

**GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT(GITAM)
(Deemed to be University)
VISAKHAPATNAM * HYDERABAD * BENGALURU**

Accredited by NAAC with A⁺ Grade



REGULATIONS AND SYLLABUS

OF

**Master of Business Administration
(for 2020-21 admitted batch)**

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Master of Business Administration (General)
(MBA-General)
REGULATIONS
(w.e.f. 2020-21 admitted batch)

1.0 ADMISSION

Admission into MBA Program of GITAM (Deemed to be University) is governed by GITAM (Deemed to be University) admission regulations.

2.0 ELIGIBILITY CRITERIA

Bachelor Degree or equivalent examination with 50% aggregate marks approved by GITAM University along with High score in CAT/XAT/MAT/GMAT/CMAT or High score in GIM Online Test (GOT).

3.0 CHOICE BASED CREDIT SYSTEM

Choice Based Credit System (CBCS) is introduced with effect from the admitted Batch of 2015-16 based on UGC guidelines in order to promote:

- Student Centered Learning
- Cafeteria approach
- Students to learn courses of their choice
- Students to learn at their own pace
- Inter-disciplinary learning

Learning goals/ objectives and outcomes are specified to indicate as to what a student shall be able to do at the end of the program.

4.0 STRUCTURE OF THE PROGRAM

The Program consists

- 4.0.1** Foundation Courses (compulsory) are designed and offered to give general exposure to a student in the relevant subject area and to improve communication skill set.
- 4.0.2** Core Courses (compulsory).
- 4.0.3** Discipline centric electives which

1. are supportive to the discipline
2. give expanded scope of the subject Intra Departmental Electives
3. give inter disciplinary exposure
4. Nurture the student skills Inter Departmental Electives

4.0.4 Open electives - which are of general nature and unrelated to the discipline to expose the student in areas such as general knowledge, personality development, economy, civil society, governance, etc.

Student has to choose ONE open elective course, carrying **two** credits, from the options available during two years study period i.e. at any Semester during first year or second year course of study.

Credits will be shown in IV Semester only. The course will be chosen from Moocs, Course era, GITAM (Deemed to be University) offered open electives, BSE., & NSE certification courses. Out of which one course is to be selected by the student. In case of students who got placement can choose any course from Moocs, Course Era, BSE & NSE, UGC Swayam certificate courses.

If the open elective course chosen other than GITAM (Deemed to be University) offered open electives, the student has to submit course cleared document/proof to the Institute along with exam material. Upon on that a viva voce examination/ presentation will be conducted for awarding marks.

4.4. CREDITS: Each course is assigned a certain number of credits depending upon the number of contact hours (lectures & tutorials) per week.

In general, credits are assigned to the courses based on the following contact hours per week per trimester.

- One credit for each Lecture / Tutorial hour per week.
- One credit for two hours of practicals per week.
- Two credit for three (or more) hours of practicals per week.

Range of credits

Name of the course	Range of credits
Theory	2 to 6
Practical	2 to 3
Project Work	1 to 5
Professional Competency Development	1 or 2

Viva Voce	1 or 2
Seminar	1 or 2
Seminar	1 or 2

The curriculum of the Four Semester MBA program is designed to have a total of 248 credits. However, for the award of MBA degree, the students have to earn a minimum of **108** credits only as shown in Table –Program Structure

Preparatory (Bridge) Course:

Before the commencement of the program, the students will be sensitized on various topics that will make them confident to take up their relevant programs.

Preparatory Courses (Bridge Courses) offered are given below.

Sl. No.	Courses
1	Business, Government & Society
2	Economics
3	Perspectives on Entrepreneurship
4	Basic Mathematics & Statistics
5	Basics of Finance
6	Understanding Financial Statements
7	Academic Writing
8	Case Analysis
7	Presentations

Note: The results of Preparatory (Bridge) Courses will not be reflected in the grade sheets.

5.0 MEDIUM OF INSTRUCTION

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

6.0 REGISTRATION

Every student has to register himself/herself for each semester individually at the time specified by the Institute / University.

7.0 ATTENDANCE REQUIREMENTS

A student whose attendance is less than 85% in all the courses put together in any Semester will not be permitted to attend the end-Semester examination and can be detained.

However, the Vice Chancellor on the recommendation of the Director of the University Institute may condone the shortage of attendance to the students whose attendance is between 76% and 84% on genuine medical grounds and on payment of prescribed fee. Any student with less than 76% attendance, even on medical grounds, will not be permitted to attend the end-Semester examination and can be detained.

8.0 EVALUATION

The assessment of the student's performance in each course shall be based on continuous evaluation (CA) (50 Marks) and Semester-end examination (SEE) (50 Marks).

A student has to secure an aggregate of 40% in a course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of **20 marks** (i.e. 40%) in the theory component at the semester-end examination.

The marks for each component of assessment are as shown in the following table:

DETAILS OF ASSESSMENT PROCEDURE

S. No.	Component of assessment	Marks allotted	Type of assessment	Scheme of evaluation
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1		50		<p><u>1. Mid Semester examinations:</u> Two mid examinations will be conducted for 20 marks each. Better of two will be considered for final 20 marks. If the student is absent for one Mid exam, the marks secured in the other mid exam will be considered as final marks. NO more re-examinations will be conducted under any circumstances except exceptional cases as approved by the HOI.</p> <p><u>2. Coursera course/on line Course – 10 marks</u> Student need to complete respective subject wise Coursera course/ online course listed by GIM through online and required to submit the course completion certificate. Up on which student need to give presentation/viva for awarding marks up to 10.</p> <p><u>3. Class room Presentations/Seminars / Caseanalysis/workshop/training/Assignments/survey/ project work : 20 marks</u></p>
		50	Semester-end Examination (SEE)	<p>Fifty (50) marks for Semester End Examinations Note: In respect of courses having practicals, theory examination shall be for thirty (30) marks and practical exam for twenty (20) marks.</p>
	Total	100		
2	Practical Course ITM	100	Continuous Evaluation	<p>i. 50 marks for lab performance, record and viva-voce ii. 50 marks for two tests of 25 marks each (one at the mid-term and the other towards the end of the semester) conducted by the concerned lab teacher.</p>
3	Project work (8 weeks) at III Semester	100	Continuous Evaluation	<p>i. Project report carries 50 marks ii. Project viva voce carries 50 marks</p>

- *Class Attendance* - 100% Attendance is a reflection of one's commitment, discipline, time management that facilitates continuous learning.
- *Presentations/GDs* - This is designed to shed inhibitions of public-speaking, within a controlled class-room environment.
- *Case Analysis*- This is designed to improve analytical skills and proposal/reflective writing skills.

- *Field Projects/surveys* - Application of theoretical knowledge to practical real- world problems, not only provides an end-solution, but reinforces confidence and zeal to take up bigger challenges. Field or industry projects help groom students to working environment.
- *Viva-voce* - This is designed to test comprehensive knowledge gained and articulation style.
- *Research Papers* - Research is the lifeblood of an educational institution, whose results contribute to the growth of the economy. Students are provided an opportunity to work with faculty in their desired discipline and generate research project/papers that can be published.
- *Workshops/Training* - 2 to 6 days workshops can be conducted as per the requirement of the Course
- *Computer application* - Usage of application or Developing a program, model, portal, application may be used for evaluation.

8.1 Semester End Examination:

Examinations are not the end, but a launching platform into brighter future. The knowledge gained during the Semester are tested through the Semester end- examinations. The duration of each Semester end-examination shall be for 3 hours.

Students are updated on the examination rules during admission and at regular intervals. Violation of norms regarding behaviour in the examination hall will attract severe penalty. Action, as per the University guidelines would be taken against students found copying in the examination halls.

Student shall not be absent for any of the end-term examinations conducted by the Institute. In case the student is absent, in exceptional cases on application, the Institute will decide the merits of the application on a case to case basis.

8.2 Duration and Pattern of Semester end Examination (Offline)

Duration of the Examination is 3 hours.

- A. The following shall be the structure of question paper for courses with Case Studies

S.No.	Pattern	Marks
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1.	Section A: Five one-page answer questions	5 X 2 marks = 10 marks
2.	Section B : Five Essay type questions (either or choice Questions from each UNIT)	5 X 6 marks = 30 marks
3.	Section C : One Case let (not more than 200 words)	1X10 =10 marks
	Total	50 marks

B. The following shall be the structure of question paper for courses with numerical problems.

S.No.	Pattern	Marks
1.	Section A : Five questions (both theory / problems)	5 X 2 marks = 10 marks
2.	Section B : Problems/Theory questions (Five out of Eight questions to be answered)	5 X 8 marks = 40 marks
	Total	50 marks

Note : If the end exams are on- line, the duration and pattern of examination will be decided by the University and will be communicated to the students.

End Term Examination - General Marking Criteria

Well Below Expectations	(0-20%)	Little or no relevant material presented. Unclear or unsubstantiated arguments with very poor accuracy and understanding. Little evidence of achievement of the relevant stated learning outcomes of the course unit.
Below Expectations	(20-40%)	Reveals a weak understanding of fundamental concepts with no critical analysis. Produces answers which may contain factual and/or conceptual inadequacies. Provides poorly written answers that fail to address the question, or answers that are too brief to answer the question properly. Provides solutions to calculative questions that demonstrate inadequate analytical skills.
Meets Expectations	(40-60%)	Demonstrates good understanding of the material. Shows a basic knowledge of relevant literature but draws mainly on lecture material. Addresses the questions and demonstrates reasonable writing skills with some ability to structure the material logically. Provides solutions to calculative questions that demonstrate good analytical skills.

Exceeds Expectations	(60-80%)	Demonstrates an ability to integrate the concepts introduced and applies them to problems with some evidence of critical analysis. Shows evidence of reading beyond lecture notes that is appropriately analyzed and evaluated. Provides clear and competent answers to the questions, well written. Clearly presents solutions to calculative questions and demonstrates very good analytical skills.
Well Above Expectations	(80-100%)	Demonstrates the ability to evaluate concepts and assumptions critically and to thoughtfully apply concepts to problems. Demonstrates independent thinking and insight into theoretical issues. Shows evidence of extensive reading beyond the lecture notes and the ability to synthesize and integrate the relevant literature. Writes well and structures the response so as to provide a succinct, coherent and logical answer. Clearly presents solutions to calculative questions and demonstrates excellent analytical skills.

The assessments are designed with an objective to achieve the following outcomes:

Transferable and Employability skills	
1	Know how to use online learning resources: G-Learn, online journals, etc.
2	Communicate effectively using a range of media
3	Apply teamwork and leadership skills
4	Find, evaluate, synthesize & use information
5	Analyze real world situation critically
6	Reflect on their own professional development
7	Demonstrate professionalism & ethical awareness
8	Apply multidisciplinary approach to the context

9.0 VIVA-VOCE:

Semester-end viva-voce will be arranged at the end each semester. The contents, marks and the composition of Board of each Viva-Voce shall be as follows. The Viva voce will be conducted on the course studied during the respective semester carrying 50 marks.

Semester end Viva- voce examination/ Board will consist of:

Class Coordinator /Programme Coordinator	- Convener
One senior Faculty from the Institute	- Member
Director/ or Nominee	- Member

For summer Internship Project Viva /Internship Seminar/ Presentation:

The evaluation board will consist of:

Director/or Nominee Member	-
Institute Project Guide	- Member
One External Professor/one Senior Executive from Industry	- Member
Class Coordinator /Programme Coordinator	-
Convener	

10.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE (Subject to change from time to time)

As per GITAM University Rules with effect from 2019 admitted batch, there is a double evaluation for End examination of all PG Courses.

- A student who has secured “F” grade in project work report/viva voce shall have to improve his/her report and reappear for viva voce of project work at the time of special examination to be conducted in the summer vacation.

11. Retotaling & Revaluation

- 1.1. Retotaling of the theory answer script of the semester-end examination is permitted on request by the student by paying the prescribed fee within one week after the announcement of the results.
- 1.2. Revaluation of the theory answer scripts of the semester-end examination is permitted on request by the student in case of Single Valuation by paying the prescribed fee within one week after the announcement of the result.

1.3 Provision for Answer Book Verification & Challenge Evaluation:

- 12.1 Suppose a student is not satisfied with his/her grade after revaluation. In that case, the student can apply for, answer book verification on payment of a prescribed fee for each course within one week after the announcement of revaluation results.
- 12.2 After verification, if a student is not satisfied with revaluation marks/grade awarded, he/she can apply for challenge valuation within one week after the announcement of answer book verification result/ two weeks after the announcement of revaluation results, which will be valued by the two examiners i.e., one Internal and one External examiner in the presence of the student on payment of prescribed fee. The challenge valuation fee will be returned, if the student is succeeded in the appeal with a change for a better grade.

12. SUPPLEMENTARY EXAMINATION

- 12.1 The odd semester supplementary examinations will be conducted on daily basis after conducting regular even semester examinations in April/May.
- 12.2 The even semester supplementary examinations will be conducted on daily basis after conducting regular odd semester examinations during Oct/Nov.
- 12.3 A student who has completed his/her period of study and still has “F” grade in final semester courses is eligible to appear for Special Examination normally held during summer vacation.

13. Promotion to the Next Year of Study

- a. A student shall be promoted to the next academic year only if he/she completes the academic requirements of 60% of the credits till the previous academic year.
- b. Whenever there is a change in syllabus or curriculum he/she has to continue the course with new regulations after detention as per the equivalency established by the BoS to continue his/her further studies.

13.0 BETTERMENT OF GRADES

Students who secured second class or pass who wish to improve their grades will be permitted to improve their grades at the end the program.

1. Students who have passed all the courses of a program within the stipulated period of study and who have obtained a Pass or Second Class only are eligible for Betterment of Grades.
2. Candidates who have already secured First Class or First Class with Distinction are not eligible for betterment of Grades.
3. Candidates who have completed the programme of study beyond the stipulated period of study i.e. through Special examinations or subsequently, are not eligible for betterment of Grades.
4. Betterment of Grades is permitted only through appearance of the theory examinations.
5. Betterment of Grades is permitted only once, at the end of the program of study, simultaneously along with Special examinations.
6. Candidates can appear for betterment at one course/subject per trimester, for the number of semesters they have studied. A fourth

semester MBA student can appear for betterment in any FOUR courses/subjects. The rules & regulations framed by the University from time to time shall be applicable.

7. The better Grade secured either in the first or betterment appearance shall be considered as the final Grade.
8. New Grade Card/PC shall be issued to candidates who have improved their Grades/Class after submitting the old Grade Card/PC.
9. The date, month and year of the declaration of betterment result shall be printed on the Grade Card/PC
10. Betterment marks shall not be taken into consideration for award of ranks, prizes, and medals.
11. Candidates have to pay a betterment fee as prescribed by the University.

14.0 GRADING SYSTEM

Based on the student performance during a given **semester**, a final letter grade will be awarded at the end of the **Semester** in each course. The letter grades and the corresponding grade points are as given in Table 3.

Table 3: Grades & Grade Points

S.No.	Grade	Grade Points	Absolute Marks
1	O (outstanding)	10	90 and above
2	A+ (Excellent)	9	80 to 89
3	A (Very Good)	8	70 to 79
4	B+ (Good)	7	60 to 69
5	B (Above Average)	6	50 to 59
6	C (Average)	5	45 to 49
7	P (Pass)	4	40 to 44
8	F (Fail)	0	Less than 40
9	Ab.(Absent)	0	--

A student who earns a minimum of 4 grade points (P grade) in a course is declared to have successfully completed the course, and is deemed to have earned the credits assigned to that course, subject to securing a **GPA of 5 for a pass in the semester**.

This is applicable to both theory and practical papers. In the case of Project Report and Vice - Voce also, the minimum pass percentage shall be 40% only.

15.0 GRADE POINT AVERAGE

A Grade Point Average (GPA) for the semester/Semester will be calculated according to the formula:

$$\frac{\Sigma(CxG)GPA}{\Sigma C}$$

Where

C = number of credits for the course,

G = grade points obtained by the student in the course.

GPA is awarded to those candidates who pass in all the subjects of the semester. To arrive at Cumulative Grade Point Average (CGPA), a similar formula is used considering the student's performance in all the courses taken, in all the semesters/trimesters up to the particular point of time.

CGPA required for classification of class after the successful completion of the program is shown in Table 4.

Table 4: CGPA required for award of Class

Distinction	8.0*
First Class	6.5
Second Class	5.5
Pass	5.0

* In addition to the required CGPA of 8.0, the student must have necessarily passed all the courses of every Semester in first attempt.

16.0 THE TWINING MBA PROGRAMME IN UNIVERSITY OF NEBRASKA (UNO), OMAHA, USA.

After fulfilling academic requirements of first year MBA at GIM, students of IMBA and MBA are eligible to study in UNO, the students would receive MBA from UNO. In this case the student has exit option at end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Twining MBA or MSIS programme in Central Michigan University (CMU), USA. After fulfilling the academic requirements of MBA first year at GIM, students of MBA with 4 year UG degree are eligible to study second year in CMU. After successful completion at CMU the student shall get MBA or MSIS from CMU. In this case the student has exit option at the end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Study abroad programme with University of Nebraska (UNO), Omaha, USA The students of BBA, IMBA or MBA can study their last trimester/ semester in UNO as part of student exchange programme. At the end of the programme, up on producing pass certificate equal number of UNO credits which otherw ise earned in GIM, the student is eligible the award of degree from GITAM University.

17.0 ELIGIBILITY FOR AWARD OF MBA DEGREE

Programme of six-semester within two years. If due to some unavoidable circumstances that was not possible, a student may extend and complete the programme in not more than four years including study period. However such dispensation can only be approved by the Vice Chancellor, based on individual's application requesting dispensation and justifying the need.

A student shall be eligible for award of the MBA degree if they fulfill the following conditions.

- i) Registered and successfully completed all the courses and projects.
- ii) Successfully acquired the minimum required credits as specified in the curriculum within the stipulated time.
- iii) Has no dues to the Institute, Hostels, Libraries, NCC/NSS, etc. and, No disciplinary action is pending against them

18.0 PEDAGOGY

The class room pedagogy is customised by individual faculty to enhance the learning experience, which is dependent on the course and the degree of absorption by students. It has been proven that the degree of absorption is directly proportional to self-learning or preparedness before the classroom sessions and the interactions during the classes. Knowledge thus gained builds a strong long-lasting foundation. Typically class room pedagogy ranges from instructions, simulations, case discussions, role plays, etc. Simulations and case discussions are adopted extensively across the curriculum, to supplement class room instructions/lectures.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

The program aims at developing graduates who:

PEO 1	Are competent, creative, and highly valued professionals in industry, academia, or government.
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PEO 2	Are flexible and adaptable in the workplace, possess the capacity to embrace new opportunities of emerging technologies, and embrace leadership and teamwork opportunities, all affording sustainable management careers.
PEO 3	Continue their professional development by obtaining advanced degrees in Management or other professional fields.
PEO 4	Act with global, ethical, societal, ecological, and commercial awareness expected of practicing management professionals.

PROGRAM OUTCOMES (POs) AND PROGRAM SPECIFIC OUTCOMES (PSOs):

The program will enable the students to:

PO 1	Apply knowledge of management theories and practices to solve business problems.
PO 2	Foster analytical and critical thinking abilities for databased decision making.
PO 3	Develop value-based leadership approach.
PO 4	Understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO 5	Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PROGRAMME SPECIFIC OUTCOMES (PSOs)

After the culmination of the course students will be able to acquire:

PSO1	Design strategies for business development
PSO2	Recognize the professional ethical principles, responsibilities and commit to norms of ethical management practice

MBA PROGRAMME STRUCTURE

Semester - I

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB701	Management Theory and Practice	3		3	50	50	100	3
2	MMB703	Business Environment	3		3	50	50	100	3
3	MMB705	Managerial Economics	3		3	50	50	100	3
4	MMB707	Organizational Behavior	3		3	50	50	100	3
5	MMB709	Accounting for Managers	4		4	50	50	100	4
6	MMB711	Quantitative Techniques	4		4	50	50	100	4
7	MMB721	ITM (100% Internal Assessment)	2	2	4	100		100	3
8	MMB713	Business Laws	3		3	50	50	100	3
9.	MMB791	Semester End Viva						50	1
		Total	25	2	27	450	350	850	27

PCDs

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB802	CBA -1	2		2	50		50	1
2	MMB804	Yoga & Meditation		2	2	50		50	1
3	MMB 806	Venture Discovery	2		2	100		100	2
		Total	4	2	6	200		200	4

Semester - II

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB702	Operations Research	4		4	50	50	100	4

2	MMB704	Financial Management	4		4	50	50	100	4
3	MMB706	Business Research Methodology	3		3	50	50	100	3
4	MMB708	Operations Management	4		4	50	50	100	4
5	MMB710	Marketing Management	4		4	50	50	100	4
6	MMB712	Human Resources Management	4		4	50	50	100	4
7	MMB714	Managerial Communication	3		3	50	50	100	3
8	MMB716	Innovation and Entrepreneurship	3		3	50	50	100	3
9.	MMB792	Semester End Viva						50	1
		Total	26		26	400	400	850	30

PCDs

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB808	BEC		2	2	50		50	1
2	MMB810	Soft Skills -1 (Work Shop)		2	2	50		50	1
		Total		4	4	100	100	100	2

Summer Internship to be done during summer vacation at end of first year for 8 weeks, carrying 2 credits and 1 credit for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

Semester -III

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB801	Strategic Management	3		3	50	50	100	3
2	MMB803	Business Ethics and Corporate Governance	3		3	50	50	100	3

3		Elective – 1	3		3	50	50	100	3
4		Elective – 2	3		3	50	50	100	3
5		Elective 3	3		3	50	50	100	3
6		Elective – 4	3		3	50	50	100	3
7		Elective – 5	3		3	50	50	100	3
8		Elective – 6	3		3	50	50	100	3
9	MMB891	Summer Internship and Viva				100		100	2+1
10	MMB893	Semester End Viva						50	1
		Total	24		24	50	400	950	28

PCDs

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB812	CBA -2	2		2	50		50	1

2.	MMB814	Soft Skills -2 (Work Shop)		2	2	50		50	1
		Total	2	2	4	100		100	2

Each student has to choose **6 elective courses** from 6 specialization groups during semester III. However, student should choose minimum 2 electives from each specialization group. And minimum no. of students for each elective should be 20. In case of Business Analytics specialization, student must choose 6 electives from that group only.

III Semester

Elective Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
Finance										
1.	MFI841	Elective	Financial Markets & Services	3		3	50	50	100	3
2.	MFI843	Elective	Security Analysis and Portfolio Management	3		3	50	50	100	3
3.	MFI845	Elective	Financial Statement Analysis	3		3	50	50	100	3
4.	MFI847	Elective	Fundamentals of Financial Services (CISI – 1)	3		3	50	50	100	3
5.	MFI849	Elective	Retail Bank Management	3		3	50	50	100	3
6.	MFI851	Elective	Securities Market Operations	3		3	50	50	100	3

Marketing										
7.	MMK841	Elective	Consumer Behaviour	3		3	50	50	100	3
8.	MMK843	Elective	Advertising & Brand Management	3		3	50	50	100	3
9.	MMK845	Elective	Sales & Distribution Management	3		3	50	50	100	3
10.	MMK847	Elective	Retail Management	3		3	50	50	100	3
11.	MMK849	Elective	Digital Marketing	3		3	50	50	100	3
12.	MMK851	Elective	Marketing Metrics	3		3	50	50	100	3

Human Resource Management										
13.	MHU841	Elective	Learning and Development	3		3	50	50	100	3
14.	MHU843	Elective	Employee Welfare and Labour Administration	3		3	50	50	100	3
15.	MHU845	Elective	Employment Laws -1	3		3	50	50	100	3
16.	MHU847	Elective	Compensation Management	3		3	50	50	100	3
17.	MHU849	Elective	Human Resource Value Proposition	3		3	50	50	100	3
18.	MHU851	Elective	Performance Management	3		3	50	50	100	3
Operations & Business Analytics										
19.	MOP841	Elective	Production Planning and Control	3		3	50	50	100	3
20.	MOP843	Elective	Supply Chain Management	3		3	50	50	100	3
21.	MOP845	Elective	Project Management	3		3	50	50	100	3
22.	MBA841	Elective	Decision Support System	3		3	50	50	100	3
23.	MBA843	Elective	Data Analysis with R	2	2	4	50	50	100	3
24.	MBA845	Elective	Data Analysis with Advanced Excel	2	2	4	50	50	100	3
25.	MBA847	Elective	Data Warehousing	3		3	50	50	100	3
26.	MBA847	Elective	Data Analysis with SAS	2	2	4	50	50	100	3
27.	MBA849	Elective	Machine Learning - 1	2	2	4	50	50	100	3

Semester -IV

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1		Elective – 1	3		3	50	50	100	3
2		Elective – 2	3		3	50	50	100	3
3		Elective 3	3		3	50	50	100	3
4		Elective – 4	3		3	50	50	100	3
5	MOE/ MCC 801-8015	One Open Elective/one Contemporary Course	2		2	50		50	2

6.	MMB892	Comprehensive Viva						100	2
7.	MMB802 to MMB816 & VDC111	PCDs (VD course is compulsory)				350		350	7*
		Total	21		21	600	200	900	23

* In case of PCDs, the student has to earn minimum of **7 credits** out of 10 credits offered across 4 semesters to get the degree and credits earned shall be shown in IV semester only.

PCDs

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
I	MMB816	Business Simulation Game		2	2	50		50	2
		Total		2	2	50		50	2
		Grand Total		23	23	650	200	950	25

Each student has to choose **4 elective** courses from 6 specialization groups during semester IV. However, student should choose minimum 2 electives from each specialization group. And minimum no. of students for each elective should be 20. In case of Business Analytics specialization, student must choose 4 electives from that group only.

Semester IV

Elective Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
			Finance							
1.	MFI842	Elective	Financial Risk Management	3		3	50	50	100	3

2.	MFI844	Elective	International Financial Management	3		3	50	50	100	3
3.	MFI846	Elective	Corporate Valuation	3		3	50	50	100	3
4.	MFI848	Elective	Financial Derivatives	3		3	50	50	100	3

5.	MFI850	Elective	International Introduction to Investment (CISI - 2)	3		3	50	50	100	3
6.	MFI852	Elective	Insurance Management	3		3	50	50	100	3
<u>Marketing</u>										
7.	MMK842	Elective	Rural Marketing	3		3	50	50	100	3
8.	MMK844	Elective	Services Marketing	3		3	50	50	100	3
9.	MMK846	Elective	Marketing Research	3		3	50	50	100	3
10.	MMK848	Elective	Customer Relationship Management	3		3	50	50	100	3
11.	MMK850	Elective	B2B Marketing	3		3	50	50	100	3
12.	MMK852	Elective	Global Marketing	3		3	50	50	100	3
<u>Human Resource Management</u>										
13.	MHU842	Elective	Employment Laws - II	3		3	50	50	100	3
14.	MHU844	Elective	Industrial Relations & Statutory Compliance and Drafting	3		3	50	50	100	3
15.	MHU846	Elective	Global Human Resource Management	3		3	50	50	100	3
16.	MHU848	Elective	Strategic Human Resource Management	3		3	50	50	100	3
17.	MHU850	Elective	HR & Technology	3		3	50	50	100	3
18.	MHU852	Elective	Change Management	3		3	50	50	100	3
<u>OPERATIONS & Business Analytics</u>										
19.	MOP842	Elective	Materials Management	3		3	50	50	100	3
20.	MOP844	Elective	Quality Management	3		3	50	50	100	3
21.	MOP846	Elective	Marketing of Logistics Services	3		3	50	50	100	3

22.	MOP848	Elective	Strategic Logistics Management	3		3	50	50	100	3
23.	MBA842	Elective	Data Analysis with Python	2	2	4	50	50	100	3
24.	MBA844	Elective	Big Data Analytics with Hadoop	2	2	4	50	50	100	3
25.	MBA846	Elective	Machine Learning - 2	2	2	4	50	50	100	3
26.	MBA848	Elective	E – Business	2	2	4	50	50	100	3
27.	MBA850	Elective	Artificial Intelligence	2	2	4	50	50	100	3

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA - Continuous assessment

IV Semester PCDs COURSES

Sl No.	Course Code	Subject	Credits	Semester
1	MMB802	CBA -1	1	I
2	MMB804	Yoga and Meditation	1	I
3	MMB806	Venture Discovery	2	I
4	MMB808	BEC	1	II
5	MMB810	Soft Skills -1 (Work Shop)	1	II
6	MMB812	CBA -2	1	III
7	MMB814	Soft Skills -2 (Work Shop)	1	III
8	MMB816	Business Simulation Game	2	IV
		Total	10	

- In case of PCDs , the student has to earn minimum of 7 credits out of 10 credits offered across 4 semesters to get the degree and credits earned shall be shown in IV semester only.**

Choose one contemporary course from the following Contemporary courses offered from the below list.

Semester IV Contemporary Courses offered

S. No.	Course Code	Course Type	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
1.	MCC 801	Elective	CSR & Sustainable Development	2		2	50		50	2
2.	MCC 802 842	Elective	Social Innovation	2		2	50		50	2

3.	MCC 803	Elective	Behavioral Economics	2		2	50		50	2
4.	MCC 804	Elective	Technology Management	2		2	50		50	2
5.	MCC 805	Elective	Environmental Sciences	2		2	50		50	2
6.	MCC 806	Elective	Intellectual Property Systems	2		2	50		50	2
7.	MCC 807	Elective	Technological Entrepreneurship	2		2	50		50	2
8.	MCC 808	Elective	Alternate Dispute Resolution	2		2	50		50	2
9.	MCC 809	Elective	Alternative Investments	2		2	50		50	2
10.	MCC 810	Elective	Financial Metrics	2		2	50		50	2
11.	MCC 811	Elective	Contemporary HR Practices	2		2	50		50	2
12.	MCC 812	Elective	HR in Knowledge Management	2		2	50		50	2
13.	MCC 813	Elective	Psychometrics	2		2	50		50	2
14.	MCC 814	Elective	HR Metrics	2		2	50		50	2
15.	MCC 815	Elective	Personal Tax Planning	2		2	50		50	2

Credit Distribution

Name of the Course	No. of Courses	Total Credits	Percentage
a.Foundation/General Courses	8	26	
b.Core Courses	10	35	
c. Discipline Centric Electives within discipline	10	30	
d. skill based	12	18	
e.open elective/contemporary course	3	3	
	43	112	

Semester - I

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB701	Management Theory and Practice	3		3	50	50	100	3
2	MMB703	Business Environment	3		3	50	50	100	3
3	MMB705	Managerial Economics	3		3	50	50	100	3
4	MMB707	Organizational Behavior	3		3	50	50	100	3
5	MMB709	Accounting for Managers	4		4	50	50	100	4
6	MMB711	Quantitative Techniques	4		4	50	50	100	4
7	MMB721	ITM (100% Internal Assessment)	2	2	4	100		100	3
8	MMB713	Business Laws	3		3	50	50	100	3
9.	MMB791	Semester End Viva						50	1
		Total	25	2	27	450	350	850	27

PCDs

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB802	CBA -1	2		2	50		50	1
2	MMB804	Yoga & Meditation		2	2	50		50	1
3	MMB 806	Venture Discovery	2		2	100		100	2
		Total	4	2	6	200		200	4



GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MMB 701	Course Title: Management Theory and Practice	
Semester: I	Course Type: Core	Credits: 3
Home Programme(s):MBA (General)	Batch/Academic Year:2020-2022	
Course Leader:		

Course Description:

This course is designed to provide students with a foundational understanding of concepts and principles of management. This course explores the rich field of management in theory and practice, and as both a science and an art. Students learn to apply management concepts to current workplace issues. Other topics include increasing competitive forces, expectations for successful performance of employees and organizations, and achieving desired business goals.

Course objectives:

- To demonstrate an understanding of current and relevant management knowledge.
- To understand the evolution of management thought and its relevance in decision making.
- To understand the importance of structure and types and organization in the field of Management.
- To learn the principles, techniques, and concepts needed for managerial analysis and decision-making.
- To describe the effective management of planning, organizing, influencing, and controlling related to the internal and external environment and Issues of ethics and social responsibility.

Course outline and indicative content

Unit I (8 sessions) (CO1, CO2, CO3, L1 & L2)

Nature and scope of management; Managerial theories, approaches and functions; Management process, Evolution of Management Thought, Contributions of F.W. Taylor, Henry Fayol and Elton Mayo.

Unit II (8 sessions) (CO3, CO4, L2 & L3)

Planning: Planning premises, types and planning process, Objectives-Managing by Objective (MBO) strategies, decision making, types of decision, and decision making process.

Unit III (8 sessions) (CO3, CO4, L3 & L4)

Organization: Structure, types of organizations, principles of organizing, authority and span of control, delegation and decentralization, line and staff relationship. Staffing

Unit IV (8 sessions) (CO3, CO4, L3 & L4)

Directing: Leadership, Styles of Leadership, Co-ordination, types of interdependence.

Unit V (8 sessions) (CO3, CO4, L5)

Controlling: Basics of controlling, Process of controlling and techniques of controlling.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand theoretical aspects, process and principles, scope of management and its application to modern management practice.	A1, A2, A3, A4
CO2	Analyze how the field of management has evolved and its major contributions	A1
CO 3	Analyze and apply critical role of managers in modern organizational settings	A1, A2, A3, A4
CO 4	Illustrate and evaluate the importance of planning, organizing, directing and controlling in decision making	A3, A4

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written - L3 level	20
A2	Online Course	Individual	Coursera course /online Course – L3 level	10
A3	Case study	Individual	Case presentation –L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension /Cog-nitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowl- edge						
Conceptual Knowledge			CO 1 (A1)			
Procedural Knowledge				CO2 (A3), CO3 (A2 & A3)	CO4 (A2) CO5 (A2)	
Meta Cognitive Knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

References :

CO PO Mapping

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Visakhapatnam – 45.

Course Code: MMB 703	Course Title: Business Environment	
Semester: I	Course Type: Core	Credits: 3
Home Programme(s): MBA (General)	Batch/Academic Year:2020-22	
Course Leader:		

Course Description

The business environment in India is undergoing a dynamic change; what was looked upon as an under developed nation is now regarded as a potential economic power and emerged as one of the emerging nation of the world. With the eruption digitization and e-commerce its service industry is providing multinational companies with unparalleled opportunities. With liberalization, privatization and further on globalization India's business world is occupying a place in almost all major sectors of the world economy. In this context, the nature and extent of the role of the state is undergoing fundamental changes with digitization and financial inclusion. In this dynamic and changing external environment of such gigantic dimensions, this course is aimed at sensitizing the students to the value implications of environment on business, in general. The main drive of this course addresses social, structural changes, external environmental changes, planning and policies of the state, economic trends and balance of payments, information technology and its impact.

Course Objectives:

The course intent to enable students to

- Understand different facets of Business Environment in both Indian and International context
- Understand the socio, cultural and technological environment.
- Sensitize students regarding the economic and legal aspects of business and its implications on ethical way of doing business
- Explain Indian Policy Environment and its importance in business environment.

- Create awareness among the students about the various foreign trade policies.

Unit I (10 sessions) (CO1, CO2, L1 & L2)

Introduction: The concept of Business Environment, significance, nature and scope. Environment Scanning- Interaction between micro environment and macro environment- SWOT analysis- macro environment- PESTEL Framework - Five forces- Political Environment-Economic Environment - Social and Technological Environment.-Legal Environment

Unit II (10 sessions)(CO2, L2& L3)

Social and Technological Environment: Society and Business, Corporate Social Responsibility (CSR), Localization- Culture aspects –beliefs and values and its impact on business, Technological change, Technological factors in business, e-commerce and emerging technologies, mobile applications and smart cities

Unit III (10 sessions)(CO2, CO3, L12, L3 & L4)

Economic and Legal Environment: Philosophies of Capitalism, Socialism and Mixed Economy, Public Private Partnership, Industrial Corridors, Special Economic Zones (SEZs), Ease of Doing Business; salient features of Consumer Protection Act, 1986, Competition Commission of India (CCI), Foreign Exchange Management Act (FEMA) and National Company Law Tribunal (NCLT).

Unit IV (10 sessions) (CO3, CO4, L13 & L4)

Indian Policy Environment : A brief review of industrial policies since independence, Industrial Policy of 1991, Economic Policy and latest trends , Fiscal Policy and Budget, Monetary and Credit Policy, Policy on FDI and FII.

Unit V (10 sessions) (CO3, CO4, L3, L4 & L5)

Indian Foreign Trade Policy: Bilateral and Multilateral Trade Agreements, Globalization and WTO- Trade Blocs, Balance of Payments (BOP), Exchange rate movements and its impact on BOP, International Disputes settlement mechanism- Dumping and Anti-dumping measures, TRIPS, TRIMS, EXIM Policy.

Case Analysis (not exceeding 200 words)

On successful completion of this course, students will be able to:

	COURSEOUTCOMES (CO)	Assessment
CO1	Describe about the various business environmental factors, prepare PESTEL frame work by using SWOT analysis.	A1, A2, A3 & A4
CO2	Examine Business applications in the light of social and Technological factors.	A1, A2, A3 & A4
CO3	Relate business decisions to economic system and legal aspects.	A1, A3 & A4
CO4	Develop idea about various economic policies and its implication on business environment.	A1, A3 & A4
CO5	Evaluate business practices in the context of international trade environment	A2 ,A3 & A4

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written – (short /long/Case study)	20
A2	Coursera /Online course	Individual	Viva/Presentation on completion of the course	10
A3	Case study/ Project	Group/ Individual	Discussion and Presentation	20
A4	End-term examination	Individual	Written – (short/long/Case study)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1, A3)	CO1 (A1, A3)	CO 1 (A1, A3)			
Conceptual Knowledge				CO2,CO5 (A2, A3)	CO2, CO4, CO5 (A2, A3)	
Procedural Knowledge					CO3, CO4, CO 5 (A2)	

Meta Cognitive Knowledge						CO3,CO4, CO5 (A2)
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Learning and teaching activities

Case Analysis
 Situation Analysis
 Brainstorming
 Group Discussion
 Research Project
 Student Presentations

Teaching and learning resources

References:

1. Cherunilam, Francis, "Business Environment Text & Cases", Himalaya Publishing House, New Delhi, 2019
2. Aswathappa, K, "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
3. Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand & Co. Ltd., New Delhi.
4. Misra and Puri, Indian Economy, Himalaya Publishing House. New Delhi : 2019
5. Joshi & Kapoor, Business Environment, Kalyani Publishers, New Delhi, 2019
6. Pual, Justin, Business Environment Text and Cases, Tata McGraw Hill, New
7. Delhi Worthington, Ian and Britton, Chris, "The Business Environment", Pearson Education Ltd, New Delhi, 2019
8. Fernando, A.C, Indian Economy, Pearson Education Ltd, New Delhi, 2019.

Journals

1. Economic and Political Weekly, Sameeksha Trust, Mumbai.
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
3. Harvard Business Review, Harvard Business School, USA.

CO PO Mapping

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Visakhapatnam – 45.

Course Code: MMB 705	Course Title: Managerial Economics	
Semester: I	Course Type: Core	Credits: 3
Home Programme(s): MBA (General)	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

In today's competitive business environment, effective managerial decision making requires use of economic concepts and tools. Business efficiency depends on minimization of cost and maximization of production which requires perfect understanding of the economic concepts like demand, supply, production, cost and market conditions. Managerial economics uses economic concepts and principles by emphasizing on demand analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy. Knowledge about those concepts is useful for timely business decisions.

Course objectives:

The objectives of the course are to impart the knowledge and transform it into an action.

- To comprehend the knowledge of key economic concepts which are used for effective business decision-making
- To make use of the conceptual knowledge of demand and supply in pricing decisions.
- To combine the knowledge of costs and production to take efficient production decisions
- To determine right output and price under different market structures both in private and public sectors.
- To recognize the need for various government policies at macro economy level

Course outline and indicative content

Unit I (9 sessions) (CO1, CO2, L1 & L2)

Managerial Economics – Nature, scope, Principles of managerial economics – opportunity cost principle, incremental principle, principle of time perspective, discounting principle, equi-marginal principle - Differences between managerial economics and micro economics - Importance and application of managerial economics concepts in business decision making.

Unit II (9 sessions) (CO2, L2 & L3)

Utility, Demand & Supply Analysis: Utility Concept, TU, MU and DMU. Determinants of demand, Types of demand – Individual demand and Market demand, Industry demand and company demand, producer's goods demand and consumer good's demand, direct demand and indirect demand, derived demand and autonomous demand, short run demand and long run demand. Law of Demand – assumptions, explanation of the law with schedule, graph & mathematical function and exceptions of the law. Determinants of supply, law of supply - assumptions, explanation of the law with schedule, graph & mathematical function and exceptions of the law. Market equilibrium - Price mechanism/Market mechanism with a graphical explanation. Elasticity of demand, types of elasticity, methods to measure elasticity – Point elasticity, total outlay, arc method, gradient method. Demand forecasting – Qualitative Methods – Survey method, Expert opinion method, Delphi Method, sales force opinion method, Focus groups - Quantitative methods – Trend line, Regression, Correlation, Smoothing techniques (Moving Averages), Barometric Demand Forecasting through Economic Indicators, econometric models of demand forecasting.

Unit III (9 sessions) (CO2, CO3, L12, L3 & L4)

Production and Cost Analysis: Production function, Laws of Production - Short run production function with one variable input, Short run production function with two variable inputs - Iso-quants, properties of iso-quants, types of iso – quants. Iso-cost line (Budget constraint or factor price line) – change and shifts in iso-cost line, producer's equilibrium, expansion path. Production with all variable inputs - Law of returns to scale – Increasing returns to scale, Constant returns to scale, Decreasing returns to scale. Cost - Cost concepts and classifications, sunk cost fallacy, Cost output relation - short run cost output relationship, long run cost output relationship, Learning curve, Do firms

operate at optimal scale? - Economies of scale, dis-economies of scale and economies of scope.

Unit IV (9 sessions) (CO3, CO4, L13 & L4)

Market Structure - Basis for classification of market power, kinds of competitive market, Effect of time on supply – Very short run supply curve, short run supply curve and long run supply curve, Determination of price in short run and long run - price and output decisions in perfect competition under normal profit, super normal profit and loss conditions of a firm and shutdown point. Determination of price in short run and long run - price and output decisions in Monopoly – equilibrium at underutilization capacity, over utilization capacity and Optimal Capacity, Monopoly power, Monopsony-Discriminating monopoly – (First degree, second degree and third degree) a Diagrammatic explanation - Monopolistic – Price and output determination in the short run and long run, Chamberlin’s Group Equilibrium, Excess Capacity - Oligopoly

– collusive and non-collusive Oligopoly, Kinked demand curve, Price and output determination in Oligopoly market, Nash equilibrium, Game theory. Differences between various market structures - Market Failures – public goods, social goods, merit goods, administered prices (ceiling price and floor price) and Externalities – Positive and negative externalities. Fundamentals of Internalization of externalities – Social Cost-Benefit analysis, Pareto optimality criterion, Pigovian taxes, Subsidies and incentives for clean technologies.

Unit V (9 sessions) (CO3, CO4, L3, L4 & L5)

Macroeconomics - Macroeconomic indicators-GDP growth rate, consumer price index, interest rate, unemployment, foreign exchange rate, Balance of payments (BOP) - National Income-Concepts of national income (GDP, GNP, NDP, NNP, Personal Income, Personal Savings, Disposable personal Income, Discretionary income) - Methods of calculating national income – Product Method- Final good and Value added method, Income method, Expenditure Method and Social Accounting Matrix, GDP at Purchasing Power Parity (PPP)- Inflation- causes-demand pull and cost push inflation, measures to control inflation, business cycles -phases of business cycles and measures to control business cycles - Stabilization policies – Monetary Policy and Fiscal Policy.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Discuss the nature and scope of business economics concepts suitable to business problems	A1, A2, A4

CO2	Identify the differences between demand and supply conditions to balance the market forces through price mechanism and government interference	A1, A2, A3, A4
CO 3	Decide on suitable production quantities-based cost conditions to achieve economies of scale in long run business activities.	A2, A3, A4
CO 4	Assess the price and output decisions under various market structures in any form of business.	A2, A3, A4
CO 5	Evaluate the causes and effects of macroeconomic issues which effects business management decisions	A2, A3, A4

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written –L3 level	20
A2	Coursera / Online course	Individual	Viva/Presentation on completion of the course	10
A3	Case study/ Project	Group/ Individual	Discussion and Presentation -L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge Dimension / Cognitive Dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO 1 – A1	CO1 – A1			
Procedural Knowledge		CO1 - A2)	CO2 (A1, A2, A3)	CO3 and CO4 (A2, A3, A4)	CO5 (A1, A3, A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

Case Analysis

Situation Analysis

Brainstorming

Group Discussion

Research Project
Chalk and Talk
Student Presentations

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Text Book:

1. Geetika, P.Ghosh, P.R.Choudhury, Managerial Economics, McGrawHill Education Private Limited, New Delhi, 2018/Latest Edition.

Reference Books:

1. Dominick Salvatore, Seventh Edition, Adapted Version, Oxford Publication New Delhi, 2014/Latest Edition.
2. Dr. D.N.Dwivedi, Managerial Economics, Vikas Publishing House, New Delhi, 2015/Latest Edition.
3. Paul G. Keat, PhiliK. Y. Young, Sreejata Banerjee, "Managerial Economics", Pearson, New Delhi, 2012/Latest Edition.

Journals:

1. Economic and Political Weekly, Sameeksha Trust, Mumbai
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
3. Indian Journal of Economics, Academic Foundation, New Delhi
4. GITAM Journal of Management
5. E- Books and E-Journals

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MMB 707	Course Title: Organizational Behavior	
Semester: I	Course Type: Core	Credits:3
Home Programme(s):MBA (General)	Batch / Academic Year: MBA (2020-2021)	
Course Leader:		

Course description

Practicing managers have long understood the importance of interpersonal skills to managerial effectiveness. Till about three decades ago, most business schools focused on the functional aspects of management – specifically finance, accounting and quantitative techniques. Though Organizational Behaviour was a core course right from the inception of the MBA program, the focus was essentially on gaining a psychological understanding of human behaviour, and not on acquiring usable skills. In the last two decades, academia has come to realize the importance of human behaviour to managerial effectiveness.

This course's essential focus is on gaining an in depth understanding of the impact of the organization structure, organizational culture and change on individual behavior at the workplace. Gaining an understanding and a perspective on these global implications should result in beneficial results in terms of managerial effectiveness and performance.

Course Objectives :

On successful completion of this course, students will be able:

- To familiarize the students with the nature of human behavior in corporate and other organizations.
- To explain the different styles of employee motivation, leadership and Group dynamics.
- To explain the strategies of organization, organization design and structure and to measure organization culture.
- To demonstrate learning and adapting to team work and collaboration.

Course outline and indicative content

Unit I

The Individual: Nature of Organizational Behavior - Ability – physical ability, intelligence. Attitude – Major Job Attitudes - Job Satisfaction.

Unit II

Perception - Perception and decision-making - Motivation: Theories of Motivation – Maslow, Herzberg, Vroom, Goal-Setting Theory, And Equity Theory - Applications of Motivation.

Unit III

The Group: Stages of Group Development - Group properties. Leadership – Behavioral Theories. Conflict – The Conflict Process

Unit IV

The Organization System: Organizational Culture - Culture's functions - Creating a culture - How employees' learn culture.

Unit V

Organizational Change - Forces for change - Planned change - Resistance to change - Managing organizational change - Work stress and its management

On successful completion of this course, students will be able:

	Course Outcomes	Assessment
CO1	Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.	A1, A2
CO2	Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.	A1, A2, A3
CO3	Analyze the complexities associated with management of the group behavior (Group Dynamics) in the organization.	A2, A3
CO4	Demonstrate how the organizational behavior can integrate in understanding the motivation, Organisational culture, organizational change and managing stress for creating positive work culture.	A2, A3

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera	Individual	Coursera certificate or assignment	10
A3	Case / Project / Assignment/Quiz	Groups* or Individual	Presentations/Report/Assignment & Classroom activities	20
A4	End-exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1, A2, A3, A4)			
Procedural Knowledge				CO2(A2, A3,A4) CO3(A2, A3,A4)	CO4 (A2, A4) CO5(A2, A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

Lectures, Case Discussions and Presentations, Self Awareness Exercises & Group Activities

Teaching and learning resources

Soft copies of uncovered topics in the text books and case material will be made available through G-learn. Students are required to go through E-Resources (Gitam.edu) and suppose to come prepared to the class given study material & handouts along with the following suggested readings.

TEXT BOOK

Robbins, S. P., Judge, T., & Vohra, N., "Organizational Behavior" 15th Ed., Pearson Education, New Delhi, 2018

REFERENCES

Sushma Khanna (editor), "Udai Pareek's Understanding Organizational

Behavior” 3rd Edition, Oxford University Press, 2013

Nelson, Quick & Khandelwal, “ORGB – An Innovative Approach to Organizational Behavior, A South Asian Perspective”, CENGAGE Learning, New Delhi, 2013

McShane & Von Glinow, “Organizational Behavior” 4th Ed., McGraw Hill, New Delhi, 2012

JOURNALS

Vikalpa, Indian Institute of Management, Ahmedabad

Harvard Business Review, Harvard Business School Publication Co. USA

GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

CO PO Mapping

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GITAM Institute of Management (GIM)
Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code:	Course Title: Accounting for Managers	
Semester: I	Course Type: Core	Credits: 4
Home Programme(s):MBA (General)		Batch / Academic Year: MBA (2020 - 2021)
Course Leader:		

Course Description

In an economy, every manufacturing & trading entity inherently has financial transactions. These financial transactions are the accounting framework's backbone, which is as important as the technical or legal framework. Knowledge in Financial Accounting enables managers to understand and interpret financial reports essential for financial decision making & problem - solving. Cost Accounting is a branch of Accounting which is designed to measure the economic resources used in producing goods or providing services. Cost and Management Accounting provides the fundamental rules and techniques governing accounting practices, effectively controlling and managing a business's expenses. A manager should be competent to understand the accounting framework to manage the business effectively.

Course Objectives

On completion of this course, students should be able to

- know the accounting framework to prepare Final Accounts of trading concerns.
- Analyze and interpret the accounting information of financial statements for decision making.
- Understand the cost sheet preparation process and tracing of Activities for the cost object through Activity-Based Costing.
- Value the concepts of marginal costing and its application in managerial decision making.
- Develop the budgets and performance reports for planning and control

purposes.

Course outline and indicative content

Unit – I (Session 10)

Financial Accounting: Book-Keeping– Double Entry System –Accounting Concepts and Conventions. Accounting Equation – Preparation of Profit and Loss a/c and Balance Sheet using the accounting equation. Basics of IFRS. (CO1: L2, L3, L4)

Unit – II

Financial Statement Analysis: Concept, objectives, and types. Ratio analysis – the study of liquidity, solvency, and profitability ratios. Funds Flow Analysis: Uses and preparation of funds flow statement. Cash Flow Analysis: Uses and preparation of cash flow statements. (CO2: L2, L3, L4, L5)

Unit – III

Cost Accounting: Elements of Cost – Types of Costs – Preparation of Cost Sheet – Special work orders. Activity-Based Costing (ABC): Concept of ABC – Categories in activity-based costing- allocation of overheads under ABC – Benefits and Limitations of Activity Based Costing. (CO3: L2, L3, L4)

Unit – IV

Marginal Costing: Marginal Cost and Marginal Costing – Importance. Break- Even Analysis: Cost Volume Profit Relationship – Application of Marginal Costing Techniques – Fixing Selling Price, Make or Buy, Accepting a Foreign Order, and Deciding Sales Mix. (CO4: L2, L3, L4, L5).

Unit – V

Budgeting and Budgetary Control: Definitions of Budget, Budgeting, and Budgetary Control – Need for Budgetary Control – Types of budgets – Preparation of Production Budget, Sales Budget, Cash Budget, and Flexible Budget –Zero-based Budgeting. (CO5: L2, L3, L4)

On successful completion of this course, the Student will be able to:

CO	Course Outcomes	Assessment
CO 1	Apply accounting framework to prepare final accounts of trading concern.	A1, A4

CO 2	Analyze, interpret, and communicate the information contained in basic financial statements and explain such statements' limitations.	A1, A2, A3, A4
CO 3	Understand the method of preparing the cost sheet and tracing activities for the cost objects through activity-based costing.	A3, A4
CO 4	Value the concepts of marginal costing and its application in managerial decision making.	A2, A3, A4
CO 5	Prepare budgets and performance reports for planning and control purposes.	A2, A3, A4

Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1. Mid exam	Individual	Written/MCQs	20
A2. Coursera	Individual	Online	10
A3. Class room presentation / Seminars and Case analysis/ workshop / training / Assignments / survey / project work	Groups* or Individual	Presentations/ Report/Assignment with Q&A/Viva	20
A4. End-term exam	Individual	Written (short/long)/ Online(MCQs)	50

Mapping COs - Bloom's levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1)	CO1 (A1, A2 & A3)				
Conceptual Knowledge			CO1 (A1, A2 & A3)			
Procedural Knowledge				CO2 (A3) CO3 (A3 & A4)	CO4, CO5 (A3 & A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

- Teacher-student interaction
- Student-student interaction
- The use of audio, visuals, video
- Hands-on demonstrations and exercises
- Online classes
- Formative quizzes
- Small group activities

Teaching and learning resources

Soft copies of uncovered topics in the textbooks and case material will be made available through X-Learn/G-learn. Students must go through E-Resources (www.gitam.edu), and required study material & handouts along with the following suggested readings.

Text Book

Robert N. Anthony, David Hawkins, Kenneth A. Merchant, and Prakash Singh (2019). **Accounting: Texts and Cases**. McGraw Hill, 13th Ed.

References

1. S.N. Maheshwari, S.K. Maheshwari and CA S.K. Maheshwari (2016). **Accounting for Management**. Vikas Publishing House, 3rd Ed. Noida.
2. Ambrish Gupta (2016). **Financial Accounting for Management: An Analytical Perspective**. Pearson Education, 5th Ed. New Delhi.
3. Paul M. Collier (2015). **Accounting for Managers: Interpreting Accounting Information for Decision Making**. Wiley Publishers, UK.
4. Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso (2017). **Managerial Accounting: Tools for Business Decision Making**. Wiley Plus Publishers, 8th Edition

CO PO Mapping

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)

Visakhapatnam – 45.

Course Code: MMB 711	Course Title: Quantitative Techniques	
Semester: I	Course Type: Core	Credits: 4
Home Programme(s): MBA(General)	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

This course deals with some basic mathematical and statistical concepts and methods common in business applications. The focus is on parametric techniques used to describe and compare samples and populations. The course discusses the importance of some bivariate and multivariate methods and their applications to the business world.

Course Objectives

- To understand the role of mathematics in business applications
- To understand the nature of statistical inferences about population
- To understand the role of statistics in scientific investigation and decision making
- To be equipped with a variety of techniques for analyzing statistical data

Course outline and indicative content

Unit I (10 sessions) (CO1, L3)

Ratios and Proportions, Simple and Compound interest including application of Annuity, Simultaneous Linear Equations. Differentiation, Derivatives – First order and Second order Derivatives, Maxima & Minima, Integration, Business applications of Derivatives and Integration. (Note: Exclude Trigonometric and Logarithmic functions in derivatives and integration and chain rule in integration)

Unit II (10 sessions)(CO2, L2)

Probability & probability Distributions-Probability concepts, axioms, Baye's theorem, Random Variables, Mathematical Expectation, Discrete Distributions- Binomial distribution and Poisson distribution, Continuous Distributions- Normal distribution.

Unit III (10sessions) (CO2, L3)

Measures of Central Tendency & Measures of Dispersion – Introduction, Merits, Demerits, Applications. Mean, Geometric Mean, Harmonic Mean,

Weighted Mean, Combined Mean, Median, Mode, Standard Deviation, Coefficient of Variance, and Combined Standard Deviation for grouped and ungrouped data, Skewness and Kurtosis.

Unit IV (10 sessions)(CO4, L4)

Correlation & Regression analysis - Positive & Negative correlations, Karl Pearson correlation coefficient, Linear regression, Regression Coefficients & Properties, Linear regression model, simple linear regression, coefficient of determination, Testing for significance, estimates through simple regression equation.

Unit V (10sessions)(CO4,L4)

Forecasting - Introduction to Time Series Analysis, Cyclic Variation, Seasonal Variations, types of seasonal effects, Smoothing Methods-Moving Averages, weighted moving averages, Exponential smoothing, trend projections Linear Trend.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Apply various mathematical methods in business scenarios.	A1
CO2	Develop the ability to interpret statistical analysis tools commonly used in the workplace.	A1, A2
CO3	Use of Excel for basic data manipulation and simple statistical and graphical analysis.	A2, A3
CO4	Perform a multiple regression and forecasting techniques using computer software.	A3
CO5	Understand the importance of various techniques for analyzing the statistical data.	A4

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera	Individual	Presentations / Q&A/Viva	10
A3	Case/ Project Work	Groups	Presentations/Report with Q&A/Viva	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension /Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1, A4)			
Procedural Knowledge				CO2(A1, A3, A4), CO3(A1, A2, A3)	CO4 (A2, A3) CO5 (A2, A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, through MS-Excel, directed study, independent study via case studies, projects and practical activities (individual & group).

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to get clarity certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Reference books:

1. Statistics for Management, Levin et al., Pearson.
2. Business Statistics - A First Course, Levine, Krehbiel and Berenson, Pearson Education.
3. Business Statistics Using Excel, David and Pecar, OxfordUniv.Press.
4. Statistics for Business and Economics, Anderson et al., Thomson South Western pub.

Online Resources:

Onlinestatbook.com

CO PO Mapping

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MMB 721	Course Title: IT for Managers	
Semester: I	Course Type: Regular	Credits: 3
Home Programme(s):MBA (GEN)	Batch/Academic Year: 2020 - 2021	
Course Leader:		

Course description

Electronic based spreadsheet program like MS Excel helps in storing, Organizing and manipulating the data. It can perform large variety of computations and thus helps the companies to maximize the value of their data. With features provided by Excel, many business firms see it as a vital tool for administration and effective running of a business. MS Excel also works as an excellent business analytics tool.

Course Objectives

- Provide hands on experience in working with MS Excel
- Provide an understanding of the concept of Business Analytics

Course outline and indicative content

Unit I (7 Sessions) (CO1, CO2, L1 & L2)

Information Systems and MS Excel: Information Systems in organization, MS Excel as Spreadsheet based DSS, Basic operations in MS Excel: Worksheet Management, Cell referencing, Building formulas, Sorting, Filters, Conditional Formatting, Working with Charts. **Unit II (9 Sessions) (CO2, L2& L3)** Working with Functions: Text Functions, Logical Functions, Lookup Functions, Date and Time Functions, Math and Statistical Functions

Unit III (11 Sessions) (CO2, CO3, L2, L3 & L4)

What - if Analysis and Pivot Tables: Data Tables, Scenario Manager, Goal Seek, Pivot Tables and Pivot Charts

Unit IV (10 Sessions) (CO3, CO4, L3 & L4)

Macros: Usage of Macros, Recording Macros, Basics of VBA, MsgBox and Inputbox functions, Control Structures in VBA.

Unit V (8 Sessions) (CO3, CO4, L3, L4 & L5)

Introduction to Business Analytics: Benefits of Business Analytics, Types of Data – Structured, Semi Structured and Unstructured, Application areas of Business Analytics, Categorization of Analytical methods and models – Descriptive, Predictive and Prescriptive

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Perform basic operations in MS Excel	A1
CO2	Use different built in functions in Excel	A1, A2
CO 3	Perform What-if analysis for a business situation	A1
CO 4	Write simple macros in VBA	A1, A2
CO5	Understand the importance of Business Analytics	A2

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Case/Assignment/ Hands-on Exercises	Individual	Lab performance/Record/ Viva-Voce	50
A2	2 Tests	Individual	Written/MCQ	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1)			
Procedural Knowledge				CO2 (A5), CO3 (A3 & A4)	CO4 (A2) CO5 (A6)	
Meta Cognitive Knowledge						

Learning and teaching activities

Online sessions, Application cases, Demonstration, Lab Sessions

Teaching and learning resources

Computer Lab, MS Excel software, Excel sheets, Textbooks, Ebooks, Reference Materials, Web resources.

CO PO Mapping

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Semester - II

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB702	Operations Research	3		3	50	50	100	4
2	MMB704	Financial Management	3		3	50	50	100	4
3	MMB706	Business Research Methodology	3		3	50	50	100	3
4	MMB708	Operations Management	3		3	50	50	100	4
5	MMB710	Marketing Management	4		4	50	50	100	4
6	MMB712	Human Resources Management	4		4	50	50	100	4
7	MMB714	Managerial Communication	3		3	50	50	100	3
8	MMB716	Innovation and Entrepreneurship	3		3	50	50	100	3
9.	MMB792	Semester End Viva						50	1
		Total	26		26	400	400	850	30

PCDs

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB808	BEC		2	2	50		50	1
2	MMB810	Soft Skills -1 (Work Shop)		2	2	50		50	1
		Total		4	4	100	100	100	2

Summer Internship to be done during summer vacation at end of first year for 8 weeks, carrying 2 credits and 1 credit for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.



GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MMB 702	Course Title: Operations Research	
Semester: II	Course Type: Core	Credits:4
Home Programme(s):MBA (General)	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

This course will introduce you to some deterministic and probabilistic models in Operations Research. The course will focus on mathematical modelling and strong emphasis will be given to model formulation. The deterministic models include linear programming problems, transportation problems and Assignments problems whereas Game theory, Simulation and Network models are covered in probabilistic models.

Course Objectives

- To familiarize students with the basic concepts, models and principles of the operations research theory.
- To develop skills in formulating and structuring decision-making problems as mathematical models.
- To understand the use of software for obtaining solutions of the models formulated and interpretation of results for better decision making.

Course outline and indicative content

Unit I (10 sessions) (CO1, CO2, &L2)

Introduction: Nature and meaning of Operations Research, Management applications of Operations Research, main characteristics of Operations Research, scope of Operations Research, role of Operations Research in decision making. Introduction to Model Building, Formulation of a Linear Programming problem, some basic concepts/principles, solution by graphic method.

Unit II (11sessions) (CO2, CO4, L2, L3& L4)

Linear Programming – Introduction to simplex method, slack & surplus variables, solution by Simplex method, sensitive analysis and duality.

Analyzing the solutions through Excel-SOLVER.

Unit III (9 sessions) (CO2, CO3, CO4, L2, L3 & L4)

Transportation Problems – Introduction, Basic feasible solutions by various methods: North-West, least Cost and Vogel’s Approximation. Assignment Problems – Introduction, Solution by various methods, Hungarian method.

Unit IV (8 sessions) (CO2, CO3, CO4, L3 & L4)

Game Theory and Simulation: Game theory: Introduction, Two Person Zero Sum Games, Pure Strategies, Dominance Principle, Graphical; Simulation: introduction, types of simulation, generation of random numbers, Monte Carlo Simulation, and waiting lines.

Unit V (10 sessions) (CO2, CO5, L3, L4 & L5)

Network Scheduling by PERT / CPM: Introduction, network and basic components, logical sequencing, rules of network construction, Critical Path Analysis, probability considerations in PERT, distinction between PERT and CPM.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Identify the roles and responsibilities of operations managers in different organizational contexts	A1, A3
CO2	Identify and formulate operations research models that represent real world problems	A1, A4
CO3	Understand the mathematical tools that are needed to solve decision making problems	A1, A2, A3
CO4	Use Excel-Solver software to solve the proposed models.	A3
CO5	Develop reports that describes the model and the solving technique, analyze the results and propose recommendations to the decision-making processes	A3, A4

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera	Individual	Presentations / Q&A / Viva	10
A3	Case / Project Work	Groups	Presentations / Report with Q&A / Viva	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1, A4)			
Procedural Knowledge				CO2 (A1, A4), CO3 (A1, A2, A3)	CO4 (A3) CO5 (A3)	
Meta Cognitive Knowledge						

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, through MS-Excel, directed study, independent study via case studies and project activities (individual & group).

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. You should not limit yourself to one book and should explore other sources on your own. You need to read different books and journal papers to get clarity on certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library.

References:

1. Quantitative Techniques in management (5e) – N D Vohra, TMH.
2. Introduction to Operations Research- Hillier, F. S. and Lieberman, G. J. (8th ed.), New York: McGraw-Hill.
3. Quantitative Techniques for Managerial Decisions- Sharma, McMillan.
4. Operations Research: An introduction-Taha, H., Pearson Education.
5. Introduction to Management Science – Anderson, Sweeney & Williams.
6. Quantitative methods for Business, Anderson et. al. 12e, Cengage
7. Quantitative Techniques in management (5e) – N D Vohra, TMH.
8. Operations Research Theory and Applications – J K Sharma.

CO PO Mapping

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MMB 704	Course Title: Financial Management	
Semester: II	Course Type: Core	Credits:4
Home Programme(s): MBA (BA)	Batch/Academic Year: 2020-2021	
Course Leader:		

Course description

Financial management is one of the most important aspects in business. In order to start up or even run a successful business, you will need excellent knowledge in financial management. Knowledge of Financial Management will help organisations in planning and acquisition of funds; effectively utilising and allocating the funds received or acquired; making critical financial decisions; improving the profitability of organisations; and increasing the overall value of the firms or organisations.

Course Objectives

- To understand comprehensively how the various principles of financial theory that are being applied for corporate decision making - whether it is strategic, analytical or simply the routine decisions a financial manager takes every day.
- To provide clarity on the assumptions and concepts underlying the decision making in the area of Finance.
- To get familiar with the techniques of Financial Planning and

Analysis

Course outline and indicative content

Unit – I (7 sessions) (CO1, CO2, L2, L3)

Nature, Scope, Goals and organization of finance function -The finance function and its interlinkages with other functional areas of management - Finance Vs Accounting, Corporate Finance Vs Financial Management - Time value of money – PV and FV in case of lumpsum, Annuities and Uneven Cashflows- Introduction to measurement of Risk and Return.

Unit – II (10 sessions) (CO2, CO3, CO4, L2, L3, L4)

Cost of Capital and Capital Structure (Financing Decision): Sources of Finance for Business –Classification of markets- Concept of Cost of Capital –Cost of equity, debt and WACC- Theories of Capital Structure –Factors affecting Capital Structure Decision- Introduction to leverage- Types of leverages and Measurement.

Unit – III (10 sessions) (CO2, CO3, CO4, CO5, L3, L4, L5)

Investment Decisions (CAPEX): Phases of Capital Expenditure Decisions, Capital Budgeting Process - Estimating cash flows for capital budgeting - Capital Budgeting Techniques for decisions making - Introduction to Risk Adjusted Capital Budgeting Techniques.

Unit – IV (8 sessions) (CO1, CO3, L2, L4)

Working Capital Management: Meaning of Working capital – Factors influencing working capital – Estimating working capital requirement- Managing various components of Working Capital: Cash and Marketable securities management; Accounts Receivable and inventory management- EOQ- Reorder levels – Inventory cycle - Operating cycle – Cash Conversion cycle – Sources of financing working capital

Unit – V (5 sessions) (CO1, CO4, L2, L4)

Dividend Decisions: Factors influencing dividend Decisions-Classification of dividends – Theories of Dividend –Walters and Gordon Model- MM Model.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of financial management	A1,A3
CO2	Apply measures of cost of capital/ solve problems on time value of money	A2
CO 3	Analyze information and construct a statement of cashflows in capital budgeting, estimate WACC, estimate Working Capital Requirement	A3,A4
CO 4	Make use of dividend models, capital structure theories for decision making	A3,A4
CO 5	Evaluate alternative capital budgeting techniques for decision making	A3, A4

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written –L2, L3 levels	20

A2	Coursera/Onlinecourse	Individual	Viva/Presentation on completion of the course -L3, L4 levels	10
A3	Case study/ Project/ Assignment	Group/ Individual	Discussion and Presentation -L4,L5 levels	20
A4	End-term examination	Individual	Written - L2, L4, L5 levels	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 (A1, A3)				
Conceptual Knowledge			CO2 (A2)			
Procedural Knowledge		CO1 (A1, A3)	CO2 (A2)	CO3 (A3,A4)	CO4 (A3,A4)	
Meta Cognitive Knowledge				CO4 (A3,A4)	CO5 (A3, A4)	

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, online teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group).

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

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**GITAM Institute of Management (GIM)
Gandhi Institute of Technology and
Management (GITAM)**

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MMB 706	Course Title: Business Research Methodology	
Semester: II	Course Type: Core	Credits: 3
Home Programme(s): MBA (General)	Academic year: 2019-20	
Course Leader:		

Course description

Research methodology is the systematic and scientific method of how to review and research a topic. It starts with identification of the problem and continues with sample design, data collection, analysis and report. It is extensively used to find a solution to a problem and enhance knowledge. Continuous growth is one of the key challenges for business, which needs innovative ideas and solutions to stagnation in growth. Research is a valuable tool for businesses to identify potential avenues for growth and solutions to problems. Understanding the methodology to be adopted when researching is, therefore very crucial for businesses.

Course Objectives

- To understand the formulation of research problem and hypotheses
- To learn critical analysis, problem solving and research skills
- To enable students to understand the rationale for using a particular qualitative and quantitative research method
- To enable students to understand various methods to select appropriate research designs and methods to investigate their chosen research problems

UNIT-I:

Introduction: Importance of research methodology, types of research methodology, research process, Identification of the problem: Hypothesis formulation, components of research design. 3-sessions

UNIT-II

Sample design -census Vs population, determination of sample size, sampling techniques- data collection - primary data, secondary data- methods of collecting primary data, guidelines and design of questionnaire, interview and observation techniques, Sources of secondary data. 3-sessions

UNIT-III

Data Processing: Scaling techniques, data processing: Editing, coding, classification and tabulation, interpretation; SPSS - creating and entering data. 4-sessions

UNIT-IV

Data Analysis: Diagrammatical and Graphical representation of the data; Components of hypothesis, Hypothesis testing procedure, Parametric tests - t distribution, Z test, F test and ANOVA - one way and two ways test. 6-sessions

UNIT-V

Data Analysis and Report Writing: Non-Parametric tests - Chi-Square test, Man Whitney 'U' test, Kruskal - Wallis test; Introduction to multivariate analysis, multiple regression, Discriminant Analysis, Factor analysis; Types of reports, parts of report and presentation of reports. 14-sessions

(Note: Numerical Problem only on Parametric and non-Parametric tests)

On successful completion of this course, students will be able to:

	Course Outcomes (COs)	Assessment
CO1	Demonstrate their knowledge on addressing various management decision process through business research.	A1, A3
CO2	Demonstrate their skill to apply different research techniques in a scientific manner to assist the management for proper decisions on functional aspects.	A3
CO3	Acquire knowledge in generating and handling data with the help of statistical software to draw meaningful conclusions and suitable suggestions.	A3

CO4	Conduct field based surveys either for problem identification or problem solving management issues.	A2
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Assessment methods

	Task	Task type	Task Mode	Weightage (%)
A1	Mid exam (one)	Individual	Written –L3 level	20
A2	Coursera	Individual		10
A3	Research Project (one)	Group	Report(8-10 pages) –L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	I1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1, A3)			
Procedural Knowledge				CO2(A3), CO3(A3)	CO4 (A2)	
Meta Cognitive Knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, E-Books, Websites, E-Library, Handouts.

CO PO Mapping

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**GITAM Institute of Management (GIM)
Gandhi Institute of Technology and
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(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code:MMB 708	Course Title: Operations Management	
Semester: II	Course Type: Core	Credits: 4
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

Operations Management (OM) is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share. Therefore, this course is designed to:

- Understand the process model of operations that describes inputs being transformed into outputs within the boundary of an operations system.
- Know the role of operations managers, in particular the importance of focusing on suppliers and customers who are outside this boundary, as well as on other aspects of the operations system's external environment.

Course outline and indicative content

UNIT – I (8 Sessions)(CO1, CO2, L1 & L2)

Introduction to Operations & Operations Strategy

Introduction to Operations Management- Scope, Need, Input-Process-Output Model, Nature of Operations, Goods Vs. Services, Four Vs, Five Performance Objectives, Operations Strategy and its Formulation.

UNIT – II (8 Sessions)(CO2, L2& L3)

Designing Operations

Designing Products and Services: Product Development, Sequential vs Concurrent Design. Process Design: Manufacturing and Service Process Types, Service Delivery Systems. Layout Planning - Types of Layout,

Implications for Layout Planning, Layout Design.

UNIT – III (8 Sessions) (CO2, CO3, L2, L3 & L4)

Planning and Control of Operations – I

Facilities Location – Location Decision Relevant Factors, Dependent and Independent Demand, Strategies to Meet Demand, Loading – Finite and Infinite, Sequencing, Capacity Planning.

UNIT – IV (8 Sessions) (CO3, CO4, L3, L4& L5)

Planning and Control of Operations – II

Aggregate Production Planning (APP) -Strategies, Master Production Scheduling – Linkages with APP. Evolution of ERP – Developing MRP Logic - Bill of Materials (BoM), Lot Sizing Rules, Inventory Management.

UNIT – V (8 Sessions) (CO1, CO2, L1, L2& L3)

Quality Management

Introduction to Quality and its Characteristics, Quality Philosophy – Perspectives from WE Deming, PB Crosby and JM Juran, Quality Assessment Models and Frameworks – FEQM and ISO9001, Service Quality, BPR vs Continuous Improvement – Introduction to TQM, Lean and Six Sigma.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand the basics of operations management using manufacturing and service examples.	A1, A3, A4
CO2	Identify the roles and responsibilities of operations managers in different organizational contexts.	A1, A2, A3, A4
CO3	Apply the planning and control concepts for decision-making	A2, A3& A4
CO4	Analyze the operations to identify areas for improvement	A3, A4
CO5	Evaluate strategies for improvement in manufacturing and service contexts	A3, A4

Assessment methods

	Task	Task type	Task mode	Weightage(%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Presentation	10
A3	Case/Project	Group	Presentation & Report	20
A4	End Term Exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1(A1, A4)	CO1(A1, A3, A4)			
Procedural Knowledge				CO2 (A1, A3), CO3 (A2, A3, A4)	CO4 (A2, A3), CO5 (A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code:MMB 710	Course Title: Marketing Management	
Semester: II	Course Type: Core	Credits: 4
Home Programme(s):MBA	Batch/Academic Year: 2020-21	
Course Leader:		

Course description

Introduction

Marketing helps to communicate the value of a product or service to the consumer, with an aim to sell the product. Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability on the field. The importance of the 4 Ps of Marketing, i.e. Product, Pricing, Promotion and Place can never be undermined.

This course provides an overview of marketing processes and marketing principles, and provides students with the opportunity to apply the key concepts to practical business situations

Course Objectives (COs)

- To explain the conceptual framework of marketing and its applications in “the real world”
- To apply marketing concepts to make business decisions under various environmental constraints
- To illustrate the functionality and application of elements of Marketing Mix
- To create a suitable Marketing plan for a product
- To assess the range of common strategies used, with each of the various promotional mix tools.

UNIT-I (8 sessions) (CO1, CO2, L1 & L2):

Introduction to Marketing: Nature, Scope, functions and importance of Marketing – Marketing concepts -Philosophies of Marketing. The environment of marketing –macro and micro components

UNIT-II (8 sessions) (CO2, L2 & L3):

Building Customer value, Satisfaction and loyalty – Buyers behaviour – consumer verses organizational -Factors influencing buyer behaviour – The Buying Decision Process: The Five-Stage Model - Segmenting, Targeting and Positioning - Concept of Market Segmentation, Bases and Levels of Segmenting Consumer Markets, Effective segmentation criteria, Evaluating and Selecting Target Markets. Targeting (T), Positioning (P) Value Proposition and USP

UNIT-III (8 sessions) (CO2, CO3, L12, L3 & L4):

Marketing mix: Elements of the marketing Mix – four P’s, extended 7 P’s of services. Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Product life cycle; New product development and consumer adoption process

UNIT-IV (8 sessions) (CO3, CO4, L13 & L4) :

Price: Factors influencing pricing - Pricing Objectives - Methods of Pricing - Channels of Distribution: Definition - Need - Types of channels, channel conflicts- types - channel management

UNIT-V (8 sessions) (CO3, CO4, L3, L4 & L5) :

Promotion: Nature and Importance of promotion - Promotion Mix – Managing Advertising, Sales Promotion, Personal Selling, Public Relations and direct marketing - Integrated Marketing Communication (IMC)-Role of technology in promotion –social media marketing –Recent trends –Green marketing

On successful completion of this course, students will be able to:

	Course Outcomes (COs)	Assessment
CO1	Have an insight into the basic marketing concepts, the role of marketing in the organization.	A1
CO2	Understand issues of marketing with an emphasis on learning to develop responsive marketing strategies that meet customer needs	A3
CO3	Get acquainted with the components of marketing mix, stages in new product development	A3 & A2

CO4	Analyze the objectives and methods for pricing products and selecting channel members	A3 & A2
CO5	Evaluate the techniques of promotion mix.	A2

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Quiz/Assignment	10
A3	Project/ Case study	Group	Presentations & Report	20
A4	End-term exam	Individual	Written	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1 (A1) (A3)	CO2 (A3) (A4)			
Procedural Knowledge				CO3 (A2&A3) CO4 (A2)	CO5 (A2)	
Meta Cognitive Knowledge						

Learning and teaching activities

Classroom Teaching, online courses, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

CO PO Mapping

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Visakhapatnam – 45.

Course Code: MMB 712	Course Title: Human Resource Management	
Semester: II	Course Type: Core	Credits: 4
Home Programme(s): MBA	Batch/Academic Year: 2020-2021	
Course Leader:		

Course description

The general purpose of this course is to familiarize students with the basic principles and techniques of HRM. The course takes a practical view that integrates the contributions of the behavioral sciences with the technical aspects of implementing the HR function in the real world. This basic understanding of HRM is essential for the student when he enters into the diverse work places. The key objective of this course is to give an understanding that HR Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance.

Course Objectives

- Comprehend in depth the theoretical framework and the basic principles of HRM.
- Comprehend in depth functions of HRM (Job analysis, man power planning, and recruitment, selection, on boarding, training & development, appraisal, compensation).
- Apply the principles and techniques of HRM gained through this course to the discussion of major personnel challenges and the solution of typical case problems.

Course outline and indicative content

Unit I (10 sessions) (CO1,L2)

Fundamentals Of HRM: Evolution Of HR Function, The Nature And Scope Of HRM, Challenges of HRM, Competencies Of HR Manager.

Unit II (10 sessions) (CO2,L2,L4)

Procurement: Job Analysis, Job Design, Job Evaluation Human Resource Planning, Recruitment, Selection, on boarding.

Unit III (10 sessions) (CO3,L2,L4)

Development: Training needs analysis, designing the training program, methods of training, difference between training & development, performance appraisal.

Unit IV (10 sessions) (CO4, L2,L4,L5)

Compensation and Maintenance: Basic factors in determining pay rates, basic, supplementary and executive remuneration, safety and health.

Unit V (10 sessions) (CO5, L2,L4,L5)

Integration and Separation: Quality of work life, collective bargaining, separation process, Exit Interview.

On successful completion of this course, students will be able to:

	Course Outcomes (COs)	Assessment
CO1	Understand the fundamentals, evolution & challenges of HRM	A1,A2,A3
CO2	Explore the role of HRM in procurement of human resources	A2, A3
CO3	Evaluate training needs, methods of appraisal and perceptual errors	A3
CO4	Analyze the basic factors in designing the compensation	A1, A3
CO5	Evaluate the process of integration and separation for quality of work life	A1, A3

Assessment Methods

	Task	Task Type	Task mode	Weightage (%)
A1	Mid exam (one)	Individual	Written –L3 level	20
A2	Survey/GD/Presentation / Roleplays(one/Group)	Group	Report/Presentation(8-10 pages) –L4 level	20
A3	Coursera	Individual	Certificate/Assignment	10
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						

Conceptual knowledge		CO1 (A1, A2, A3)				
Procedural knowledge		CO2 (A2,A3)		CO4 (A1, A3)	CO3 (A3) CO5 (A1, A3)	
Meta cognitive knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment, surveys, etc.

Teaching and learning resources

Study material, E-Resources, E-Books, Websites, E-Library, Handouts.

Soft copies of uncovered topics in the text books and case material will be made available through G-learn. Students are required to go through E-Resources (Gitam.edu) and required study material & handouts along with the following suggested readings.

TEXT BOOK

- Gary Dessler&BijuVarkkey, "Human Resource Management", Pearson, New Delhi, 16th edition.
- George W Bohlander, Scott A Snell, "Principles of human Resource Management", Cengage Learning, 2017.16th edition.

REFERENCES

- Edwin B Flippo, "Personnel Management", Tata McGraw Hill Publishing, New Delhi, 1984
- John H. Bernardin, "Human Resource Management - An Experiential Approach", Tata McGraw Hill, New Delhi, 2013
- Mirza, Saiyadain, "Human Resource Management", Tata McGraw Hill, New Delhi, 2013
- Gary Dessler&BijuVarkkey, "Human Resource Management", Pearson, New Delhi, 2015 14th edition.

JOURNALS

- Harvard Business Review, Harvard Business School Publication USA
- People Matters online Magazine
- Vikalpa, Indian Institute of Management, Ahmedabad

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Visakhapatnam – 45.

Course Code: MMB 714	Course Title: Managerial Communication	
Semester II	Course Type: Core	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020 – 2021	
Course Leader:		

Course description

The focus of this paper is to make the students understand organizational communication, the impact of interpersonal relationships on interpersonal communication, to gain a perspective on the Management process and its dependence on communication.

Course Objectives

- To gain an overall perspective on the nature of human relationships and its impact on communication
- To understand the communication-process model to appreciate organizational communication
- Analyze the effectiveness of human communication in terms of intrapersonal and interpersonal variables of interpersonal communication
- Learn three Models of Interpersonal Communication and apply them to increase their communicative effectiveness by understanding the underlying relationship on which interpersonal communication is based
- Learn to attain and develop interpersonal influence and influence others to develop and utilize their talents

Course outline and indicative content

UNIT I: (10 Sessions) CO1, CO2, L2

Communication and Management - The Paradox of Human Communication –
The Management Process and Communication- Communication as a process
- Achieving effectiveness in Human Communication

UNIT II: (10 Sessions) CO2, CO3, L2

Management of Interpersonal Communication - Intrapersonal Foundations for
Communication – Motivation; Perception; Emotions.

UNIT III: (10 Sessions) CO3, L5

Models for Understanding Interpersonal Relationships- Models- Exchange Theory; Johari Window; Transactional Analysis.

UNIT IV: (10 Sessions) CO4, L4

Barriers – Power Differences - Language - Defensiveness - Gateways – Interpersonal Trust - Listening - Feedback - Nonverbal Communication – Non Directive Counselling

UNIT V: (10 Sessions) CO4, L4

Interpersonal Influence - Interpersonal Influence – The Influence Process – Resistance to Change – Organizational Limitations to Interpersonal Influence

On successful completion of this course, students will be able to:

	Course Outcomes (COs)	Assessment
CO1	Understand the fundamentals of interpersonal communication and interpersonal relationship	A1,A2,A3
CO2	Explore the communication-process model to understand the variables of organizational communication	A1,A2, A3
CO3	Evaluate the three models of interpersonal communication for effective communication	A1, A3
CO4	Analyze the dynamics of power, barriers to communication and interpersonal influence within the context of the organizational hierarchy	A1,A2, A3

Assessment methods

Assessment Tool	Nature	Participation	Assessment mode	Weightage (%)
A1	Mid exam (one)	Individual	Written –L3 level	20
A2	Case Report/ Case Presentation	Individual	Report /Presentation (8-10 pages) –L4 level	20
A3	Coursera Certificate	Individual	Viva	10
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs-Bloom's levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO1 (A1, A2, A3)				
Procedural knowledge		CO2 (A2, A3)		CO4 (A1, A3)	CO3 (A1, A3)	
Meta cognitive knowledge						

Learning and teaching activities

Lectures, experiential exercise, role play, videos, PowerPoint presentations, guest lectures will comprise the delivery of the course. Case Method - Classroom presentations and Case Reports. Lectures are designed to supplement and go beyond the assigned readings.

Teaching and learning resources

Soft copies of teaching notes and cases will be made available through X-Learn/GLearn. Required handouts will be distributed in the class. Required textbooks, journals and magazines will be prescribed.

TEXT BOOK

Wofford, Gerloff and Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, McGraw Hill, 1977

REFERENCES

- Bovee & Thill, Business Communication, Pearson Education, 2019
- Lesikar & Flatley, Basic Business Communication – Skills for Empowering the Internet Generation, 9th Edition, McGraw-Hill, 2019
- Monippally, M M., Business Communication Strategies, McGraw Hill, 2016

JOURNALS

1. Asia Pacific Journal of HRM, Asia Pacific Institute of Management, New Delhi.
2. GITAM Journal of Management, GITAM University, Visakhapatnam.
3. Harvard Business Review, Harvard Business Publishing Co., USA.
4. HRD Times, National HRD Network, Hyderabad.

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MMB 716	Course Title: Innovation & Entrepreneurship	
Semester: II	Course Type : Core	Credits: 3
Home Programme(s): MBA (BA)	Batch/Academic Year: 2020 -21	
Course Leader:		

Course description

The process of converting ideas into a viable business proposition is a critical factor in today's economy. Entrepreneurship is a structured and dynamic process that involves creativity, risks, and meticulous planning. This course aims to lay a foundation and basic understanding of the Entrepreneurial framework and develop the competency to think and act entrepreneurially. Entrepreneurship in practice involves acquiring the necessary skills, competencies, and action- based activities.

Course Objectives

This course aims to enable the students to know how the innovations, opportunities, and ideas convert into a new business.

Students are able:

1. To know various theories of entrepreneurship and trends.
2. To generate new business ideas from various sources.
3. To identify various issues and challenges in starting a new venture.
4. To know the elements of a business plan and designing a business model.
5. To compare and contrast the entrepreneurship practices in the family business and social enterprise

Course outline and indicative content

Unit I : (Number of Sessions-7)

Entrepreneurship Theory & Identification of Trend Internal & External business environment, Theory of Entrepreneurship, Evolution of Entrepreneurship, Approaches to Entrepreneurship, Entrepreneurial process, Entrepreneurial mindset, Entrepreneurial characteristics, Trends in Entrepreneurship Research , Corporate Entrepreneurship and Innovation, Entrepreneurship.(CO1, L1, L2)

Unit II : (Number of Sessions-8)

Innovation , Opportunity Identification and legal issues of entrepreneur (Opportunity Identification - Entrepreneurial imagination and creativity, Innovation and the Entrepreneur - The Innovative Process, Types of innovation, Principles of Innovation, sources of innovative ideas, Parameters for internal evaluation of an idea, Minimum Viable Product. Intellectual Property, Legal Challenges in Entrepreneurial ventures – an overview, Patents, copyrights, trademarks, IP infringement and its legalities, Legal Structures for Entrepreneurial Ventures.(CO2,L2,L3)

Unit III: (Number of Sessions-8)

New Venture Creation :New venture creation process - Challenges of new venture start-ups, Why New-Ventures fail, New- Venture Evaluation Process, Critical factors for New-Venture Development -Funding innovation, Importance of business valuation and different stages of funding, Debt vs Equity Financing, Different types of funding sources - Bootstrapping, Crowdfunding, Venture Capital, Business Angels, succession and exit strategy.(CO3, L3,L4)

Unit IV : (Number of Sessions-10)

Business Plan and Business Models : Entrepreneurial ventures and Business Plan preparation for New Ventures – Pit falls in business planning, Benefits of business plan and Elements of a Business Plan-Executive summary-marketing plan, production and operations plan, organizational Business Model Generation Principles, types of business models, Business Model Generation in Practice - Canvas, Patterns, Design, Strategy, Process -Contemporary Business models in era of Disruption – Netflix business model. (CO3, CO4,L3,L4)

Unit V : (Number of Sessions-7)

Family Business and Social Entrepreneurship: Family Business – Family Business models and practices, Succession Plan and transfer of power, Financial considerations and valuation of the family business, adopting to current business environment, new technologies and global expansion - Social Entrepreneurship - Social Capital -Drivers and Challenges of Social Entrepreneurship -

Empowerment of Beneficiaries, Business Models for Social Enterprises, Scaling Up of the social enterprises, Sustainability of Social Enterprise in practice - Aravind Eye Hospital Model- Grameen Bank Model of Bangladesh- - Barefoot College. (CO1, CO5,L4,L5)

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand various aspects of the entrepreneurial process and trends in entrepreneurship.	L2
CO2	Identify new business opportunities and outline the legal aspects of entrepreneurship in practice.	L4 ,L5 &L6
CO3	Examine the process and prospects of a new venture.	L4, L5 &L6
CO4	Develop a business plan and design a business model.	L5 &L6
CO5	Appraise the entrepreneurship process in the family business and social enterprise.	L5&L6

Assessment methods

Assessment Tool	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written L3 level	20
A2	Case study/Project	Group/ Individual	Discussion and Presentation -L5 level	20
A3	Coursera	Individual	Viva/Presentation on completion of the course	10
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge	CO1 (A1,A4)	C05 (A1,A4)				

Conceptual knowl- edge		CO2 (A1,A3)		CO2 (A1,A2)		
Procedural knowl- edge			CO3 (A1,A2)		CO3 (A1,A2)	
Meta cognitive knowledge					CO4 (A2,A4)	CO4 (A2,A4)

Learning and teaching activities

- Case Analysis
- Situation Analysis
- Brainstorming
- Group Discussion
- Research Project
- Chalk and Talk
- Student Presentations

Teaching and learning resources

Textbook

Kuratko, D. *Entrepreneurship: Theory, process, and practice* (International Edition; 9th ed.): Cengage Learning. 2013./ Latest Edition.

Other Books

Osterwalder, A., & Pigneur, Y. 2010. *Business Model Generation: A Handbook for Visionaries, Game Changers, And Challengers* Wiley.

Neck, Heidi & Greene, Patricia & Brush, Candida. (2014). *Teaching entrepreneurship: A practice-based approach*. 10.4337/9781782540564.

Journals

- Shane, S., & Venkataraman, S. 2000. The Promise of Entrepreneurship as a Field of Research. *Academy of Management Review*, 25(1): 217-226.
- Shane, S. 2012. Reflections on the 2010 AMR Decade Award: Delivering on the Promise of Entrepreneurship as a Field of Research. *Academy of Management Review*, 37(1): 10-20.
- Murphy, P. J., Liao, J., & Welsch, H. P. 2006. A conceptual history of entrepreneurial thought. *Journal of Management History*, 12(1): 12-35.
- de Jong, J. P. J., & Marsili, O. 2015. The distribution of Schumpeterian

and Kirznerian opportunities. *Small Business Economics*, 44(1): 19-35.
Baron, R. A. 2006.

- Kirzner, I. 1999. Creativity and/or Alertness: A Reconsideration of the Schumpeterian Entrepreneur. *The Review of Austrian Economics*, 11(1-2): 5-17.
- Eckhardt, J. T., & Shane, S. A. 2003. Opportunities and Entrepreneurship. *Journal of Management*, 29(3): 333-349.
- Haynie et al, 2010. A situated metacognitive model of the entrepreneurial mindset. *Journal of Business Venturing*, 25: 217-229.
- Blank, S. 2013. Why the Lean Start-Up Changes Everything? *Harvard Business Review*, 91(5): 63-72.
- Ries, Eric. 2011. *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Crown Business. (Book)
- Sarasvathy, S. D. 2001. Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency. *The Academy of Management Review*, 26(2): 243-263.
- Dew, N., Read, S., Sarasvathy, S. D., & Wiltbank, R. 2009. Effectual versus predictive logics in entrepreneurial decision-making: Differences between experts and novices. *Journal of Business Venturing*, 24(4): 287-309.
- Perry, J. T., Chandler, G. N., & Markova, G. 2012. Entrepreneurial Effectuation: A Review and Suggestions for Future Research. *Entrepreneurship Theory and Practice*, 36(4): 837-861.
- Zott, C., Amit, R., & Massa, L. 2011. The Business Model: Recent Developments and Future Research. *Journal of Management*, 37(4): 1019-1042.

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Semester -III

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB801	Strategic Management	3		3	50	50	100	3
2	MMB803	Business Ethics and Corporate Governance	3		3	50	50	100	3
3		Elective – 1	3		3	50	50	100	3
4		Elective – 2	3		3	50	50	100	3
5		Elective 3	3		3	50	50	100	3
6		Elective – 4	3		3	50	50	100	3
7		Elective – 5	3		3	50	50	100	3
8		Elective – 6	3		3	50	50	100	3
9	MMB891	Summer Internship and Viva				100		100	2+1
10	MMB893	Semester End Viva						50	1
		Total	24		24	50	400	950	28

PCDs

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB812	CBA -2	2		2	50		50	1
2.	MMB814	Soft Skills -2 (Work Shop)		2	2	50		50	1
		Total	2	2	4	100		100	2

Each student has to choose **6 elective courses** from 6 specialization groups during semester III. However, student should choose minimum 2 electives from each specialization group. And minimum no. of students for each elective should be 20. In case of Business Analytics specialization, student must choose 6 electives from that group only.

III Semester Elective Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
			<u>Finance</u>							
1.	MF1841	Elective	Financial Markets & Services	3		3	50	50	100	3
2.	MF1843	Elective	Security Analysis and Portfolio Management	3		3	50	50	100	3
3.	MF1845	Elective	Financial Statement Analysis	3		3	50	50	100	3
4.	MF1847	Elective	Fundamentals of Financial Services (CISI – 1)	3		3	50	50	100	3

5.	MFI849	Elective	Retail Bank Management	3		3	50	50	100	3
6.	MFI851	Elective	Securities Market Operations	3		3	50	50	100	3
Marketing										
7.	MMK841	Elective	Consumer Behaviour	3		3	50	50	100	3
8.	MMK843	Elective	Advertising & Brand Management	3		3	50	50	100	3
9.	MMK845	Elective	Sales & Distribution Management	3		3	50	50	100	3
10.	MMK847	Elective	Retail Management	3		3	50	50	100	3
11.	MMK849	Elective	Digital Marketing	3		3	50	50	100	3
12.	MMK851	Elective	Marketing Metrics	3		3	50	50	100	3
Human Resource Management										
13.	MHU841	Elective	Learning and Development	3		3	50	50	100	3
14.	MHU843	Elective	Employee Welfare and Labour Administration	3		3	50	50	100	3
15.	MHU845	Elective	Employment Laws - I	3		3	50	50	100	3
16.	MHU847	Elective	Compensation Management	3		3	50	50	100	3
17.	MHU849	Elective	Human Resource Value Proposition	3		3	50	50	100	3
18.	MHU851	Elective	Performance Management	3		3	50	50	100	3
Operations & Business Analytics										
19.	MOP841	Elective	Production Planning and Control	3		3	50	50	100	3
20.	MOP843	Elective	Supply Chain Management	3		3	50	50	100	3
21.	MOP845	Elective	Project Management	3		3	50	50	100	3
22.	MBA841	Elective	Decision Support System	3		3	50	50	100	3
23.	MBA843	Elective	Data Analysis with R	2	2	4	50	50	100	3
24.	MBA845	Elective	Data Analysis with Advanced Excel	2	2	4	50	50	100	3
25.	MBA847	Elective	Data Warehousing	3		3	50	50	100	3
26.	MBA847	Elective	Data Analysis with SAS	2	2	4	50	50	100	3
27.	MBA849	Elective	Machine Learning - I	2	2	4	50	50	100	3



GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MMB 801	Course Title: Strategic Management	
Semester: III	Course Type: Core	Credits:3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

Any change that a business plans to implement has a strategy. Organizations that engage in strategic management generally outperform those that do not. The attainment of an appropriate match or fit between an organization's environment and its strategy, structure, and processes has positive effects on the organization's performance. As the world's environment becomes increasingly complex and changing, strategic management is used by today's corporations as one way to make the environment more manageable. However, strategic decisions need to be made on sound judgement. The key to any successful strategy is the thoroughness of its formulation, implementation and control. Hence it is imperative that every Management student is exposed to basic methodology of strategic management and the steps taken for rolling out an effective strategy. This course intends to make the students well versed with the understanding, analysis and evaluation of various stages of strategic management process and development of strategies.

Course Objectives

This course intends the student to

- Be familiar with the concepts of Strategic management and describe the basic model of strategic management.
- Know the Industry analysis, Competitor Analysis and Organizational Analysis to gain Competitive Advantage.
- Realize the Strategy Formulation framework to arrive at strategic choice/formulation.
- Comprehend the formulation of Corporate, Business and Functional Strategies.
- Appreciate the various aspects of Strategy Implementation and Control for accomplishing desired results

Course outline and indicative content

Unit I (07Sessions) (CO1, L1 & L2, L3)

Basic concepts of Strategic Management

Strategy, Strategic Decisions, Strategic Management, Evolutionary Phases of Strategic Management, Benefits of Strategic Management, Basic Model of Strategic Management, Pitfalls in Strategic Planning, Levels of Strategic Management, Vision, Mission and Objectives-Strategy competitive advantage.

Unit II (10Sessions)(CO2, L4& L5)

Strategic Analysis

Environmental scanning: Components of the external environmental analysis, Identifying External Environmental Variables. **Industry analysis:** Industry Life Cycle Analysis, Porters Five Force Model, Strategic Groups. **Competitor Analysis:** Analyzing Market Commonality and Resource Similarity, Competitive Intelligence, Monitoring Competitors for Strategic Planning. **Organizational Analysis and Competitive Advantage:** Resources, Capabilities, and Core Competencies, Building Core Competencies through VRIO framework and Value Chain Model.

Unit III ((08 Sessions)(CO3, L6)

Strategy formulation

Strategy Formulation framework, SWOT Matrix, Boston Consulting Group (BCG) Matrix, GE Matrix, The Grand Strategy Matrix-Blue ocean strategy, Resource based strategy formulation.

Unit IV ((10 Sessions)(CO4, L5& L6)

Formulation of Corporate, Business and Functional Strategies.

Corporate Level Strategies: Stability Strategies, Growth Strategies: Intensive Strategies - Integration Strategies - Diversification Strategies, Defensive Strategies: Turnaround – Divestment – Liquidation.

Business Level Strategies: Michael Porter's Generic Strategies: Cost Leadership – Differentiation – Focus.

Functional Level Strategies: Marketing, Finance, Production, R&D, Human Resources, Logistics, Information Technology.

Unit V ((10 Sessions)(CO5, L4 & L5)

Strategy Implementation and Control.

Issues of Strategy Implementation, Strategy – Structure relationship, Types of Organizational Structure for Strategy Implementation: Functional, Divisional, SBU, Matrix and Network/Virtual structures. Strategic leadership, Strategy supportive culture, Strategic change management, Strategy Control, Balanced Score card approach.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Describe strategic management and present its model through the examination of vision, mission and objectives of an organization.	A1, A2, A4
CO2	Illustrate industry & competitive analysis as well as resource-based view of the firm to assess the competitive position of the firm.	A1, A2, A4
CO 3	Generate alternative strategies by aligning key external and internal factors using appropriate techniques.	A4
CO 4	Evaluate the directional strategies in a typical organization and build competitive advantage through business and functional level strategies.	A3, A4
CO 5	Explain various issues of strategy implementation and evaluate strategic performance using strategic measures.	A1, A4

Case Analysis (Not Exceeding 200 words)

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Quiz/Assignment	10
A3	Project/Case study	Group	Presentations & Report	20
A4	End-term exam	Individual	Written	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1, A2,	CO1 (A1, A2, A4)	CO1 (A1, A2, A4)			

	A4)					
Conceptual Knowledge				CO2,- CO5 (A1, A2, A4)	CO2,- CO4, CO5 (A1, A2, A3, A4)	
Procedural Knowledge						CO3,- CO4 (A3, A4)
Meta Cognitive Knowledge						

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, PPTs, videos, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

TEXTBOOKS

1. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman and Charles E. Bamford "Concepts in Strategic Management and Business Policy", Pearson Education Limited, New Delhi, 2018.
2. Fred R. David and Forest R. David "Strategic Management: Concepts and Cases - A Competitive Advantage Approach", Pearson Education Limited, New Delhi, 2015.

REFERENCES

1. Charles W. L. Hill and Gareth R. Jones, Strategic Management Theory: An Integrated Approach, Cengage Learning, New Delhi, 2010.
2. Hitt, Ireland, and Huskisson "Strategic Management: Competitiveness and Globalization (Concepts and Cases)", Cengage Learning, New Delhi, 2017.
3. John A Pearce, Richard B Robinson and Amita Mittal, "Strategic Management: Formulation, Implementation, and Control", McGraw Hill, New Delhi, 2012.
4. Barry J. Witcher & Vin Sum Chau, "Strategic Management Principles & Practice", Cengage Learning, UK, 2010.

5. C. AppaRao, Parvathiswara Rao and B., Siva Ramakrishna, K., "Strategic Management and Business Policy", Excel Books, New Delhi, 2008
 6. V. S. P. Rao and V. Hari Krishna, "Strategic Management: Text and Cases", Excel Books, New Delhi, 2004.
1. Harvard Business Review, Harvard Business School, USA
 2. Vikalpa, Indian Institute of Management, Ahmedabad
 3. The Indian Management Researcher, GITAM Hyderabad Business School

CO PO Mapping

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GITAM Institute of Management (GIM)
Gandhi Institute of Technology and Management
(GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)

Visakhapatnam – 45.

Course Code: MMB 803	Course Title: Business Ethics and Corporate Governance	
Semester: III	Course Type: Core	Credits: 3
Home Programme(s): MBA (General)	Batch/Academic Year: 2020 -21	
Course Leader:		

Course description

Ethics and responsibility in business has received critical focus in the wake of the various corporate scams that rocked the global economy. It is believed by many that in the own interest of business, importance be given to ethical functioning. Business decisions often concern complicated situations that are neither totally ethical nor totally unethical. The need for imparting sound ethics and a responsible mindset in the future leaders is considered as one of the important aspects of higher education. Decision making, when facing ethical dilemmas that arise in a wide range of contemporary business practices, is crucial, and is enabled through moral reasoning and understanding ethical norms of individuals and organisations. Having an insight into the challenges that may be encountered in different functional areas in the business and understanding the impact of decision making on various stakeholders is very crucial for the management professionals.

Another area of importance which has come into the fore in recent times in the Business & Corporate segment is Corporate Governance. Understanding the need for, and the role of corporate governance on sustainability of business is the need of the hour for all management professionals.

Course Objectives

- Explain the concepts of personal and professional ethics.
- Describe the importance of business ethics and understand the need for ethical decision making.
- List out various ethical issues in functional areas of business management.
- Identify different corporate governance models.
- Explain the role of the board and governance committees in corporate governance

Course outline and indicative content

Unit I (8 Sessions) (CO1, CO2, L4)

Ethics and Values: Understanding ethics and values and their formation - personal and professional ethics; moral overconfidence - moral justification; moral disengagement – a basis for unethical behavior.

Unit II (8 Sessions) (CO2, L5)

Corporate Culture and Ethics: The need and importance of business ethics - Relation between ethics and business - Building an ethical corporate culture – the impact of business environment - Leadership and Code of ethics - Ethical dilemmas, conflict of interest and resolutions - ethical decision making - the impact of globalization on corporate culture - CSR as part of corporate culture.

Unit III (8 Sessions) (CO3,,L4)

Ethics in Functional Areas: *HR*–harnessing diversity and building a fair workplace devoid of discrimination and harassment - HSE – safe working conditions, privacy, work-life balance, whistle blowing - Ethical issues in Marketing Mix-Issues due to globalization-Handling mechanism of breach of a contract-Ethical issues in Finance - Financial Management- An overview-Importance of financial statements- Fiduciary duty-Ethical issues in mergers and acquisitions- Hostile takeovers (Poison pill, Greenmail, Golden parachute, Management buyouts) - Insider trading - Money laundering - Issues due to globalization-Role of accountants- Accountants employed within the organizations- Accountants I professional practices (The Auditor)- The rules governing the professional conduct of accountants- Ethical audits.

Unit IV (8 Sessions) (CO4, L6)

Corporate Governance An overview: Evolution of Corporate Governance- Models of Corporate Governance- Anglo-American model, German model, Japanese model and Indian model formulation –Issues in corporate governance- The emerging trend in corporate governance-E-Governance - Corporate Lobbying.

Unit V (8 Sessions) (CO5 , L6)

Corporate Governance- Structures and Processes: Selection of the board-Role of the board-Duties and responsibilities of board of directors-Governance committees-Committees of the Board: Audit committee, Remuneration committee, Nomination committee- Role of CEO -succession planning-Corporate governance reforms in India- Government role in ensuring corporate ethics-Contemporary issues in corporate governance in India.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Appraise the importance of personal and professional ethics (L4)	A1, A3 & A4
CO2	Explain why ethical decision making is vital in building successful business organisations.(L5)	A1, A2, A3 & A4
CO 3	Differentiate ethical issues in important functional areas of business. (L4)	A1, A2, A3 & A4
CO 4	Interpret the issues and emerging trends in corporate governance. (L6)	A1, A3 & A4
CO 5	Appraise importance of the board in corporate governance. (L6)	A3 & A4

Case Analysis (Not Exceeding 200 words)

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written – level(short/long/Case study)	20
A2	Coursera/ Online course	Individual	Viva/Presentation on completion of the course	10
A3	Case study/ Project	Group/ Individual	Discussion and Presentation	20
A4	End-term examination	Individual	Written – (short/long/Case study)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge				CO1 (A1,A2, & A4)		CO4 (A1, A2, A4)
Procedural Knowledge				CO3 (A1,A2, A3, A4)	CO2 (A1,A3, A4)	CO5 (A1, A3, A4)
Meta Cognitive Knowledge						

Learning and teaching activities

- Case Analysis
- Situation Analysis
- Brainstorming
- Group Discussion
- Research Project
- Chalk and Talk
- Student Presentations

Teaching and learning resources

Text Books:

1. Richard T. DeGeorge, “Business Ethics”, 7th Ed., Pearson, New Delhi, 2011
2. Fernando, A. C., “Business Ethics an Indian Perspective”, 3rd Ed., Pearson, New Delhi 2019

References:

1. M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi: 2007
2. R.C. Sekhar., Ethical Choices in Business, Response Books, New Delhi: 2007
3. Manikutty, S., “Being Ethical – Ethics as the foundation of Business”, Random House India, Noida, 2011
4. Andrew Crane and Dirk Matten, Business Ethics. Oxford Publication, New Delhi: 2007.
5. Daniel E. Palmer (2015), Handbook of Research on Business Ethics and Corporate Responsibilities, Publisher: IGI Global, US. [Book]
6. Michael Hoffman, Robert Frederick and Mark Schwartz (Ed) (2014), Business Ethics: Readings and Cases in Corporate Morality, Fifth Edition, Publisher: Wiley Blackwell, US. [Book]
7. Milton Friedman, The Social Responsibility of Business is to Increase Profits [Journal Paper]
8. Edward Freeman () Stakeholder Theory of Modern Corporation [Journal Paper]

Journals

1. Economic and Political Weekly, Sameeksha Trust, Mumbai.
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
3. Harvard Business Review, Harvard Business School, USA.

CO PO Mapping

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MFI 841	Course Title: Financial Markets And Services	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA		
Course Leader:		

Course description

- To provide the student an overview of financial markets and services in India and to familiarize them with important fee and fund based financial services in India.
- To make learner understand modern financial markets. Central themes are the structure of financial markets, their pricing function, the interaction between financial markets and macro-economic conditions, and the process of innovation and regulation in these market
- To familiarize student for the study in market efficiency and the interaction between government policies and financial market
- The course will consider the stress on financial instruments, markets in which they are traded, and attendant structures.

Course Objectives

- Understand what a financial system is and does, and the distinct functions of each component
- Understand some important financial instruments and the economic principles underlying their use
- Able to understand credit rating mechanism and working of mutual funds

Course outline and indicative content

UNIT-I

Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Money Markets - Bond Markets - Mortgage Markets - Stock Markets - Foreign Exchange Markets - Derivative Securities Markets – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT-II

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Wealth Management System

UNIT-III

Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing. Hire Purchase Vs. Leasing (NP in Leasing)

UNIT-IV

Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context; (NP in Factoring)

UNIT-V

Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL. NAV calculation – Sharpe, Jensen, Treynor models. **Case Analysis (Not Exceeding 200 words)**

On successful completion of this course, students will be able to:

CO	Course Outcomes	Assessment	Bloom Taximony
CO1	Analyse & Apply knowledge of Financial System and markets	A1,A4	L3,L4
CO2	Analyse and Apply various Financial and various Merchant Banking Services and their Growth	A1, A4,A3	L3,L4
CO3	Analyse Leasing types and Evaluate leasing vs. buying	A2, A4	L4,L5
CO4	Analyse Credit Rating systems and evaluate Factoring services	A2,A4	L3,L4
CO5	Understand and Mutual funds and types and evaluate NAV calculations models.	A3,A4	L2,L5

Assessment methods

Task		Task type	Task mode	Wieghtage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera			10
A3	Case / Project	Groups	Presentations, Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO5 (A3,A4)	CO1 (A1, A4) CO2 (A1,A3,A4)	CO1 (A1, A4) CO3 (A2, A4)	CO3 (A2,A4)	
Procedural Knowledge				CO2 (A1, A3, A4) CO3 (A2, A4) CO4(A2, A4)	CO4 (A2, A4) CO5 (A3, A4)	
Meta Cognitive Knowledge						

Teaching and learning resources

Suggested Books

- Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi
- V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
- DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
- Anthony Saunders and MM Cornett, Fin Markets &Institutions, TMH, New Delhi
- PUNITHavathy Pandian, Financial Markets and Services, Vikas, New Delhi
- Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai.
Meir Khan – Financial Institutions and Markets, Oxford Press.
- Madura, Financial Markets & Institutions, Cengage, New Delhi

Learning and teaching activities

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MFI 843	Course Title: Security Analysis and Portfolio Management	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA (2020-21) Admitted Batch		
Course Leader:		

Course description

Since the financial deregulations in 1991, Indian economy has grown significantly and businesses have learnt and trapped the other sources of capital, than just bank loans. These days, organizations have a separate wing that deals with treasuries and capital to help hedge their risk exposure, be it from foreign exchange or interest rate fluctuations. Understanding the basic tools required to perform valuations of stocks, assessing risk by using fundamental and technical analysis, can assist one to manage a firm's financials more efficiently.

Course Objectives

- To understand the basic concepts of Security Analysis, by calculating returns and risk
- To understand the basic concepts of Fundamental Analysis and Technical Analysis
- To understand the basic concepts of Portfolio Analysis and the concepts of Mutual Fund Portfolio management

Course outline and indicative content

Unit I (6 sessions) (CO1, CO2, L2, L3)

Introduction to security Analysis and Portfolio Management: Features of Investment – Investment vs. Speculation vs. Gambling – Risk definition and measurement; Stock Return and Valuation. Bonds – Valuation, Risks associated with bond investments, calculation of YTM. (NP)

Unit II (6 sessions) (CO2, CO3, CO4, L2, L3, L4)

Fundamental Analysis: Introduction to Economic analysis, components of Economic Analysis, Introduction to Industry analysis, components of Industry analysis, Introduction of Company analysis and components of company analysis.

Unit III (6 sessions) (CO2, CO3, CO4, CO5, L3, L4, L5)

Technical Analysis: Dow Theory, Support and Resistance Levels, Graphs and Charts; Technical Analysis vs. Fundamental Analysis; Indicators and Oscillators; Efficient Market Theory.

Unit IV (6 sessions) (CO1, CO3, L2, L4)

Portfolio Construction and selection: Markowitz model and efficient frontier, Sharpe Index model, Construction of Optimal portfolio, Capital asset pricing theory and arbitrage pricing theory. (NP)

Unit V (6 sessions) (CO1, CO4, L2, L4)

Performance Evaluation of Portfolios: Need for Evaluation – Evaluation using Sharpe, Treynor and Jensen Index. (NP).

On successful completion of this course, students will be able to:

CO	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of Security Analysis and Portfolio Management	A1
CO2	Apply Fundamental analysis to estimate/calculate the company reports	A2
CO3	Analyse information using Technical analysis and Fundamental Analysis	A3
CO4	Make use of models and theories used for the Portfolio construction and selection	A2& A4
CO5	Evaluate the performance of Portfolios	A1, A2&A5

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera	Individual	Online learning and assessment	10
A3	Weekly Virtual trading / Project Work	Individual	Weekly virtual trading performance / Report with Q&A/Viva	20
A4	End-term exam	Individual	Written (short/long theory and numerical)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 (A1, A4)				

Conceptual Knowledge			CO2 (A1, A4)			
Procedural Knowledge		CO1 (A1, A4)	CO2 (A1, A4)	CO3 (A2, A4)	CO4 (A2, A4)	
Meta Cognitive Knowledge				CO4 (A2, A4)	CO5 (A2, A4)	

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group).

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate Projects. Some of these reference books given below will be available in our library.

It is expected that an average student will be required to spend about two hour for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

- Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Publishing House, 201
- Ranganatham, M., and Madhumathi, R., “Investment Analysis & Portfolio Management”, Pearson, New Delhi, 2012
- Fisher & Jordon, “Security Analysis and Portfolio Management”, Tata Mc-Graw Hill, New Delhi, 2008
- Edwin J Elton, Martin J Gruber, Stephen J Brown & William N Goetzmann, “Modern Portfolio Theory and Investment Analysis”, Wiley, New Delhi, 2014
- V.K Bhalla, “Investment Management”, S.Chand& Company Pvt,Ltd.,New Delhi, 2014

Journals

- Harvard Business Review, Harvard Business School Publication Co. USA. Vikalpa, Indian Institute of Management, Ahmedabad

- GITAM Journal of Management, GITAM Institute of Management, GITAM deemed to be university, Visakhapatnam

CO PO Mapping

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MFI 845	Course Title: Financial Statements Analysis	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s): MBA(General)	Batch/ Academic Year : 2020-21 admitted batch	
Course Leader:		

Course description

The purpose of financial analysis is to assess the firm's historical financial performance in the context of its stated goals and strategy. The steps and tools used for financial statement analysis include ratio analysis, cash flow analysis, and the use of common size financial statements and other metrics. This process may also involve altering financial statements and developing thoughtful financial comparable.

Course Objectives

This course is designed primarily for students who expect to be intensive users of financial statements as part of their professional responsibilities to understand financial performance and financial position and forecast financial statements to make informed decisions and focus on developing skills in

- Accounting Analysis – Assessing quality of financial statements; Potential accounting distortions; Recasting financial statements
- Financial Analysis – Ratio analysis including the DuPont framework – Cash flow analysis and funds flow analysis
- Prospective Analysis – Using accounting numbers in forecasting - Forecasting for credit analysis.

Course outline and indicative content

Unit I (CO1, L2)

Introduction and overview of the financial statements analysis: Nature and objectives of Financial Statement Analysis- forms and contents- users of financial statements - Statement of Financial Performance-Statement of Financial Position and Statement of changes in Equity. (N.P)

Unit II (CO2, L2, L6)

Understanding financial statements of Manufacturing concerns-Preparation of a Bank's financial statements- Analysis of a Balance sheet- Accounting for Non-Profit organization- Financial Analysis of companies from select industries –Need for performance measurement- principles of performance measurement- principles of performance measures- Aligning performance measures throughout the organization- types of performance measures-performance measure through computer based mode- operational performance measures- overcoming implementation obstacles and challenges- performance measures and rewards.

Unit III (CO3, L4, L5,)

Comparative and Common Size Statements and Percentage Changes and interpretation of comparative and common size financial statements- Perform a basic analysis and interpretation of the financial statements, including comparative and common-size income statements and balance sheets. (N.P)

Unit IV (CO4, L2, L3, L4, L5,)

Ratio Analysis and performance – Analysis of financial ratios and comparison among statements- Liquidity Analysis and working capital management- Analysis of capital structure and long term solvency-profitability ratio- Dupont Analysis – other measures of performance.

Unit V (CO2, L2, L3, L6)

Financial Forecasting: Need for forecasting- Proforma of financial statements- other proforma statements. **US GAAP:** US GAAP – Difference between US GAAP and Accounting standards- Sales forecast, preparation of proforma income statement, proforma balance sheet, growth and external funds requirement, computerized financial planning system.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand components, users, forms and users of financial statements	A1, A3
CO2	Understand and prepare financial statements for various entities	A1,A2&A4
CO3	Analyze and evaluate various types of financial statements	A1,A4
CO4	Understand, apply and analyze various financial and liquidity ratios in order to evaluate an entity's performance	A1,A4
CO5	Understand the need for forecasting, differences between US GAAP and accounting standards and preparation of proforma financial statements	A2,A4

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera /online course	Individual	Online learning and assessment	10
A3	Case / Project	Groups	Presentations, Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 (A1,A3)				
Conceptual Knowledge		CO2, CO4 (A1, A2, A3)	CO4 (A2,A3)	CO3 CO4 (A2, A3)	CO4 (A1, A4)	CO4 (A1,A4)
Procedural Knowledge		CO5 (A2,A4)	CO5 (A2,A4)		CO3 (A2, A4)	CO2 (A1,A3)
Meta Cognitive Knowledge						CO5 (A2,A4)

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects, presentations and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. However, student should not limit to the books uploaded on the G-Learn and he/she should explore other sources on their own. Student need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in institute as well as Knowledge Resource Centre.

CO PO Mapping

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0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance



GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)

Visakhapatnam – 45.

Course Code: MFI 847	Course Title: CISI-1- Fundamentals of Financial Services	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s): MBA (General)	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

CISI is a recognized UK body that offers specific courses catering to the financial industry, which is highly sought out by banking industry. While taking this module, students should register with CISI to obtain training material and complete the online test to obtain certification from CISI. This module will provide introduction to the basic instruments like equities, bonds etc and their characteristics.

Course outline and indicative content

Unit I (8 Sessions) (CO1, L1, L4)

Introduction-financial system- components, Ethics and Integrity –principles of ethical behaviour in financial services, code of conduct by CISI.

Unit II (9Sessions) (CO2, L2, L3)

Savings and Borrowings- savers/borrowers-types, features, Banking-characteristics, retail vs commercial banks, customers-individuals/corporate-interest rates-quoted, effective annual rates of borrowing-secured vs unsecured borrowing- investment banks in M&A strategies -role of central bank.**Unit III (8 Sessions) (CO3, L4)**

Equities-finance thorough equities, IPO, Dividends, capital gains, dividend yield, rights of shareholders. Bonds-features, types, terminology, duration, role of credit rating agencies-risks involved in financial leverage.

Unit IV (9 Sessions) (CO4, L4)

Derivatives-terminology, types, uses, applications and Markets-stock exchanges, role of stock exchanges-index-DJIA, S&P 500, FTSE100, Nikkei 225

Unit V (9 Sessions) (CO5, L5, L6)

Financial Services- collective Fund management-foreign exchange-currency trading, exchange rates, Insurance-Personal, corporate, syndication.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	To understand the basics of financial market instruments	A1
CO2	To understand ethics and integrity in the industry	A2
CO3	To understand the basics financial instruments, such as equities, bonds, derivatives.	A3
CO4	To apply the learning in assessing risk and returns of the instruments.	A4
CO5	To apply the learning in the CISI module test and obtain certification	A4

Assessment methods

	Task	Task type	Task Mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera	Individual	Online learning and assessment	10
A3	Case/Project Work	Groups	Presentations/Report Q&A/Viva	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 (A1, A4)				
Conceptual Knowledge			CO1 (A1, A4)			
Procedural Knowledge				CO2 (A1, A3, A4), CO3 (A1, A2, A3)	CO4 (A2, A3) CO5 (A2, A3)	

Meta Cognitive Knowledge						
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Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via X-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own.

You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Reference books:

CISI: Fundamentals of Financial Services

References

- Fundamentals of Financial Instruments: An Introduction to Stocks, Bonds, Foreign Exchange, and Derivatives (The Wiley Finance) by sunilparameswaran
- **An Introduction to Financial Markets and Institutions** by Maureen Burton , Reynold F. Nesiba , Bruce Brown.

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MFI 849	Course Title: Retail Bank Management	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA (General)	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

Over the last three decades there has been a remarkable increase in the size, spread and scope of banking activities in India. The emergence of new private banks with enhanced technology has broadened the scope and range of banking services offered to consumers. This has led to intense competition among banks and financial institutions. The developments aiming at strengthening the system, in the retail banking sector in the last two decades are important factors for banking. A peek into the basic tools of banking, along with the regulations governing the sector is beneficial to those interested in taking banking as a profession.

Course Objectives (COs):

- To understand the basic functions and services associated with banking
- To recognize various aspects and needs of customers and banking
- To be able to analyse and understand the need for the various regulations associated with banking
- To understand the various retail loans offered by the commercial banks.

Course outline and Indicative Content

Unit I (6 sessions) (CO1, CO2, L1 & L2)

Introduction to Retail Banking: Definition and scope - customers, products, services; New Products & Services - Financial Planning and Advisory Services, Banc assurance, Mutual Funds, Portfolio Management Services.

Unit II (6 sessions) (CO2, L2 & L3)

Branchless Banking: Management of alternate delivery channels - Automated Teller Machine (ATM), Phone Banking, Mobile Banking, Card technologies,

Internet Banking.

Unit III (6 sessions) (CO2, CO3, L12, L3 & L4)

Ancillary Services: Interbank Transfer - Electronic Clearing Services (ECS), Electronic Funds Transfer - NEFT, RTGS, SWIFT, Electronic cheques; Safe Deposit Lockers; FOREX service; DEMAT and Custodial service.

Unit IV (6 sessions) (CO3, CO4, C05, L13 & L4)

Retail Lending: Cash Credit, retail loans - vehicle, personal, home, education; Creation of Security - hypothecation, mortgage, pledge, lien; Banker's Rights; management of non-performing assets (NPA)-capital adequacy - SLR -CRR.

Unit V (6 sessions) (CO3, CO4, C05, L3, L4)

Responsibility of Banks: Know Your Customer (KYC), Prevention of Money Laundering, Banking Ombudsman, Banking Codes & Standards Board of India (BCSBI), introduction to Basel Norms.

Case Analysis (Not Exceeding 200 words)

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Would be able to deal with banking transactions, personal or professional with a better understanding.	A1
CO2	Would be able to tackle investment decisions with respect to Portfolio Management.	A3
CO3	Would develop a clarity of RBI regulations will make them handle various financial services with diligence, ensuring they are on the right side of law.	A2
CO4	Would understand the various retail lending products and regulation of the RBI with respect to the commercial banks.	A3 &A4
CO5	Helps to understand the regulatory framework of RBI towards the commercial banks.	A4

Assessment methods

Task	Task type	Task mode	Weightage (%)	
A1	Mid Exam	Individual	Written	20
A2	Coursera / online course	Individual	Online learning and assessment	10

A3	Case / Project	Individual/ Groups	Presentations, Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension/Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO4 (A1 & A3)	CO1 (A1 & A3)	CO4 (A2 & A3)	CO3 (A1 & A2)	CO4 (A1 & A4)	CO3 (A2)
Conceptual Knowledge	CO2 (A2 & A3)	CO1 (A1 & A3)	CO1 (A1)	CO3 (A3)	CO4 (A3 & A4)	
Procedural Knowledge	CO4, CO5 (A1, A2 & A3)	CO1 (A2, A3 & A4)	CO4 (A2)	CO4, CO5 (A2 & A3)	CO1 (A2 & A3)	CO3 (A2)
Meta Cognitive Knowledge	CO4 (A1)	CO1(A2)	CO4 (A3)	CO3, CO5 (A2 & A4)	CO4 (A2)	

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Padmalatha Suresh & Justin Paul, Management of Banking and Financial Services, 5th impression, Dorling Kindersley (India) Pvt. Ltd., licensees of Pearson, New Delhi, 2014
- Ravi Subramanian, "The Incredible Banker", Rupa, New Delhi, 2013
- Rajesh, R., & Sivagnanasithi T., "Banking Theory Law & Prctice", Tata McGraw Hill, New Delhi, 2013

References:

- Ravi Subramanian, "The Incredible Banker", Rupa, New Delhi, 2013
- Rajesh, R., & Sivagnanasithi T., "Banking Theory Law & Prctice", Tata McGraw Hill, New Delhi, 2013
- Dr S Gurusamy, "Banking Theory Law & Practice", Tata McGraw Hill, New Delhi, 2013.

Journals:

- "Bank Quest", Journal of Indian Institute of Bankers, Mumbai
"Prajnan", Journal of National Institute of Bank Management, Pune

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**GITAM Institute of Management (GIM)
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Visakhapatnam – 45.

Course Code: MFI 851	Course Title: Securities Markets & Operations	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA (General)	Batch/AcademicYear:2020-22	
Course Leader:		

Course description

This course is intended to provide a general overview of capital markets, financial instruments, and investment process. To familiarize the students about SEBI and other regularities and its rules to understand the activities and procedures of Security Market and its mechanism and also to acquaint the knowledge about funds mobilized through various sources and instruments of Financial Market.

Course outline and indicative content

Unit I (9 Sessions) (CO1, CO3, L2, L4)

Primary and Secondary Markets - Role and Functions of New Issue Market - Methods of Floatation; Pricing of Issues; Promoters Contribution; Offer Documents; Underwriting of Issues and Allotment of Shares; Appointment and Role of Merchant Bankers, Underwriters, Brokers, Registrars, Lead Managers and Bankers etc.

Unit II (9Sessions) (CO4, CO1, L3, L4, L5, L6, L2)

Stock Markets – Functions, Importance and Limitations; Mechanics of Stock Market Trading-Different Types of Orders, Screen Based Trading and Internet Based Trading; Settlement Procedure; Types of Brokers; Listing of Securities in Indian Stock Exchanges.

Unit III (8 Sessions) (CO2, L3, L4)

Legal Framework for Securities Market Operations - SEBI Guidelines Relating to the Functioning of the New Issue Market; Stock Exchanges and Intermediaries; SEBI Act 1992; Securities Contract Regulation Act, 1956; RBIs Rules, Regulations and Guidelines for FIIs.

Unit IV (8 sessions) (CO6, L3, L4, L5)

Trading Pattern in OTCEI and NSE – Significance and Functions, Procedure of Listing and Trading on OTC; NSE-Functioning and Trading Pattern in NSE-Capital Market Segment and Wholesale Market Segment; Security Market Indicators-Need and Importance; BSE Sensex, NSE, NIFTY and other Index Numbers.

Unit V (6 sessions) (CO5, L3, L4, L5)

Demat Trading: Meaning and Significance; SEBI Guidelines and other Regulations Relating to Demat Trading; Procedure of Demat Trading; Role of Depositories and Custodial Services. NSDL and CDSL – functions

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Summarize a general overview of capital markets, financial instruments, and investment process.	A1
CO2	Categorize and apply the regulations over the Capital market and various departments of SEBI and other regularities involved in financial Markets.	A2
CO3	Explore the role of various financial players involved in Issue management Activities.	A3
CO4	Trade at BSE and NSE	A4
CO5	Identify and appraise the working conditions and functions of Depositories	A4

Assessment Methods:

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam			
A2	Coursera/ online course			
A3	Case / Project Work			
A4	End-term exam			

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						

Conceptual Knowledge		CO1, CO3 A1, A2, A3, A4	CO5 A3, A4	CO2 A1, A3, A2, A4		
Procedural Knowledge			CO5 A3, A4	CO3, CO5 A1,A2,A3,A4	CO5, CO6, A4, A3	
Meta Cognitive Knowledge						CO4, A3

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, through MS-Excel, directed study, independent study via case studies, projects and practical activities (individual & group).

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to get clarity certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

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**GITAM Institute of Management (GIM)
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Visakhapatnam – 45.

Course Code: MHU 841	Course Title: Learning and Development	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020 -2022	
Course Leader:		

Course description

A learning and development strategy outline how an organization develops its workforce's capabilities, skills and competencies to remain successful. It is an important part of an organization's overall business strategy.

The objective of this course is to help students understand the various facets of learning and development strategy such as business strategy, operational and cultural factors, the human capital approach, keeping strategy updated, and the investors in people process. The course provides participants with an understanding of the skills required, to employee training needs, design and administer employee training and development programs, and evaluate both the efficiency and effectiveness of such programs.

Course Objectives

- To Understand the basic concepts of 'Learning and Development' and as a tool to develop capabilities of employees in the workplace.
- To identify the strategies in training and their needs assessment for organizational learning and development.
- To identify the fundamental concepts of Learning and Development in Case analysis.
- To acquire knowledge to develop skills and abilities to manage of the organizations.
- To evaluate the process of overall learning and development

Course outline and indicative content

Unit – I (10 sessions) (CO1, CO2, L2, L3)

Introduction: Concept and key components of Learning and Development
– Overview of Training and Development systems – The forces influencing working and learning – Linking Training & Development to company’s strategy – Requisites of effective training.

Unit – II (10 Sessions) (CO2, CO3, CO4, L2, L3, L4)

Strategic Training: Evolution of Training – Learning as a strategic focus – Strategic Training & Development process – Organizational characteristics that influence training. Training Needs Assessment (TNA): Purpose of TNA
– Training need assessment at different levels – Approaches to TNA – Training need assessment methods.

Unit – III (10 Sessions) (CO2, CO3, CO4, CO5, L3, L4, L5)

Learning and Transfer of Training: Concept of Learning – Learning Theories
– Learning Process – Instructional emphasis for learning. Program Design: Considerations in designing effective training programs – Curriculum course, and lessons design – program design implications for transfer of training – using knowledge management for learning and transfer of training.

Unit – IV (10 Sessions) (CO1, CO3, L2, L4)

Training and Development Methods: Traditional Training methods – Technology based training methods – Training Evaluation: Objectives of training evaluation – overview of the evaluation process – outcomes used in evaluation of training programs – Determining whether outcomes are appropriate – Evaluation practices – Determining Return of investment.

Unit – V(10 Sessions) (CO1, CO4, L2, L4)

The Future of Training & Development: Training for Sustainability – Increased use of new technology for training delivery – Capturing and sharing intellectual capital and social learning – Just-in-time learning and performance support– Increased Emphasis on Performance Analysis: Big Data and learning for business enhancement – Stake holder focused learning – Training partnership and outsourcing.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand and discuss the concepts of learning and development and translate learning strategy into action.	

CO2	Identify the key strategies in training and their needs assessment for organizational learning and development.	
CO 3	Analyze how to implement the theories of learning and transfer of training.	
CO 4	Discuss various training evaluation methods for the effectiveness and trends in Learning and development.	
CO 5	Evaluate the process of overall future learning and development.	

Assessment methods

	Task	Task Type	Task Mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Online/ Assignments	10
A3	Case & Project	Group	Presentations & Reports	20
A4	End Term Exam	Individual	Written	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 (A1, A4)				
Conceptual Knowledge			CO2 (A1, A4)			
Procedural Knowledge		CO1 (A1, A4)	CO2 (A1, A4)	CO3 (A3, A4)	CO4 (A2, A4)	
Meta Cognitive Knowledge				CO4 (A2, A4)	CO5 (A2, A4)	

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (Individual & Group).

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class.

Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library. It is expected that an average student will be required to spend about two hours for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

Text Book Prescribed:

- Noe, Raymond A. and Kodwani, Amitabh Deo. Employee Training and Development, McGraw Hill Education India, 7th edition, Special Indian Edition, New Delhi, 2018.

Journals:

- GITAM Journal of Management, GIM, GITAM Deemed to be University, Visakhapatnam.
- Indian Journal of Training and Development.
- HRM Review.
- HRD Review
- NHRD
- E – Books and E - journals

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GITAM Institute of Management (GIM)
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Visakhapatnam – 45.

Course Code: MHU 843	Course Title: Employee Welfare and Labour Administration	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year:2020-2022	
Course Leader:		

Course description

Employee welfare is a part of social welfare. Employee welfare includes anything that is done for the comfort and improvement of employees' life, and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration which helps the organization to achieve its goals. Welfare may increase the expenses but it will benefit the organisation in the long run, as it had proved to have direct correlation to productivity, loyalty, industrial relations, discipline and brand image. It is also important for HR managers to understand various social security measures, State and Central government machinery responsible for implementation of various legislations on welfare and social security.

Course Objectives

- To understand the concept of employee welfare and various welfare facilities
- To understand various agencies responsible for providing welfare facilities
- To understand the State and Central Government Labour administrative machinery

Course outline and indicative content

Unit I (6 sessions) (CO1, CO2, L1 & L2)

Labour welfare Concept and Scope: Theories of Labour welfare, Indian Constitution and welfare, role of welfare in industry.

Unit II (6 sessions) (CO1, CO2, L1, L2 & L3)

Impact of ILO on Employee Welfare in India: Agencies of labour welfare and their role - Government, Management, Trade unions and NGOs.

Unit III (6 sessions) (CO3, CO4, L3, L4 & L5)

Welfare Facilities: Statutory and non- statutory, extramural and intramural, welfare officer - role, status and functions.

Unit IV (6 sessions) (CO3, CO4, L3, L4 & L5)

Social Security Concept and Scope: Social assistance and social insurance, social security measures in India.

Unit V (6 sessions) (CO4, CO5, L4 & L5)

Labour Administration: Central Labour Administrative Machinery, CLC, DG of E&T, DGFASLI, EPFO, ESIC - Labour Administrative Machinery in A.P.

On successful completion of this course, students will be able to:

	Course Outcome	Assessment
CO1	understand the concept of employee welfare and various welfare facilities provided by the Central, State Governments and various agencies	A1,A2 & A4
CO 2	understand different statutory and non-statutory welfare facilities	A1,A2,A3 & A4
CO 3	determine the difference between social security measures in India	A3 & A4
CO 4	compare and contrast the State and Central Government Labour Administrative machinery	A3 & A4

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20

A2	Coursera	Individual	Course completion certificate with Assessment	10
A3	Case / Project / Assignment	Groups* or Individual	Presentations/Report/ Assignment with Q&A/ Viva	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge	CO1 (A1, A2 & A4)	CO1, CO2 (A1, A2 & A4)				
Conceptual knowledge		CO2 (A1, & A4)	CO2 (A1 & A4)			
Procedural knowledge			CO2 (A2 & A4)	CO3 (A2 & A4)	CO4 (A2 & A4)	
Meta cognitive knowledge				CO4 (A2, A3 & A4)	CO5 (A2, A3 & A4)	

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Case, Assignment etc.

Lectures will be supported by active class room participation, presentations and group discussion related to the lecture content. This will include case studies, role plays involving hypothetical problems in organizations. Students are expected to spent reasonable time to understanding real time work challenges of the organizations through field work and project related activities.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

Soft copies of uncovered topics in the text books and case material will be made available through X-Learn/G-learn. Students are required to go through E-Resources (Gitam.edu) and required study material & handouts along with the following suggested readings..

- Sharma A. M., “Aspects of Labour Welfare and Social Security”, Himalaya Publishing House, Mumbai
- Vaid K. N., “Labour Welfare in India”, Sri Ram Centre for IR and HR, New Delhi,

- Dr. SubbaRao, P., “Labour Welfare and Social Security”, Himalaya Publishing House, Mumbai,

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Course Code: MHU 845	Course Title: Employment Laws-I	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

Labour and Employment laws assumed great importance and relevance and therefore an in-depth knowledge of Employment laws is mandatory for effective Human Resource Management. This sharpens the managerial excellence and enables the Human Resource Manager to take right decisions at appropriate times, to avoid litigations of varied nature and help in maintaining industrial peace and harmony.

Course Objectives

- To understand the basic concepts of various Employment legislations
- To acquire skills in presenting the views during litigations in a court of law
- To acquaint with various formats to be submitted to various labour departments

Course outline and indicative content

Unit I (8) (CO1, CO2, L1 & L2)

Labour Legislation: Principles of Labour Legislation, role of ILO and Indian Constitution

Unit II (7) (Co1).(Lo1)

The Industrial Disputes Act, 1947

Unit III (6) (CO2, CO3, L1&L3)

The Industrial Employment (Standing Orders) Act, 1946 and Trade Unions Act, 1926.

Unit IV (7) (CO1,O3, , L1 & L3)

The Factories Act, 1948 and the Contract Labour (Regulation and Abolition) Act, 1970.

Unit V (9) (CO2,CO3, , L3)

The Minimum Wages Act, 1948 and Payment of Wages Act, 1936.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Student will be able to understand the employment Law concepts.	A1,A2&A3
CO2	Student can understand Legal interventions and its effects on organisations.	A1,A3&A3
CO3	Students can understand the role of various enactments and applicability.	A2,A3&A3
CO4	At the end student will be able to understand the purposes, relevance and Various precedents, Judgments, Amendments.	A3,
CO5	Apply multidisciplinary approach to the employment and Legal context	A3,

Assessment methods

Assessment Tool	Nature	Participation	Assessment mode	Weightage (%)
A1	Mid exam (one)	Individual	Written –L3 level	20
A2	Surprise Quiz	Individual	Online test – L3 level	15
A3	Case discussion/ Assignment submission/ class room activities	Individual	Assignment L4	15
A4	End-term examination	Individual	Written (short/long) –L3, L4 & L5 level	50

Mapping COs-Blooms levels- Assessment Tools:

Knowledge dimension / Cognitive dimension	11. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						

Conceptual Knowledge			CO1 (A1, A2 A3)			
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Procedural Knowledge				CO2 (A2, A3, A4) CO3 (A2, A3, A4)	CO 4 (A3, A4) CO5 (A3, A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

Lecturing, Power Point Presentations, Class room Presentations, On line quiz, Role Plays, Presentations etc.,

Teaching and learning resources

TEXT BOOK

Padhi, P.K., "Labour and Industrial Laws", Prentice Hall of India, New Delhi, 2012

REFERENCES

Singh B.D., "Labour Laws for Managers", Excel Books, New Delhi, 2014
Malik P. L., "Industrial and Labour Laws", Eastern Book Company, 2013
Mishra S.N., "Labour and Industrial Laws", Central Law Publication, 2012

JOURNALS

Labour Law Reporter Labour Law Journal

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance



GITAM Institute of Management (GIM)
Gandhi Institute of Technology and Management
(GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MHU 847	Course Title: Compensation Management	
Semester: III	Course Type: Elective	Credits:03
Home Programme(s): MBA	Batch/Academic Year:2020-2022	
Course Leader:		

Course description

Compensation management is one of the interesting and complex functions of human resource management. It is a function that involves many principles, procedures and legislations. Knowledge of this function is important for every employee as most of the disputes in organizations are around the wages and salaries of employees. This course will equip the student with all the knowledge and skill of designing the compensation structure of employees in organizations.

Course Objectives

- Explain the various types of wages and the concepts related to pay
- Differentiate between the various components of wages of non executives and executives
- Examine the different methods of wage fixation and preparation of pay roll
- Calculate the DA and other components of wages and salaries

Course outline and indicative content

Unit I (6 sessions) (CO1, CO2, L2, L3)

Compensation: Meaning and objectives of compensation; Scope; Significance; Concepts of Wage- Salary, Earnings, Take-Home pay, C.T.C; Types of Wages- Minimum wages, Fair wages, Living wages, Nominal wages, Real wages, Time Rate and Piece Rate; Wage theories.

Unit II (6 sessions) (CO2, L3, L4)

Wage Structure: Components of wage structure- Basic; Dearness Allowance; Variable Dearness Allowance (V.D.A.) and Calculation of V.D.A.; Incremental system; Fringe benefits.

Unit III (6 sessions) (CO2, CO3, L3 & L4)

Executive Remuneration: Concept; Criteria for fixing executive remuneration Unique features of Executive Remuneration; Why managers

should be paid more; CEO's compensation package; New developments in CEO's compensation.

Unit IV (6 sessions) (CO3, CO4, L2, L3, L4 & L5)

Wage Fixation: Wage curves, pay grades, broad banding; Wage differentials; Factors influencing wage determination; Wage determination process; Methods of Wage Fixation - Collective Bargaining; Wage Boards; Pay Commissions; Adjudication; Principles & Procedures for Preparation of Remuneration for Consultants and Other Outsourcing Agencies.

Unit V (6 sessions) (CO5, L2, L4 & L5)

Role of HR department in Compensation Administration: Important recommendations of National Commission on Labour – II; Impact of globalization on compensation. Challenges of compensation management in MNC.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand the various wage theories and the concepts related to pay	A1, A2, A4
CO2	Analyze and differentiate between the various components of wages of non-executives and executives	A1,A2,A4
CO 3	Examine the different methods of wage fixation	A1, A3, A4
CO 4	Calculate the DA and other components of wages and salaries and prepare pay roll	A1, A4
CO5	Present the challenges of compensation management in MNCs	A2, A4

Assessment methods

Assessment Tool	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written –L3 level	20
A2	Coursera/Online course	Individual	Viva/Presentation on completion of the course	10
A3	Case study/ Project	Group/ Individual	Discussion and Presentation -L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 (A1, A3, A4)	CO1 (A1, A3, A4)	CO2 (A1, A3, A4)		
Conceptual Knowledge		CO1 (A1, A3, A4)	CO2 (A1, A3, A4)			
Procedural Knowledge				CO3 (A1, A2, A4)	CO4 (A1, A2, A4)	
Meta Cognitive Knowledge					CO5 (A2, A4)	

Learning and teaching activities

- Lecture method of teaching concepts
- Case methodology to make the student practice application of concepts.
- Group discussions and presentations can also be adopted to evaluate the various employability skills of students.

Teaching and learning resources

The teaching material in the form of presentations or word documents, extra material from journals, internet, and websites related to labour department, ebooks from GIM library will be uploaded for the student in G-learn

REFERENCES

- Aswathappa, K ., Human Resources & Personnel Management. Tata Mc Graw Hill Publishing Limited. New Delhi:
- Report of National commission on labour-II .Government of India. New Delhi.
- Sharma,A.M., Understanding wage systems in India. Himalaya Publishing House. Mumbai.
- Singh, B.D., Compensation & Reward management. Excel books. New Delhi.

JOURNALS

1. GITAM Journal of Management, Visakhapatnam

2. Harvard Business Review, New Delhi.
3. HRM Review, HyderabadHuman Capital, New Delhi
4. Personnel To-day, Kolkata
5. NHRD Review, New Delhi.

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MHU 849	Course Title: Human Resource Value Proposition	
Semester : III	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020 -2022	
Course Leader:		

Course description

HR practices generally deal with people performance, information and work because they create an infrastructure that affects, employees, customers, line managers and investors. HR professionals play different roles in an organization. Employee champion administrative expert, change agent and strategic partner and so on. HR investments build organizational capabilities. These organizational capabilities create intangibles, like, talent, speed, collaboration, accountability, shared mindset, learning and leadership. The essential message of this course is that HR must deliver value. HR practices must create value in the eyes of investors, customers, line managers and employees. HR departments must be organized and they must implement strategies that create value by delivering business results in efficient and effective ways. Similarly HR professionals deliver value when their personal competencies deliver business results. Value is the foundation and premise of the HR architecture.

Course Objectives

- To introduce the concept and importance of HR Value Proposition
- To highlight the importance of HR value in achieving the organizational goals.
- To learn the best HR Value Proposition implemented in the MNCs.

Course outline and indicative content

Unit I (6 sessions) (CO1, CO3, L1 & L2)

The concept of HR value: The concept of HR Value Proposition; its premise; five elements of HR Value Proposition; The fourteen criteria of the New HR

Unit II (6 sessions) (CO2, L2 & L3)

External and Internal: External business realities; Technology; Economic and

Regulatory Issues; workforce demographics external stakeholders;investors, customers;InternalFactors;LinemanagersandHR;EmployeesandHR.

Unit III (6 sessions) (CO2, CO3, L3 & L4)

HRandValueProposition;Flowofpeople;FlowofPerformance Management; Flow of information; Flow of work; HR leader; HRCompetencies

Unit IV (6 sessions) (CO3, L3 & L4)

HRorganization : Single business and Functional HR; Holding company business and dedicated HR; diversified business and shared services HR; HR Transaction work; HR Transformation work; Roles for HR professionals : Employee advocates, Human Capital developers, functional experts, Strategic Partner,

Unit V (6 sessions) (CO4, L4 & L5)

Professional development and implications, Principles of Professional Development; Training for HR Professionals; Development experiences for HR Staff; implications for the transformation of HR.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	understands what is HR Value proposition and its relevance in achieving the goals of the company	A1, A2&A4
CO2	extrapolate the role of HR for value proposition	A1,A2, A3&A4
CO3	analyze the elements of value proposition	A3&A4
CO4	develop the skill of creating value proposition through HR	A4&A5

Assessment method

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera/ Open elective course	Individual	Course completion certificate with Assessment	10
A3	Case / Project / Assignment	Groups* or Individual	Presentations/Report/ Assignment with Q&A/Viva	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge	CO1 (A1, & A4)	CO1, CO2 (A1, A2 & A4)				
Conceptual knowledge		CO2 (A1, A2 & A4)	CO2 (A1, A2 & A4)			
Procedural knowledge			CO2 (A2, & A4)	CO3 (A2 & A4)	CO4 (A2 & A4)	
Meta cognitive knowledge				CO4 (A3 & A4)	CO4 (A3 & A4)	

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Case, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

Teaching and learning resources

Soft copies of uncovered topics in the text books and case material will be made available through X-Learn/G-learn. Students are required to go through E-Resources (Gitam.edu) and required study material & handouts along with the following suggested readings..

References:

1. Dave Ulrich and W. Brockbank, The HR Value Proposition; Harvard Business review press; New Delhi, 2013.
2. Dave Ulrich; Human Resource Champions HBR Press;1995
3. Dave Ulrich, W.Brockbank; Competencies for the New HR; Society for HRM, University of Michiga Press :2005.

CO PO Mapping

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CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	2	0	2	0	0	2	0	9
CO2	2	0	0	3	2	0	3	0	10
CO3	0	3	0	3	3	2	0	0	11
CO4	0	0	3	0	2	0	3	3	11
Target Level Max.	5	5	3	8	7	2	8	3	41



GITAM Institute of Management (GIM)
Gandhi Institute of Technology and
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(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MHU 851	Course Title: Performance Management	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020 -2022	
Course Leader:		

Course description

Of all the Human Resource Management Functions, Performance Management has a special place since it is a strong determinant of organizational excellence. Organizations of contemporary era have realized that human resource needs to be continuously excited and provided with opportunities for gratification of motivational needs in order to sustain business growth. Performance management as a concept and practice has substantive potential to fulfil business demands of an organization by integrating its growth with motivational needs of human resource.

Course Objectives

- To Understand the basic concepts of ‘Performance Management’ and as a tool to measure performance of employees in the workplace.
- To identify the fundamental concepts of performance management in Case analysis.
- To acquire knowledge in measuring performance and managing in organizations.

Course outline and indicative content

Unit – I: 10 Sessions (CO1, CO2, L2, L3)

Performance Management: Introduction, Definition of PM – Objectives, Characteristics and Prerequisites of PM – Dimensions of PM – Factors affecting of Performance Management – Linkage of performance management with other HR Sub Systems – Role of HR Professionals in Performance Management.

Unit – II: 10 Sessions (CO2, CO3, CO4, L2, L3, L4)

Performance Management System (PMS): Introduction to PMS – Objectives and Functions of PMS – Conceptual model of Performance Management

System – Characteristics of PMS – Performance Management Process - Theories of Goal Setting and Corporate and Individual levels of goal setting – Expectancy Theory.

Unit – III: 10 Sessions (CO2, CO3, CO4, CO5, L3, L4, L5)

Performance Planning: Definition and Importance of Performance planning – Objectives and Characteristics of performance planning – Methodologies of Performance Planning – Process of Performance Planning – Barriers to performance planning. Performance Managing: Meaning and Importance – Objectives and Characteristics – Performance Managing Process.

Unit – IV: 10 Sessions (CO1, CO3, L2, L4)

Performance Appraisal: Meaning and Characteristics of appraisal – Objectives and Importance of appraisal – Process of Performance Appraisal – Methods of Performance Appraisal – Ethical Issues in Performance management.

Unit – V: 10 Sessions (CO1, CO4, L2, L4)

Performance Monitoring: Definition of Performance Monitoring and Characteristics – Objectives of monitoring – Process of Performance Monitoring – performance management Documentation – Annual Stocktaking – Performance Management Audit – Leading high-performance teams – Integrated Performance Management – Maturity Alignment.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of performance management.	
CO2	Apply the key tools of performance management which helps in practice.	
CO 3	Analyze how to implement performance planning and managing in performance management system.	
CO 4	Make use of different appraisal methods for employee development.	
CO 5	Evaluate the process of performance monitoring for employee development	

Assessment methods

Assessment	Task	Task Type	Task Mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Online/ Assignments	10
A3	Case & Project	Group	Presentations & Reports	20

A4	End Term Exam	Individual	Written	50
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Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 (A1, A4)				
Conceptual Knowledge			CO2 (A1, A4)			
Procedural Knowledge		CO1 (A1, A4)	CO2 (A1, A4)	CO3 (A3, A4)	CO4 (A2, A4)	
Meta Cognitive Knowledge				CO4 (A2, A4)	CO5 (A2, A4)	

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (Individual & Group).

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library.

It is expected that an average student will be required to spend about two hours for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

Text Book Prescribed:

- Kohil A. S., & Deb, T., "Performance Management", OXFORD University Press, New Delhi, 2008.
- Herman Aguinis, "Performance Management", Pearson, New Delhi, 2008.

- Michael Armstrong and Angela Baron, “Performance Management”, Jaico Publishing House, Mumbai, 2009.
- Rao, T. V., “Performance Management and Appraisal Systems”, Response books, New Delhi, 2007.

Journals:

- GITAM Journal of Management, GIM, GITAM Deemed to be University, Visakhapatnam.
- HRM Review.
- HRD Review
- NHRD
- E – Books and E - journals

CO PO Mapping

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GITAM Institute of Management (GIM)
Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MMK 841	Course Title :Consumer Behaviour	
Semester: III	Course Type:Elective	Credits: 3
Home Program(s): MBA (BA)	Batch/Academic Year 2020-22	
Course Leader :		

Course description

Consumer behavior is based around a model of human cognition rooted in sequential mental processing steps (e.g., awareness, interpretation, attitude, etc.) that intervene between the marketing mix (input) and purchaser behavior (output). It is dynamic and changes are based on certain attitude and circumstantial factors. Understanding consumer behavior through major issues like attitudes, impulsive vs. deliberative purchase, brand loyalty, experiential marketing, self identity and product satisfaction, give the necessary tools to managers to strategize their product design and marketing methods.

Course Objectives

This course intends the student to

- Identify Key Determinants of Consumer Behaviour in an informed and systematic way.
- Explain how motivation, perception and personality dimensions influence consumer behavior.
- Examine the role of Learning on consumer buying behaviour.
- Build the students perspective on attitude formation and socio-cultural environment.
- Assess how consumer decision making is done.

Course outline and indicative content

Unit I (7 sessions) (CO1, L1)

Introduction to Consumer Behaviour: Key Determinants of Consumer Behaviour and Marketing Strategy; Providing Customer Value Satisfaction and Retention; Market segmentation: Concept, Bases and Significance; How market segmentation operates; Criteria for effective targeting of market segments, Profile of the Indian Consumer.

Unit II (8 sessions) (CO2,L2)

Consumer Motivation - Motivation Theory and Marketing Strategy, Consumer Perception - Nature of Perception and Marketing Theory, Personality and consumer behavior

Unit III (10 sessions)CO3,L3)

Learning and Consumer Behaviour: Behavioural learning theories - Classical Conditioning, Instrumental Conditioning; Cognitive Learning-Learning Theory and Involvement Theory.

Unit IV (10 sessions) (CO4, L4)

Attitude Formation and Attitude Change, Social and Cultural Environment : Influence of family, social class and family lifecycle, influence of culture and cross culture.

Unit V (10 sessions) (CO5, L5)

Consumer Decision Processes - Levels of consumer decision making; Types of Consumer Decision Making, Consumer Decision Rules, Diffusion of Innovation.

Case Analysis (Not Exceeding 200 words)

On successful completion of the course student will be able to

	Course Outcomes (COs)	Assessment
CO1	Recall how knowledge of consumer behaviour can be applied to marketing.	A1
CO2	Demonstrate and illustrate how factors like motivation, perception and personality influence consumer behaviour.	A2
CO3	Inspect and analyse how learning can influence the choices consumers make.	A3 & A2
CO4	Formulate and support marketing strategies based on Attitude Formation, Social and Cultural Environment..	A3 & A2
CO5	Evaluate Consumer Decision Making and Consumer Decision Rules	A2

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Course completion Certificate, Viva and presentation	10
A3	Project	Group	Presentations & Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge	CO1 (A1, A3)	CO1 (A1, A3)	CO1 (A1,A3)			
Conceptual knowledge				CO2, CO5 (A2, A3)	CO2, CO4, CO5 (A2, A3)	
Procedural knowledge						CO3, CO4 (A2)
Meta cognitive knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Case Analysis, ProblemSolving, Project, Assignment etc

Teaching and learning resources

Text Book

1. Leon G. Schiffman, Joseph Wisenblit, Consumer behavior, Pearson Education, 12th Edition 2019

References

1. Roger D. Blackwell (Author), Paul W. Miniard (Author), James F. Engel (Author), Zillur Rahman (Author) Consumer Behavior , 10th Edition, Cengage Publication,2017
2. Michael R. Solomon Pearson ,Consumer Behavior: Buying, Having, and Being Pearson, 12th Edition,2017
3. S. Ramesh Kumar,ConsumerBehaviour: The Indian Context (Concepts and Cases) Pearson, 2017.

JOURNALS

1. The Journal of Marketing (JM)
2. The Journal of Marketing Management
3. The Journal of Consumer Marketing
4. The Journal of Marketing Research
5. GITAM Journal of Management, GITAM Institute of Management, GITAM University,Visakhapatnam
6. Current News – Business News Papers
7. E- Books and E-Journals

CO PO Mapping

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GITAM Institute of Management (GIM)
Gandhi Institute of Technology and Management
(GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MMK 843	Course Title: Advertising & Brand Management	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s): MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

Advertising is the dissemination of information concerning an idea, product or service that induces the need in customer, leading to the sale of the product. Advertising is used for communicating business information to the present and prospective customers. Advertising Management is the process of employing various media to sell a product or service. This process begins quite early from marketing research and encompasses the media campaign that helps to sell the product. In the modern age of large scale production, producers cannot think of pushing sale of their products without advertising.

Brand plays a very important role in influencing the minds of the customer. Brand not only creates a distinction from the other competitor brands but also adds value to customer by possessing it. Branding and maintaining brand equity play significant role in marketing of products

Course Objectives

This course intends the student to

- Know the concepts of Advertising and the role of Ad Agencies
- Realize the significance of creativity in development of Ad.
- Understand the planning and evaluation of media strategy
- Identify and Establish Brand Positioning
- Design marketing programmes to enhance brand equity and manage brands over time

Course outline and indicative content

Unit I (Number of sessions - 10) (CO1, CO2, L1 & L2)

Advertising: Concept, types and objectives of advertising, social, ethical and economic aspects of advertising

Advertising budgets: Factors influencing budgeting decisions, methods of budgeting

Advertising Agencies: types, services of Ad Agencies

Trends in Advertising: Social media, Mobile, Banner & Video, Search and Display Advertising

Unit II (Number of sessions - 9) (CO2, L2& L3)

Creativity: Importance of creativity, creativity process

Creativity Implementation and Evaluation: Advertising appeals, Execution styles

Creative Strategy Development: Ad campaigns, Creative brief, major selling ideas

Creative tactics: In print and electronic media

Unit III (Number of sessions - 9)(CO2, CO3, L12, L3 & L4)

Market analysis: Analysis of market, Company's marketing strategy, Creative strategy Establishing Media objectives

Developing and Implementing Media strategies: The Media Mix, Target Market Coverage, Geographic Coverage, Scheduling, creative aspects, Reach and Frequency, flexibility, budget considerations

Evaluation of Media: Merits and demerits of Broadcast, Print and Support Media

Unit IV (Number of sessions - 11)(CO3, CO4, L13 & L4)

Definition, Benefits of branding, Inputs for branding, Model (David Aker's) to develop brand strategy, Brand management process.

Brand Positioning: Definition and importance of positioning. Positioning Strategy: Target market, Defining competition, Establishing Points of difference and Points of parity, Updating positioning overtime.

Brand Equity: Meaning, Relevance of brand equity to business, Brand elements to build brand equity. Designing marketing programme (Product, Price, Distribution channel and IMC strategy) to build brand equity

Unit V (Number of sessions - 11)(CO3, CO4, L3, L4 & L5)

Brand Portfolio: Meaning and Objectives of portfolio, Developing portfolio, Challenges in brand portfolio management

Brand Architecture: Models of brand architecture, Developing brand architecture, Indicators of brand architecture issues.

Product and Brand Extensions: Advantages of Extensions, Disadvantages of Brand Extensions, Brand Extension Guidelines

Leveraging Secondary Brand Associations: Company, Country of origin, Channels of Distribution, Co-Branding, Licensing, Celebrity Endorsement, Events.

On successful completion of this course, students will be able to:

CO	On successful completion of this course, students will be able to	Blooms Taxonomy Level
CO 1	Describe the concepts and trends in Advertising, examine the methods of budgeting and specify the services of Ad agencies.	L1, L2
CO 2	Present various styles of execution of creative Ad appeals to target customers and develop major selling ideas	L3,L6
CO 3	Analyze and develop right media strategy to achieve advertising objectives.	L4,L6
CO 4	Learn basics of branding, brand Positioning and in depth about the role of marketing mix strategy to leverage brand equity	L4
CO 5	Understand in detail about the influence of different aspects of branding strategies to grow and sustain brand equity	L5, L6

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Quiz/Assignment	10
A3	Project/Case study	Group	Presentations & Report	20

A4	End-term exam	Individual	Written	50
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Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remem-ber	L2. Under-stand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1, A3)	CO1 (A1, A3)	CO2 (A1, A2 A3)			
Conceptual Knowledge				CO3,CO4 (A3)	CO5 (A2, A3)	
Procedural Knowledge						CO2, CO3, CO5 (A1, A2, A3)
Meta Cognitive Knowledge						

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, PPTs, independent study via G-Learn, discussion of case studies, projects and field activities (individual & group)

Teaching and learning resources

TEXTBOOKS

1. **Advertising and Promotion: An Integrated Marketing Communications Perspective**, 11th Edition by George **Belch** and Michael **Belch**
2. **Strategic Brand Management**, 4th Edition. **Kevin Lane Keller**. ©2013 |Pearson |

REFERENCES

1. Kenneth Clowand Donald Black, "Integrated Advertisements, Promotion and Marketing Communication", 6thEd., Prentice Hall of India, New Delhi, 2013
2. Philip Kotler ,Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, "Marketing Management", Pearson 14th Edition New Delhi 2013
3. Larry D. Kelly, Donald W. Jugenheimer, "Advertising Media Planning A

Brand Management Approach", PHI, New Delhi, 2013

4. Kirti Dutta, Brand Management –Principles and Practices, Oxford Higher Education, New Delhi, 2012

JOURNALS

1. Indian Journal of Marketing & Journal of Advertising Research
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakahapatnam.
3. Harvard Business Review, Harvard Business School Publication Co. USA
4. Vikalpa, Indian Institute of Management, Ahmedabad
- 5.

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance



GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MMK845	Course Title: Sales & Distribution Management	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s):MBA	Batch/Academic Year:2020-22	
Course Leader:		

Course description

Sales Management focuses on the sales techniques and the management of the sales force. The success of any sales and marketing department lies in the effectiveness of the Sales Force. The goal of the Sales Management course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. A successful Sales Manager needs to understand the fundamentals of the sales process, the relationship between sales and marketing, sales force structure and issues in recruiting, selecting, training, motivating, compensating and retaining sales people.

- Effectively divide territories and set quota for efficient territory management.
- Develop a sales team and assess performance.

Course Objectives

- Understand the concepts pertaining to sales and distribution channel.
- Demonstrate effective channel management skills.
- Analyze market conditions and develop strategies for the company

Course outline and indicative content

Unit I (6 Sessions) (CO1, L1 & L2)

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

Unit II (15 Sessions) (CO2, CO3, CO 4 L3, L4)

Sales Planning and Budgeting: Sales planning process, sales forecasting

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

Unit III (10 Sessions) (CO3, L3, L4)

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

Unit IV (7 Sessions) (CO1, L2 & L3)

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

Unit V (10 Sessions) (CO1, L3 and L4)

Managing Distribution Channels: Managing Channel Information Systems, reasons for Channel Conflicts, Managing Conflict, Managing, Ethical issues in Sales and Distribution Management

On successful completion of this course, students will be able to:

CO	Course Outcomes	Assessment
CO1	Will be able understand and apply the concepts of sales management and distribution channel management.	A1, A3
CO2	Analyze data to effectively forecast sales of a company.	A2, A1
CO3	Evaluate performance of the sales force visa-vis the targets given by the company.	A2
CO4	Evaluate sales performance of the company.	A2, A3

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Examination	Written test	20
A2	Course era courses	Course completion, and Presentation	Online course completion on course era and class room presentation	10
A3	Case studies and assignments	Class room participation and activity based	Class Discussion and presentation	20
A4	End-term examination	Examination	Written Tet	50

Mapping Course Outcomes (COs) -Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	11. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge	CO1 A1, A3	CO1 A2, A1,A4	CO2 A,1 A2,A3,A4	CO3 A2,A3,A4	CO4 A2,A3	
Procedural Knowledge						
Meta Cognitive Knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, E-Books, Websites, E-Library, Handouts, Course Era

References :

CO PO Mapping

Mapping COs-Blooms levels- Assessment Tools

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Visakhapatnam – 45.

Course Code: MMK847	Course Title: Retail Management	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA(BA)	Batch/AcademicYear: 2020-22	
Course Leader:		

Course description and Course objectives

Retail is the second highest employable sector in India after information Technology. Retailers today must take complex decisions about selecting the appropriate target market, products, price and presentation of the merchandise. This is in addition to training and motivating retail employees. Retailers must build a path based on well-developed strategic plans and use state-of-the-art information and distribution systems to be viable. Having a clear understanding of the fundamentals of retailing would help to survive and prosper in their tail jungle.

Course Objectives

1. To provide an understanding of the concepts of Retail.
2. To impart knowledge to analyze the retail strategy and process of strategy formulation.
3. To evaluate the function of merchandizing and determine the pricing strategies of merchandize.
4. To analyze the methodology of retail operations, specifically emphasizing on key activities and relationships.
5. To apply the tools of retail communication mix and test the role of branding in retail marketing.

Course outline and indicative content

Unit I (8 Sessions) (CO1, CO2, L1 & L2)

Introduction to Retail: Meaning of Retail, the functions of Retailer, significance of retail, the evaluation of retail formats, understanding retail formats, the evaluation of retail, and drivers of retail

Unit II (8 Sessions)(CO2, L2& L3)

Unit II: Retail Strategy: Concept – strategic retail planning process, retail locations, types of locations, steps involved in choosing a retail location, trade area and their evaluation, franchising- advantages and disadvantages.

Unit III (12 Sessions)(CO2, CO3, L12, L3 & L4)

Merchandizing and Pricing: Concept – evaluation and functions – role of merchandizer and buyer- function of buying for different types of organizations- merchandize planning-implications-process-sources of merchandize, concept of process of mechanize sourcing, retail price, factors affecting retail prices, elements of retail price, retail pricing strategies, SCM in Retail.

Unit IV (10 Sessions) (CO3, CO4, L13 & L4)

Store Operations –Concept -5SS of retail operations, legal aspects of store operations, store design, visual merchandising, private label, need for private labels, category management – components of category management

Unit V (12 Sessions)(CO3, CO4, L3, L4 & L5)

Retail Marketing & Branding: Retail Marketing Mix, Retail Communication Mix, role of branding in retail, customer loyalty, technology in retail-RFID, barcoding, the changing Facets of retail

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand the fundamentals of retail concepts which can be applied in retail career	A1
CO2	Develop are tails strategy that appeals to a specific target market, which includes location, layout / design, merchandising, pricing, and promotions.	A3
CO 3	Apply the knowledge of function of merchandizing and its pricing	A3 & A2

CO 4	Analyze how to carry out Store Management in the most effective way.	A3 & A2
CO 5	Evaluate the best retail communication mix and retail branding.	A2

Assessment methods

Task	Task type	Task mode	Weightage (%)
Mid Exam	Individual	Written	20
Project	Group	Field Visit	20
Case Study	Group	Presentation	10
End-term examination	Individual	Written	50

Case Analysis

Field Visit

Research Projects

Problem Solving

Students Presentations

Evaluation pattern

A1: Mid exam 20 Marks

A2: Project and Case Study 30 Marks

A3. End-term examination (50 Marks;3 hours duration): The syllabus is from all five units

- Section A: Five one page answerquestions(Five out of Eight questions to beanswered).5 X 2 marks = 10marks
- Section B : Five Essay type questions(either or choice Questions from eachUNIT) 5 X 6 marks = 30marks
- Section C : OneCase let(not more than 200words)1X10 =10 marks

Mapping COs-Blooms levels- Assessment Tools

Knowledge Dimension / Cognitive Dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1)			
Procedural Knowledge				CO2 (A3), CO3 (A2 & A3)	CO4 (A2) CO5 (A2)	
Meta Cognitive Knowledge						

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handout

1. SwapnaPradhan, "Retail Management", Tata McGraw Hill Company, New Delhi,2017.
2. Piyush Kumar Sinha, "Retail Management", Wiley & Company,New Delhi,2014
3. Levy & Weitz, "Retail Management", Tata McGraw Hill Company,New Delhi,2013
4. Gibson G. Vedammani, "Retail Management", Jaico Publishing, New Delhi, 2013
5. The Journal of Business & Retail Management research, U.K
6. International journal of Retail & Distribution Management, Emerald
7. Journal of Marketing,India.
8. GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam.

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem

Solving, Project, Assignment et

CO PO Mapping

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Visakhapatnam – 45.

Course Code: MMK 849	Course Title: Digital Marketing	
Semester: III	Course Type: Elective	Credits: 3
Home Program(s): MBA	Batch/Academic Year: 2020 - 22	
Course Leader:		

Course description

The era of digital environment and digital convergence has opened up new opportunities for marketing. The shift in the consumer behavior from brick to click is posing new challenges for the marketers. The digital revolution has created opportunity for innovation and empowered customer to digital convergence. The goal of digital marketing is to understand the accessibility of customers to digital media and how it created avenues to investigate the mindset of online consumers

Course Objectives

- To understand and develop a comprehensive digital marketing strategy.
- To make use of search engines for optimizing the visibility and search results.
- To formulate and implement Social Media Marketing Strategies.
- To create, analyse and send promotional content through E-mails and Mobiles
- To apply measurement techniques for evaluating the digital marketing efforts.

Course outline and indicative content

Unit-1: Online marketing foundations (CO1, LO1)

Digital marketing strategy - exploring digital marketing - starting with a website - user experience design (UXD) - user interface design (UI), Content marketing - foundations of content marketing - creation of content plan - content creation and promotion - measuring content effectiveness - designing and developing blogs - creating, promoting and measuring blog content - using newsletter in content - using photos in content marketing

Unit – 2: Search Engine optimization(CO2, LO2)

An introduction to search engine marketing (SEM) - Enhancing the organic search preferences, keyword allocation for improving website's searchability - Pay per click marketing - Online Reputation Management to improve SEM - Enhancing the organic search preferences - Keyword allocation for improving website's searchability - Pay per click marketing - Online reputation management to improve search engine marketing - keywords as the foundation of SEO - managing keyword data - link building strategies - measuring SEO effectiveness - local search - Paid search - creating an advertisement - pay per click advertising - researching keywords - creating a campaign

Unit -3: Social media marketing(CO3, LO3)

Understanding social media marketing - building online community - growing an online community - getting started with twitter - tweeting on twitter - building presence on twitter - getting started with facebook - marketing on facebook - building your presence on facebook - measuring your efforts - understanding instagram and advertising on instagram - developing linkedin's business strategy - finding audience - engaging audience

Unit-4: Marketing YouTube, E-Mail, Mobile (CO4, LO4, LO5)

understanding YouTube - monetizing with YouTube partner program - building an audience - customizing the channel - advanced video optimization on YouTube - using YouTube analytics, Email Marketing - Basic components of Email marketing - Designing emails to enhance Email Marketing - Viral email marketing campaigns - email marketing tools and setup - understanding of how email fits into a marketing plan - managing the audience - audience engagement, Mobile Marketing - understanding mobile marketing - Alternative mobile access technologies: platforms, services, devices and speeds - Consumer and corporate applications: content, marketing, sales promotion, ticketing, participation/interaction - Location-based services (Proximity marketing), SMS/ MMS, GPRS based services and marketing - Mobile messaging based

Marketing - mobilizing web presence - SMS campaign and building mobile applications

Unit – 5: Web Analytics (CO5, LO6)

Usage of Google Analytics - Implementation of Google Analytics - understanding analytics core concepts - setting up goals - using different types of reports, Affiliate marketing foundations - fundamental affiliate marketing principles - preparations for affiliate marketing - rolling out affiliate efforts.

On successful completion of this course, students will be able to:

No.	Learning Outcome	Assessment
CO1	Gain knowledge about the designing, developing and promoting through Blogs	A1
CO2	Use the search engines for better visibility in the online world	A2
CO3	Create, Implement and Make a Mark in the social networking sites	A3
CO4	Build a Youtube channel for promotions	A4
CO5	Learn how to use e-mail / Mobile marketing for promotional activities	A5
CO6	Work with google analytics for identifying, filtering and tracking the day to day business activities in the organisation	

Assessment methods

Task Number	Task	Task Type	Task Mode	Weightage (%)
T1	Students have to develop a blog on their own	Group Activity	Practical	10
T2	Content Writing Using Key Words and Implementing it using SEO Techniques	Individual	Practical	10
T3	Students have to create a marketing campaign of their choice and promote it through Social Media Networks	Group Activity	Practical	10
T4	Create a YouTube channel and Promote the ad campaign	Group Activity	Practical	10

T5	Identify at least two Customer Segments and send the E-Mails and SMS to 200 individuals by the students and list of E-Mails and Mobile Numbers have to be submitted	Individual	Practical	10
A1	A test will be conducted for 25 marks at the mid-term	Individual	Test	25
A2	A test will be conducted for 25 marks at the end-term	Individual	Test	25

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge		CO1, CO2, CO3, CO4, CO5, CO6 (T2, A1, A2)				
Conceptual knowledge	CO1, CO2, CO3, CO4, CO5, CO6 (T1, A1, A2)			CO1, CO2, CO3, CO4, CO5, CO6 (T2, T3, A1, A2)		
Procedural knowledge			CO2, CO3 (T1, T2)		CO5 (T5)	CO4 (T4, T5)
Meta cognitive knowledge						

Learning and teaching activities

Computer Practical
Brainstorming
Group Activity
Student Presentations

Teaching and learning resources

TEXT BOOK

1. Digital Marketing: Strategies for Online Success by Godfrey Parkin,

New Holland Publishers.

2. The art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson Wiley, 2016.
3. eMarketing: the essential guide to marketing in a digital world, Rob Stokes, 5th Edition, Quirk eMarketing (Pvt.) Ltd.

REFERENCE BOOKS

1. Facebook Marketing: An Hour A Day by Chris Treadaway and Mari Smith, Sybex
2. Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson, 2017.
3. Online Marketing, Richard Gay, Alan Charlesworth and Rita Esen, Oxford University Press, 2016

Websites:

1. www.seodigger.com
2. www.wix.com
3. www.google.com/analytics
4. www.way2sms.com
5. www.blogger.com
6. www.adwords.google.com
7. www.klout.com

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Visakhapatnam – 45.

Course Code: MMK 851	Course Title: MARKETING METRICS	
Semester: III	Course Type: Electives	Credits:3
Home Programme(s):MBA	Batch/AcademicYear:20-22/21-22	
Course Leader:		

Course description

In recent years, data-based marketing has swept through the business world. In its wake, measurable performance and accountability have become the keys to marketing success. In this environment Management students need a comprehensive, practical reference on the metrics used to quantify their results

In recent years, data-based marketing has swept through the business world. In the process measurable performance and accountability have become the keys to marketing success. In this environment Management students need a comprehensive, practical reference on the metrics used to quantify their results

Course Objectives

- To give students an understanding of measurable functions of Marketing
- To develop quantitative analytical skills needed to Market productively
- To analyze and aid in taking Marketing decisions

Course outline and indicative content

Unit I (10 sessions) –CO1, CO2

Share of Hearts Minds and Markets-Market Share, Relative Market share,Market concentration, Brand Development Index, Category Development Index, Penetration, Share of requirements, Heavy Usage Index, Awareness Attitudes and usage, Customer satisfaction ,Willingness to recommend Net promoter, Willingness to search.

Unit II (10 sessions) CO2, CO3

Trial, Repeat ,Penetration and volume projections, Growth Percentage and CGR, Cannibalization Rate and Fair share draw rate, Brand equity Metrics, Conjoint utilities and consumer preference, Segmentation and conjoint utilities, Conjoint utilities and volume projections.

Unit III (10 sessions)C02, CO3,C04

Margins, Selling Price and Channel Margins Average Price per unit and price per statistical unit, Variable costs and fixed costs, Marketing spending-Total, fixed and variable, breakeven analysis and contribution analysis, Target Volume.

Unit IV (10 sessions)-CO2, C03, CO4

Advertising Impressions, gross rating points, Cost per thousand impressions, Net reach and frequency, share of voice, Impressions page views and hits, Rich Media Display time, Rich Media Interaction rate, Click through rates, Cost per impressions, Cost per click and cost of acquisition, Visits, Visitors and abandonment bounce rate, Friends, followers and supporters, downloads.

Unit V (10 sessions) C05

Baseline sales, Incremental sales, and promotional lift, Redemption rates for coupons/rebates, Percent sales on deal Percent time on deal and average deal depth, Pass through and price waterfall.

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
1	Explain the concepts related to measuring and quantifying decisions in marketing	A1, A3,
2	Use key marketing metrics in decision making	A1,A2,A3
3	Develop analytical skills	A2
4	Compare and evaluate performance of marketing decisions based on various metrics generated.	A2,A3
5	Track and develop marketing data to understand the effectiveness of marketing decisions.	A2

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Mid Exam	Examination	Written test	20
A2. Course era courses	Course completion, and Presentation	Online course completion on course era and class room presentation	10
A3. Case studies and assignments	Class room participation and activity based	Class Discussion and presentation	20

A4. End-term examination	Examination	Written Tet	50
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Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	11. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
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Factual Knowledge						
Conceptual Knowledge		CO1 A1, A4	CO2 A1,A2,A4	CO3 A2 A3	CO4,C05 A2,A3,A4	
Procedural Knowledge						
Meta cognitive knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Case studies and Assignments

Teaching and learning resources

E-Resources, E-Books, Websites, E-Library, Handouts

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Visakhapatnam – 45.

Course Code: MAN 841	Course Title: DECISION SUPPORT SYSTEMS	
Semester: III	Course Type: Elective & Theory	Credits: 3
Home Programme(s): MBA(BA)	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

A Decision Support System (DSS) is a computer – based information system that supports business or organizational decision – making activities. DSS serve the management, operations and planning levels of an organization and helps them to make decisions, based on real-time data updates that may be rapidly changing and cannot be easily specified in advance. A properly designed DSS is an interactive software – based system intended to help decision makers compile useful information from a combination of raw data, documents, and personal knowledge, or business models to identify and solve problems and make decisions.

Course Objectives

1. Acquaint the students with the concept of decision support systems
2. Understand the usage of DSS in an Organization

Course outline and indicative content

Unit I (6 Sessions) (CO1 & L2)

Decision Concept: Steps, Decision Support System - components, characteristics, classification & application.

Unit II (6 sessions) (CO2 & L2, L3, L4, L5)

Models: Modelling process, types of models – optimization, simulation, heuristic, descriptive ,predictive; mode base, modeling languages, model directory, model base management system, model execution, integration and command processing, model packages

Unit III (6 sessions) (CO3 & L2, L3, L4, L5)

Development Process: Software, hardware and data acquisition, model acquisition, dialog development, integration, testing and validation, training and implementation.

Unit IV (6 sessions) (CO4& L2, L3, L4, L5)

Decision Engineering: Decision making software, decision theory, expert systems, business intelligence, artificial intelligence.

Unit V (6 sessions) (C05 & vL2, L3, L4, L5)

Group DSS: DSS in E-business era, integrating with functions, Impact and future of DSS.

On successful completion of this course, students will be able to:

S.No.	Learning Outcome	Assessment
1.	Understand the characteristics of DSS	A1
2.	Propose appropriate managerial models that help to analyse different business scenarios	A1, A3
3.	Understand the development process of DSS	A1, A2, A4
4.	Understand the usage of different IT concepts in decision making	A1, A2, A4
5.	Understand Group DSS	A1, A4

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual		20
A2	Coursera	Individual		10
A3	Project	Group		20
A4	End-term examination	Individual		50

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO1(A1) CO3 (A2) CO4(A2)	CO2(A1)	CO3(A3) CO4(A4) CO5(A4)	CO2(A4)	
Procedural knowledge						

Meta cognitive knowl- edge						
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Learning and teaching activities

Classroom Lectures, Application Cases

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources

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Course Code: MAN 843	Course Title: DATA ANALYSIS WITH R	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/ Academic Year: 2020 - 2022	
Course Leader:		

Course description

R is an open source programming language for statistical computing and graphics. Being open source, it has found huge acceptance among data scientists and is one of the popular tool for data science and machine learning.

Course Objectives

- Understand the programming concepts of R
- Gain hands on experience in working with R

Course outline and indicative content

Unit I (6 sessions) (CO1, L2,L4)

Elements of R: Concept of R, IDE of R, Mathematical Operators and Vectors, Assigning Variables, Special Numbers, Logical Vectors, Classes, Different types of numbers, Changing classes, Examining Variables, The workplace, Elements in R – Vectors, Matrices and Arrays, Lists, Conversion between vectors and lists, Combining lists, Data Frames

Unit II (6 sessions) (CO2, L4)

Functions, Strings and Factors and Flow Controls: Environments, Functions, Strings, Factors, Flow Controls - Conditional – if and else, Vectorized if, Multiple Selection, Loops – repeat loops, while loops, for loops, Advanced looping – replication, looping over lists, looping over arrays, Multiple – Input Apply, Instant vectorization, Split-Apply-Combine

Unit III (6 sessions) (CO3, L4)

Packages and Visualization: Loading packages, search path, libraries and installed packages, installing packages, maintaining packages, Visualization – The three plotting systems, Scatterplots – base graphics, lattice graphics,

ggplots, Line Plots, Histograms, Box Plots, Bar Charts, Other plotting packages and systems.

Unit IV (6 sessions) (CO4, L4)

Computing Statistics and Exploratory Data Analysis with R: Summarizing data, calculating relative frequencies, Tabulating Factors and creating contingency tables, Testing categorical variables for independence, Calculating Quantiles of a dataset, Converting data into z-scores, t-test, testing sample proportions, testing normality, comparing means of two samples, testing correlation for significance, Variations, Missing Values, Covariation, Patterns and Models

Unit V (6 sessions) (CO5, L3)

Machine Learning and Model Building with R: Types of machine learning algorithm, supervised learning algorithms – Linear regression in R, Logistic Regression in R Unsupervised Learning in R -Clustering with R, Recommendation Algorithms, Steps to generate recommendations in R, Model Building: Model basics, Type of Models, Visualizing models – Predictions, Residuals, Model Building, Communicating results – Basics of R Markdown

On successful completion of this course, students will be able to:

CO	Course Outcomes	Assessment
CO1	Understand the elements of R programming and write basic programs in R language	A1, A2, A4, A5
CO2	Write programs in R using control structures	A1, A4, A5
CO3	Perform data visualization with R	A5
CO4	Perform statistical analysis in R language	A5
CO5	Perform machine learning tasks in R language	A3

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20

A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		Co1 (A1, A4) CO2 (A1, A4)				
Procedural knowledge		CO1(A2)	Co5(A3)	Co1(A5) Co2(A5) Co3(A5) Co4(A5)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

Computer Lab, R Package, Textbooks, Ebooks, Reference Materials, Web resources

CO PO Mapping

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Course Code: MAN 845	Course Title: Data Analysis with Advanced Excel	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/ Academic Year: 2020-2022	
Course Leader:		

Course description

Business uses various analytics to gain insight and establish a competitive advantage. Business Analytics are the tools used for such analysis. These tools analyse the past data and drive business planning. Analytics can be categorized as descriptive, predictive or prescriptive based on the type and technique used in analysis. Excel is a tool that helps in doing basic analytics tool.

Course Objectives

- To understand the advanced features of Excel
- To provide hands on experience in using Excel as analytic tool

Course outline and indicative content

Unit- I: (6 sessions) (CO1 & L2)

Decision Analysis with MS Excel: What if Analysis- Data Tables, Scenario Manager, Goal Seek,

Unit II: (6 sessions) (CO2 &L2, L3)

Multidimensional Analysis with MS Excel: Pivot Table - Creating PivotTables, Working with Pivot Charts, Working with Power Pivot**L2, L3)**

Unit – III: (6 sessions) (CO3 &L2, L3)

Excel for Descriptive Analytics: Data Visualization, Visualization tools in Excel, Other data visualization tools, Descriptive statistics in Excel, Statistical inference – Hypothesis testing, Analysis of Variance (ANOVA), Chi Square test for independence

Unit IV: (6 sessions) (CO4 &L2, L3)

Excel for Predictive Analytics: Trend lines and Regression Analysis, Forecasting Techniques, Monte Carlo simulation – Concept, Usage in Excel

Unit V: (6 sessions) (CO5 & L4)

Excel for Prescriptive Analytics: Linear Optimization – Concept, Applications, Integer Optimization, Solver in Excel

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the working of Excel as Analysis tool	A1, A2
CO2	Work with What – If Analysis and Pivot Tables	A4, A5
CO3	Use Excel as a descriptive analytics tool	A4, A5
CO4	Use Excel as a predictive analytics tool	A4, A5
CO5	Use solver to solve optimization problems	A3

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		Co1(A1) CO2(A4) CO3(A4) CO4(A4)				
Procedural knowledge		Co1(A2)	CO2(A5) Co3(A5) Co4(A5)	Co5(A3)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

Computer Lab, MS Excel, Weka, Textbooks, Ebooks, Reference Materials, Web resources

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance



**GITAM Institute of Management (GIM)
Gandhi Institute of Technology and
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(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MAN 847	Course Title: DATA WAREHOUSING	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

Each and every organization maintains database related to their business such as employees, customers, products, sales and so on. As the business grows, amount of data that is accumulated over the years and in different sources will also grow. Building and managing such database is important for efficient querying and analysis of data. An understanding of the concepts of DBMS and Data Warehousing will help in building efficient database system.

Course Objectives

- Understand different concepts in DBMS and Data warehousing
- Understand the concept of OLAP
- Gain hands on experience in working with SQL

Course outline and indicative content

Unit I: (6 sessions) (CO1 &L3)

Database: Concept of database and DBMS, Components of DBMS, Relational data model, Entity relational model, Integrity constraints and Keys, Normalization
Unit II : (6 sessions) (CO2 & L5)

SQL: Introduction to SQL, DDL Statements – Create, Alter, Drop, DML statements – Insert, Select, Update, Delete, Commit and Rollback, Grant and Revoke, Group functions, Join condition, Sub queries

Unit III: (6 sessions) (CO3 &L4 , L5)

Data warehousing: Concept, Features of data warehouse, Data warehouse Architecture, Meta data, Data Marts, ETL Process, Dimensional Modeling

Unit IV: (6 sessions) (CO4 &L4)

OLAP in Data Warehouse: Concept of OLAP, Multidimensional Analysis,

OLAP functions, OLAP Applications, OLAP Models – MOLAP, ROLAP, HOLAP, DOLAP, OLAP Design Considerations.

Unit V: (6 sessions) (CO5 &L4)

SQL Analytic Functions: Introduction, Query partition clause, Order By clause, Windowing clause, Analytics Functions

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the concepts of DBMS	A1
CO2	Writes queries in SQL	A3
CO3	Design data warehouse schema	A1, A2
CO4	Understand the concept of OLAP and its functions	A1, A4
CO5	Work with SQL Analytical functions	A1, A4

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	50

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge			CO1 (A1)			
Procedural knowledge				CO3(A1) CO4(A4) CO5(A4)	CO2(A3) CO3(A2)	
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab,
Oracle

CO PO Mapping

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GITAM Institute of Management (GIM)
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(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MAN 849	Course Title: DATA ANALYSIS WITH SAS	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

SAS is a business suite that is used not only to perform statistical analysis but data mining as well. It is a popular analytics tool and is considered as a leader in business analytics softwares and services. Many organizations use SAS to carry out analysis

Course Objectives

- To understand the importance of SAS in Analytics
- Provide hands on working with SAS

Course outline and indicative content

Unit I (6 Sessions) (CO1 & L2)

Introduction to SAS: Introduction to SAS interface and library structure, Reading data, importing and exporting datasets, Formats and Informat, Variable attributes and data modification

Unit II (6 Sessions) (CO2 & L2, L3)

Proc SQL: Introduction to Proc SQL, Retrieving and selecting data from table, Retrieving and selecting data from multiple tables, Concatenating query results

Unit III (6 Sessions) (CO3 & L3, L3)

SAS Macros: Introduction, Macro Functions, SQL clauses for Macros, The %Macro statement, Conditional statement

Unit IV (6 Sessions) (CO4 & L3, L3)

Statistics in SAS: Descriptive statistics, Hypothesis testing, parametric and Non-Parametric tests, Statistical procedures for different statistics

Unit V (6 Sessions) (CO5 & L4)

Data Exploration: Data Preparation, Data Cleaning, Data type conversion, Missing value treatment, Data summarization

On successful completion of this course, students will be able to:

CO	Course Outcomes	Assessment
CO1	Understand the usage of SAS for Data Analysis	A1, A2
CO2	Use Proc SQL to work with database	A4, A5
CO3	Create SAS macros	A4, A5
CO4	Use Statistics in SAS	A4, A5
CO5	Use SAS to explore data	A3

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO1(A1) CO2(A4) CO3(A4) CO4(A4)				
Procedural knowledge		CO1(A2)	CO2(A5) CO3(A5) CO4(A5)	CO5(A3)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

Computer Lab, SAS package, Textbooks, Ebooks, Reference Materials, Web resources

CO PO Mapping

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Visakhapatnam – 45.

Course Code: MAN 851	Course Title: Machine Learning - I	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch / Academic Year: 2020-22	
Course Leader:		

Course description

Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.

Course Objectives

- Understand different categories of Machine Learning
- Understand different algorithms in Machine Learning

Course outline and indicative content

SYLLABUS

Unit – I: (6 sessions) (CO1 & L2)

Introduction to Machine Learning: Basics of Machine Learning, Categories of Machine Learning, Steps in Machine Learning, The Machine Learning process, Train and Test Data, Validation Techniques (Cross-Validation)

Unit – II: (6 sessions) (CO2 & L3, L4)

Supervised Learning - I: Linear Regression, Logistic Regression, Naïve Bayes Classifier, K-Nearest Neighbors Support Vector Machines **Unit – III: (6 sessions) (CO3 & L3, L4)**

Supervised Learning– II: Decision Trees - ID4, C4.5, CART, Ensembles methods, Bagging & Boosting, C5.0 boosting, Random forest, Gradient Boosting Machines and XGBoost

Unit – IV: (6 sessions) (CO4 & L3, L4)

Unsupervised Learning - I: Clustering: Distance measures, Different clustering methods (Distance, Density, Hierarchical), Iterative distance-based clustering;

Dealing with continuous, categorical values in K-Means,

Unit- V: (6 sessions) (CO5 &L2)

Unsupervised Learning - II: Constructing a hierarchical cluster, K-Medoids, K-Mode and density-based clustering, Measures of quality of clustering, Dimensionality Reduction/ Feature Selection

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the concepts of Machine Learning	A1, A2, A4
CO2	Use a tool to implement regression methods	A3, A5
CO3	Use a tool to implement decision trees algorithms	A3, A5
CO4	Use a tool to implement unsupervised learning	A3, A5
CO5	Understand different feature selection methods	A1, A4

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO1(A1, A4) CO5(A1, A4)				
Procedural knowledge		CO1(A2)	CO2(A3) CO3(A3) CO4(A3)	CO2(A5) CO3(A5) CO4(A5)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab, ML Software

CO PO Mapping

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GITAM Institute of Management (GIM)
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(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MOP 841	Course Title: Production Planning and Control	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

Production planning and control entails the acquisition and allocation of limited resources to production activities so as to satisfy customer demand over a specified time horizon. Planning is a forward looking process and it is about working out what action needs to be taken *now* to satisfy requirements in the *future*. Control is associated with checking that plans are being *executed* correctly and taking appropriate remedial *action* if there is a problem or deviation from plan. As such, planning and control problems are inherently optimization problems, where the objective is to develop a plan that meets demand at minimum cost or that fills the demand that maximizes profit. The underlying optimization problem will vary due to differences in the manufacturing and market context. This course provides a framework for discrete-parts of production planning and control and provides an overview of applicable model formulations.

Course outline and indicative content

Unit I (6 sessions) (CO1;L1– L6)

Introduction to production planning and control: Introduction to operations management, locating the importance of planning and control in operations management. Input-Transformation-Output models, Goods Vs Services, The 4Vs of operations management, the five performance objective, polar diagrams, formulating operations strategy.

Unit II (6 sessions) (CO1, CO2;L1 – L6)

Planning and control activities: Mechanisms of serving the market, planning and control activities: loading (finite and infinite), scheduling (backward and forward), sequencing, monitoring and control, volume/variety (vs) planning and control

Unit III (6 sessions) (CO2, CO3;L1 – L6)

Capacity planning: Fluctuating demand, planning horizon, capacity management, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), queuing theory and forecasting

Unit IV (6 sessions) (CO3, CO4;L1 – L6)

Master Production Scheduling (MPS): Background and links to sales and operations planning (SOP), sources of demand, Material Requirement Planning (MRP) – Bill of Material (BoM), MRP Explosion, Enterprise Resource Planning (ERP) and its history, bespoke vs packaged ERP software, ERP characteristics, SAP, benefits and challenges of ERP

Unit V (6 sessions) (CO4, CO5;L1 – L6)

Lean Production & Theory of Constraints (ToC): Fundamental lean concepts and their impact on capacity, the pull system. Using Kanban for process improvement, Understanding and managing constraints, improving process using ToC and impact on operations strategy, general types of constraint causes, logistics and ToC and scheduling and ToC, Drum-buffer-rope method

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand the systematic planning and control activities to achieve the highest efficiency in producing goods/services.	A1, A2
CO2	Explore the production facilities like men, machines, materials, methods etc., to achieve stated production objectives with respect to quantity, quality, time and cost	A3
CO3	Evaluate & select a range of planning and control methods and techniques that can be used to match supply and demand in a variety of contexts.	A2, A4
CO4	Critique an organisation from production planning and control perspective.	A4
CO5	Work collaboratively and select, apply and critique appropriate theoretical concepts in relation to an organisational context.	A3

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera / online Course	Individual	Report / Presentation	10
A3	Case study	Groups*	PPT presentations	20

A4	End-term exam	Individual	Written	50
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Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1				
Conceptual Knowledge					CO3	
Procedural Knowledge			CO2		CO4	
Meta Cognitive Knowledge			CO5			

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via X-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Prescribed text book:

Chapman, S N (2013). The fundamentals of Production Planning and Control, Pearson, 2013.

Referential text books and journal papers:

Slack, N, Chambers, S and Johnston, R (2007), Operations Management, 6th Ed, Prentice Hall, ISBN: 0273731602

Burbidge, J L (1981), Principles of Production Control. London, Donald and Evans.

Greene, J H (1987), Production and Inventory Control Handbook. New York, McGraw Hill.

Mc Leavey, Dennis W and Narasimhan, S L (1985), Production and Inventory Control. Boston, Allyn and Bacon. 1985.

Suggested journals:

- Production Planning and Control
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Journal of Operations Management

CO PO Mapping

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GITAM Institute of Management (GIM)
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Visakhapatnam – 45.

Course Code: MOP 843	Course Title: Supply Chain Management	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

Uncertainty & vertical disintegration of supply chain architecture is a major component of supply chain management within the contemporary context of economic globalisation. This course is designed to:

- Develop the students' critical awareness of the contemporary debates relevant to supply chain management using manufacturing and service examples
- Relate and apply supply chain management concepts and techniques to analysis of real case activity, simulations and game activity between the organizations operating in the supply chain network
- Formulate practical solutions and procedures for the strategy development, planning and control of manufacturing and service related supply chain management at all levels of operations (SME/Large/MNE).

Course outline and indicative content

Unit I (6 sessions) (CO1; L1- L6)

Understanding the supply chain: Basics in supply chain, process view of a supply chain, material and information flow, decision phases, competitive and supply chain strategies, achieving strategic fit, expanding strategic scope, customer perspectives in supply chain and lead time, measuring supply chain performance

Unit II (6 sessions) (CO2; L1- L6)

Managing operations and logistics in a supply chains: Matching demand and supply including time based management, forecasting, capacity planning, scheduling, inventory management, JIT, lean and agile thinking

Unit III (6 sessions) (CO2, CO3;L1- L6)

Procurement and relationship management in supply chains: Organizational/firm theories, Kraljic model for procurement, sourcing strategies, supplier rationalization, supply structure, supplier selection, supplier development, integration and coordination in the supply chain, managing inter-firm relationships

Unit IV (6 sessions) (CO3, CO4;L1- L6)

Retail logistics, warehousing, distribution in supply chains: Non-food logistics and food logistics, the role of information technology, factory gate pricing, the role of warehouse in supply chains, warehouse operations, warehouse layout, material handling equipment, home delivery, distribution channels, third and fourth party logistics, e-tailing trends and issues

Unit V (6 sessions) (CO4, CO5;L1- L6)

Risk management, reverse logistics and sustainability in supply chains: The sources of supply chain complexity, mastering complexity, vulnerability in supply chains, understanding the supply chain risk profile, managing supply chain risk, achieving supply chain resilience, product returns, end-of-life disposal schemes, asset value recovery strategies, ethics and impact of supply chain activities on triple bottom line

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand the role of operations and logistics for effective supply chain management.	A1, A2
CO2	Explore the role of procurement and relationship management in supply chain strategy	A4
CO3	Evaluate improvement strategies and solutions to problems in supply chains	A2, A3
CO4	Analyse risk in supply chain and evaluate mitigation strategies	A4
CO5	Evaluate an operation for sustainable supply chains	A4

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera / online Course	Individual	Report / Presentation	10

A3	Case study	Groups*	PPT presentations	20
A4	End-term exam	Individual	Written	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1				
Conceptual Knowledge			CO2			
Procedural Knowledge				CO4	CO5	
Meta Cognitive Knowledge					CO3	

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Prescribed text book:

Chopra, S. and Meindl, P. (2014). Supply Chain Management: Strategy, Planning and Operation, Sixth edition. Chennai: Pearson Education.

Referential text books and journal papers:

- Harrison, A., Van Hoek, R., (2011). Logistics management strategy: competing through the supply chain, Fourth edition. Harlow: Financial Times Prentice Hall.
- Cousins, P. D., Lamming, R., Lawson, B. and Squire, B. (2008). Strategic Supply Management: Principles, Theories and Practice, First edition.

Harlow: Financial Times Prentice Hall.

- Christopher, M. (2011). *Logistics & Supply Chain Management*, Fourth edition. Harlow: Financial Times Prentice Hall.
- Blanchard, D. (2010). *Supply Chain Management Best Practices*, Second edition. Hoboken: John Wiley & Sons, Inc.
- Kovács, G. and Spens, K. M. (2007). "Humanitarian logistics in disaster relief operations", *International Journal of Physical Distribution & Logistics Management*, Vol. 37, No. 2, pp.99-114.
- Nudurupati, S. S., Bhattacharya, A. Lascelles, D. and Caton, N. (2015). "Strategic Sourcing With Multi-Stakeholders Through Value Co-Creation: An Evidence From Global Health Care Company", *International Journal of Production Economics*. Vol.166, pp.248-257.
- Potter, A., Mason, R. and Lalwani, C. (2007). "Analysis of factory gate pricing in the UK grocery supply chain", *International Journal of Retail & Distribution Management*, Vol. 35, No.10, pp.821-834, Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). "A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management", *International Journal of Production Research*, Vol.53, No.21, pp. 6473-6494

Suggested journals:

- Journal of Supply Chain Management
- Supply Chain Management, An International Journal
- International Journal of Physical Distribution & Logistics Management
- Journal of Operations Management
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Production Planning and Control

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Visakhapatnam – 45.

Course Code: MOP 845	Course Title: Project Management	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/AcademicYear: 2020-22	
Course Leader:		

Course description

Project management is becoming more important in today's world. Mastery of key tools and concepts could give a significant competitive advantage in the marketplace. This course is designed to:

- Provide experience in using the concepts, techniques, and decision tools available to project managers.
 - Enlarge a basic understanding of the importance of work breakdown structures and networks to planning, scheduling, and controlling projects.
- Create an awareness of potential conflicts and problems that can occur on projects.
- Identify appropriate behavior for successfully managing a project.

Course outline and indicative content

UNIT – I: INTRODUCTION (8 Hours)(CO1, CO2, L1 & L2)

Definition, Projects and Operations, Project Management- Project Management Body of Knowledge (PMBOK). Application area Knowledge, standards and Regulations, Understanding the Project Environment. Importance of Project management. Project Life Cycle-Project Initiation; Project planning, Project Execution, Monitoring and Control, Project Closure.

UNIT – II: PROJECT SCOPE MANAGEMENT (8 Hours)(CO2, L2& L3)

Conceptual development, the scope statement, Work Breakdown Structure (WBS)-Development of WBS, Organizational Breakdown Structure. Project Communications Management.

UNIT – III:PROJECT PLANNING (8 Hours) (CO2, CO3, L2, L3 & L4)

Project Network Analysis-PERT/CPM, Time estimates in Critical Path Analysis, Floats, and Project Time – Cost Trade – off. Project Time Management

UNIT – IV: PROJECT RISK MANAGEMENT(8 Hours) (CO3, CO4, L3, L4& L5)

Risk Management Process, Contingency Planning, Project Cost Management, Project Quality Management.

UNIT – V: LEADERSHIP & PROJECT MANAGEMENT(8 Hours)(CO1, CO2, L1, L2 & L3)

Leaders vs. Managers, Traits of effective project leaders, Project Champions, Project Stakeholder Management, Project Human Resource Management.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Demonstrate an understanding of the project environment, life cycle, and the project selection and approval process.	A1, A3, A4
CO2	Demonstrate the role of the Project Manager in the successful initiation and completion of a project.	A1, A2, A3, A4
CO3	Apply knowledge skills in forming and developing a project team.	A2, A3 & A4
CO4	Develop and integrate core management plans needed for a project.	A3, A4

Assessment methods

	Task	Task type	Task mode	Weightage(%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Presentation	10
A3	Case/Project	Group	Presentation & Report	20
A4	End Term Exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

Knowl- edge di- mension / cognitive dimension	L1. Remem- ber	L2. Under- stand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Cre- ate
Factual Knowl- edge						
Conceptua l Knowl- edge		CO1 (A1, A4)	CO1 (A1, A3, A4)			
Procedural Knowl- edge				CO2 (A1, A3), CO3 (A2, A3, A4)	CO4 (A2, A3), CO5 (A4)	
Meta Cognitive Knowl- edge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

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Semester -IV

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1		Elective – 1	3		3	50	50	100	3
2		Elective – 2	3		3	50	50	100	3
3		Elective 3	3		3	50	50	100	3
4		Elective – 4	3		3	50	50	100	3
5	MOE/ MCC 801-8015	One Open Elective/one Contemporary Course	2		2	50		50	2
6.	MMB892	Comprehensive Viva						100	2
7.	MMB802 to MMB816 & VDC111	PCDs (VD course is compulsory)				350		350	7*
		Total	21		21	600	200	900	23

* In case of PCDs, the student has to earn minimum of 7 credits out of 10 credits offered across 4 semesters to get the degree and credits earned shall be shown in IV semester only.

PCDs

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB816	Business Simulation Game		2	2	50		50	2
		Total		2	2	50		50	2
		Grand Total		23	23	650	200	950	25

Each student has to choose **4 elective** courses from 6 specialization groups during semester IV. However, student should choose minimum 2 electives from each specialization group. And minimum no. of students for each elective should be 20. In case of Business Analytics specialization, student must choose 4 electives from that group only.

Semester IV

Elective Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
			Finance							
1.	MF1842	Elective	Financial Risk Management	3		3	50	50	100	3

2.	MFI844	Elective	International Financial Management	3		3	50	50	100	3
3.	MFI846	Elective	Corporate Valuation	3		3	50	50	100	3
4.	MFI848	Elective	Financial Derivatives	3		3	50	50	100	3
5.	MFI850	Elective	International Introduction to Investment (CISI - 2)	3		3	50	50	100	3
6.	MFI852	Elective	Insurance Management	3		3	50	50	100	3
<u>Marketing</u>										
7.	MMK842	Elective	Rural Marketing	3		3	50	50	100	3
8.	MMK844	Elective	Services Marketing	3		3	50	50	100	3
9.	MMK846	Elective	Marketing Research	3		3	50	50	100	3
10.	MMK848	Elective	Customer Relationship Management	3		3	50	50	100	3
11.	MMK850	Elective	B2B Marketing	3		3	50	50	100	3
12.	MMK852	Elective	Global Marketing	3		3	50	50	100	3
<u>Human Resource Management</u>										
13.	MHU842	Elective	Employment Laws - II	3		3	50	50	100	3
14.	MHU844	Elective	Industrial Relations & Statutory Compliance and Drafting	3		3	50	50	100	3
15.	MHU846	Elective	Global Human Resource Management	3		3	50	50	100	3
16.	MHU848	Elective	Strategic Human Resource Management	3		3	50	50	100	3
17.	MHU850	Elective	HR & Technology	3		3	50	50	100	3
18.	MHU852	Elective	Change Management	3		3	50	50	100	3
<u>OPERATIONS& Business Analytics</u>										
19.	MOP842	Elective	Materials Management	3		3	50	50	100	3
20.	MOP844	Elective	Quality Management	3		3	50	50	100	3

21.	MOP846	Elective	Marketing of Logistics Services	3		3	50	50	100	3
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22.	MOP848	Elective	Strategic Logistics Management	3		3	50	50	100	3
23.	MBA842	Elective	Data Analysis with Python	2	2	4	50	50	100	3
24.	MBA844	Elective	Big Data Analytics with Hadoop	2	2	4	50	50	100	3
25.	MBA846	Elective	Machine Learning - 2	2	2	4	50	50	100	3
26.	MBA848	Elective	E – Business	2	2	4	50	50	100	3
27.	MBA850	Elective	Artificial Intelligence	2	2	4	50	50	100	3

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA - Continuous assessment

IV Semester PCDs COURSES

SI No.	Course Code	Subject	Credits	Semester
1	MMB802	CBA -1	1	I
2	MMB804	Yoga and Meditation	1	I
3	MMB806	Venture Discovery	2	I
4	MMB808	BEC	1	II
5	MMB810	Soft Skills -1 (Work Shop)	1	II
6	MMB812	CBA -2	1	III
7	MMB814	Soft Skills -2 (Work Shop)	1	III
8	MMB816	Business Simulation Game	2	IV
		Total	10	

- **In case of PCDs , the student has to earn minimum of 7 credits out of 10 credits offered across 4 semesters to get the degree and credits earned shall be shown in IV semester only.**

Choose one contemporary course from the following Contemporary courses offered from the below list.

Semester IV

Contemporary Courses offered

S. No.	Course Code	Course Type	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
1.	MCC 801	Elective	CSR & Sustainable Development	2		2	50		50	2
2.	MCC 802 842	Elective	Social Innovation	2		2	50		50	2

3.	MCC 803	Elective	Behavioral Economics	2		2	50		50	2
4.	MCC 804	Elective	Technology Management	2		2	50		50	2
5.	MCC 805	Elective	Environmental Sciences	2		2	50		50	2
6.	MCC 806	Elective	Intellectual Property Systems	2		2	50		50	2
7.	MCC 807	Elective	Technological Entrepreneurship	2		2	50		50	2
8.	MCC 808	Elective	Alternate Dispute Resolution	2		2	50		50	2
9.	MCC 809	Elective	Alternative Investments	2		2	50		50	2
10.	MCC 810	Elective	Financial Metrics	2		2	50		50	2
11.	MCC 811	Elective	Contemporary HR Practices	2		2	50		50	2
12.	MCC 812	Elective	HR in Knowledge Management	2		2	50		50	2
13.	MCC 813	Elective	Psychometrics	2		2	50		50	2
14.	MCC 814	Elective	HR Metrics	2		2	50		50	2
15.	MCC 815	Elective	Personal Tax Planning	2		2	50		50	2



GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MFI 842	Course Title: Financial Risk Management	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA (General)	Batch/Academic Year: 2020-21 Admitted Batch	
Course Leader:		

Course description

The course offers an introduction into the evolving and expanding practice of financial risk management. Risk management is a complex process of identifying, quantifying and managing various risk exposures. The course analyzes and discusses the various sources of risk. Particular attention is devoted to the main risk management techniques such as Value at Risk (VaR), volatility models, and correlation models. The course focuses on the main issues of financial risk management. Risk management has emerged as one of the most important area in finance. The evolution of this subject has been attracting the interest of both practitioners and academia. Therefore, the course is a blend of theory and application. Real data analysis is an important part of this course. A student successfully completing this course will be familiar with the main current practices of financial risk management.

Course Objectives

- To provide understanding of essential terms, concepts and principles of financial risk management.
- To build the required skills and ability to apply principles of financial risk management for corporate decision making
- To develop skills in students to use the techniques for risk management.

Course outline and indicative content

Unit I (CO1, CO2, L2,L3)

Financial Risk: An Overview, Evolution, and the Environment. Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity) – Stock pricing model- Black Scholes Model and Greeks.

Unit II (CO2, L2 & L3)

Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at- Risk measures Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility. (N.P)

Unit III (CO2, CO3, L12, L3 & L4)

Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making. Currency risk analysis in global investing, risk environment in Indian forex markets, forwards and non-deliverable forwards, cross-currency risk analysis.

Unit IV (CO3, CO4, L13 & L4)

Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.

Unit V (CO3, CO4, L3, L4 & L5)

Operational and other key Risks: Overview of operational risk, liquidity risk, funding risk. Interaction of Market, credit and liquidity risks. Approaches in modeling operational risks- Fraud Risk- Regulatory Risk- External Risk.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of financial risk management	A1,A4
CO2	Apply Tools and techniques deployed in organizations across the risk classes to manage risks	A1,A4
CO3	Analyze information and apply quantitative methods used in Risk Management to support decision making	A2,A4
CO4	Evaluate Credit /Market / Operational Risks	A2,A4
CO5	Formulate a risk management strategy	A2,A4

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera / online course	Individual	Online learning and assessment	10
A3	Case / Project	Individual/ Groups	Presentations, Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1(A1, A4)				
Conceptual Knowledge			CO2 (A1, A4)			
Procedural Knowledge			CO2 (A1, A4)	CO3 (A2,A4)	CO4 (A2,A4)	
Meta Cognitive Knowledge				CO4 (A2,A4)		CO5 (A2, A4)

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via X-Learn, case studies, projects and practical activities (individual & group).

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library.

Reading Material:

FRM Exam prep by Kaplan University

CO PO Mapping

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)

Visakhapatnam – 45.

Course Code: MFI844	Course Title: International Financial Management	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA (General)	Batch/Academic Year: 2020-21 Admitted Batch	
Course Leader:		

Course description

Finance function cannot be isolated from the forces of Globalisation. The growth of Multinationals, the liberalization of capital and foreign exchange markets of various nations and the subsequent increase in the private capital flows across the globe demand the study of International Financial Management (IFM). The increasing contagion effects of financial crisis triggered to the rest of the world has compelled the CFOs of even firms with purely domestic focus. This course draws its concepts from the macro level course in International Economics and the fundamental course in Financial Management, and adds additional dimensions, for building theories and models for decision making at the firm level, especially in an international context.

Course Objectives

The broad objective of this course is to expose the students to the various issues related Investment, Financing and Risk Management functions of Corporate Financial Management in an international context. In this process it aims at the following specific objectives

- To differentiate International Financial Management from Financial Management
- To understand the environment which add new dimensions to the subject
- To appreciate the conceptual underpinnings in practicing the Finance function in an international context
- To apply a few specific techniques for effective decision making

Course outline and indicative content

UNIT-I: CO1, L1, L4

International Finance: Finance function in a global context, global financial markets, International Monetary System- Introduction to IDR-Sovereign Risk. International Financial Environment – IMF - SDR – EMU – CAD (BOP)

UNIT-II: CO2, L2,L3

Foreign Exchange Market : Structure, mechanism of currency trading, exchange rate quotations, forward contracts, interest arbitrage, exchange rate regimes and the foreign exchange market in India (NP)

UNIT-III: CO3, L1, L2, L3, L4

Management of Currency Exposure: Measurement of exposure and risk, managing transaction exposure, operating exposure, short-term financial management in multinational corporation (NP). Currency Derivatives – Netting – forfeiting.

UNIT-IV : CO4, L2, L3, L4

International Financing Decision : Evaluating borrowing options, funding avenues in global corporate markets, international equity financing, introduction to ADRs, GDRs, Private Equity, understanding International transferring. International Capital Structure, International Portfolio

UNIT-V: CO5, L4, L5

International Project appraisal: Problems and issues in foreign investment analysis, methods of Capital Budgeting, NPV and APV methods (NP).

On successful completion of this course students will be able to:

CO	Learning Outcomes	Assessment
CO 1	Understand the international financial environment	A1,A3,A4
CO 2	Apply & evaluate exchange rate regimes & arbitrage process	A1,A3,A4
CO 3	Evaluate alternatives to decide risk exposures	A3
CO 4	Apply funding & borrowing options to take financial decisions in MNCs.	A2,A4
CO 5	Evaluate capital budgeting decisions	A2,A4

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written –L3 level	20
A2	Coursera/Online course	Individual	Viva/Presentation on completion of the course	10
A3	Case study/ Project	Group/ Individual	Discussion and Presentation -L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1, A3, A4)	CO2 (A1, A3,A4)				
Conceptual Knowledge	CO1 (A1, A3, A4)	CO2 (A1, A3,A4)				
Procedural Knowledge		CO4 (A2,A4)	CO2 (A1, A3,A4)	CO3 (A3)	CO5 (A2, A4)	
Meta Cognitive Knowledge				CO4 (A2,A4)	CO5 (A2, A4)	

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group). Students shall be encouraged to enrol in Massive Open Online Courses (MOOCs) for courses relevant to International Financial Management. It is expected that an average student will be required to spend about two hour for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class.

TEXTBOOK

Jeff Madura, *International Corporate Finance*, Cengage Learning, Latest Edition.

Alan C Shapiro, *Multinational Financial Management*, John Wiley & Sons.

P.G.Apte, *International Financial Management*, Tata McGraw Hill Co. Ltd.

Eun & Resnick, *International Financial Management*, Tata McGraw Hill Co. Ltd.

C. Jeevanandam, *Foreign Exchange & Risk Management*, Sultan Chand Publishers

Eitman, Stone Hill, and Muffet, *Multinational Financial Management*,

CO PO Mapping

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MFI 846	Course Title: Corporate Valuation	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA (General)	Batch/Academic Year: 2020-21 Admitted Batch	
Course Leader:		

Course description

The primary objective of a firm is to maximize shareholders' value through effective financial management. Hence it is imperative that all financial managers understand the drivers of corporate value and the process involved in computing corporate value. Gaining an insight into the basic techniques used for measuring the value of an organisation and the strategies that can be adopted for maximizing shareholders' value will prove beneficial to managers as well as organizations.

Course Objectives

- To understand the concepts of Valuation and to evaluate various valuation techniques
- To understand the concepts of Merger and Acquisition and to evaluate the financial implications of M&A
- To understand the concepts of value creation from Divestitures
- To apply the techniques learnt to value a company

Course outline and indicative content

Unit I (6 sessions) (CO1, CO2, L2, L3)

Context of Valuation: Concept of value, need for valuation and myths of valuation, Approaches to Valuation.

Unit II (6 sessions) (CO2, CO3, CO4, L2, L3, L4)

DCF Approach to Corporate Valuation: Introduction, steps, McKinsey's Enterprise DCF Model. Relative valuation approach to corporate valuation: Introduction, steps, Equity Valuation Multiples, Enterprise Valuation Multiples and Operational Multiples (NP).

Unit III (6 sessions) (CO2, CO3, CO4, CO5, L3, L4, L5)

Concept of Mergers and Acquisitions: Types and benefits, major laws involved in M&A - Companies Act 1956, Competition Act 2002 and SEBI Regulations.

Unit IV (6 sessions) (CO1, CO3, L2, L4)

Valuation of Mergers and Acquisitions: Significance of share exchange ratio, significance of P/E Ratio and EPS analysis in the merger process, calculation of minimum and maximum share exchange ratios. (NP)

Unit V (6 sessions) (CO1, CO4, L2, L4)

Takeover Strategies and Defensive Strategies: Value creation from divestitures, sources of value creation using divestitures and managing divestitures.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of Mergers & Acquisition and Valuation	A1,A3
CO2	Apply DCF Approach to Mergers & Acquisition and Valuation	A1,A3 & A4
CO3	Analyze the significance of share exchange ratio, significance of P/E Ratio and EPS analysis in the merger process	A2,A4
CO4	Make use of Concept of Mergers and Acquisitions	A2,A4
CO5	Evaluate the Takeover Strategies and Defensive Strategies	A2&A4

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera/ online course	Individual	Online learning and assessment	10
A3	Case / Project	Individual/Groups	Presentations, Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 (A1, A4)				
Conceptual Knowledge			CO2 (A1, A3)			
Procedural Knowledge		CO1 (A1, A4)	CO2 (A1, A4)	CO3 (A2,A4)	CO4 (A2,A4)	
Meta Cognitive Knowledge				CO4 (A2,A4)	CO5 (A2, A4)	

Learning and teaching activities

- Case Analysis
- Situation Analysis
- Chalk & Talk
- Student Presentations

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library.

It is expected that an average student will be required to spend about two hour for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

Teaching and learning resources

TEXT BOOK

- Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill, New Delhi, 2013

REFERENCES

- Damodaran. A, "Valuation", New Jersey: John Wiley & Sons, 2006

JOURNALS

- Strategic Management Journal, John Wiley & Sons

- GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam

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Visakhapatnam – 45.

Course Code: MFI 848	Course Title: Financial Derivatives	
Semester: IV	Course Type: Elective course	Credits:: 3
Home Programme(s):MBA	Batch/Academic Year:(20-21)/Admitted batch	
Course Leader:		

Course description

Financial Markets are the lifeblood of an economy and country. Since the financial deregulations in 1991, Indian economy has grown significantly and businesses have learnt and tapped the other sources of capital, than just bank loans. The Capital Markets course offers the basic foundation of Equities/ Stocks, upon which the Financial Derivatives markets are built upon. Those who plan to become financial analysts in organizations need to manage client funds more efficiently by hedging the financial risk exposure. Financial Derivative products are one of the effective tools for hedging financial risk.

Course Objectives

This course will help:

- To understand the basic concepts of Forwards Trading, Futures, Trading & Options Trading.
- To understand the basic concepts of Currency and Interest Rates Swaps and apply them to hedge risk exposure
- To understand the basic concepts of Option Pricing Models (Binomial and Black Scholes)

Course outline and indicative content

Unit I (6 sessions) (CO1, CO2, L2, L3)

Introduction of Financial Derivatives -types of derivatives- Trading mechanism and contracts of the main Financial Derivatives instruments: Clearing and settlement of trades, margin trading

Unit II (6sessions) (CO2, CO3, CO4, L2, L3, L4)

Forwards and Futures trading and differences between them: Trading in Forwards, Futures: theory, pricing and hedging strategies for foreign exchange,

short and long-term interest rate and Index Futures.

Unit III (6sessions) (CO2, CO3, CO4, CO5, L3, L4, L5)

Options Market: Trading and hedging using Options; equity Options; Options vs. Futures. Option pricing using Black-Scholes Model and Binomial Analysis; Options on Stock Indices and currency;

Option Greeks; Exotic Options (NP)

Unit IV (6sessions) (CO1, CO3, L2, L4)

Options trading Strategies - Spreads (Bull Spreads, Bear Spreads and Butterfly Spreads) - Combinations (Straddles, Strangles, Strips and Straps)

Unit V (6sessions) (CO3, CO4,L2, L4)

Swaps Markets: Structure, currency, interest-rate, equity and commodity Swaps- pricing of swaps -pricing simulations. (N.P. - Numerical Problems)

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of financial Derivatives	A1,A4
CO2	Apply techniques of applying forwards and futures trading mechanism using hedging strategies.	A1,A2&A4
CO3	Analyze options contracts using various pricing tools	A2&A4
CO4	Evaluate different options trading strategies	A2 &A4

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera / online course	Individual	Online learning and assessment	10
A3	Case / Project	Individual/ Groups	Presentations, Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Bloom's levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create

Factual Knowledge		CO1 (A1, A4)				
Conceptual Knowledge			CO2 (A1, A4)			
Procedural Knowledge		CO1 (A1, A4)	CO2 (A1, A4)	CO3 (A2,A4)	CO4 (A2,A4)	
Meta Cognitive Knowledge				CO4 (A2,A4)	CO4 (A2, A4)	

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library.

Prescribed Text Book

- Gupta, S. L., "Financial Derivatives, Theory, Concepts & Problems", PHI Learning Pvt. Ltd., New Delhi, 2013.

References

- Ranganatham, M., &Madhumathi, R., "Derivatives and Risk Management", Pearson, New Delhi, 2014
- Kevin, S., "Commodity and Financial Derivatives", Pearson, New Delhi, 2014(Latest Edition)
- John C Hull and ShankarshanBasu" Options and futures and other derivatives" ninth edition, 2015, Pearson Publishers.

Journals

- Harvard Business Review, Harvard Business School Publication Co. USA
- Vikalpa, Indian Institute of Management, Ahmedabad
- GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MFI 850	Course Title: CISI – 2 International Introduction to Securities & Investments	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA (20-21) Admitted Batch		
Course Leader:		

Course description

CISI is a recognized UK body that offers specific courses catering to the financial industry, which is highly sought out by banking industry. While taking this module, students should register with CISI to obtain training material and complete the online test to obtain certification from CISI. This module will provide introduction to the basic instruments like equities, bonds etc and their characteristics.

Course outline and indicative content

Unit I (6 sessions) (CO1A1 & A2, A4)

Financial Services Industry -features, role of different parties in the financial services industry. Economic Environment-factors, types-state controlled, market, mixed, open-supply of goods and services-need for credit-causes/impact/control of Inflation/deflation- GDP/BOP/Unemployment.

Unit II (6 sessions)(CO2A2 & A3,A4)

Financial Assets and Markets-types, characteristics, Money Market Instruments-CP/TB/CD, Property Investment-direct/indirect, Foreign Exchange markets, securities-types, features-pre emptive rights, right to vote, capital gain, dividends, risks associated with equity stock.

Unit III (6 sessions) (CO3, A3,A4)

Bonds-characteristics, types, duration, YTM, Derivatives –features, types, futures, options, swaps.

Unit IV (6 sessions) (CO4, A3, A4)

Investment Funds-Mutual Funds-Open/closed, REITs, ETFs; Financial services Regulation- financial crime, insider trading and Ethics

Unit V (6 sessions) (CO5, A3, A4)

Other Financial Products- features, types, retirement plans, mortgages, loans and Life assurance.

On successful completion of this course, students will be able to:

CO	Course Outcomes	Assessment
CO1	To understand the basics of financial services industry.	A1
CO2	To understand the basic economic environment.	A2
CO3	To understand the basic financial services industry.	A3
CO4	To apply the learning in managing investment funds.	A4
CO5	To apply the learning in the CISI module test and obtain certification.	A4

Assessment methods

Task	Task type	Task mode	Wiegthage (%)
A1			
A2			
A3			
A4			

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowl- edge	CO1A1 & A2, A4	CO1A1 & A2, A4				
Conceptual Knowledge			CO2A2 & A3,A4	CO2A2 & A3,A4	CO3, A3,A4	
Procedural Knowledge				CO4, A3, A4	CO4, A3, A4	
Meta Cognitive Knowledge						(CO5, A3, A4)

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group).

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn.

Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

It is expected that an average student will be required to spend about two hour for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

References

- CISI: International Introduction to Securities & Investment
- Capital Markets, Fifth Edition
- Institutions, Instruments, and Risk Management by [Frank J. Fabozzi](#)
- Introduction to futures and options markets (3rd edition) by John Hull
- All about derivatives by **Michael Durbin**.

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance



**GITAM Institute of Management (GIM)
Gandhi Institute of Technology and
Management (GITAM)**

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MFI 852	Course Title: Insurance Management	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s):MBA (General)	Batch/Academic Year: 2020-21 Admitted Batch	
Course Leader:		

Course description

Risk is part of any business endeavor, unless there is risk taking there is no return. A great deal of time, efforts and money is spent in coping with downside risks by using insurance as a tool. Having an understanding of the fundamentals of risk and insurance management and its application on problem-solving from managerial, consumer, and societal perspectives. This course is very crucial in Management education. This course offers a comprehensive overview and a broad prospective of the principles of Risk Management and Insurance. While emphasizing traditional risk management and insurance, this course introduces other types of risk management and stresses that professionals may use the same general framework to manage all types of risk. The value of insurance lies in the protection it affords from losses arising from risk control failures or from other causes.

Course Objectives:

This course is designed to:

- Enable the students to understand the way in which business and society make an assessment of, control and manage risk.
- Introduces to the students insurance as a tool for risk management.
- Engage students in active discovery of risk management principles and prepare them to Analyze and use appropriate risk management techniques for various situations.
- Develop the students' critical awareness of the contemporary debates relevant to insurance management from the business and individual point of view.
- Demonstrate knowledge of common insurance policies and the industry

operations.

Course outline and indicative content

Unit I (10 sessions) (CO1,CO2,CO3- L2,L3,L4)

Risk: Introduction to Risk, Risk Identification, Chances of loss, peril and hazard, classification of risk, types of pure risk, burden to the society, methods of handling risk, Risk Management: Objective of risk management, Steps in risk management process, Benefits of risk management, Risk reporting.

Unit II (10 sessions) (CO1, CO2, CO3-L2, L3, L4)

Insurance: Basic characteristics of Insurance, requirements of an insurable risk, types of insurance business, insurance as contract, essential elements, fundamental principles of insurance, Conceptual Framework of Double Insurance, Over-insurance, Under-insurance, Insurance documents.

Unit III (12 sessions) (CO1, CO2, CO3, CO4-L2, L3, L4)

Life Insurance: Principles of Life Insurance, Types of life insurance, policy options, condition & privilege, nomination, assignment, annuities, need for annuities, contract, classification of annuities, Group Insurance, Types of Group insurance Schemes, Group and Pension Insurance Policies, calculation of premium.

Unit IV (10 sessions) (CO2, CO3, CO4,CO5-L2, L3, L4)

General Insurance: Principles of General Insurance, laws related to General Insurance, Types of General Insurance- Fire, Marine, Motor Vehicles, Health Insurance, Rating making in General insurance.

Unit V (12 sessions) (CO2, CO3, CO4, -L2, L3, L4)

Insurance Company Operations: Underwriting-Principles of Underwriting, Underwriting in Life and General Insurance, **Claims Management-**Claim Settlement in General Insurance and Life Insurance, **Insurance Marketing:** Marketing of Insurance Products, Reinsurance.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	To use appropriate risk management techniques in situations	A1,A2,A3,A4
CO2	Effectively communicate risk management and insurance, concepts, practices, and applications	A1,A2,A3,A4
CO3	Apply the insurance mechanism in risk management in both life and general	A1,A2,A3,A4

CO4	To analyze various products offered by the insurance companies and their significance;	A1,A2,A3,A4
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Case study (CO1,CO2, CO3,CO4,CO5-L2,L3,L4,L5)

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1	Two mid examinations will be conducted for 20 marks each. Best of two will be considered for final 20 marks.	Individual	20
A2	Class room Presentations/ Seminars and Case analysis/ workshop/training/Assignments/ survey/ project work for 20 marks	Groups	20
A3	Coursera course/on line Course(Up on which student need to give presentation/viva)	Individual	10
A4	Semester-endExamination	Individual	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension /Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 A1, A2				
Conceptual Knowledge		CO1 A1, A2	CO3 A1, A2			
Procedural Knowledge		CO2 A1, A4	CO3 A1, A2, A4	CO4 A1, A2, A3	CO5 A2, A4	
Meta Cognitive Knowledge				CO4 A1, A2, A4	CO5 A1, A2, A4	

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, self study, case study discussion, group projects, and presentations.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. However, student should not limit to the books uploaded on the G-Learn and she should explore other sources on their own. Student need to read different books and journal papers to master certain relevant concepts to analyze cases and while preparing project reports. Some of these reference books given below will be available in institute as well as Knowledge Resource Centre.

Text Book

- George E.Rejda,“Principles of Risk Management & Insurance”,Pearson, New Delhi,2014

References

- Scott Harington, “Risk Management & Insurance”, Tata McGraw-Hill Education, New Delhi,2014
- RichardJones,“RiskBasedManagement”,Gulf Pub, 2014 Rakesh Agarwal, “General Insurance Agents”, K.M.Rai Mittak for Mittal Publications, 2013

Journals

- Journal of Insurance and Risk Management, BIM Tech, New Delhi
- Indian Journal of Risk management, Institute of Management, Nirma University of Science and Technology, Ahmedabad
- GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
- Indian Journal of Public Enterprise, Institute of Public Enterprise Research.
- The IUP Journal of Risk & Insurance, Hyderabad
- SAARJ Journal of Banking and Insurance Research, South Asian Academic Research Journal.
- ICFAI Journal of Risk & Management, Hyderabad.
- Insurance Chronicle, ICFAI, Hyderabad.
- Insurance Times, Kolkata.
- Yogakshema, LIC of India, Mumbai.

CO PO Mapping

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GITAM Institute of Management (GIM)
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Act. 1956) Visakhapatnam – 45.

Course Code: MMK 842	Course Title: RURALMARKETING	
Semester: IV	Course Type: Elective	Credits: 3
Home Program(s): MBA	Batch/Academic Year: 2020-22	
Course Leader: Prof.M.Jyothsna		

Course description

Rural Marketing has emerged as an important internal sub-division within marketing discipline particularly in the context of a large rural economy like India. In India the rural economy contributes nearly half of the country's GDP and the size of the rural market is growing in a steady phase and companies are re designing some of their products to match rural consumers' affordability. An insight into a more holistic perspective of rural marketing which includes rural marketing environment, buying behavior, STP approach and Pricing would be beneficial to Management students who wish to move into this emerging area of Rural Marketing.

Course Objectives

This course intends the student

- To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.
- Differentiate the rural market environment from the urban and semi-urban markets
- Understand the factors influencing the rural consumer behavior and their brand loyalty
- To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.
- To evaluate pricing and distribution strategies for rural consumers

Course outline and indicative content

UNIT-I (7 sessions) (CO1, L1)

A Conceptual Framework, Nature, Characteristics of Rural Market, Challenges & Opportunities. An Overview of Indian Rural Market, rural marketing mix. Bottom of the Pyramid.

UNIT-II(8 sessions) (CO2, L2)

Rural Marketing Environment: Defining rural India, evolution of rural marketing, rural market structure - demographic environment, physical environment, economic environment and technological environment.

UNIT-III (10 sessions)(CO3, L3)

Rural Consumer Behaviour: Consumer buying behavior models, factors affecting consumer buying behaviour, characteristics of rural consumers, consumer buying process, opinion leadership, brand loyalty.

UNIT-IV (10 sessions)(CO4, L4)

Segmenting, Targeting Positioning: Product strategy, marketing mix challenge, product concept and classification, rural product categories, new product development, product lifecycle, product mix and rural packaging, Need for Innovation in Rural Markets.

UNIT-V (10 sessions)(CO5, L5)

Pricing: Pricing strategy, Internal influences, pricing objectives, external influences pricing strategies, marketing entry strategies, distribution strategy, channels of distribution, behavior of the channel and communication strategy.

Case Analysis (Not Exceeding 200 words)

- On successful completion of this course, students will be able to:

S. No.	Course Outcomes (COs)	Assessment
CO1	Discuss rural market Challenges & Opportunities in a dynamic market.	A1
CO2	Explain and interpret Rural Marketing Evolution and Structure	A3
CO3	Apply the concepts relating to consumer buying behaviour	A3 & A2
CO4	Differentiate and design marketing strategies for rural-specific products.	A3 & A2
CO5	Assess and interpret the relevance of pricing and distribution strategies.	A2

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2Coursera	Individual	Quiz/Assignment	10
A3Project/Case study	Group	Presentations & Report	20
A4End-term exam	Individual	Written	50

Mapping COs - Blooms levels- Assessment Tools

Knowl- edge dimen- sion / Cogni- tive di- mension	L1. Remem- ber	L2. Under- stand	L3. Apply	L4. Ana- lyze	L5. Evaluate	L6. Create
Factual knowl- edge	CO1 (A1, A3)	CO1 (A1, A3)	CO1 (A1, A3)			
Con- ceptual knowl- edge				CO3, CO4 (A2, A3)	CO3, CO4, CO5 (A2, A3)	
Proce- dural knowl- edge						CO3,- CO4 (A2)
Meta cognitive knowl- edge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

TEXTBOOK

PradeepKashyap,"RuralMarketing",Pearson,NewDelhi,2016

REFERENCES

- 1.Rural Marketing: Text and Cases, 2e Paperback – 2011 by [Krishnamacharyulu](#)
- 2.AshrafImam,MassoumehNasrollah,ZadchandAph,"RuralMarketing",2013
- 3.Mathur, U., "The Rural Marketing Book", 2013
- 4.Sanal Kumar, "Rural Marketing", Sage Publications, New Delhi, 2012

JOURNALS

1. International Journal of Rural Management , Sage Publications
2. Journal of Rural Studies, Elsevier
3. Prabandhan: Indian *Journal* of Management.
4. Journal of Marketing, India
5. Journal of Marketing Research, India
6. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

CO PO Mapping

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Course Code: MMK 844	Course Title: Services Marketing	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/AcademicYear:2020-2022	
Course Leader:		

Course description

Since the service sector is growing so rapidly in virtually all countries around the world, new job creation comes mainly from services. As an economy develops, the relative share of employment between agriculture, industry and services changes dramatically. Even in emerging economies, the service output is growing rapidly and often represents at least half of the Gross Domestic Product (GDP).

While the importance of services is ever growing, the challenges faced by the managers are unique and severe, the services sector being so diverse in nature. From giant international airlines, banks, hotel chains, insurance, telecommunications, and government to locally owned or operated small businesses like laundry, beauty salons, cyber-cafes, and many business-to-business services, the marketing-relevant issues can be as wide as one can imagine. The aim of this course is to familiarize the students with the various aspects, processes and components of services marketing.

Course Objectives

- To able to differentiate between product and services marketing.
- To apply the extended marketing mix and STP process to various service sectors
- To identify the quality dimensions for different services and will be able to develop SERVQUAL, service blueprint and service recovery strategies.
- To Able to identify different service strategies and various steps involved in new service development process as well as service distribution.
- To Familiarize with the contemporary trends of services

marketing.

Course outline and indicative content

Unit I (8 sessions + 2 sessions for Case Studies) (CO1, L2)

Understanding Services: Introduction - meaning of service concepts, nature and scope of services, marketing of services versus physical goods, growth of services sector in India, Classification of services. Customer involvement in service process and managing service encounters.

Unit II (8 sessions + 2 sessions for Case Studies) (CO2,L3)

Services Marketing: The distinguishing key characteristics of services, Consumer behavior in services. Services marketing mix - Product, Pricing, Place, Promotion, People, Physical Evidence and Process. - Service triangle - Segmenting, Targeting and positioning for services marketing.

Unit III (8 sessions + 2 sessions for Case Studies) (CO3, L4)

Role of Quality in Service – Service Quality management, Dimensions of service quality, – gap model - SERVQUAL – demand management services strategies– service blue printing - Service failures and Recovery strategies, etc.

Unit IV (8 sessions + 2 sessions for Case Studies) (CO4, L4)

Overview of Strategies for Services marketing - strategies to deal with intangibility, inventory inconsistency and inseparability of Services - basic service package – new service development stages. Pricing objectives and strategies – service distribution.

Unit V (8 sessions + 2 sessions for Case Studies) (CO5, L5) Contemporary issues in service marketing - Current trends in services marketing. E-commerce and e-marketing – e-CRM - Innovations in services marketing- self-service technologies - Marketing of varied services.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	To develop an understanding of services and service marketing.	A1, A2, A3, A4
CO2	To differentiate the Segmentation, Targeting, Positioning process in services.	A1, A3
CO3	To illuminate the students about the service quality dimensions and SERVQUAL model.	A1, A2, A3, A4

CO4	To apprehend the overview and different strategies for marketing of services.	A3, A4
CO5	To acquire the knowledge of contemporary issues in services marketing.	A3

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written - L3 level	20
A2	Coursera / Online Course	Individual	Coursera course / online Course – L3 level	10
A3	Case	Group	Case discussion and presentation –L5 level	20
A4	End-term examination	Individual	Written (short/long) – L4 level	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1 (A1, A2)		CO4 (A2, A3, A4)		
Procedural Knowledge			CO2 (A1, A2, A3, A4)	CO3 (A1, A2, A3, A4)	CO5 (A3, A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

CO PO Mapping

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Gandhi Institute of Technology and Management
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1956) Visakhapatnam – 45.

Course Code: MMK 846	Course Title: MARKETING RESEARCH	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020-22	
Course Leader: Dr.P.Giribabu		

Course description

This course provides a comprehensive introduction to marketing research, and discusses key concepts, processes, and techniques, as well as their applications. Students gain an appreciation for the breadth and depth of the subject and its significance for a business enterprise. Besides an overview of marketing research, the course covers research with qualitative data, and methods used for analyzing research data to make decisions.

Course Objectives (COs)

- Discuss the scope and managerial importance of Market Research and its role in the development of marketing strategy
- Provide a detailed overview of the stages in the Market Research process
- Develop research questions and objectives that can be addressed in a research design
- Use contemporary statistical packages to calculate and report descriptive statistics from quantitative data
- Interpret data analysis in the context of the identified business problems and Communicate research results in written report and oral presentation formats

Course outline and indicative content

Unit I (07 Sessions) (CO1, L1, L2)

Dynamics of Marketing Research

Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario) Role of Research in Marketing, Practical tips for researchers

Unit II (08 Sessions) (CO2, L2,L3)

Planning the Research Process

Introduction, Stages in planning the market research, Interview Techniques, Designing questionnaires and interview guides, Building Attitude Exploration into questionnaires

Unit III (10 Sessions) (CO3, L4, L5)

Measurement and Scaling Techniques

Introduction, Importance of Measurement and Scaling in Marketing Research, Scales of Measurement: Fundamental Properties, Primary Scales of Measurement, Attitude Measurement Scales, Qualitative Research and its Implementation, Qualitative Research Methodology, Analysis and Interpretation of Qualitative Research Data.

Unit IV (10 Sessions) (CO4, L5 & L6)

Applications of Marketing Research

Audience and Advertising Research- Introduction, Purpose, populations involved in audience and advertisement research, procedures for advertisement research, Publication considerations in advertisement research. Social Research- - Introduction, Purpose, populations involved in social research, procedures for social research Report Writing and Presentation, Interpretation of Marketing Research Reports, Applications of Marketing Research.

Unit V (10 (CO5, L6)

Sessions Recent Trends in Marketing Research

Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research

On successful completion of this course, students will be able to:

S. No.	Course Outcomes (COs)	Assessment
CO1	Understand theoretical aspects of Marketing Research and its role in 21 st century.	A1,A4
CO2	Understand the planning the Research process and designing the questionnaire.	A1,A4
CO3	Analyse measuring and different scaling techniques in Marketing Research.	A1,A3,A4
CO4	Evaluate different applications in Marketing Research and communicate through report writing	A2,A4
CO5	Apply personal and interpersonal recent research trends in different Marketing areas.	A1,A4

Assessment Methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Quiz/Assignment	10
A3	Project / Case study	Group	Presentations & Report	20
A4	End-term exam	Individual	Written	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge	CO1 (A1, A4)	CO1, CO2 (A1, A4)	CO2 (A1 A4)			

Procedural Knowledge				CO3 (A1, A3, A4)	CO3, CO4 (A1, A2, A3, A4)	CO4, CO5 (A1, A2, A4)
Meta Cognitive Knowledge						

Learning and teaching activities

- Classroom Teaching
- Power Point Presentation
- Application in real life situation
- Problem Solving
- Project
- Assignment etc.

Teaching and learning resources

Text Books:

- Naresh K. Malhotra et.al., “Marketing Research – An Applied Orientation”, 5th Edition, Pearson, UK, 2017
- Nigel Bradley, “Marketing Research - Tools and Techniques”, 3rd Edition, Oxford University Press, New Delhi, 2013.

References:

- Donald R. Cooper & Pamela S Schindler, “Marketing Research – Concepts and Cases” Tata McGraw Hill, New Delhi, 2006.
- G. Berry, “Marketing Research”, 4th Edition, Tata McGraw Hill, New Delhi

Other Readings:

- Business Research Methods , Naval Bajpai, Pearson , Edn-2013
- Sage Handbook of Qualitative Research 4th Ed. by Denzin and Lincoln
- GITAM Journal of Management
- Harvard Business Review, Harvard Business School Publication Co. USA

- Vikalpa, Indian Institute of Management, Ahmedabad

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GITAM Institute of Management (GIM)
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Act. 1956) Visakhapatnam – 45.

Course Code:MMK 848	Course Title: Customer Relationship Management	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

Customer Relationship Management is all the tools, technologies and procedures to manage, improve, or facilitate sales, support and related interactions with customers, prospects, and business partners throughout the enterprise. At its core, a CRM tool creates a simple user interface for a collection of data that helps businesses recognize and communicate with customers in a scalable way. The goal of the system is to track, record, store in database, and then determine the information in a way that increases customer relations. At its core, a CRM tool creates a simple user interface for a collection of data that helps businesses recognize and communicate with customers in a scalable way.

Course Objectives

This course intends the student to

- Know the basic concepts of Customer Relationship Management and study the relationship between customer loyalty and retention.
- Learn the analytical tools and techniques useful to maintain CRM
- Recognize various aspects of marketing related to CRM and the significance of marketing channels and communication channels in CRM
- Study the facets of implementation of CRM
- Examine the sectoral application of CRM

Course outline and indicative content

Unit I (10Sessions) (CO1,L1, L2) Introduction to CRM

Definition, concept, factors led to evolution of CRM, Need and benefits of CRM, IDIC model for building relationship, Features & advantages of e-CRM, process of CRM, types of CRM, CRM Cycle.

Customer Retention: Need & Importance, Determinants of retention, Strategies to boost customer retention

Customer Loyalty: attitudinal vs Behavioural loyalty, types of loyalty, loyalty ladder, loyalty classification on profitability and duration, types of loyalty programmes, Process of designing loyalty programme.

Unit II (08 Sessions) (CO2, L3) Analytical tools and techniques in CRM

Management of Data: Customer database, Passive marketing database and Active marketing database

Data Warehouse: Features of Data Warehouse, ETL process, Multidimensional Analysis.

Analytical CRM through Data Mining: Concept of Data Mining, Techniques. Applications in CRM: Customer Segmentation, Customer Churn Prediction, Market Basket Analysis

Unit III (08 Sessions) (CO3, L4) CRM: Marketing aspects

Web marketing, digital marketing, analyzing customer buying behavior, customer behavior prediction, customer life-cycle, customer life-time value, CRM & Marketing channels

Distribution Channels: Functions of distribution channels, Factors affecting CRM through distribution channels, Major challenges in facing CRM through distribution channels.

Communication channels: Importance of communication channels, Emerging trends of Communication channels in CRM

Unit IV ((9Sessions)(CO4, L4) Implementation of CRM:

Elements of CRM System, CRM implementation, Key success factors of CRM, Role of a contact center in building relationships, Barriers and Challenges in CRM, Reasons for failure of CRM

Unit V (10 Sessions)(CO5,L5, L6) Sectoral application of CRM

CRM in retailing, Business organizations (B2B), Rural marketing CRM in

services marketing: Quality dimensions and service gaps **Case Analysis (Not Exceeding 200 words)**

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Describe the concepts of Customer Relationship Management Examine the relationship between loyalty, retention to CRM	A1, A2, A4
CO2	Apply the tools and techniques of CRM in Customer Segmentation, Customer Churn Prediction, Market Basket Analysis	A1, A4
CO 3	Analyze the influence of distribution and communication channels on CRM.	A1, A4
CO 4	Explain the issues in implementation of CRM	A1, A4
CO 5	Assess the process of CRM in different industries and develop plans under changing scenarios	A3, A4

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1 Mid Exam	Individual	Written	20
A2 Coursera	Individual	Quiz/Assignment	10
A3 Project/Case study	Group	Presentations & Report	20
A4 End-term exam	Individual	Written	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge Dimension / Cognitive Dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1, A2, A4)	CO1 (A1, A2, A4)	CO2 (A1, A4)			

Conceptual Knowledge				CO3, CO4 (A1, A4)	CO5 (A3, A4)	
Procedural Knowledge						CO5 (A3, A4)
Meta Cognitive Knowledge						

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, PPTs, directed study, independent study via G-Learn, case studies, projects and practical activities(individual & group)

Teaching and learning resources

TEXT BOOKS

1. Jagdish.N.Sheth,AtulParvatiyar&G.Shainesh - Customer Relationship Management –Emerging Concepts,Tools& Applications- TATA McGraw- Hill , 2001
2. Mallika Srivastava, Customer Relationship Management, Vikas Publications, New Delhi,2016.
3. G. Shainesh and Jagdish N Sheth (2006),’Customer Relationship Management – A Strategic Perspective’ Trinity Press (Laxmi Publications): New Delhi

REFERENCES

1. Alex Berson, Stephen Smith, Kurt Thearling., Building DataMining Applications for CRM. Tata McGraw Hill, New Delhi,2014.
2. Mohammed, H.Peeru and A.Sagadevan, CustomerRelationship Management, Vikas Publishing House, New Delhi,2013.
3. PaulGreenberge,CRM-EssentialCustomerStrategiesforthe21stCentury. Tata McGraw Hill, New Delhi,2013.

JOURNALS

1. GITAM Journal of Management, GITAM University, Visakhapatnam, India.
2. Harvard Business Review, Harvard Business School Publication Co.,USA
3. Marketing Mastermind, IUP Publications (A Division of the ICFAI Society), Hyderabad, India

CO PO Mapping

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Course Code: MMK 850	Course Title: B2B MARKETING	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s): MBA	Batch/Academic Year: 2020-22	
Course Leader: Dr.T.Venkateswarlu		

Course description

Business to Business (B2B) marketing in India is undergoing a phenomenal change; what was looked upon as an underdeveloped nation is now regarded as a potential economic powerhouse, providing multinational companies with unparalleled opportunities. With liberalization and privatization taking place in almost all major sectors of the economy, the dynamics of industrial marketing is rapidly changing to gain competitive advantage. It is imperative that Management students aiming to move into B2B marketing sector be sensitized to the value implications of B2B market environment and have a basic idea about the fundamental concepts of B2B marketing, industrial buyer behaviour, B2B marketing opportunities, B2B Branding and marketing strategy.

Course Objectives

- To understand the basic concepts of B2B marketing
- To examine the organizational buyer behavior and enrich the knowledge on relevant models and methods of B2B buyer behavior.
- To understand and evaluate B2B Marketing Strategies and tools
- To evaluate how market segmentation, targeting, positioning is carried out in B2B Markets.
- To access the impact of Marketing Communication Mix on B2B Markets.

Course outline and indicative content

Unit I (5 Sessions) (CO1, CO2, L1 & L2)

Introduction to new generation Business-to-Business Marketing: Business and Consumer marketing-A contrast, B2B value chain, Trends and changes in B2B marketing.

Unit II (6Sessions)(CO2, L2& L3)

Organizational buying process: Classifying Products, Customers and Organizations, Types of organizational customers and their unique characteristics, Organizational buying behaviour, Organizational buying process- Various models.

Unit III (10 Sessions)(CO2, CO3, L12, L3 & L4)

Establishing enduring relationships in B2B marketing, new generation value added partnerships roles in B2B Marketing, .Managing buyer seller relationships. **Segmenting Business Markets and Demand Analysis:** Segmenting, Targeting and Positioning. Value based segmentation, Organizational demand analysis, determining market and sales potential, Sales forecasting methods.

Unit IV (10 Sessions)(CO3, CO4, L13 & L4)

Managing Innovation and Marketing Mix: New product development process, Direct & Indirect channels, Distributors & manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members, Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing, B2B Advertising, Trade shows, Personal selling, Key account management.

Unit V (12 Sessions)(CO3, CO4, L3, L4 & L5)

Strategic Perspectives in Business Marketing Planning: Managing services for Business Markets, Use of technology and AI as a strategic intervention for profit maximization, e- commerce for business customers and e-Supply chains in industrial markets, Planning, implementation and control of B2B marketing.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand B2B Marketing Concepts for Business Decision Making	A1

CO2	Study the organizational buyer's decision process and influences that shape buying decisions.	A3
CO 3	Get an overall exposure to various B2B Models of various businesses.	A3 & A2
CO 4	Analyse strategies adopted by B2B formats concerning segmentation, targeting and positioning and other Communication aspects of B2B Businesses.	A3 & A2
CO 5	Evaluate promotional strategies that would drive B2B sales.	A2

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera Case Study	Group	Presentation	10
A3	Project	Group	Field Visit	20
A4	End-term examination	Individual	Written	50

- Case Analysis
- Field Visit
- Research Projects
- Problem Solving
- Students Presentations

Mapping COs-Blooms levels- Assessment Tools

knowledge dimension / Cognitive dimension	L1. remem - ber	l2. under - stand	l3. apply	l4. analyze	l5. evaluate	l6. create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1)			

Procedural Knowledge				CO2 (A3), CO3 (A2 & A3)	CO4 (A2) CO5 (A2)	
Meta Cognitive Knowledge						

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handout

1. B2B Marketing Text & Cases, Havaladar & Dasari, MHE, 5e (should be in stands by July 2020)
2. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, "Business Marketing Management: B2B", 10th Ed., Cengage Learning India Pvt. Ltd., New Delhi, 2012
3. Robert Vitale, Waldemar Pfoertsch and Joseph Giglierano, "Business to Business Marketing", Pearson Publications, New Delhi, 2011
4. James C Anderson and Seshadri, D. V. R., "Business Market Management (B2B): Understanding, Creating and Delivering Value", 3rd Ed., Pearson Publications, New Delhi, 2011
5. Armstrong, Gary and Philip Kotler, "Principles of Marketing", Prentice Hall, New Delhi, 2006
6. Harvard Business Review, Harvard Business School Publication Co. USA
7. Vikalpa, Indian Institute of Management, Ahmedabad
8. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment et

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

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GITAM Institute of Management (GIM)
Gandhi Institute of Technology and Management
(GITAM) (Declared as Deemed to be University u/s 3 of UGC
Act. 1956) Visakhapatnam – 45.

Course Code: MMK 852	Course Title: Global Marketing	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

In an increasingly global economy, businesses need to employ marketing strategies that can advantageously position them in a competitive world market. Global marketing necessitates a firm to understand the environments associated with servicing customers locally with global standard solutions or products, and localize that product as required to maintain an optimal balance of cost, efficiency, customization and localization in a control - customization continuum to meet local, national and global requirements. The objectives of this course is to make the students well versed with Marketing in the global scenario to understand the environment in which the global companies operate, and the importance of market research and various strategies applicable to global markets.

Course Objectives

This course intends the student to

- To gain a comprehensive understanding of core concepts of global marketing and the ecosystem
- To know about Global Marketing Intelligence and its organization
- To analyze how global markets are segmented.
- To realize the global marketing strategies that affect a company's future performance.
- To get acquainted with multinational sales management and export procedure and documentation.

Course outline and indicative content

Unit I (07Sessions) (CO1, L1 & L2) Globalization & Environment

Globalization: Scope and Objectives – Multinational Corporations – Entry strategies

Environmental factors affecting global business: Economic Environment - Cultural Environment - Political Environment - Legal Environment – Regional Integration.

Unit II (10Sessions)(CO2, L3) Global Marketing Intelligence

Global Marketing Research and Information - Information Requirements of Global Markets- Organization for Global Market Research - Global Marketing Information System

Unit III (08 Sessions)(CO3, L4) Global Market Segmentation

Segmenting the Global Market- Segmenting Basis and Process- Global Markets and Criteria for Grouping Countries.

Unit IV (10 Sessions)(CO4, L5 & L6) Global Marketing Decisions

Product Policy and Planning- Global Pricing Strategies- Global Channels of Distribution - Global Advertising.

Unit V (10 Sessions) (CO5, L4)

Sales Management & Export Documentation

Multinational Sales Management and Foreign Sales Promotion - Export Procedure and Documentation - Special Economic Zones.

Case Analysis (Not Exceeding 200 words)

On successful completion of this course, students will be able to

	Course Outcomes	Assessment
CO1	Define globalization and examine various strategies to enter new global markets considering environmental factors affecting global business.	A1, A4
CO2	Determine the significance of global Marketing Research and Information	A1, A4
CO 3	Analyze the bases and process for global markets segmentation and explain the criteria for grouping countries.	A1, A4

CO 4	Assess how modification of product, price and channels are required to operate in a global market.	A2, A3, A4
CO 5	Explain the export procedure and documentation required to operate globally.	A1, A4

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Quiz/Assignment	10
A3	Project/ Case study	Group	Presentations & Report	20
A4	End-term exam	Individual	Written	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1, A4)	CO1 (A1, A4)	CO2 (A1, A4)			
Conceptual Knowledge				CO3, CO5 (A1, A4)	CO4 (A2, A3, A4)	
Procedural Knowledge						CO4 (A2, A3, A4)
Meta Cognitive Knowledge						

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, PPTs, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

TEXT BOOKS

1. Masaaki Kotabe, KristiaanHelsen,Global Marketing Management, 7th Edition, Wiley, 2016.
2. SvendHollensen, Global Marketing, 7th Edition, Pearson, 2016.
3. Philip R. Cateora , John Graham , Mary C Gilly International Marketing, 17th Edition, McGraw-Hill Education, 2015.
4. Warren J.Keegan., Global Marketing Management, 8th Edition, Pearson, 2013 (latest).

JOURNALS

1. Global Business Review, International Management Institute, New Delhi.
2. International Journal of Global Business and Competition
3. GITAM Journal of Management, GITAM Institute ofManagement, GITAM University,Visakhapatnam.
4. E- Books and E-Journals

CO PO Mapping

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**GITAM Institute of Management (GIM)
Gandhi Institute of Technology and
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(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code:MHU 842	Course Title: Employment Laws - II	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

In the present economic scenario, Labour and Employment laws assume great importance and relevance and therefore an in-depth knowledge of labour laws is necessary for Human Resource Management. Understanding the basics required legal conceptual knowledge to sharpen one's managerial excellence enables Human Resource Manager to take right decisions at appropriate times, which would avoid litigations of varied nature and help in maintaining industrial peace and harmony.

Course Objectives

- To understand the basic concepts of various labour legislations
- To acquire skills in presenting the views during litigations in a court of law
- To acquaint with the documentation that needs to be submitted to various labour departments

Course outline and indicative content

Unit I (8 Sessions) (CO1, CO2, L1 & L2) The Employees State Insurance Act, 1948. **Unit II (7 Sessions) (Co2) (Lo2)**
The Employees Compensation Act, 1923 and the Payment of Gratuity Act, 1976.

Unit III (6 Sessions) (CO2, CO3, L1&L3)

The Employees Provident Fund and Miscellaneous Provisions Act, 1952 and the Maternity Benefit Act, 1961

Unit IV (7 Sessions) (CO1,O3, , L1 & L3)

The Payment of Bonus Act, 1965 and, the Equal Remuneration Act, 1976

Unit V (9 Sessions) (CO2,CO3, , L3)

The Child Labour (Prohibition & Regulation) Act, 1986 and the A.P. Shops & Establishments Act, 1988

On successful completion of this course, students will be able to :

	Course Outcomes	Assessment
CO1	Student will be able to understand the significance of legal knowledge.	A1, A2 & A3
CO2	Student can understand Legal interventions and its effects on organisations.	A1, A3 & A3
CO3	Students can understand the role of various enactments and applicability.	A2, A3 & A3
CO4	At the end student will be able to understand the purposes, relevance and Various precedents, Judgments, Amendments.	A3,
CO5	Apply multidisciplinary approach to the employment and Legal context	A3,

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam Best of Two)		Written –L3 level	20
A2	Surprise Quiz		Online test – L3 level	10
A3	Case discussion/ Assignment submission/ class room activities		Assignment L4	10
A4	Coursera/Online Course		Quiz	10
A5	End-term examination		Written (short/long) – L3, L4 & L5 level	50

Mapping COs-Blooms levels- Assessment Tools:

Knowledge dimension / Cognitive dimension	I1. Remember	L2. Understood	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						

Conceptual Knowledge			CO1 (A1,A2 A3)			
Procedural Knowledge				CO2(A2, A3, A4) CO3(A2, A3, A4)	CO4 (A3, A4) CO5(A3 , A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

Lecturing, Power Point Presentations, Class room Presentations, On line quiz, Role Plays, Presentations etc.,

Teaching and learning resources

TEXT BOOK

Padhi, P.K., "Labour and Industrial Laws", Prentice Hall of India, New Delhi, 2012

REFERENCES

Singh B.D., "Labour Laws for Managers", Excel Books, New Delhi, 2014
 Malik P. L., "Industrial and Labour Laws", Eastern Book Company, 2013
 Mishra S.N., "Labour and Industrial Laws", Central Law Publication, 2012

JOURNALS

Labour Law Reporter Labour Law Journal

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MHU 844	Course Title: Industrial Relations and Drafting Statutory Compliance forms	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s): MBA	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

Industrial relations which is an insuperable part of the personnel function encompasses the complex web of relations, between employers, workers and the government. Industrial climate today is characterized by the escalating expectations of workers, the gradual contraction of managerial powers, strife and indiscipline coupled with worker-militancyun-certainties caused by structural developments in the industry. This course gives insights to students in understanding the dynamics of industrial climate and the mechanisms supporting good industrial relations.

Course Objectives

- Understand the concept of industrial relations and the key actors involved.
- Understand why industries are dynamic and how the relations between the key actors influence the working of an industry
- Understand the various forms related to statutory compliances and consequences of non-compliances

Course outline and indicative content

UNIT-I :(CO1 L2, L4) (Sessions 6)

Industrial Relations: Definition of IR and significance of key actors in IR; Approaches to IR; Factors affecting IR; Prerequisites for successful IR; Emerging trends in IR; Impact of Globalization and technology on IR

UNIT-II (CO2 L2, L4) (Sessions 6)

Trade Union Concept: Evolution of trade unions in India; Functions of Trade Unions in India; Problems of Trade Unions; Role of trade unions in IR; employers organizations - functions and their role in IR; the role of State in IR and different types of interventions;

UNIT-III: (CO3 L2) (Sessions 10)

Industrial Conflicts: Classification of industrial disputes; causes and consequences of disputes; Prevention of industrial disputes- Collective bargaining(CB), workers participation in Management, joint management committees and Work committees; Resolution of industrial disputes- Tripartite bodies, Bipartite bodies, ILC and SLC; Settlement machinery–mediation, conciliation, arbitration and adjudication;

UNIT-IV: (CO4 L2, L3) (Sessions 10)

Discipline: Grievances -causes of grievances, grievance redressal mechanism; Discipline- managing discipline, code of discipline and its objectives; unfair labor practices; Misconduct, acts of misconduct; Domestic enquiry - Principles of Natural Justice, domestic enquiry process, Consequences of non-compliance with the principles; Standing orders -The main provisions of Industrial employment (Standing Orders) Act, 1946.

UNIT-V: (CO5 L2, L3) (Sessions 6)

Drafting of Statutory Compliance Forms: important provisions of Labour Laws- Section 2A, 11-A and 17-B under the industrial disputes act; statutory compliances – drafting the various compliance forms.

- On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Recognize the dynamics of industrial relations in organizations	A1, A2,A4
CO2	Examine the causes of poor industrial relations in organizations	A1, A3,A4

CO3	Describe the different mechanisms for maintaining good industrial relations	A1, A3,A4
CO4	Apply the various principles and procedures for maintaining discipline in organisations	A3,A4
CO5	Discuss the statutory compliances in an organization to maintain good industrial relations	A3, A4

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written –L3 level	20
A2	Case study/Project	Group/ Individual	Discussion and Presentation -L5 level	20
A3	Coursera/Online course	Individual	Viva/Presentation on completion of the course	10
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1 (A1, A3, A4) CO5 (A2, A4)		CO1 (A1,A3, A4)		
Procedural Knowledge		CO3 (A1, A2, A4) CO4 (A2, A4)	CO3 (A1, A2, A4) CO4 (A2, A4) CO5(A2, A4)	CO2 (A1, A3, A4)		
Meta Cognitive Knowledge						

Learning and teaching activities

- Lecture method of teaching concepts
- Case methodology to make the student practice application of concepts.
- Group discussions and presentations can also be adopted to evaluate the

various employability skills of students

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts. The teaching material in the form of presentations or word documents, extra material from journals, internet, and websites related to labor department, e-books from GIM library will be uploaded for the student in G-learn.

References books:

1. H.L. Kumar; Law relating to disciplinary proceedings in industries; Universal Law Publications, New Delhi.
2. Memoria & Memoria, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi.
3. P.K. Padhi; Labour and Industrial Laws; Prentice Hall;
4. S.N. Mishra; Labour and Industrial Laws, Central Law Publications; New Delhi.
5. Singh, B. D., “Industrial Relations - Emerging Paradigms”, EXCEL BOOKS, New Delhi

Journals

1. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
2. Human Capital Labour Law Reporter
3. Indian Journal of Industrial Relations
4. Personnel today

CO PO Mapping

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MHU 846	Course Title: Global Human Resource Management	
Semester: IV	Course Type: ELECTIVE	Credits:3
Home Programme(s):MBA	Batch/Academic Year: MBA(2020-2022)	
Course Leader:		

Course description

In the emerging global economic environment, even companies which operate in domestic markets have to contend with global competition. The rise of India and its growth story highlights the growing role of multinational companies in India and Indian multinationals in global economy. Among the various dimensions of international business, the people dimension or the management of human resources with all its cross cultural complexities and culture fit issues in mergers and acquisitions assume greater significance and pose major challenges.

Managing people in a multinational context is the essence of international human resource management. This requires a broader perspective of what operating internationally involves, and a clear recognition of the range of issues pertaining to all categories of staffing operating in different functional, task and managerial capacities. The objective of this course is to equip the students with basic concepts of GHRM including various HR processes and high performance Human Resource Practices.

Course Objectives

- To understand the basic concepts of ‘Global Human Resource Management’.
- To understand the effect of ‘Culture’ in global excellence.
- To identify the Issues and Challenges arises in Global Context.
- To acquire knowledge regarding Best HR practices in Global context.

Course outline and indicative content

Unit I (10 sessions) CO1, CO2, L3, L4

International Human Resource Management: Concept, scope and significance, approaches to International Human Resource Management, differences between domestic and international HR activities, organisational structure of multinational corporations.

Unit II (10 sessions) CO2, CO5, L3, L4

Recruitment and selection criteria for international assignments, culture - theories of culture and its impact on organisations.

Unit III (10 sessions) CO2, CO3, CO5, L3, L4, L5

Training and development, methods of training, management development in international assignments, process for repatriation.

Unit IV (10 sessions) CO3, CO4, CO5, L3, L4, L5

Compensation; multinational corporations and compensation system; performance management in MNCs.

Unit V (10 sessions) CO3, CO4, CO5, L3, L4, L5

Labour Relations in multinational corporations; issues and challenges of IHRM.

On successful completion of this course, students will be able to:

	Course Outcome	Assessment
CO1	Understand the concepts of 'Global Human Resource Management' in terms of PCN, HCN and TCN.	A1,A2&A3
CO2	Understand the cultural theories, employee recruitment and selection and their relevance in GHRM.	A1,A2&A3
CO3	Understand the Issues and Challenges arises in Global Context (Expatriate compensation, Expatriate training, Reassignment etc) and leverage the diversity for organizational development.	A3&A4
CO4	Understand global employee relations and its challenges to HR managers.	A3&A4
CO5	At the end student will be able to understand regarding Best HR practices in Global context	

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Certificate/ Coursera Assignment	10
A3	Case / Project	Groups	Presentations, Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1, A2 A3)			
Procedural Knowledge				CO2 (A1, A2) CO3 (A3, A4)	CO4 (A2, A4) CO5(A2, A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

Lectures will be supported by active class room participation, presentations and group discussion with relevant organisational practices. Case analysis and discussion will enlighten the students regarding expatriation and repatriation challenges in the global context.

Teaching and learning resources

Soft copies of uncovered topics in the text books and case material will be made available through X-Learn/G-learn. Students are required to go through E-Resources (Gitam.edu) and suppose to come prepared to the class given study material & handouts along with the following suggested readings.

Prescribed Text book:

- Peter J. Dowling, Denice E. Welch., **International Human Resource**

Management. Thomson, India: Latest version.

- Anne-WilHarzingJoriz Van Ruysseveldt., International Human Resource Management. Sage Publications. New Delhi: 2006.
- Charles M. Vance Yongsun Paik., Managing a Global Workforce. Prentice– Hall. New Delhi: 2007.
- K. Aswathappa, Sadhna Dash., International Human Resource Management. Tata McGraw – Hill Publishing Company Limited. New Delhi: 2007.

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Visakhapatnam – 45.

Course Code: MHU 848	Course Title: Strategic Human Resource Management	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year:2020-2022	
Course Leader:		

Course description

Though the concepts of Strategic Human Resource Management students will be able to understand the link between human resources department and strategic goals and objectives of the organization in order to improve the organization's performance and develop the organization's culture to ensure that there is innovation and flexibility. Strategic Human Resource Management requires the accepting of the Human resource function as a partner in the formulation of the company's strategies and also in the implementation of those strategies through the human resource activities of the company.

Strategic Human Resource Management deals with taking care of the organization's human resource and managing the human resource appropriately to help in the generation of the organization's profit and also drive the organization towards achieving its goals.

Course Objectives: at the end of the course student will be able to

- demonstrate an understanding of strategy and its role in HRM
- understand the basic concepts of SHRM
- learn various models of SHRM to full fil the business needs
- learn the process of making strategies
- evaluate and conduct HR audit

Course outline and indicative content

Unit I (6 sessions) (CO1, CO2, L1 & L2)

Introduction: Definition of SHRM, Need and Importance of SHRM; Human resources as a source of competitive advantage; Traditional HR Vs. Strategic HR, Barriers to strategic HR, Types of Strategies - Corporate Strategy, Business strategy and HR Strategy.

Unit II (6 sessions) (CO2, L2 & L3)

Integration of HR Strategy : Integration of HR Strategy with corporate and business strategies; Different approaches to integration; the 5-P model for linking people with strategic needs of business; Role of HRM in strategy formulation and implementation; HR as a Strategic partner;

Unit III (6 sessions) (CO2, CO3, L12, L3 & L4)

HR Environment and Strategic HR Processes: Impact of Technology, Changing nature of work, demographic changes, workforce diversity etc., on HR; HR Planning, Strategic issues in staffing; Performance Management: Meaning and need for performance management, performance appraisal systems and their limitations.

Unit IV (6 sessions) (CO3, CO4, L13 & L4)

Training and Development Strategies : Cross - cultural training, Multi-skilling, Succession Planning; Creating a learning organization; Strategically oriented compensation and reward systems: Skill - based pay broad banding , variable pay, profit sharing, employee stock option plans, executive compensation.

Unit V (6 sessions) (CO3, CO4, L3, L4 & L5)

Systems of high-performance human resource practices; Human resource Evaluation; Measures of Evaluation; HR Audit.

On successful completion of this course, students will be able to:

	Course outcomes	Assessment
CO1	understand the relationship of HR strategy with other functional and overall corporate strategy	A1,A2 &A4
CO2	how to formulate HR strategy, apply different models to business needs	A1,A2,A3&A4
CO3	apply different models to develop strategies, where different HR practices requires	A1, A3&A4

CO4	evaluate and audit different practices of HR	A1, A3&A4
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Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera /open elective	Individual	Course completion certificate with Assessment	10
A3	Case / Project / Assignment	Groups* or Individual	Presentations/Report/ Assignment with Q&A/ Viva	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1, A4)	CO1, CO2 (A1, A2, A4)				
Conceptual Knowledge			CO2 (A2, A4)			
Procedural Knowledge				CO3 (A1 & A2, A4)		
Meta Cognitive Knowledge					CO4 (A2, A3, A4)	

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Case, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

Teaching and learning resources

Soft copies of uncovered topics in the text books and case material will be made available through X-Learn/G-learn. Students are required to go through E-Resources (Gitam.edu) and required study material & handouts along with

the following suggested readings..

- Jeffrey A. Mello “Strategic Human Resource Management” – Cengage Learning
- Charles R. Greer., Strategic Human Resource Management- A general managerial approach. Pearson Education (Singapore) Pvt. Ltd.
- K. Prasad, Strategic Human Resource Management, K. Prasad. Macmillan India Ltd.
- Rajib Lochan Dhar., Strategic Human Resource Management, Excel Books, New Delhi
- Tanuja Aggarwala., Strategic Human Resource Management, Oxford University Press, New Delhi.

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code: MHU 850	Course Title: HR & TECHNOLOGY	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

The tide of technology has reached HR's shores and is carrying it into deeper waters where it can analyze data to play a more active role in the organization. The big data that is available to a HR manager within the organization can be used for talent management. This course is designed to create an awareness of the significant role of human capital metrics in managing talent in organizations. Employee value proposition can be created by making decisions based on data available in an organization. On successful completion of this course, students will be able to:

Course Objectives: at the end of the course student will be able to

- Understand the concepts of human capital metrics
- Understand significance of analytics in decision making in HR domain
- Design and implement HRIS in organizations

Course outline and indicative content

UNIT-I :(CO1 L2, L4)(Sessions 8)

Introduction to Analytics: Meaning of analytics; Classification; Importance of HCM Model; Employee value proposition; Human Capital performance metrics-second generation and third generation metrics; Predictive analytics for Human Capital Management- interpreting data.

UNIT-II (CO2 L2, L3, L4) (Session 9)

The new face of workforce planning: The workforce planning; Segmentation of skills; Compensation for attracting, motivating and retaining employees; Measuring employee engagement; Disorder and disengagement; Signs of

departure-behavior based signs, event based signs, data based signs of departure.

UNIT-III: (CO3 L2, L3, L4, L5, L6) (Sessions 10)

The business playbook: Concept of business playbook; significance of business playbook; scenario planning; contents of a playbook; process of creating a playbook; HR playbook

UNIT-IV: (CO4 L2, L3) (Sessions 8)

Introduction to HRIS: Definition and significance of HRIS; Types of HRIS; System Development process of HRIS; Database concepts- Data, information and knowledge; DBMS concepts- Entities, Attributes, Relationships, Primary keys and Foreign keys; Data and users in HRIS.

UNIT-V: (CO5 L2, L3) (Sessions 10)

Designing HRIS: HRIS architecture- two tier, three tier, N-tier architecture with ERP; Cloud computing; Planning system implementation; System development Life cycle (SDLC) phases – need analysis, logical design, physical design, vendor selection, assessing system feasibility; ERP life cycle; project management in HRIS – IT perspective, HR perspective, investments in HRIS cost benefit analysis, implementation costs, estimating indirect benefits.

On successful completion of this course, students will be able to:

	Course Outcome	Assessment
CO1	Explain the significance of human capital metrics in creating value proposition for the organization	A1, A3,A4
CO2	Analyze the application of analytics to make various HR decisions	A1,A2, A3,A4
CO3	Create a business playbook	A2
CO4	Design a HRIS based on organization needs	A1, A2
CO5	Implement HRIS in an organization using concepts of Project management	A1, A4

Assessment Methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written –L3 level	20
A2	Coursera/Online course	Individual	Viva/Presentation on completion of the course	10

A3	Case study/Project	Group/ Individual	Discussion and Presentation -L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs - Blooms levels- Assessment

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1 (A1, A3, A4) CO4 CO5		CO1 (A1, A3, A4)		
Procedural Knowledge		CO2(A1, A2, A3, A4) CO3(A3) CO4(A1, A2) CO5 (A1, A4)	CO2(A1, A2, A3, A4) CO3(A2)	CO2(A1, A3, A2, A4) CO3(A2)	CO3(A2)	
Meta Cognitive Knowledge						

Learning and teaching activities

- Lecture method of teaching concepts
- Case methodology to make the student practice application of concepts.
- Group discussions and presentations can also be adopted to evaluate the various employability skills of students.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts. The teaching material in the form of presentations or word documents, extra material from journals, internet, and websites related to labor department, e-books from GIM library will be uploaded for the student in G-learn.

References

1. JAC Fitzeng: The New HR Analytics

2. Kavangah, Human Resource Information systems: Basics, Applications and Future Direction, New Delhi: Sage Publications
3. Badgi , Practical Guide to Human Resource Information Systems,New Delhi :PHI.
4. RajeshRay, EnterpriseResourcePlanning,NewDelhi:TataMcGraw Hill.
5. Ashok K Gupta , Developing Human Resource Information System, New Delhi: Daya PublishingHouse.
6. Goyal, D.P, Enterprise Resource Planning a Managerial Perspective, New Delhi: Tata McGrawHill.

CO PO Mapping

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**GITAM Institute of Management (GIM)
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Visakhapatnam – 45.

Course Code: MHU 852	Course Title: CHANGE MANAGEMENT	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

In a changing world, progress is rarely achieved only by 'reasonable' man. Leadership, vision, and inspiration are essential for success in handling change. The course attempts to enable the students to understand the key 'ingredients' for successful change. Also, the course exposes the student to a range of concepts and techniques to help them handle change more effectively.

Course Objectives: at the end of the course student will be able to

- Understand the concept of change and its consequences
- Understand organizational culture and its change consequences
- Appreciate the process of organizational development and OD interventions

Course outline and indicative content

UNIT-I :(CO1 L2, L4) (Sessions 7)

Organizational Change: Introduction, forces of change, planned internal change, planned external change, types of change.

UNIT-II (CO2 L2, L3, L4) (Sessions 9)

Models of Change: Characteristics, Systems Model, Lewin's Force Field Analysis, Continuous Change Process Model, change and its impact, resistance to change.

UNIT-III: (CO3 L2) (Sessions 9)

Organizational Culture and Change: Corporate culture, a systematic

approach to making change, ten keys to effective Change Management.

UNIT-IV: (CO4 L2, L3) (Sessions 6)

Organizational Development: Characteristics, assumptions of OD, Model of OD Action Research.

UNIT-V: (CO5 L2, L3) (Sessions 10)

OD Interventions: Selecting an OD intervention, classification of OD interventions, OD interpersonal interventions, OD team development interventions, OD intergroup development interventions.

On successful completion of this course, students will be able to:

	Course Outcome	Assessment
CO1	Understand the concept of change and consequences to change in organisations	A1, A2, A4
CO2	Analyze the different models of change and understand the process of changes	A1,A2,A4
CO3	Analyze the impact of organizational culture in the process of change	A1, A3, A4
CO4	Understand the concept of Organizational development	A1, A4
CO5	Understand the various OD interventions	A2, A4

Assessment Methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written –L3 level	20
A2	Coursera/Online course	Individual	Viva/Presentation on completion of the course	10
A3	Case study/Project	Group/ Individual	Discussion and Presentation -L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension/ Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create

Factual Knowledge						
Conceptual Knowledge		CO1 CO3 CO4 CO5		CO1		
Procedural Knowledge		CO2	CO2 CO5	CO2		
Meta Cognitive Knowledge						

Learning and teaching activities

- Lecture method of teaching concepts
- Case methodology to make the student practice application of concepts.
- Group discussions and presentations can also be adopted to evaluate the various employability skills of students.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts. The teaching material in the form of presentations or word documents, extra material from journals, internet, and websites related to labor department, e-books from GIM library will be uploaded for the student in G-learn.

Text Book

1. Kavitha Seth, "Organization Change and Development", Excel Books, 2014

References

1. RadhaR.Sharma, "Change Management", Tata Mc Graw Hill, New Delhi, 2012
2. Nilakant and Ramanarayan, "Change Management", ResponseBooks, New Delhi,2012
3. Kirpatrick, D.L., "Managing Change Effectively", Butterworth,New Delhi,2012

Journals

1. Stanford Social Innovation Review Stanford University
2. Harvard Business Review, Harvard Business School, USA

3. Vikalpa, Indian Institute of Management, Ahmedabad

CO PO Mapping

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Visakhapatnam – 45.

Course Code: MAN 842	Course Title: DATA ANALYSIS WITH PYTHON	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch / Academic Year: 2020-2022	
Course Leader:		

Course description

Python is an open source high level interpreter based language. Python is interactive and object oriented language with wide range of applications. Python is commonly used in the area of data science and web based analytics.

Course Objectives

- Understand the analytics features of python
- Get hands on experience in build data applications with python

Course outline and indicative content

Unit I (6 sessions) (CO1 & L2)

Introduction to Python: Keywords and Identifiers, Statements and Comments, Input-Output and Import, Operators, Python namespace, Data types - Numbers, Strings, Lists, Tuples, Set, Dictionaries, Arrays, Matrix, Flow Control: If – else, for loop, while loop, break and continue, Pass statement, Looping technique

Unit II (6 sessions) (CO2 & L2)

Functions and OOP Concepts: Defining and calling a function, Types of Function, Recursion, Python Modules, Packages, OOP Concepts: OOP concepts in Python – Class, Inheritance, Multiple Inheritance, Operator Overloading

Unit III (6 sessions) (CO3 & L2, L3)

IPython, NumPy and Pandas:IPython Basics, code development in IPython, IPython features, NumPy Basics, NumPyArrays, Vectorized Computation, Indexing and sorting arrays, Structured arrays, Pandas Basics,

Pandas data structures, Descriptive statistics, Handling missing data, Hierarchical Indexing, Vectorized string operations, working with time series

Unit IV (6 sessions) (CO4 & L4)

Working with Data: Reading and writing data in text format, binary data formats, interacting with web, interacting with database, Combining and merging data sets, Reshaping and Pivoting, Data Transformation, Data Aggregation, Pivot tables and Cross Tabulation

Unit V (6 sessions) (CO5 & L3)

Data Visualisation: Introduction to Matplotlib, line plots, scatter plots, visualizing errors, Density and contour plots, Histograms and Binnings, Text and Annotation, Three dimensional plotting in Matplotlib

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the language elements of Python	A1, A2
CO2	Understand the OOP concepts in Python	A1, A4
CO3	Write programs in python	A1, A4, A5
CO4	Use python for data analysis	A3
CO5	Use python for data visualization	A5

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						

Conceptual knowledge		CO1 (A1, A4) CO2 (A1, A4) CO3 (A1, A4)				
Procedural knowledge		CO1(A2)	CO3(A5) CO5(A5)	CO4(A3)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Application cases and exercises, Demonstration, Lab Sessions

Teaching and learning resources

Computer Lab, Python Software, Textbooks, Ebooks, Reference Materials, Web resources

CO PO Mapping

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GITAM Institute of Management (GIM) Gandhi Institute of Technology and Management (GITAM)

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Visakhapatnam – 45.

Course Code: MAN 844	Course Title: BIG DATA ANALYTICS WITH HADOOP	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch / Academic Year: 2020-2022	
Course Leader:		

Course description

Big data is a term used to describe a massive amount of structured and unstructured data collected over the years from different sources. Analysis of such data may provide great insights for a business. However, traditional data management functions are not capable for handling such data and requires specialized tool. Hadoop is a popular platform for carrying out big data analytics

Course Objectives

- To acquaint the students with the concepts of big data
- To provide hands on experience in working with Hadoop

Course outline and indicative content

Unit I (6 Sessions) (CO1 & L2)

Introduction to Big Data: Concept, Features of big data, big data challenges, Hadoop and its features, Hadoop Ecosystem, Hadoop Components, Hadoop Architecture, Hadoop Cluster, Hadoop Storage: HDFS

Unit II (6 Sessions) (CO2 &L2, L3)

Hadoop Mapreduce: Concept, YARN components, YARN architecture, YARN mapreduce application execution flow, YARN workflow, Anatomy of mapreduce program, distributed cache, MRunit, Reduce Join, Custom input format, sequence input format

Unit III (6 Sessions) (CO3 &L2. L3)

Introduction to Apache PIG: PIG Components & Execution, PIG data

types, Data models in PIG, Programming in PIG

Unit IV (6 Sessions) (CO4 &L2, L3)

APACHE HIVE: Introduction, Architecture and components, data types and data models, HIVE partitioning and bucketing, HIVE tables, HIVE QL: joining tables, dynamic partitioning

Unit V (6 Sessions) (CO5, CO6 & L4)

APACHE Hbase: Introduction, Architecture and components, Run modes, configuration, data models, HIVE data loading techniques, Introduction to Apache Spark

On successful completion of this course, students will be able to:

CO	Course Outcomes	Assessment
CO1	Understand the concept of big data and the process of big data analytics	A1, A2
CO2	Write programs in Hadoop Mapreduce	A4, A5
CO3	Write programs in APACHE PIG	A4 A5
CO4	Work with APACHE Hive	A4, A5
CO5	Understand the components in APACHE HBase	A4, A5
CO6	Perform Big Data Analytics with Hadoop Technologies	A3

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO1(A1) CO2(A4) CO3(A4) CO4(A4) CO4(A4)				
Procedural knowledge		CO1(A2)	CO2(A5) CO3(A5) CO4(A5) CO4(A5)	CO6(A3)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Application cases, Demonstration, Lab Sessions

Teaching and learning resources

Computer Lab, Hadoop Software, Textbooks, Ebooks, Reference Materials, Web resources

CO PO Mapping

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Visakhapatnam – 45.

Course Code: MAN 846	Course Title: Machine Learning – II	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch / Academic Year: 2020 - 2022	
Course Leader:		

Course description

Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.

Course Objectives

- Understand different categories of Machine Learning
- Understand different algorithms in Machine Learning

Course outline and indicative content

Unit – I : (6 sessions) (CO1 & L2)

Semi Supervised Learning: Introduction, Algorithms – Self Training, Generative Models, SVMs, Graph based Algorithms, Multi view Algorithms

Unit I: (6 sessions) (CO2 & L2, L3)

Association Rule Mining: The applications of Association Rule Mining: Market Basket, Recommendation Engines, etc., A mathematical model for association analysis; Large item sets; Association Rules, Apriori Algorithm

Unit – II:(6 sessions) (CO3 &L2, L3)

Reinforcement Learning: Markov Decision, Monte Carlo Prediction

Unit – IV: (6 sessions) (CO4 &L2, L3)

Introduction to Deep Learning : Concept, Artificial Neural Networks: Basic Structure of ANN, Types of ANN, Defining and Training of ANN

Unit – V: (6 sessions) (CO5 & L2, L4)

Applications of Machine Learning: Sales and Marketing, Financial Services, Social Media Management, Self Driving Cars, Fraud Detection

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the concepts of semi supervised learning	A1
CO2	Understand Association rule mining	A4,A5
CO3	Use a tool to implement Reinforcement Learning Algorithms	A4,A5
CO4	Understand how ANN works	A4,A5
CO5	Understand different applications of Machine Learning	A2, A3

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		Co1(A1) Co2(A4) Co3(A4) Co4(A4)				
Procedural knowledge		CO5(A2)	Co2(A5) Co3(A5) Co4(A5)	Co5 (A3)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab, ML Software

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Visakhapatnam – 45.

Course Code: MAN 848	Course Title: E-BUSINESS	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

Ecommerce (e-commerce) or electronic commerce, a subset of business is the purchasing, selling, and exchanging of goods and services through computer networks such as internet. E-Business has exploded over the last few years and businesses are playing catch - up to ensure they don't miss the bus. Understanding the emerging world of E-business through analytical and technical framework will be instrumental to deal successfully with various levels of E-Business viz., B2B, B2C, C2C, C2B, and the possible advantages and disadvantages of E-Business strategy.

Course Objectives

- To understand the significance of E-Business
- To provide an understanding on how E-Business can be used by any business for getting competitive edge.

Course outline and indicative content Unit I (6 sessions) (CO1 &L2, L3)

Introduction to E-Commerce: Types of e-commerce, Benefits &

Limitations

of e-commerce.

Unit II (6 sessions) (CO2 & L2, L3)

Introduction to M-Commerce: Benefits & limitations of m-commerce, consumer perspective, business model of Electronic Marketing - B2B, B2C.

Unit III (6 sessions) (CO3 & L4)

On line Advertising Methods: Electronic payment system, security schemes in electronic payment systems, security measures in the electronic payment system-

firewall.

Unit IV (6 sessions) (CO4 & L2, L5)

Encryption: Decryption and Digital Signature Electronic Credit Card System on the Internet –Smart Card.

Unit V (6 sessions) (CO5 & L5)

Introduction to E-Business Technologies: Evaluating the current e-business technologies, aiding the development of e-business tactics.

On successful completion of this course, students will be able to:

CO	Course Outcomes	Assessment
CO1	Understand different Models, types of E-Commerce & types of Networks	A1, A4
CO2	Understand the concepts of M-Commerce	A1, A4
CO3	Comprehend the procedure for Internet Shopping & Online Advertising Methods	A1, A4
CO4	Evaluate the security measures in e-shopping	A1, A4, A2
CO5	Evaluate the opportunities and risk factors involved in conducting E-Business	A3

Assessment methods

Task	Task type	Task mode	Weightage (%)	
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	50

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO1(A1) CO2(A1) CO4(A2)	CO1(A4) CO2(A4)	CO3(A4)	CO4(A3) CO5(A3)	

Procedural knowledge						
Meta cognitive knowl- edge						

Learning and teaching activities

Classroom Lectures, Application Cases, Lab Sessions

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab

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Visakhapatnam – 45.

Course Code: MAN 850	Course Title: Artificial Intelligence	
Semester: IV	Course Type: Elective & Theory	Credits: 3
Home Programme(s):MBA	Batch/Academic Year: 2020-2022	
Course Leader:		

Course description

Artificial Intelligence has its foundation in Boolean algebra. With the introduction of computers, AI has gained prominence, where attempts were made to make computers think and reason like humans. It has come a long way from playing games to intelligent robots. This program aims to introduce the basic concepts of AI, Expert Systems and Machine Learning.

Course Objectives

- To understand the strategies of state space.
- To understand AI Knowledge representation.
- To understand expert systems, machine learning and fuzzy logic.

Course outline and indicative content

Unit I (6 sessions) (CO1 & L3)

Introduction to the Propositional and Predicate Calculus, Inference Rules and use for Predicate Calculus Expression

Unit II (6 sessions) (CO2 & L3, L5)

Graph Theory, Strategies for State Space Search and Control Strategies, Heuristic Search, Monotonicity and Informedness

Unit III (6 sessions) (CO3 & L4)

Recursion based search, Pattern-Directed search, AI Challenge Knowledge Representation, Problem reduction and game playing,

Unit IV (6 sessions) (CO4 & L4)

Logic Concepts and Logic Programming, Prolog Programming, Expert System and Applications, Uncertainty measurement: Probability Theory, Fuzzy Set and Fuzzy Logic

Unit V (6 sessions) (CO5 & L2, L4)

Machine Learning Paradigms, Artificial Neural Networks, Introduction to Intelligent Agents, Natural Language Processing.

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the concept of Propositional and Predicate Calculus	A1
CO2	Apply state space search	A3
CO3	Apply Recursion based search	A3
CO4	Perform Logic programming using Prolog	A4
CO5	Understand Expert Systems and fundamentals of Machine Learning.	A4, A2

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	50

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO5 (A2)	CO1 (A1) CO2 (A1)	CO3 (A3) CO4 (A4) CO5 (A4)	CO2 (A4)	
Procedural knowledge						
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab, Prolog Software

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Visakhapatnam – 45.

Course Code: MOP 842	Course Title: Materials Management	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/Academic Year: 2020-21	
Course Leader:		

Course description

The cost of materials is a significant component in the over-all cost of production in manufacturing & services. To keep costs low, purchase of material, storage and inventory control becomes essential. Materials management is in fact a bridge between optimal acquisition of input materials and the eventual smooth transfer into output of products and services. Prudent management of materials becomes thus a core activity. The various concepts and techniques of Materials management would benefit contemporary as well as the evolving futuristic organizations, for their stability and prosperity. This would also facilitate meeting global competitiveness effectively for organizations.

Course outline and indicative content Unit I (number of sessions) (CO1, CO2, L1 & L2)

Materials management an Overview: Strategic importance of materials management and its relationship with various functional managements, purchase, stores and inventory control functions.

Unit II (number of sessions)(CO2, L2& L3)

Materials Forecasting & Sourcing: Demand forecasting, sourcing of materials, vendor developing and sellers relationship.

Unit III (number of sessions)(CO2, CO3, L12, L3 & L4)

Materials Planning and Control: Materials planning and budgeting, functions of inventory, Inventory systems and modelling, process of inventory and spare parts management.

Unit IV (number of sessions)(CO3, CO4, L13 & L4)

Stores management: Stores functions, material codification, materials standardization, location of stores, stores security and loss function and stores accounting.

Unit V (number of sessions)(CO3, CO4, L3, L4 & L5)

Materials Management - Organization & Appraisal: Materials management organization, M.I.S for Materials management, Materials management control and its performance appraisal.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO 1	To understand the basic concepts of Materials Management for enhancing competitiveness in organizations	A1
CO 2	To recognize the fundamental concepts of various decision making tools used in the Materials Management	A3
CO 3	To understand the frame work of Inventory Control in Organizations	A2
CO 4	To acquire skills in formulating Materials management strategy	A3
CO 5	Evaluate an operation for sustainable materials management.	A3

Assessment methods

Assessment Tool	Nature	Participation	Assessment mode	Weightage (%)
A1	Mid exam	Individual	Written – L3 level	20
A2	Coursera/ online	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Report (15-20 pages)–L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						

Conceptual Knowledge			CO1 (A1)			
Procedural Knowledge				CO2(A3), CO3(A2 &A3)	CO4 (A2) CO5 (A2)	
Meta Cognitive Knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts

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Course Code: MOP 844	Course Title: Quality Management	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/AcademicYear: 2020-22	
Course Leader:		

Course description

Quality is regarded as a vital component of every organization and will continue to remain important for improving organizational performance and achieving competitive advantage in a firm's industry be it a service or a manufacturing organization. Therefore, this course is designed to:

- Expose the students with the contemporary quality management principles, practices and tools.
- Enhance their skills and abilities to identify, analyze and understand the impacts of quality management systems in any organization.

Course outline and indicative content UNIT – I: UNDERSTANDING

QUALITY (8 Hours)(CO1, CO2, L1 & L2)

The concepts of total quality and performance excellence and their applicability to manufacturing, services, health care, education, and modern principles of total quality and its relationship with agency theory.

UNIT – II: QAULITY PHILOSOPHIES (8 Hours)(CO2, L2& L3)

Foundations of performance excellence: Deming Philosophy, Juran Philosophy, Crosby Philosophy, Feigenbaum Philosophy, Taguchi and Kaoru Ishikawa Philosophy.

UNIT – III: QUALITY TOOLS FOR PROCESS MANAGEMENT (8 Hours) (CO2, CO3, L2, L3 & L4)

The seven QC tools (Old & New), Quality Function Deployment (QFD), Failure Mode and Effect Analysis (FMEA).

UNIT – IV: QUALITY TOOLS FOR CONTINUOUS IMPROVEMENT (8 Hours) (CO3, CO4, L3, L4& L5)

5S Methodology, Kaizen, Kanban, PDCA/PDSA Cycle, Six – Sigma, Lean Thinking, Benchmarking & Re-engineering.

**UNIT – V: QUALITY MANAGEMENT SYSTEMS (QMS) (8 Hours)
(CO1, CO2, L1, L2 & L3)**

ISO 9001-2000, Process Approach, Relationship with ISO 9004, ISO 9000-2000 certification procedure, ISO 14000: Environmental Management and Quality Audit Guidelines.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand various quality concepts.	A1, A3, A4
CO2	Understand TQM Philosophy.	A1, A2, A3, A4
CO3	Apply TQM improvement tools to enhance customer satisfaction and improve processes within their organizations	A2, A3 & A4
CO4	.Implement the TQM approach in an organization for continuous quality improvement.	A3, A4

Assessment methods

Task	Task type	Task mode	Weightage(%)
A1 Mid Exam	Individual	Written	20
A2 Coursera	Individual	Presentation	10
A3 Case/Project	Group	Presentation & Report	20
A4 End Term Exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remem-ber	L2. Under-stand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1(A1, A4)	CO1(A1, A3, A4)			
Procedural Knowledge				CO2 (A1, A3), CO3 (A2, A3, A4)	CO4 (A2, A3, A4),	

Meta Cognitive Knowledge						
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Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO). 0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance



GITAM Institute of Management (GIM)
Gandhi Institute of Technology and Management
(GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code:MOP 846	Course Title: Marketing of Logistics Services	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description

Marketing and logistics have been managed separately within most organizations. However, in today's highly competitive global marketplace, organizations are increasingly required to create and deliver customer value and to focus on the interrelated business processes involved in providing superior service to current and prospective customers. Therefore, this course is designed to:

- Understand the integral and on-going relationship between marketing, logistics, distribution (transportation), marketing channels and the broader aspects of marketing.
- Understand the importance of marketing logistics interface.

Course outline and indicative content

UNIT-I (8 Sessions)(CO1, CO2, L1 & L2)

INTRODUCTION TO MARKETING LOGISTICS

Introduction, concept of Marketing Logistics, Objectives of Marketing Logistics, Importance of Marketing Logistics, Logistics Tasks, Logistics and Marketing, Domestic & International Logistics, Recent Developments in International Logistics, Role of Information Technology.

UNIT-II: (8 Sessions)(CO2, L2& L3)

MARKETING STRATEGIES AND LOGISTICS

Customer Service, Framework for Strategic Logistics Planning, Strategic Distribution Arrangements, Managing Physical Distribution of products/ services, Environment of Foreign Trade, challenges of the Market Place, Balancing Functional Objectives, and Integration of Systems Functions in International supply Chains.

UNIT-III: (8 Sessions) (CO2, CO3, L2, L3 & L4)

LOGISTICS AND CUSTOMER VALUE

The marketing and logistics interface, Importance of customer retention, concept of relationship marketing, Defining customer service & Developing a Market-driven logistics strategy- Shift from brand value to customer value – Costs of ownership and Customer Profitability management.

UNIT-IV (8 Sessions) (CO3, CO4, L3, L4& L5)

STRATEGIC LEAD-TIME MANAGEMENT

Time-based competition, Critical sources of competitive advantage, Strategies for lead time reduction-Logistics process re-engineering - Measuring and managing the 'lead-time gap'. Demand-Driven Supply Chains: Creating agile supply chains – Connecting the supply chain through shared information - Quick response logistics, Efficient Consumer Response (ECR).

UNIT-V (8 Sessions)(CO1, CO2, L1, L2 & L3)

MANAGING MARKETING LOGISTICS

Need for organizational change, Manage processes, Manage supply and demand. Importance of performance management, focus on internal and external customer satisfaction - Managing risk in the Supply chain, building supply chain resilience.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand the importance of marketing logistics.	A1, A3, A4
CO2	Understand the role of marketing and logistics strategies	A1, A2, A3, A4
CO3	Realize the importance of marketing logistics interface	A2, A3 & A4
CO4	Understand the role logistics and customer value	A3, A4
CO5	Realize the importance of time based competition	A1, A3, A4

Assessment methods

	Task	Task type	Task mode	Weightage(%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Presentation	10
A3	Case/Project	Group	Presentation & Report	20

A4	End Term Exam	Individual	Written (short/long)	50
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Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1 (A1, A4)	CO1 (A1, A3, A4)			
Procedural Knowledge				CO2 (A1, A3), CO3(A2, A3, A4)	CO4 (A2, A3), CO5 (A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

CO PO Mapping

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GITAM Institute of Management (GIM)
Gandhi Institute of Technology and Management
(GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)
Visakhapatnam – 45.

Course Code:MOP 848	Course Title: Strategic Logistics Management	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s):MBA	Admitted Batch 2020-21	
Course Leader:		

Course description

Traditionally, “Logistics” had been treated as an operational activity and was perceived as an activity which does not have any function other than “transportation”. However, over the past two decades, perceptions on this have changed dramatically and “logistics” gained attention to be included in the strategic planning processes of firms. It has increased its importance from a “minimum necessary function” to (i) an activity of significant cost savings (ii) an activity that had enormous potential to provide better customer service and (iii) a marketing weapon that could be effectively utilized to gain sustainable competitive advantage. The improved logistics capabilities will complement the supply chain operations. The objective set for this course is to provide students with an understanding of conceptual framework in logistics, logistics mix, approaches to logistics management, risk assessment and strategies etc.

Course outline and indicative content Unit I (4 sessions) (CO1, CO2; L1

– L6)

Introduction to strategic logistics planning: conceptual framework of logistics; logistics mix, logistics – a system concept; logistics for business excellence; customer service – a key element in logistics; service attributes; value added logistical services; logistics outsourcing – benefits, 3PLs & 4PLs; logistics and competitive strategy: gaining competitive advantage through logistics; the mission of logistics management; the changing logistics environment

Unit II (5 sessions) (CO2, CO3; L1 – L6)

Transportation, storage and material handling: Transportation:

transportation modes & options; infrastructure; freight management; transportation networking; Storage: warehousing functions; options; layout design; costing and performance; cold chain infrastructure; Material handling: its role; equipment and systems; packaging.

Unit III (4 sessions) (CO3;L1 – L6)

Inventory management & logistics information systems: Inventory: Its functions; costs related to inventory and controls; Kanban; just-in-time; Logistics information systems (LIS): information needs, designing LIS; role of technology; automatic identification technology; communication technology; simulation

Unit IV (3 sessions) (CO3, CO4;L1 – L6)

Network design analysis: Facility location analysis: network design, its alternatives and costs associated with them; the infinite set approach - centre of gravity of supply and demand; the feasible set approach - location weighted score method

Unit V (5 sessions) (CO5;L1 – L6)

Reverse logistics and humanitarian logistics: why reverse logistic and its scope;product returns; end-of-life disposal schemes; asset value recovery strategies; ethics and impact of logistics & supply chain activities on triple bottom line; green logistics management; Humanitarian logistics: insights & challenges

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand the role of logistics in strategic planning.	A1, A2
CO2	Explore the role of transportation, storage, distribution and risk management in strategic planning	A2, A4
CO 3	Evaluate the storage capacity and other factors for better utilization of warehouse space	A3
CO4	Analyse the network design to evaluate the location decisions	A4
CO5	Evaluate strategies for reverse logistics and humanitarian logistics	A4

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Mid exam	Individual	Written	20
A2. Coursera / online Course	Individual	Report / Presentation	10
A3. Case study	Groups*	PPT presentations	20
A4. End-term exam	Individual	Written	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1				
Conceptual Knowledge			CO2			
Procedural Knowledge				CO4	CO5	
Meta Cognitive Knowledge					CO3	

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via X-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Prescribed text book:

Sople, V.V. (2013). Logistics management (3rd edition). Pearson publications: New Delhi.

Referential text books and journal papers:

Harrison, A., Van Hoek, R., (2011). *Logistics management strategy: competing through the supply chain*, Fourth edition. Harlow: Financial Times Prentice Hall.

Chopra, S. and Meindl, P. (2014). *Supply Chain Management: Strategy, Planning and Operation*, Sixth edition. Chennai: Pearson Education.

Christopher, M. (2011). *Logistics & Supply Chain Management*, Fourth edition. Harlow: Financial Times Prentice Hall.

Stock, J.R., & Lambert, D.M. (2000). *Strategic logistics management*, Fourth edition. McGraw-Hill/Irwin publications: USA.

Kovács, G. and Spens, K. M. (2007). "Humanitarian logistics in disaster relief operations", *International Journal of Physical Distribution & Logistics Management*, Vol. 37, No. 2, pp.99-114.

Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). "A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management", *International Journal of Production Research*, Vol.53, No.21, pp. 6473-6494

Suggested journals:

- International Journal of Physical Distribution & Logistics Management
- Journal of Supply Chain Management
- Supply Chain Management, An International Journal
- Journal of Operations Management
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Production Planning and Control

CO PO Mapping

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Semester IV

Contemporary Courses offered

Sl. No.	Course Code	Course Type	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
1	MCC 801	Elective	CSR & Sustainable Development	2		2	50		50	2
2	MCC 802 842	Elective	Social Innovation	2		2	50		50	2
3	MCC 803	Elective	Behavioral Economics	2		2	50		50	2
4	MCC 804	Elective	Technology Management	2		2	50		50	2
5	MCC 805	Elective	Environmental Sciences	2		2	50		50	2
6	MCC 806	Elective	Intellectual Property Systems	2		2	50		50	2
7	MCC 807	Elective	Technological Entrepreneurship	2		2	50		50	2
8	MCC 808	Elective	Alternate Dispute Resolution	2		2	50		50	2
9.	MCC 809	Elective	Alternative Investments	2		2	50		50	2
10.	MCC 810	Elective	Financial Metrics	1	2	3	50		50	3
11.	MCC 811	Elective	Contemporary HR Practices	2		2	50		50	2
12.	MCC 812	Elective	HR in Knowledge Management	2		2	50		50	2
13.	MCC 813	Elective	Psychometrics	2		2	50		50	2
14.	MCC 814	Elective	HR Analytics	2		2	50		50	2
			Total	27	2	29	700		700	29

Contemporary Courses
MBA IV SEMESTER
MCC 801:CSR & SUSTAINABLE DEVELOPMENT

INTRODUCTION

Corporate Social Responsibility (CSR) assumes pivotal significance in the world-wide debate on sustainable development. Much of humankind is vulnerable to natural disasters, extreme poverty, infectious disease and a host of other challenges. In the name of development humans have irreversibly harmed the socio-ecological fabric. Businesses have awakened to this fact and are trying to catch up and reduce the alarming rate of this impact.

More than ever, corporations are engaging the larger community with policies and procedures in pursuit of Corporate Social Responsibility (CSR). With India leading the way in 2013, by introducing the historic bill on CSR in the Companies Act 2011, we now require to build young, gender sensitive and environmentally conscious India. It is essential to sensitize future managers about social sector - welfare initiatives, non-governmental interventions and the importance of CSR.

COURSE OBJECTIVES

- To understand the need of corporate social responsibility (CSR)
Recognizing
- various social sectors where CSR can be of significance
- Analysing the importance of public-private partnership (PPP) in social development
- Sensitize the students about fragile issues of sustainable and responsible business development.

COURSE SYLLABUS

Unit I: Business and Society: Introduction to Corporate Social Responsibility (CSR): Concepts, social aspects of CSR, drivers of CSR; Corporate Citizenship, limitations of approaches to CSR.

Unit II: CSR debate in India: Indian traditional value system for CSR - from philanthropy to Public-Private-People Partnerships; trusteeship (Gandhism).

Unit III: Sustainable Development: Stakeholder engagement - concept and practice, its relevance in achieving triple bottom line.

Unit IV: Regulatory guidelines regarding CSR and its impact; the role of Non Government Organizations (NGO) in CSR.

Unit V: Investigating corporate social irresponsibility.

COURSE OUTCOMES

On completing this course the student

1. Will be more empathetic towards the lesser fortunate strata of the society
2. Will have a positive inclination towards CSR and will be able to appreciate it rather than treat it as a forced obligation
3. Understanding the role of CSR for sustainable development and the various stakeholder perspectives will give them clarity in guiding the firm they associate with in effective implementation of CSR strategies

TEXT BOOK

Baxi, C.V., Prasad, A., “Corporate Social Responsibility - concepts and cases”, Excel Books, New Delhi: 2013

REFERENCES

Srivastava, A., Kothari, A., “Churning the Earth - the making of Global India”, Viking, 2012

Biswas, S.C., Gandhi Theory and Practice Social Impact and Contemporary Relevance, Indian Institute of Advanced Studies, Simla, 1969

Moon, J., “The Contribution of Corporate Social Responsibility to Sustainable Development”, John Wiley & Sons Ltd, InterScience 15, 2007

JOURNALS

Journal of Business Ethics

Vikalpa, Indian Institute of Management, Ahmedabad

MBA IV Semester

MCC 802: SOCIAL INNOVATION

INTRODUCTION

Social innovation refers to new strategies, concepts, ideas and organizations that meet social needs of all kinds - from working conditions and education to community development and health - and that extend and strengthen civil society.

Existing structures and policies have found it impossible to crack some of the most pressing issues of present times - such as climate change, the worldwide epidemic of chronic disease, and widening inequality. There is a wide, and probably growing, gap between the scale of the problems faced and the scale of the solutions on offer.

Social innovation has become the theme in many fields. They include: (1) Social entrepreneurship (2) Technology (3) Public Policy (4) Cities and Urban Development (5) Social Movements (6) Community Development.

COURSE OBJECTIVES

The objectives of the course therefore are to enable students to apply conceptual frameworks and toolkits to evaluating social and environmental (ir) responsibility; to understand when and how businesses may do better by doing good; and to anticipate new market opportunities to develop a competitive advantage in an era of higher social and environmental expectations.

COURSE SYLLABUS

Unit 1: Market failure, recognizing problems/opportunities, future of the world.

Unit 2: Social Innovation - introduction, stages, sustenance.

Unit 3: Social Innovation in Government, Public Sector, Private Sector, CSR.

Unit 4: Social Entrepreneurship - meaning, business model, scaling, sustaining.

Unit 5: Cases related to Social Innovation in the community.

COURSE OUTCOMES

The course on Social Innovation enables the students to:

1. Develop sensitivity to the social end of the business-society spectrum.
2. Identify innovative ideas that could be tailored to become socially innovative products/service on the lines of business plans.

3. Where ever possible bring about a social sensitivity within the organizations they are employed in.

TEXT BOOK

“Building Social Business: The New Kind of Capitalism that Serves Humanity’s Most Pressing Needs, Muhammad Yunus”, Reviewed By Rodney Schwartz, Public Affairs 2010

ONLINE RESOURCES

http://www.addmecop.eu/home/european/library/literature/Social_Innovator_020310.pdf <http://www.sbs.ox.ac.uk/centres/skoll/research/Documents/Social%20Innovation.pdf> <http://www.ngobiz.org/g/picture/File/Social%20Enterpeuneur> -

The%20Case%20of%20Definition.pdf <https://www.ashoka.org>

JOURNALS

Stanford Social Innovation Review Stanford University Online Magazine
<http://changemaking.ashoka.org/>

MBA IV Semester

MMC 803:- BEHAVIORAL ECONOMICS

Introduction

This course provides a non-technical introduction to behavioural economics. Behavioural economics analyses regularities in actual individual and strategic decision making and documents departures from behaviour predicted by classical economic theory. Behavioural economics explains these departures by incorporating psychological aspects into economic theories. This course will help student to understand why people make the decisions they make, improve their own decision making, and predict how others behave in situations in which they interact with them strategically.

Behavioural economics combines insights from psychology, judgment, and decision making, and economics to generate a more accurate understanding of human behavior.

The purpose of this course is to inform future managers, underlying the decisions made by customers, competitors, peers, and themselves, with emphasis on how to incorporate insights into business, marketing, and investing strategies. It also provides students with practical advice about applying these findings to topics in marketing, management and finance.

Course Objectives

- To learn the rational and cognitive decision making and Decision Fatigue.
- To know perception basis and inertial effects.
- It understand the concepts of Behavioural finance and advanced behavioural economic concepts.

Syllabus:

Unit I : Introduction to Behavioral Economics: Understanding Human Behavior - Behavioral Traits - Preferences, Actual Processes, Non-economic information, Decision Fatigue, Manipulation, Bounded Rationality – Optimal Satisficing, Cognitive Surplus- Kahneman’s Cognitive System

Unit II: Economic Behavior: Heuristics for complex choices – Utility Function, Cardinal Utility, Satisficing, Directed Cognition, Choice Arbitrariness; Choice with Risk – Exponential Discounting, Learning from New Information – Social

Preferences- Social Utility and Decision Making, Bargain Impasse.

Unit III: Economic Anomalies: Rational Man – Consumer Choice under Certainty and Uncertainty; Prospect Theory – Reference Point, S-Curve, Loss Aversion; Perception Biases – Saliency, Framing, Anchoring, Sunk Cost Bias; Inertial Effects – Endowment Effect, Status Quo Effect, Disposition Effect; Causality – Representativeness, Conjunction Fallacy, Randomness, Small Sample Bias and Probability Neglect.

Unit IV: Behavioral Finance: Efficient Market Hypothesis – Value Investing – Noise Trading – Positive Economics – Equity Premium Puzzle -

Unit V: Advances in Behavioral Economics: Neuroeconomics –Cognitive Processes, Cognitive Mistakes; Risk-as-Feelings Hypothesis – Experimental Economics - Nudging as a tool to influence freedom of choice – Policy and Behavior

Course Outcomes:

On the completion of this course students would be able to

- Students can explain behavioural concepts in individual decision making
- Student would understand behavioural concepts in strategic interaction
- Students could apply simple behavioural concepts to new situations

Recommended text book:

1. Behavioral Economics, Edward Cartwright, Routledge, Second edition, 2011.

Reference Books:

1. Human Agency and Behavioral Economics: Nudging Fast and Slow, Cass R Sunstein, Palgrave MacMillan, 2017
2. Misbehaving: The Making of Behavioral Economics, Richard Thaler, W. W. Norton & Company, 2015
3. Behavioral Finance: Understanding the Social, Cognitive and Economic Debates, Edwin T Burton and Sunit N Shah, John Wiley & Sons, 2013.
4. Exotic Preferences: Behavioral Economics and Human Motivation, George Lowenstein, Oxford University Press, 2007

MCC 805: TECHNOLOGY MANAGEMENT

INTRODUCTION

Technology Management is the set of management disciplines that allows organizations to manage their technological fundamentals to create competitive advantage. Technology Management is an integrated planning, design, optimization, operation and control of technological products, processes and services. To enable businesses gain competitive advantage through technology, it is imperative that Management education provides basic knowledge of product innovation, technology transfer and R&D processes.

COURSE OBJECTIVES

To understand the concepts and significance of technology management To develop knowledge in the area of technology management

To enable students to facilitate organisational change and sustainable improvements at the enterprise level through competitive work systems and effective knowledge management

COURSE SYLLABUS

Unit I: Technology Management (TM): Concept, components, features, drivers, significance, challenges and scope of TM.

Unit II: Technology Planning and Policy: Technology planning, appropriate technology, tools for technology analysis.

Unit III: Technology Acquisition and Innovation: Methods of acquisition, trends of acquisition, decisions of acquisition; types and sources of innovation, process of innovation.

Unit IV: Technology Transfer: Classification, significance, types and process; technology transfer model, modes of technology transfer.

Unit V: Technology Diffusion and Absorption: Importance, integrated diffusion strategy, technology absorption and integrated absorption knowledge model.

COURSE OUTCOMES

The student will be able to

1. Interpret and apply current emerging business concepts in today's technological business environment.
2. Demonstrate competencies with computer software applications.

TEXT BOOK

Tarik Khalil, “Technology Management”, Tata McGraw Hill, New Delhi, 2013.

REFERENCES

Krishnamacharyulu, C. S. G., &Lalitha Rama Krishnan, “Management of Technology

- Text & Cases”, Himalaya Publishing House, Mumbai, 2011.

Rastogi, P.N., “Management of Technology”, Response Books, Sage Publications, New Delhi, 2011.

Robert Szakonyi, “Technology Management”, Viva Books Private Limited, New Delhi, 2013.

JOURNALS

Indian Journal of Industrial Relations

GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MBA IV Semester

MCC 805 : ENVIRONMENTAL SCIENCE

INTRODUCTION

As the world is overwhelmed by India's astounding growth trajectory, there is a minimal acknowledgement of the ecological costs of the obsession with growth. The current model of economic growth involving commercialization of natural resources and corporate takeover of commons, is ecologically unsustainable. Fast paced business development initiatives pose challenges to the environment in the country. Therefore, more than ever, it is now essential to sensitize future managers to environmental responsibility of corporate decision making and to the necessity to integrate environmentally responsible practices into the management of resources and operations.

COURSE OBJECTIVES

To provide insights into the complexity of policy, governance and environmental issues

To enable the students to identify resource needs and advocate environmentally sustainable practices

To facilitate the application of scientific knowledge to think critically about environmental management issues in a variety of settings

COURSE SYLLABUS

Unit I: Common Property Resources: Concept of common property resources, issue of privatization of common property resources, managing common property resources through public private partnership (PPP).

Unit II: Renewable Energy Systems: Sources of renewable energy, potential of renewable energy in India, renewable energy: A policy perspective.

Unit III: Climate Change: Understanding climate change, Green House Effect, United Nations Framework Convention on Climate Change, managing climate change, clean development mechanisms.

Unit IV: Waste Management: Industrial waste management and managing effluents, common effluent treatment plants, e-waste Management.

Unit V: Corporate Environmental Responsibility, market forces and environmental CSR, policies and environmental CSR, welfare effects of environmental CSR.

COURSE OUTCOMES

After completion of the course the student is

1. Able to understand the interdependence of Environment and Human Well Being.
2. Would Learn the importance of Biodiversity for the sustainability of future generations on this planet earth.
3. Would understand the relevance of Legal Principles in preserving and protecting the Environment in which we live.

TEXT BOOK

Pretty, J. et al, (2007), “The Sage Handbook of Environment and Society”, New Delhi, Sage

REFERENCES

Russo, M.V. (2008). “Environmental Management: Readings and Cases”. New Delhi, Sage.

Srivastava, A., & Kothari, A., (2012), “Churning the Earth: The Making of Global India”, Penguin, New Delhi, 2012

JOURNALS

Vikalpa, Indian Institute of Management, Ahmedabad

GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MBA IV Semester

MCC 806 :INTELLECTUAL PROPERTY SYSTEMS

INTRODUCTION

The explosion of internet has made proprietary information easily accessible, which has also seen an increase in the number of copyright infringement law suits. Intellectual Property Rights (IPR) is legal rights, which result from intellectual activity in any field. These rights safeguard creators and other producers of intellectual goods & services by granting them certain time-limited rights. Basic knowledge in IPRs and their importance for organizational competitiveness is essential for those functioning in business.

COURSE OBJECTIVES

To understand the basic concepts like IPR, Patents Trademarks and Copyrights
To understand the process of patent registration

COURSE SYLLABUS

Unit I: IPRs: Meaning, origin and importance of IPRs, the concepts of Patents, Trade Marks, Copy Rights and Industrial Designs.

Unit II: Conventions: TRIPs Agreement, Patent Cooperation treaty, role of WIPO in management of IPRS.

Unit III: Patents: Main features, registration of patents - Indian Patent Act; Trade Marks - Importance and kinds of Trade Marks, passing off, and Industrial Designs.

Unit IV: Copyrights: Meaning, importance of copyrights, universal copyright convention international society on copy rights.

Unit V: Emerging Issues: Geographical indications, traditional knowledge, plant varieties and farmers' Rights, and case studies on Basmati Rice, Neem and Turmeric.

COURSE OUTCOMES

After completion of the course the student

1. Would be able to learn the impact of IPRs on the economic development of a country in the present information era.
2. Learns the process of registering patents, Trade Marks, and the Legal Aspects of various IPRs as recognized by WTO.

TEXT BOOK

Wadehra, B. L., "Law relating to Intellectual Property", Universal law Publishing Co., New Delhi, 2012

REFERENCES

Sople, V. V., "Managing Intellectual Property", Prentice Hall, Mumbai, 2012
Anurag K. Agarwal; Business and Intellectual Property; Business Books IIMA; Random House; New Delhi 2010

JOURNALS

Vikalpa, Indian Institute of Management, Ahmedabad

GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MBA IV Semester

MCC 808: ALTERNATIVE DISPUTE RESOLUTION

INTRODUCTION

The movement towards alternative dispute resolution (ADR) was the result of inability of the regular courts to dispose of the cases speedily. Interminable time consuming, complex and expensive Court procedures impelled Jurists to search for alternative forum, less formal, more effective and speedy, for resolution of disputes, avoiding procedural claptrap.

A number of disputes in the industry are capable of being disposed of by alternative methods such as, arbitration, conciliation, mediation and negotiation, as compared with the conventional system of settlement of disputes by ordinary regular Courts.

COURSE OBJECTIVES

To understand the importance of alternative methods of dispute settlement To highlight the role of arbitration, conciliation and mediation, and its application

To elucidate the main feature of Arbitration and Conciliation Act, 1996

COURSE SYLLABUS

Unit I: Alternative Dispute Resolution (ADR): concept, origin and scope of ADR; constitutional background of ADR; legislative recognition of ADR.

Unit II: Arbitration and Conciliation: meaning and importance of; LokAdalats; concept, organisation and powers of LokAdalat.

Unit III: Other forms of ADR; mini LokAdalats; Village Courts; Mediation Centres; Centres for Women; The Family Courts Act of 1984; The Industrial Disputes Act, 1947.

Unit IV: Mediation and Negotiations: meaning and basic rules of mediation; mediation and arbitration; benefits of mediation; negotiations meaning and importance; Accord and Satisfaction.

Unit V: The Arbitration and Conciliation Act, 1996; Arbitration agreement, composition and jurisdiction of Arbitral tribunals; conduct of Arbitral proceedings; award and Conciliation.

COURSE OUTCOMES

After completion of the course the student

1. Would Acquaint himself with alternative methods of dispute settlement such as Conciliation, Arbitration, and Mediation and their importance over adjudication.

2. Learns the main features the Indian Arbitration and Conciliation Act, 1996 in settlement of Disputes, especially Commercial Disputes.

TEXT BOOK

Avatar Singh, “Law or Arbitration and Conciliation”, Eastern Book Company, Lucknow, 2011

REFERENCES

Rao, P.C., “Alternative Dispute Resolution”, United India Publications, New Delhi, 2001

JOURNALS

IUP Journal of Alternative Dispute Resolution The Business Law Reports

Labour Law Reporter

Digest of Supreme Court Cases

MMC 809: ALTERNATIVE INVESTMENTS

Introduction:

Interest in alternative investments has grown rapidly in recent years from the high net worth investors and institutions such as hedge funds in search for investments outside the traditional universe. As alternative investments have low correlation with traditional investments, they are sought after by these investors. Therefore, it is important to understand the nature of the alternative assets and their risk-return profile. This course is designed to equip the students with the knowledge and techniques to analyse alternative investment assets.

Syllabus

1. The Hedge Fund Sector
2. Due Diligence of Hedge Funds
3. Fundamental Strategies: Equity Long-Short & Dedicated Short Bias
4. Quantitative Equity Strategies: Equity Market Neutral and Statistical Arbitrage
5. Arbitrage: Event Driven, Convertible Bonds & Fixed Income
6. Macro Strategies: Global Macro, Managed Futures and Emerging Markets
7. Investing in Commodity Futures
8. Hedge Fund Benchmarks
9. Venture Capital
10. LBOs
11. Real Estate
12. Private Equity, Closely Held Companies and Distressed Securities

Reference Book

Ben Stein, Phil DeMuth, *The Little Book of Alternative Investments: Reaping Rewards by Daring to be Different*, Wiley

Stuart R. Veale, *The Investor's Guidebook to Alternative Investments: The Role of Alternative Investments in Portfolio Design*, amazon

Textbooks:

1. Mark J. P. Anson: *Handbook of Alternative Assets* 2nd John Wiley & Sons
2. *Hedge Fund Strategies* by Lasse H. Pedersen
3. *Real Estate*, Thirteenth Edition, by James D. Shilling, Thomson South-Western.
4. *Evaluating Hedge Fund Performance*, by Vinh Q. Tran, John Wiley & Sons.

MMC 810: FINANCIAL METRICS

INTRODUCTION

Financial analytics helps in analyzing the financial statements and forecast possible future financial scenarios. It can help in improving the performance of a business. Financial analysis software can speed up the creation of reports and present the data in a graphical presentation that is easier to read and interpret.

COURSE OBJECTIVES

- To understand different financial statistics and their usage
- Understand financial securities
- Understand trading strategies

SYLLABUS

Unit I: Analytical Thinking and Financial Statistics: Introduction to Financial Analytics, Financial Statistics – Probability, Combinatorics, Mathematical Expectation, Sample Mean, Standard Deviation, and Variance, Sample Skewness and Kurtosis, Sample Covariance and Correlation, Financial Returns, Capital Asset Pricing Model

Unit II: Financial Securities: Bond Investments, Stock Investments, The Housing Crisis, The Euro Crisis, Securities Datasets and Visualization, Adjusting for Stock Splits, Adjusting for Mergers, Plotting Multiple Series, Securities Data Importing, Securities Data Cleansing, Securities Quoting

Unit III: Time Series Analysis: Examining Time Series, Stationary Time Series, Auto-Regressive Moving Average Processes, Power Transformations

Unit IV: Gauging the Market Sentiment: Markov Regime Switching Model, Reading the Market Data, Bayesian Reasoning, The Beta Distribution, Prior and Posterior Distributions, Examining Log Returns for Correlation, Momentum Graphs

Unit V: Simulating Trading Strategies: Foreign Exchange Markets, Chart Analytics, Initialization and Finalization, Momentum Indicators, Bayesian Reasoning within Positions, Entries, Exits, Profitability, Short-Term Volatility, The State Machine

COURSE OUTCOMES

- 1) Perform financial statistics for a given finance data
- 2) Gauge the market sentiment by using different techniques

- 3) Get insight to the trading strategies

TEXTBOOK

Mark J. Bennet, Dirk L. Hugen (2016), Financial Analytics with R, Cambridge: Cambridge University Press.

REFERENCE BOOKS:

- 1) Michael Samonas (2015), Financial Forecasting, Analysis and Modelling: A Framework for Long-Term Forecasting, New Delhi: Wiley Publishing.
- 2) Chandan Sengupta (2011), Financial Analysis and Modeling using Excel and VBA, New Delhi: Wiley India.
- 3) Scott Proctor K (2010), Building Financial Models with Microsoft Excel, New Delhi: Wiley India

MBA IV Semester

MCC 815 : PERSONAL TAX PLANNING INTRODUCTION

Income tax is subject matter of everyone in India. There is a lot demand for professional tax planner in our country. The objective of this course is to acquaint the student with basic personal tax planning procedure and filing of the return.

COURSE OBJECTIVES

1. The student gets basics of personal concepts
2. The student gets calculation of personal tax under various provisions
3. The student will understand how to plan paying income tax under various exemptions.
4. The student will get practical knowledge of calculating tax on excel/software
5. The student will know how to file online returns

COURSE SYLLABUS

Unit I : Introduction to Indian Income Tax Act, 1961, - basic concepts of Income tax- incidence of tax -Indian income and foreign income- introduction to exempted incomes-income tax authorities powers-responsibilities.

Unit II : Introduction to various types of tax heads -introduction to income from salary- definition of salary -feature of salary-components of salary-exempted salary.

Unit III : Introduction to income from salary-basics calculation of various types of salary components- calculation of allowances and perquisites -(NP)

Unit IV : Computation of income from salary - format of presentation of income from salary calculation of taxable income under various components of salary - calculation of taxable income under salary (NP).

Unit V : Computation of tax liability - exemptions under section 80- Tax planning -Tax rates - calculation of tax liability --filing of returns - ITR forms- online return filing (NP).

COURSE OUTCOMES

On completion of the course

1. Student would be able to calculate Personal Tax

2. Student would be able to pay tax after various exemptions
3. Student is able to file Tax Returns

Recommended Book:

V.P Gaur, D.B. Narang, Puja Gaur and Rajeev Puri, "Income Tax Law and Practice" assessment year 2017-18.

References:

G.K Singania, Tax man series "Income Tax Law and Practice" assessment year 2017- 18.

MBA IV Semester

MCC 811: CONTEMPORARY HR PRACTICES INTRODUCTION

HRM is a concept as well as a practice has travelled a long way. Its present form and scope has evolved through a process of additions in the responsibilities, enactment of labour laws and the realities of globalization. The HRM function started as procurement of labour to administrative officer and finally took the shape of personnel manager dealing exclusively with personnel functions. Owing the last decade, emphasis is placed on the development and growth aspects of employees and a large no. of organisations created a new department dealing with Human Resource Development. A number of new concerns in the field of HRM have emerged in the last decade or so. This paper tries to cover some contemporary issues of HR in the present millennium.

COURSE OBJECTIVES

To highlight the changing environment of HRM in the 21st century To understand some contemporary issues of HR

To focus on new dimensions of HR

COURSE SYLLABUS

UNIT I: HRM in the present era: Meaning importance and scope of employee engagement, Models of employee engagement; Building blocks of employee engagement.

UNIT II: Emotional intelligence; Meaning and importance of Emotional Intelligence; Functions of Emotional Intelligence, Role of Emotional Intelligence in organizational effectiveness.

UNIT III: E-Work ; Meaning and importance of E-work; The Micro and Macro levels of E-work. E-work and Indian Scenario.

UNIT IV: Managing workforce diversity: importance of workforce diversity in MNCs; Modes of managing work force diversity; Role of culture and the role of HR manager;

UNIT V: Quality of Work Life: Meaning and importance of Quality of Work Life; Human, Technological and Organizational approach to Quality of Work Like; Quality Work Life in Indian Contest:

COURSE OUTCOMES

After completion of the course, the student is able to learn The meaning and the models of employee engagement

- The concept of Emotional Intelligence and its role in organizational effectiveness.
- The new concept of E-work, Work Force Diversity and Quality of Work life Balance.

TEXT BOOK:

Mirza Saiyaddin, Contemporary issues in HRM, Himalaya Publishing House
2013

REFERENCE BOOKS:

G.R. Jones; J. M. George; Contemporary Management; TATA Mc. Graw Hill,
2010

JOURNALS:

Human Capital Personnel Today HRD Net Work

MBA IV Semester
MCC 813 :PSYCHOMETRICS

INTRODUCTION

Human Resource Management increasingly deals with behavioral issues at the work situation. Consequently, increased demands are being placed on human resource managers to have a fundamental understanding of the basics of human behavior and an awareness of scientific assessment of behavioral factors significant at work.

COURSE OBJECTIVES

1. To facilitate a theoretical and applied understanding of human behavior at work.
2. To equip the HR manager to scientifically assess behavior at work using the methods
3. To standardized tools of psychometry.

COURSE SYLLABUS

Unit I : Psychological Assessment: Parameters of Assessment; Psychophysical Methods; Psychological Scaling; Reaction Time; Illusions and embedded figures; Thresholds.

Unit II : Test Construction: Item Writing; Item Analysis; Reliability; Validity; Norm Development.

Unit III : Abilities: Assessment of General Abilities - Intelligence, Aptitudes; Assessment of Special Abilities; Standard Progressive Matrices; David's Battery of Differential Abilities; Emotional Quotient.

Unit IV : Personality: Assessment of Values and Interests; Assessment of Interpersonal Behavior; Self-report inventories; Use of semi-projective and projective techniques; Qualitative Methods. 16 Personality Factor Scale; Multiple Personality Type Indicator; Thematic Apperception Test.

Unit V : Assessment of Abnormal Functioning: Substance Abuse; Stress; Anxiety; Depression and disease-prone personality; CAGE; Presumptive Stressful Life Events Scale; General Health Questionnaire-28; Beck Depression Inventory.

COURSE OUTCOMES

The course on psychometrics enables the student to:

1. Identify areas where psychometrics can aid in HR decision making
2. Enlist and use psychometric techniques and tools to aid HR decision making
3. Design techniques as per various HR requirements in the event of unavailability of tools in specific areas.

TEXT BOOK

Furr, R.M. & Bacharach, V.R. (2014). Psychometrics: An Introduction. Thousand Oaks: Sage.

REFERENCE BOOKS:

Anastasi, A. (1997). Psychological testing. New York: MacMillan. 2013

Ciminero, A.R. (1986). Handbook of behavioral assessment. New York: John Wiley. 2013

Kaplan, R. & Saccuzzo (2007). Psychological testing. Wadsworth: Cengage 2013

JOURNALS

Psychological Assessment

Journal of Psychopathology and Behavioral Assessment

MBA IV Semester MCC 814: HR ANALYTICS

INTRODUCTION

We are on the threshold of most exciting and promising phase of the evolution of human resources and human capital management. Today there is a shift of the attention towards predictability. The course is designed to study about predictive management, that is, managing to day and tomorrow. It is also known as HCM: 21. It is holistic predictive management model and operating system for human resources function. HCM: 21 is a four-phase process that starts with scanning the market place and ends with an integrated measurement system. In the middle it addresses workforce and succession planning in a new way and shows how to optimize and synchronize the delivery of HR services.

COURSE OBJECTIVES:

To understand the Concepts of predictive analytics and HCM: 21.

To analyse predictive management model and its process and HCM:21 process
To make a detailed study of case studies from Government and private companies.

COURSE SYLLABUS

Unit I: Meaning of Analytics; Classification; Importance HCMs; Role and Perspective of HCMs.

Unit II: The HCM Model: The Employee Value Proposition; Compensation, Attracting, Motivating and retaining employees now and in the future.

Unit III: The new face of work force planning; The workforce planning; segmentation of skills, The business playbook; the contents and process of creating a playbook.

Unit IV: Quality employee engagement: Employee Engagement Definition and Measurement; Engagement Drivers; Disorder and Disengagement; Behaviour Based Signs of Departure, Event based Signs of Departure, Databased Signs of Departure;

Unit V : Meaning of Metrics; The our Human Capital Performance Metrics; The Second Generation and Third Generation Metrics Connecting the Metrics; Predictive Analytics for Human Capital Management.

COURSE OUTCOMES

After completion of the course the student is able to learn The conceptual

understanding of HR Analytics

- The HCM Model of HR Analytics
- The meaning of Metrics, the first, second, and third generation metrics

TEXT BOOK

JAC Fitzeng: The New HR Analytics

**PROFESSIONAL COMPETENCY DEVELOPMENT COURSES
(MMB 802 TO MMB 816 & VDC 111)**

Professional Competency Development Courses (PCD) consists of eight Courses spread over all the six trimesters. PCD comprises of:

Sl. No.	Course Code	Course	Credits	Marks
1	MMB802	CBA -1	1	50
2	MMB804	Yoga and Meditation	1	50
3	VDC 111	Venture Discovery	2	100
4	MMB808	BEC	1	50
5	MMB810	Soft Skills -1 (Work Shop)	1	50
6	MMB812	CBA -2	1	50
7	MMB814	Soft Skills -2 (Work Shop)	1	50
8	MMB816	Business Simulation Game	2	50
		Total	10	450

The total credits offered under PCD are 10. The student can earn these credits and get included in the marks list only upon successful completion of the programme. All credits pertaining to this category will be reflected in the IV Semester only. The credits will not be reflected in case the student fails to secure pass grade.

The student is required to acquire 7 credits out of the 10 available credits to be eligible for the award of the degree. In case the student is able to secure more than 7 credits, for calculation of CGPA, the best grade points of 7 credit courses will be considered.

In case the student does not secure minimum pass grade point (in securing 7 credits), he/she is required to appear along with the following batch of students. Reappearing for PCD courses is not allowed in the Yoga & Meditation, Business Simulation and BEC courses.

MMB 804: YOGA & MEDITATION

INTRODUCTION

Stress management is the need of the hour. A recent survey showed that 70-90% of us feel stressed at work and outside. Today's fast paced lifestyle is putting a toll on everyone. Stress, either quick or constant, can induce risky body-mind disorders.

The corporate world is a new syndrome that man has coined for himself which brings with it a whole new lifestyle and existence. Odd working hours, irregular food habits and difficult work situations and inadequate coping resources are a part of the corporate world. To survive in the world of work and reach one's greatest potential, all the energy blockers in the body and mind need to be cleared so that one can function at their highest level.

Yoga and meditation does more than just offer exercises for relaxation. Virtually everyone can see physical benefits from yoga, and its practice can also give psychological benefits, such as stress reduction and a sense of well-being. As yoga and meditation combines several techniques used for stress reduction, it can be said to provide the combined benefits of breathing exercises, stretching exercises, fitness programs, meditation practice, etc.

COURSE OBJECTIVES

To introduce yoga practice to the student at young age. To help students maintain good health.

COURSE OUTCOMES

After attending Yoga Practice sessions regularly the students will be able to

1. Experience body flexibility after attending yoga classes.
2. Enhance their attention skills.
3. Become more focused on their studies and improve their health.

ACTIVITY STRUCTURE

Practical and theory classes on Yoga and meditation will be conducted by a Yoga Master. 20 sessions will be scheduled. At the end of the Course the student would be evaluated both on his/her understanding of theoretical concepts, as well as the practical approach.

The assessment would be for 50 marks.

MMB 810 & MMB 814: SOFT SKILLS - 1&2 (Workshop)

INTRODUCTION

Management involves utilising the human capital of an enterprise to contribute to the success of the enterprise. Management is the act of coordinating the efforts of people to accomplish desired goals using available resources efficiently and effectively.

Today's workforce comes from varied social and cultural backgrounds, with differing standards of behaviour. These may not always be in sync with the norms of the organization. The ability to deal with differences, multiculturalism and diversity is needed more than ever. It is important, for students who would be entering the corporate world for the first time, to inculcate behaviour that is appropriate for the workplace. The importance of personal grooming, business etiquette, verbal and non-verbal communication, telephone etiquette and general professional conduct, can never be undermined.

Soft Skills is now recognised as key to making businesses more profitable and better places to work. Increasingly, companies aren't just assessing their current staff and future recruits on their business skills. They are now assessing them on a whole host of soft skill competencies around how well they relate and communicate to others.

It has been found that soft skills can be developed and honed on an on-going basis through good training, insightful reading, observation, and of course, practise, practise, practise.

Students can focus on areas of self-improvement to help improve their behaviour, transform their professional image and create a positive impact in their careers. Greater awareness of grooming and etiquette will help one to develop poise and confidence. This will significantly impact the image that one has in any formal, professional and social situations

COURSE OBJECTIVES

1. To understand and enhance social skills
2. To develop logical reasoning and quantitative abilities
3. To help build greater confidence when interacting with people
4. To build on the ability to make a positive first impression
5. To help improve the overall appearance

COURSE OUTCOMES

Soft skills would enable the student in

1. Understanding the strengths and weaknesses of oneself and
2. Gaining confidence in participating in group discussion on current topics.
3. Improving problem solving abilities (Quantitative and Logical)

ACTIVITY STRUCTURE DURING WORK SHOP

The ideal duration of the work shop would be 6 days, however the Institute may decide the duration of the work shop according to the requirements.

Students would be focusing on the following major activities during the workshop:

- a) Grooming & etiquette
- b) Introspection, self awareness and self introduction
- c) CV writing
- d) Facing interviews
- e) Training in aptitude and employability tests.

Guidance on the above issues would be given by an expert and the deputed Faculty would be guiding them through one-to-one interaction. Assessing them on their performance would be done by the concerned Faculty.

The assessment would be for 50 marks.

GITAM (deemed to be University)

GITAM Institute of Management

Course Code: VDC111	Course Title: Venture Discovery	
Semester: I	Course Type: PCD Internal	Credits: 2
Program: All MBA Programmes		
Course Leader: Venture Discovery Centre		

Course outline and indicative content

Unit I (8 sessions)

Personal Values: Defining your personal values, Excite & Excel, Build a Team, Define purpose for a venture. Four stages: Personal Discovery, Solution Discovery, Business Model Discovery, Discovery Integration.

Unit II (8 sessions)

Solution Discovery: Craft and mission statement, Experience design, Gaining user insight, Concept design and positioning, Product line strategy, Ideation & Impact.

Unit III (8 sessions)

Business Model Discovery: Prototyping solutions, Reality Checks, Understand your industry, Types of business models, Define Revenue Models, Define Operating Models

Unit IV (8 sessions)

Discovery Integration: Illustrate business models, Validate business models, Define company impact

Unit V (8 sessions)

Tell a Story: Can you make money, Tell your venture story.

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Assignments	Individual	Report/Presentation	20
A2. Case / Project/ Assignment	Groups* or Individual	Presentations/Report/ Assignment	40
A3. Project	Individual/ Group	Report/Pitch	40

Transferrable and Employability Skills

	Course Outcomes	Assessment
1	Know how to use online learning resources: G-Learn, online journals, etc.	A1 & A2
2	Communicate effectively using a range of media	A1 & A2
3	Apply teamwork and leadership skills	A2
4	Find, evaluate, synthesize & use information	A1 & A2
5	Analyze real world situation critically	A3
6	Reflect on their own professional development	A3
7	Demonstrate professionalism & ethical awareness	A2
8	Apply multidisciplinary approach to the context	A2

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library.

Prescribed Modules:

Access to NU-IDEA online modules will be provided.

Referential text books and journal papers:

Personal Discovery Through Entrepreneurship, Marc H. Meyer and Chaewon Lee, The Institute of Enterprise Growth, LLC Boston, MA.

Suggested journals:

Vikalpa, Indian Institute of Management, Ahmedabad

Journal of General Management, Mercury House Business Publications, Limited

Harvard Business Review, Harvard Business School Publishing Co. USA

MMB 808: BUSINESS ENGLISH CERTIFICATE (BEC)

INTRODUCTION

The world may be getting smaller, but people still speak different languages. International trade and business needs a common language and as all are aware, that place has been taken by English language. However, the words of business are different to everyday use so it's not really something everyone picks up intuitively.

Business English Certificate (BEC) programme is one of the value added programmes offered by GITAM Institute of Management in collaboration with University of Cambridge & British Council. BEC is used by hundred of employers, either as part of their staff development programme or as a qualification that they look for when recruiting staff. BEC is a globally recognized qualification and it enhances the job prospects and adds value to the CV of the student. BEC gives the opportunity to learn practical workplace English skills. Preparing for BEC improves one's confidence in using business English, particularly speaking. Many Universities internationally recognize BEC for business courses.

COURSE OBJECTIVES

- To understand the nuances of Business English To enhance the student's English speaking skills
- To clearly understand the difference between business English and colloquial English
- To achieve maximum proficiency in business English

COURSE OUTCOMES

Upon completion of this course, students will -

- Learn to confidently communicate in English at the workplace
- Acquire the following Business English skills in accordance with their BEC Levels:
- BEC Preliminary: read reports, charts and advertisements; write short email or memo; understand short conversations; give short presentations.
- BEC Vantage: read longer business reports and company documents; write letters or proposals; listen to short discussions; contribute to a discussion about a business topic.

- BEC Higher: understand authentic business articles; write reports and summarize graphs; listen to extended discussions and presentations; give presentations and express opinions in a business discussion.

ACTIVITY STRUCTURE:

BEC is offered at three levels namely, BEC Preliminary, BEC Vantage and BEC Higher, based on four skills - Reading, Writing, Listening and Speaking.

- BEC Preliminary is a lower intermediate level and is meant for candidates having limited confidence in their usage of English.
- BEC Vantage is at intermediate level and is suitable for candidates who have fluency in English.
- BEC Higher is an advanced level certificate and is for candidates who can use English very confidently in both professional and social situations.
- The students would be evaluated based on their performance in various tests conducted. The tests include:
 - Diagnostic test
 - Speaking test
 - Mock test conducted by the Institute
 - Test conducted by British Council.

Performance in BEC would be evaluated for 50 marks each. A certificate would be awarded to those students who clear the test conducted by the British Council.

MMB 802 & MMB 812: CURRENT BUSINESS AFFAIRS (CBA) -1&2

INTRODUCTION

Knowledge is Power - Sir Francis Bacon.

It is certain that with knowledge or education one's potential or abilities in life will certainly increase. Having and sharing knowledge is widely recognised as the basis for improving one's reputation and influence. This means a person has the resourcefulness to obtain and criticize useful and informative information in order to become well informed citizens who can make intelligent decisions based upon their understanding and awareness of everyday situations. Equipped with knowledge, a person can project a confident demeanour.

Management students, aspiring to enter the corporate world, need to know what is happening around them and remember them. This can be made easy by inculcating a habit of keenly following the happenings in the world, that can have impact on business, through regular reading, which should include newspapers, magazines - business and other, listen to news and keep a healthy interaction with the whole world.

COURSE OBJECTIVES

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

COURSE OUTCOMES

On participation in the discussion and giving the online test On Current Business Affairs the student would

1. Gain an understanding on the issues being dealt currently in the country.
2. Gain confidence in participating in group discussion on current topics.

COURSE STRUCTURE

The student is required to read a Business magazine supplied by the Institution and appear for a weekly online quiz conducted on each Issue. During the class

session (two sessions per week) Group Discussion is conducted (group of 6-8) on current topics relevant to that period and which are considered important for Management students.

REFERENCES

Suggested readings:

Newspapers:

Economic Times Mint

Business Line The Hindu

Magazines:

Business World Business India India Today Business Today

MMB 816: BUSINESS SIMULATION

INTRODUCTION

People learn best by doing.

Business is particularly in need of professionals who are able to turn theory into practice. As the use of interactive technology in games, communication and business expands, so does the need to offer courses based on interactive learning experiences. An emotional involvement is essential to motivate inquiry, to retain information, and to develop strategic thinking skills.

Students learn more and give better evaluations when they enjoy their educational experience. Simulations teach using the ultimate educational combination of reading, lecture and hands-on experience. Students may forget what they read and hear, but few forget a simulation-based course because they inject realism, enthusiasm and interactivity into education. Interaction is “a necessary and fundamental mechanism for knowledge acquisition and the development of both cognitive and physical skills”.

Business Simulation is a comprehensive introduction to basic business concepts, providing hands-on decision making experience in R&D, marketing, production and finance. Capstone business simulation teaches business strategy using a more complex business model operating in a multi-layered marketplace.

COURSE OBJECTIVES

Demonstrate effectiveness of multi-discipline teams working together To use strategic thinking to an advantage

Understand overall interaction and impact of various parts of a business on one another

Grow an awareness of competition in the business world

To gain knowledge through experiential learning, as to how a business operates, understand key financial metrics, and leverage team-mates' expertise.

COURSE OUTCOMES

By the end of the tri-semester, students should be able to:

Demonstrate understanding of the underlying principles of marketing, management, finance, and accounting and the interrelatedness and impact of these areas on business strategy.

Demonstrate problem-solving skills involving quantitative and statistical analysis

Demonstrate effective oral and written communication skill through case analysis, class discussion and presentations

ACTIVITY STRUCTURE

Students would be assigned into teams and would be given a simulation exercise where they would face a complex and rapidly evolving scenario in which business acumen is tested and enhanced through modelling, analysis and strategic planning. The students would be evaluated based on their participation, the strategies used and the performance of the individual as well as their firm. The assessment would be for 50 marks.

* * *