Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty
CO4:	Role of Professionals, Professionalism vs. family entrepreneurs.
CO5:	Apply Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, and Managing for Intellectual Property Right.

**UNIT-I**

Entrepreneurship: Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurship. Creativity and Innovation: Creative Problems Solving, Creative Thinking, Lateral Thinking, Views of DeBono, Khandwala and others, Creative Performance in terms of motivation and skills.

## **UNIT II**

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility

Analysis: Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control, segmentation, Targeting and positioning of Product, Role of SIDBI in Project Management.

## **UNIT III**

Operation problems: Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs.

## **UNIT IV**

Family and non-family entrepreneurs: Role of Professionals, Professionalism vs. family entrepreneurs, Role of Woman entrepreneur, Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

## **UNIT V**

Introduction to Innovation management, Managing Innovation within Firms, Business strategy & organization Knowledge, New Product Strategy & Managing New Product Development, Role of Technology in Management of innovation, Managing for Intellectual Property Right.

**Relevant cases have to be discussed in each unit and in Examination Case is compulsory from any One of the Units.**

### **Text book:**

- 1) Couger, C - Creativity and Innovation (IPP, 1999)
- 2) Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
- 3) Jonne & Ceserani - Innovation & Creativity (Crest) 2001.
- 4) Bridge Setal - Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
- 5) Holt - Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
- 6) Singh P & Bhanderkar A - Winning the Corporate Olympiad: The Renaissance paradigm (Vikas)
- 7) Dollinger MJ - Entrepreneurship (Prentice-Hall, 1999).
- 8) Tushman, M.L. & Lawrence, P.R. (1997) - Managing Strategic Innovation & Change Oxford.
- 9) Jones T. (2003) -  
Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterworth Heinemann, U. K.
- 10) Amidon, D.M. (1997) -  
Innovation Strategy for the Knowledge Economy: The Kanawakening. Butterworth-Heinemann, New Delhi, India.

Regulation GRMBA-20	Godavari Institute of Engineering & Technology (Autonomous)	II MBA. II Sem (IV semester)			
Course Code	<b>MANAGEMENT SKILLS AND DEVELOPMENT</b>				
Teaching	Total Contact Hours – 32	L	T	P	C
Prerequisite(s): – creative thinking		2	0	0	1

**Course Objectives:**

Personality development is the most important facet that any professional must work on. This course will help students in understanding the various aspects of personality and its need. It will also help in developing creative thinking, presentation skills, interpersonal skills, soft skills and team building skills. All these skills will help the participants in their overall personality development.

**Course outcomes:**

On Completion of the course, the students will be able to-	
C01:	Loose fear of public speaking.
C02:	Development Vocabulary, Comprehension and speaking skills.
C03:	Improve Time Management Skills and Team Building skills.
C04:	Developing creative thinking, presentation skill.
C05:	Gain practical knowledge on stock markets.

**UNIT I**
**B-QUIZ: Types of Quizzes**

Activity 1. IQ/ Knowledge Quiz

Activity 2. Buzz feed Style Quiz

Activity 3. Personality Quiz/health and fitness quiz.

Activity 4. Assessment Quiz/finance quiz/marketing quiz

Activity 5. Matching Quiz/education quiz, Sports quiz

## **UNIT II**

### **Business Tycoons**

Activity 1: Top 30 Business Tycoons List/Best Indian Business Tycoons.

Activity 2: Best Business Magazines/E-Business Magazines

Activity 3: Global Business Forums/Youth in business management

Activity 4: Most Inspiring Business Tycoons/Business Opportunities.

Activity 5: Small Business Ideas.

## **UNIT III**

### **Business news analysis**

Activity 1: Discussion on Everyday News Highlights

Activity 2: Company SWOT (Strengths, Weaknesses, Opportunities, Threat) Analysis Based on News.

Activity 3: PEST (Political, Economical, Social, Technological) Analysis Based on News.

Activity 4: Analysis on Different Sectors and Industries.

## **UNIT IV**

### **Business Plan**

Activity 1: Event Organizing/ Steady Income Business Ideas

Activity 2: **Home business ideas/ Fun business ideas**

Activity 3: **Best part-time business ideas**

Activity 4: **Best low-cost business ideas**

Activity 5: **Best online business ideas**

Activity 6: **Highest profit business ideas**

Activity 7: **Steady income business ideas**

Activity 8: **Easy-to-start business ideas**

Activity 9: **Other good business ideas**

Activity 10: logo design

Activity 11: Craft Classes

## **UNIT V**

### **Stock Market Analysis**

Activity 1: Basic Stock Market Terminology: BSE-NSE-Sensex –Nifty.

Activity 2: Stock Market Everyday Update-Indian Market-Global Market.

Activity 3: Stock Market Upcoming events-Earnings, economic, Stock splits.

Activity 4: Stock Market news commentary

Activity 5: Pre market stock activity.