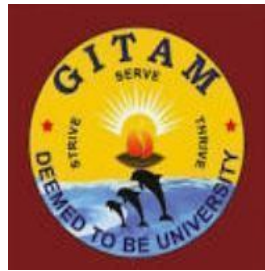


**GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT (GITAM)  
(Deemed to be University)**

**VISAKHAPATNAM \*HYDERABAD \*BENGALURU  
Accredited by NAAC with A+ Grade**



**REGULATIONS AND SYLLABUS  
OF  
Master of Business Administration (HRM)  
(for 2020-21 admitted batch)**

# **Master of Business Administration (Human Resource Management)(MBA-HRM)**

## **REGULATIONS**

**(w.e.f. 2020-21 admitted batch)**

### **1.0 ADMISSION**

Admission into MBA (HRM) 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 PROGRAM DETAILS**

#### **4.1 EDUCATIONAL OBJECTIVES**

The program aims at developing graduates who:

1. Are competent, creative, and highly valued professionals in industry, academia, or government.
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.
3. Continue their professional development by obtaining advanced degrees in Management or other professional fields.
4. Act with global, ethical, societal, ecological, and commercial awareness expected of practicing management professionals.

#### **4.2 STRUCTURE OF THE PROGRAM**

The Program consists

- 4.2.1 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.
- 4.2.2 Core Courses (compulsory).
- 4.2.3 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

4.2.4 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 3	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.**

<b>Sl. No.</b>	<b>Courses</b>
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**

<b>S. No.</b>	<b>Component of assessment</b>	<b>Marks allotted</b>	<b>Type of assessment</b>	<b>Scheme of evaluation</b>
				<p><b><u>1. Mid Semester examinations:</u></b></p> <p>Two mid examinations will be conducted <b>for 20 marks each.</b></p> <p><b>Better of two</b> will be considered for final 20 marks.</p>

1		50		<p>If the student is absent for one Mid exam, the marks secured in the other mid exam will be considered as final marks.</p> <p><b>NO</b> more re-examinations will be conducted under any circumstances except exceptional cases as approved by the HOI.</p> <p><b><u>2. Coursera course/on line Course – 10 marks</u></b></p> <p>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><b><u>3.Class room Presentations/Seminars / Caseanalysis/ workshop/training/Assignments/survey/ project work : 20 marks</u></b></p>
		50	Semester-end Examinations (SEE)	<p>Fifty (50) marks for Semester End Examinations</p> <p><b>Note:</b> In respect of courses having practicals, theory examination shall be for thirty (30) marks and practical exam for twenty (20) marks.</p>
	<b>Total</b>	<b>100</b>		
2	Practical Course ITM	100	Continuous Evaluation	<p>i. 50 marks for lab performance, record and viva-voce</p> <p>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</p> <p>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
1.	Section A: Five one-page answer questions (Five out of Eight questions to be answered).	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
	<b>Total</b>	<b>50 marks</b>

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)(Five out of Eight questions to be answered).	5X 4 marks = 20 marks
2.	Section B : Problems/Theory questions (Five out of Eight questions to be answered)	5 X 6 marks = 30 marks
	<b>Total</b>	<b>50 marks</b>

**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

6

<b>Well Below Expectations</b>	<b>(0-20%)</b>	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.
<b>Below Expectations</b>	<b>(20-40%)</b>	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.
<b>Meets Expectations</b>	<b>(40-60%)</b>	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.
<b>Exceeds Expectations</b>	<b>(60-80%)</b>	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.
<b>Well Above Expectations</b>	<b>(80-100%)</b>	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:

<b>Transferable and Employability skills</b>	
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 7 - 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

The term-end examination will be evaluated internally. Students are given an opportunity to redress any grievances they have on the grades awarded, by following the below process.

- Once the evaluation of the term-end is completed, answer scripts are shown to the students.

- Students are given the marks in the class or are placed online for review.
- If there is a concern, students are required to review the paper and verify the marks, with help from the program coordinator.
- Clarify any doubts if they have, with the concerned faculty.
- If they still have a concern, they can submit a written grievance to the Program Coordinator.
- Director will appoint a Grievance Redress Committee, which will review the student paper. The Director shall review the grievance committee views and shall make the decision, which is binding and final.
- This final decision will be communicated to the student by the Program Coordinator.
- 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.

### **11.0 SUPPLEMENTARY EXAMINATION**

The supplementary examinations will be conducted for the benefit of students who are either failed or are absent at the end of first year (preferable Mid of June) for the benefit of first year student and at the end of IV Semester for the benefit of second year students.

### **12.0 SPECIAL EXAMINATION**

A student who has completed the stipulated periods of study for the MBA programme and still has failure grade 'F' in not more than **3 theory courses**, excluding practical examination, Viva-voce and Project viva, may be permitted to appear for special examinations, which shall be conducted during the summer vacation at the end of the last academic year.

### **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 of 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:

$$\frac{\Sigma(C \times G)}{\Sigma C} \text{GPA}$$

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, upon producing pass certificate equal number of UNO credits which otherwise 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 classroom instructions

## PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

The program aims at developing graduates who:

<b>PEO 1</b>	Are competent, creative, and highly valued professionals in industry, academia, or government.
<b>PEO 2</b>	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.
<b>PEO 3</b>	Continue their professional development by obtaining advanced degrees in Management or other professional fields.
<b>PEO 4</b>	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:

<b>PO 1</b>	Apply knowledge of management theories and practices to solve business problems.
<b>PO 2</b>	Foster analytical and critical thinking abilities for data based decision making.
<b>PO 3</b>	Ability to develop value-based leadership approach.
<b>PO 4</b>	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
<b>PO 5</b>	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
<b>PO 6</b>	Apply range of entrepreneurial skills in business decisions.
<b>PO 7</b>	Ability to recognize the need and adopt the knowledge of contemporary issues, and to engage in continuous learning.
<b>PO 8</b>	Evaluate opportunities and risks for operating businesses in the international context.
<b>PO 9</b>	Construct and communicate a logical, relevant, and professional quantitative assessment of business information in an effective manner
<b>PO 10</b>	Demonstrate comprehension of cross-cultural commonalities and differences in international business activities and customs
<b>PO 11</b>	Create, select, and apply appropriate techniques, resources, and modern management processes and IT tools to complex business problems and boundaries.
<b>PO 12</b>	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practices.

## PROGRAMME SPECIFIC OUTCOMES (PSOs)

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

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

**Curriculum structures:**

**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
		<b>Total</b>	<b>25</b>	<b>2</b>	<b>27</b>	<b>450</b>	<b>350</b>	<b>850</b>	<b>27</b>

**PCDs**

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

**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
		<b>Total</b>	<b>26</b>		<b>26</b>	<b>400</b>	<b>400</b>	<b>850</b>	<b>30</b>

**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 -I (Work Shop)		2	2	50		50	1
		<b>Total</b>		<b>4</b>	<b>4</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>2</b>

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	MHU841	Learning and Development	3		3	50	50	100	3
4	MHU843	Employee Welfare and Labour Administration	3		3	50	50	100	3
5	MHU845	Employment Laws -1	3		3	50	50	100	3
6	MHU847	Compensation Management	3		3	50	50	100	3
7	MHU849	Human Resource Value Proposition	3		3	50	50	100	3
8	MHU851	Performance Management	3		3	50	50	100	3
9	MHU891	Summer Internship* & Field work** and Viva				100		100	2+1
10	MHU893	Semester End Viva						50	1
		<b>Semester End Viva</b>	<b>24</b>		<b>24</b>	<b>50</b>	<b>400</b>	<b>950</b>	<b>28</b>

\*Summer Internship to be done during summer vacation at end of first year for 5 weeks, carrying 1 credit.

\*\*Field Work to be done during summer vacation at end of first year for 3 weeks carrying 1 credits in the same/other organization in addition to summer internship of 5 weeks.

During 3 weeks field work, the student need to study on the Factories Act, functions of trade unions, industrial relations and on other HR functions/ activities/statutory requirements etc...

One credit for internship Project/Field Work Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

### 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
		<b>Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>100</b>		<b>100</b>	<b>2</b>

### Semester -IV

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MHU842	Employment Laws - II	3		3	50	50	100	3
2	MHU844	Industrial Relations & Statutory Compliance and Drafting	3		3	50	50	100	3
3	MHU846	Global Human Resource Management	3		3	50	50	100	3
4	MHU848/ MHU852/ MHU850	Strategic Human Resource Management/ Change Management/ HR & Technology (Choose ONE out of 3 courses)	3		3	50	50	100	3
5	MOE/ MCC	One Open Elective/Contemporary Course	2		2	50		100	2
6.	MHU892	Comprehensive Viva						100	2
7.		PCDs				350		350	7*
		<b>Comprehensive Viva</b>	<b>21</b>		<b>21</b>	<b>600</b>	<b>200</b>	<b>950</b>	<b>23</b>
		<b>PCDs</b>							

\* 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
		<b>Total</b>		<b>2</b>	<b>2</b>	<b>50</b>		<b>50</b>	<b>2</b>
		<b>Grand Total</b>		<b>23</b>	<b>23</b>	<b>650</b>	<b>200</b>	<b>950</b>	<b>25</b>

#### 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 <sup>14</sup>	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
		<b>Total</b>	<b>10</b>	

- 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 credit 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 Analytics	2		2	50		50	2
15.	MCC 815	Elective	Personal Tax Planning	2		2	50		50	2

**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
		<b>Total</b>	<b>25</b>	<b>2</b>	<b>27</b>	<b>450</b>	<b>350</b>	<b>850</b>	<b>27</b>

**PCDs**

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





**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.

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

**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:

	<b>Course Outcomes</b>	<b>Assessment</b>
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**

<b>Task</b>		<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
<b>A1</b>	Mid exam	Individual	Written - L3 level	20
<b>A2</b>	Online Course	Individual	Coursera course /online Course – L3 level	10
<b>A3</b>	Case study	Individual	Case presentation –L5 level	20
<b>A4</b>	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	18			CO2 (A3), CO3 (A2 & A3)	CO4 (A2) CO5 (A2)	
Meta Cognitive Knowledge						

**Learning and teaching activities**

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

**Teaching and learning resources**

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

**References :**

**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



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

### **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.

19

### **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 FDIs and FIIs.

#### 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:

	<b>COURSEOUTCOMES (CO)</b>	<b>Assessment</b>
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)	
<b>Procedural Knowledge</b>					CO3, CO4, CO 5 (A2)	

<b>Meta Cognitive Knowledge</b>						CO3,CO4, CO5 (A2)
---------------------------------	--	--	--	--	--	-------------------

### 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

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

21

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



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

### **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 macroeconomy level

### **Course outline and indicative content**

22

#### **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 - Shortrun 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:

	<b>Course Outcomes</b>	<b>Assessment</b>
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<sup>24</sup> 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, Phili K. 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

**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

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

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

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

#### 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<sup>26</sup> 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

### Course Outcomes:

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

	<b>Course Outcomes</b>	<b>Assessment</b>
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 studymaterial & handouts along with the following suggested readings.

#### TEXT BOOK

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

#### REFERENCES

28

Sushma Khanna (editor), "Udai Pareek's Understanding Organizational Behavior" 3<sup>rd</sup> 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" 4<sup>th</sup> 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, GITAMUniversity, Visakhapatnam

### 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.

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

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)

29

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](http://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, 13<sup>th</sup> Ed.

#### **References**

1. S.N. Maheshwari, S.K. Maheshwari and CA S.K. Maheshwari (2016). **Accounting for Management**. Vikas Publishing House, 3<sup>rd</sup> Ed. Noida.
2. Ambrish Gupta (2016). **Financial Accounting for Management: An Analytical Perspective**. Pearson Education, 5<sup>th</sup> 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, 8<sup>th</sup> Edition

### **CO PO Mapping**

**This is to map the Course Outcome (CO) level of relevance 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.

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

**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 decisionmaking
- 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:

	<b>Course Outcomes</b>	<b>Assessment</b>
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, Oxford Univ. Press.
4. Statistics for Business and Economics, Anderson et al., Thomson South Western pub.

**Online Resources:**

Onlinestatbook.com

**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.

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

#### 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, GoalSeek, Pivot Tables and Pivot Charts

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

Macros: Usage of Macros, Recording Macros, Basics of VBA, Msg box and Input box 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:

	<b>Course Outcomes</b>	<b>Assessment</b>
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. Under-stand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1)			
Procedural Knowledge				CO2 (A5), CO3 (A3 & A4)	CO4 (A2) CO 5 (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

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

36

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

## 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
		<b>Total</b>	<b>26</b>		<b>26</b>	<b>400</b>	<b>400</b>	<b>850</b>	<b>30</b>

## 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
		<b>Total</b>		<b>4</b>	<b>4</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>2</b>

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.

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

#### 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 Assignment 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 (11 sessions) (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:

	<b>Course Outcomes</b>	<b>Assessment</b>
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

	<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage(%)</b>
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

<b>knowledge dimension / Cognitive dimension</b>	<b>L1. Remember</b>	<b>L2. Understand</b>	<b>L3. Apply</b>	<b>L4. Analyze</b>	<b>L5. Evaluate</b>	<b>L6. Create</b>
Factual Knowledge						
Conceptual Knowledge			CO1 (A1, A4)			
Procedural Knowledge				CO2 (A1, A4), CO3 (A1, A2, A3)	CO4 (A3) CO5 (A3)	
Meta Cognitive Knowledge	39					

### 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**

**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.

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

#### 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 - Timevalue 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:

	<b>Course Outcomes</b>	<b>Assessment</b>
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

	<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
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

<b>Knowledge dimension / Cognitive dimension</b>	<b>L1. Remember</b>	<b>L2. Understand</b>	<b>L3. Apply</b>	<b>L4. Analyze</b>	<b>L5. Evaluate</b>	<b>L6. Create</b>
Factual Knowledge		CO1 (A1, A3)				
Conceptual Knowledge	42		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).**

**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.

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

#### 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:

	<b>Course Outcomes (COs)</b>	<b>Assessment</b>
<b>CO1</b>	Demonstrate their knowledge on addressing various management decision process through business research.	A1, A3
<b>CO2</b>	Demonstrate their skill to apply different research techniques in a scientific manner to assist the management for proper decisions on functional aspects.	A3
<b>CO3</b>	Acquire knowledge in generating and handling data with the help of statistical software to draw meaningful conclusions and suitable suggestions.	A3
<b>CO4</b>	Conduct field based surveys either for problem identification or problem solving management issues.	A2

### Assessment methods

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

### Mapping COs-Blooms levels- Assessment Tools

<b>Knowledge dimension / Cognitive dimension</b>	<b>L1. Re-member</b>	<b>L2. Under-stand</b>	<b>L3. Apply</b>	<b>L4. Analyze</b>	<b>L5. Evaluate</b>	<b>L6. Create</b>
Factual Knowledge						
Conceptual Knowledge			CO1 (A1, A3)			
Procedural Knowledge	45			CO2(A3), CO3(A3)	CO4 (A2)	
Meta Cognitive Knowledge						

### Learning and teaching activities

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

### Teaching and learning resources

E-Resources, 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.

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

#### 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:

#### Course Objectives:

- 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.

### 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.

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

#### Course description

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 versus 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:

	<b>Course Outcomes (COs)</b>	<b>Assessment</b>
<b>CO1</b>	Have an insight into the basic marketing concepts, the role of marketing in the organization.	A1
<b>CO2</b>	Understand issues of marketing with an emphasis on learning to develop responsive marketing strategies that meet customer needs	A3
<b>CO3</b>	Get acquainted with the components of marketing mix, stages in new product development	A3 & A2
<b>CO4</b>	Analyze the objectives and methods for pricing products and selecting channel members	A3 & A2
<b>CO5</b>	Evaluate the techniques of promotion mix.	A2

**Assessment methods**

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

**Mapping COs - Blooms levels- Assessment Tools**

<b>Knowledge dimension / Cognitive dimension</b>	<b>L1. Remember</b>	<b>L2. Understand</b>	<b>L3. Apply</b>	<b>L4. Analyze</b>	<b>L5. Evaluate</b>	<b>L6. Create</b>
Factual Knowledge	50					
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**

**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.

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

#### 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.

**Course Outcomes:**

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

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

**Assessment Methods**

	<b>Task</b>	<b>Task Type</b>	<b>Task mode</b>	<b>Weightage(%)</b>
<b>A1</b>	Mid exam (one)	Individual	Written –L3 level	20
<b>A2</b>	Survey/GD/Presentation / Roleplays (one/Group)	Group	Report/Presentation(8-10 pages) – L4 level	20
<b>A3</b>	Coursera	Individual	Certificate/Assignment	10
<b>A4</b>	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		<b>CO1 (A1, A2, A3)</b>				
Procedural knowledge		CO2 (A2,A3)		CO4 (A1, A3)	CO3 (A3) CO5 (A1, A3)	
Meta cognitive knowledge	53					

**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 ResourceManagement”, 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 & Biju Varkkey, "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

### 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.

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

#### 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

#### Course Outcomes:

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

	Course Outcomes (COs)	Assessment
--	-----------------------	------------

<b>CO1</b>	Understand the fundamentals of interpersonal communication and interpersonal relationship	A1,A2,A3
<b>CO2</b>	Explore the communication-process model to understand the variables of organizational communication	A1,A2, A3
<b>CO3</b>	Evaluate the three models of interpersonal communication for effective communication	A1, A3
<b>CO4</b>	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 (%)
<b>A1</b>	Mid exam (one)	Individual	Written –L3 level	20
<b>A2</b>	Case Report/ Case Presentation	Individual	Report /Presentation (8-10 pages) –L4 level	20
<b>A3</b>	Coursera Certificate	Individual	Viva	10
<b>A4</b>	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		<b>CO1 (A1, A2, A3)</b>				
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, guestlectures 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 – TheKeystone 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



2. Delhi.
3. GITAM Journal of Management, GITAM University, Visakhapatnam.
4. Harvard Business Review, Harvard Business Publishing Co., USA.
5. HRD Times, National HRD Network, Hyderabad.

### **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: 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:

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

---

#### Course outline and indicative content

38

##### 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)

**Course Outcomes:**

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

	<b>Course Outcomes</b>	<b>Assessment</b>
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**

<b>Assessment Tool</b>	<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
<b>A1</b>	Mid exam	Individual	Written L3 level	20
<b>A2</b>	Case study/Project	Group/ Individual	Discussion and Presentation -L5 level	20
<b>A3</b>	Coursera	Individual	Viva/Presentation on completion of the course	10
<b>A4</b>	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**

60

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.

### 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**

### 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	MHU841	Learning and Development	3		3	50	50	100	3
4	MHU843	Employee Welfare and Labour Administration	3		3	50	50	100	3
5	MHU845	Employment Laws -1	3		3	50	50	100	3
6	MHU847	Compensation Management	3		3	50	50	100	3
7	MHU849	Human Resource Value Proposition	3		3	50	50	100	3
8	MHU851	Performance Management	3		3	50	50	100	3
9	MHU891	Summer Internship*& Field work** and Viva				100		100	2+1
10	MHU893	Semester End Viva						50	1
		<b>Semester End Viva</b>	<b>24</b>		<b>24</b>	<b>50</b>	<b>400</b>	<b>950</b>	<b>28</b>

\*Summer Internship to be done during summer vacation at end of first year for 5 weeks, carrying 1 credit.

\*\*Field Work to be done during summer vacation at end of first year for 3 weeks carrying 1 credits in the same/other organization in addition to summerinternship of 5 weeks.

During 3 weeks field work, the student need to study on the Factories Act, functions of trade unions, industrial relations and on other HR functions/ activities/statutory requirements etc...

One credit for internship Project/Field Work Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

### 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
		<b>62 Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>100</b>		<b>100</b>	<b>2</b>



**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.

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

### 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 (07 Sessions) (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 (10 Sessions) (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)

64

#### 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. 65
5. C. Appa Rao, 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. JOURNALS
7. Harvard Business Review, Harvard Business School, USA
8. Vikalpa, Indian Institute of Management, Ahmedabad
9. The Indian Management Researcher, GITAM Hyderabad Business School

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

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

### 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 corporateethics-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 organizations( 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 the 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”, 7<sup>th</sup> Ed., Pearson, NewDelhi, 2011
2. Fernando, A. C., “Business Ethics an Indian Perspective”, 3<sup>rd</sup> 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, Publishgg: 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 Economic and Political Weekly, Sameeksha Trust, Mumbai.

1. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
2. Harvard Business Review, Harvard Business School, USA.

### 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.

<b>Course Code:MHU 841</b>	<b>Course Title: Learning and Development</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA (HRM)</b>	<b>Batch/Academic Year: 2020 -2022</b>	
<b>Course Leader: Dr. Suresh Sirisetti</b>		

### **Course description and course objectives**

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 On successful

#### **Course outline and indicative content Unit – I (10 Sessions) (CO1,**

**CO2, L2, L3)** 69

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.

#### 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

#### 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	70	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.

**Course Outcomes:**

completion of this course, students will be able to:

	<b>Course Outcomes</b>	<b>Assessment</b>
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.	

**References:**

**Text Book Prescribed:**

- Noe, Raymond A. and Kodwani, Amitabh Deo. Employee Training and Development, McGraw Hill Education India, 7<sup>th</sup> 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

**CO PO Mapping**

71

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
	CO1	3	0	0	0	1	0	2	1
CO2	1	2	0	0	0	0	1	1	5
CO3	0	3	0	0	1	0	1	1	6
CO4	1	2	0	0	0	0	3	3	9
CO5	1	0	0	0	1	0	2	1	5
<b>Target Level Max.</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>9</b>	<b>7</b>	<b>32</b>



**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.

<b>Course Code: MHU 843</b>	<b>Course Title: Employee Welfare and Labour Administration</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s): HRM</b>	<b>Batch/Academic Year: 2020-2022</b>	
<b>Course Leader: Prof. YVVSSS Vara Prasad</b>		

### Course description and Course Objectives

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 organization 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.

#### Assessment methods

	<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
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 (A 1 & A4)			
Procedural knowledge			CO2 (A 2 & 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 spend reasonable time to understanding real time work challenges of the organizations through field work and project related activities.

### Course Outcomes:

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

	73 Course Outcome	Assessment
CO 1	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

### References:

### 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”, Himala-ya 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 Pub-lishing House, Mumbai,

**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

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	2	0	2	1	0	2	0	10
CO2	2	2	0	3	2	0	2	2	13
CO3	0	0	0	2	2	2	1	1	8
CO4	0	0	3	0	2	2	0	2	9
<b>Target Level Max.</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>40</b>



**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.

<b>Course Code:MHU 845</b>	<b>Course Title: EMPLOYMENTLAWS -I</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA (HRM)</b>	<b>Batch/Academic Year: 2020-21</b>	
<b>Course Leader: Dr. Shaik Shamshuddin</b>		

**Course description and Course objectives**

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 decision at appropriate times, to avoid litigations of varied nature and help in maintaining industrial peace and harmony.

**Course objectives:**

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

**Course outline and indicative content**

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

**L1 & L2)**

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

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

The Industrial Disputes Act, 1947

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

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

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

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

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

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

**Assessment methods**

<b>Task</b>		<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1	Mid exam Best of Two )	Individual	Written –L3 level	20
A2	Coursera /Online Course	Individual	Quiz	10
A3	Surprise Quiz	Individual	Online test – L3 level	10
A4	Case discussion/Assignment submission / class room activities	Individual	Assignment L4	10
A5	End-term examination	Individual	Written (short/long) – L3, L4 & L5 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,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.,

### Course Outcomes:

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 will be able to understand Legal interventions and its effects on organizations.	A1,A3&A3
CO3	Students will be able to understand the role of various enactments and applicability.	A2,A3&A3
CO3	At the end student will be able to understand the purposes, relevance and Various precedents, Judgments, Amendments.	A3,
CO3	Student will be able to apply multidisciplinary approach to the employment and Legal context	A3,

76

### Teaching and learning resources

### TEXTBOOK

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

<b>CO PO Mapping</b>									
<b>Internal</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>Sum</b>
<b>C01</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>7</b>
<b>C02</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>9</b>
<b>C03</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>9</b>
<b>C04</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>8</b>
<b>Target Level Max.</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>8</b>	<b>33</b>



**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.

<b>Course Code:MHU 847</b>	<b>Course Title: Compensation Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:03</b>
<b>Home Programme(s): MBA (HRM)</b>	<b>Batch/Academic Year:2020-2022</b>	
<b>Course Leader: Dr K V Sandhyavani</b>		

### Course description and Course objectives

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 payroll
- Calculate the DA and other components of wages and salaries On successful

Course Outcomes:

completion of this course, students will be able to:

	<b>Course Outcomes</b>	<b>Assessment</b>
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

### 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.

#### 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	79			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, extramaterial 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 GrawHill 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).

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

CO PO Mapping	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	Sum
CO1	2	1	0	2	0	0	2	2	9
CO2	2	2	0	2	2	1	2	2	13
CO3	2	3	0	3	3	2	3	2	18
CO4	2	2	0	2	2	2	2	2	14
CO5	2	2	0	3	1	3	3	3	17
<b>Target Level Max.</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>12</b>	<b>08</b>	<b>08</b>	<b>12</b>	<b>11</b>	<b>71</b>





<b>Course Code: MHU 849</b>	<b>Course Title: Human Resource Value Proposition</b>	
<b>Semester : III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA</b>	<b>Batch/Academic Year: 2020 -2022</b>	
<b>Course Leader: Prof. YVVSSS Vara Prasad</b>		

### Course description and Course Objectives

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. On successful

### 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; Internal Factors; Line managers and HR; Employees and HR.

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

**HR and Value Proposition;** Flow of people; Flow of Performance Management; Flow of information; Flow of work; HR leader; HR Competencies

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

**HR organization :** 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.

### 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.

### Course Outcomes:

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

### 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 Michigan Press : 2005.

### 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

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

<b>Course Code: MHU 851</b>	<b>Course Title: Performance Management</b>	
<b>Semester: III</b>	<b>Course Type: Core Course</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA (HRM)</b>	<b>Batch/Academic Year: 2020 -2022</b>	
<b>Course Leader: Dr. Suresh Siriseti</b>		

### Course description and Course objectives

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.

### 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

### 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.

### Course Outcomes:

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.	
CO5	Evaluate the process of performance monitoring for employee development	

#### 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”, Jai-co Publishing House, Mumbai, 2009.
- Rao, T. V., “Performance Management and Appraisal Systems”, Re-sponse 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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
	CO1	3	0	0	0	1	0	1	1
CO2	1	2	0	0	0	0	1	1	5
CO3	0	3	0	0	2	0	1	1	7
CO4	2	2	0	0	0	0	3	3	10
CO5	1	0	0	0	1	0	2	1	5
<b>Target Level Max.</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>8</b>	<b>7</b>	<b>33</b>



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

#### Course description and Course objectives

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<sup>87</sup> content Unit I (07 Sessions) (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 (10 Sessions) (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.

*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
88 F a c t u a l Knowledge	CO1 (A1, A2, A4)	CO1 (A1, A2, A4)	CO1 (A1, A2, 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

### References:

#### TEXTBOOKS

- 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.
- Fred R. David and Forest R. David “Strategic Management: Concepts and Cases - A Competitive Advantage Approach”, Pearson Education Limited, New Delhi, 2015.

### Course Outcomes:

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

#### REFERENCES

- Charles W. L. Hill and Gareth R. Jones, Strategic Management Theory: An Integrated Approach, Cengage Learning, New Delhi, 2010.
- Hitt, Ireland, and Huskisson “Strategic Management: Competitiveness and Globalization (Concepts and Cases)”, Cengage Learning, New Delhi, 2017.
- John A Pearce, Richard B Robinson and Amita Mittal, “Strategic Management: Formulation, Implementation, and Control”, McGraw Hill, New Delhi, 2012.
- Barry J. Witcher & Vin Sum Chau, "Strategic Management Principles & Practice", Cengage Learning, UK, 2010.
- C. Appa Rao, Parvathiswara Rao and B., Siva Ramakrishna, K., "Strategic Management and Business Policy", Excel Books, New Delhi, 2008
- V. S. P. Rao and V. Hari Krishna, “Strategic Management: Text and Cases”, Excel Books, New Delhi, 2004.

#### JOURNALS

1. Harvard Business Review, Harvard Business School, USA
2. Vikalpa, Indian Institute of Management, Ahmedabad
3. The Indian Management Researcher, GITAM Hyderabad Business School

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
	<b>CO1</b>	3	0	3	0	0	2	2	1
<b>CO2</b>	3	1	0	3	2	3	2	2	16
<b>CO3</b>	2	2	2	1	1	3	2	2	15
<b>CO4</b>	2	2	2	1	2	3	2	3	17
<b>CO5</b>	3	2	2	1	2	2	2	2	16
<b>Target Level Max.</b>	<b>13</b>	<b>7</b>	<b>9</b>	<b>6</b>	<b>7</b>	<b>13</b>	<b>10</b>	<b>10</b>	<b>75</b>



**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.

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

#### Course description and Course Objectives

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 (Sessions 8) (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 (Sessions 8) (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 (Sessions 8) (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 (Sessions 8) ( 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 (Sessions 8) (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.

**Case Analysis (Not Exceeding 200 words)**

**Assessment methods**

	<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
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**

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



CO1	1	0	0	1	1	1	0	0	4
CO2	2	3	3	0	0	3	0	2	13
CO3	0	0	0	3	3	3	3	3	15
CO4	0	0	2	0	3	3	2	3	13
CO5	2	0	0	3	3	3	0	2	13
<b>Target Level Max.</b>	<b>5</b>	<b>3</b>	<b>5</b>	<b>7</b>	<b>10</b>	<b>13</b>	<b>5</b>	<b>10</b>	<b>58</b>

### Semester -IV

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MHU842	Employment Laws - II	3		3	50	50	100	3
2	MHU844	Industrial Relations & Statutory Compliance and Drafting	3		3	50	50	100	3
3	MHU846	Global Human Resource Management	3		3	50	50	100	3
4	MHU848/ MHU852/ MHU850	Strategic Human Resource Management/ Change Management/ HR & Technology (Choose ONE out of 3 courses)	3		3	50	50	100	3
5	MOE/ MCC	One Open Elective/Contemporary Course	2		2	50		100	2
6.	MHU892	Comprehensive Viva						100	2
7.		PCDs				350		350	7*
		<b>Comprehensive Viva</b>	<b>21</b>		<b>21</b>	<b>600</b>	<b>200</b>	<b>950</b>	<b>23</b>
		<b>PCDs</b>							

\* 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
		<b>Total</b>		<b>2</b>	<b>2</b>	<b>50</b>		<b>50</b>	<b>2</b>
		<b>Grand Total</b>		<b>23</b>	<b>23</b>	<b>650</b>	<b>200</b>	<b>950</b>	<b>25</b>

#### 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
		<b>Total</b>	<b>10</b>	

- 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 credit 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 Analytics	2		2	50		50	2
15.	MCC 815	Elective	Personal Tax Planning	2		2	50		50	2





<b>Course Code:MHU 842</b>	<b>Course Title: EMPLOYMENT LAWS -II</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA (HRM)</b>	<b>Batch/Academic Year: 2020-21</b>	
<b>Course Leader: Dr. Shaik Shamshuddin</b>		

### Course description and Course objectives

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

### Assessment methods

	<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1	Mid exam Best of Two )		Written –L3 level	20
A2	Coursera/Online Course		Quiz	10
A3	Surprise Quiz		Online test – L3 level	10

A4	Case discussion/ Assignment submission/ class room activities		Assignment L4	10
A5	End-term examination		Written (short/long) – L3,L4 & L5 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			98	CO2(A2, A3,A4) CO3(A2, A3,A4)	CO4 (A3, A4) CO5(A3, A4)	
Metacognitive knowledge						

### Learning and teaching activities

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

### Teaching and learning resources

**TEXTBOOK**

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

### REFERENCES

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

### Course Outcomes:

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 will be able to understand Legal interventions and its effects on organisations.	A1,A3&A3
CO3	Students will be able to understand the role of various enactments and applicability.	A2,A3&A3
CO3	At the end student will be able to uunderstand the purposes, relevance and Various precedents, Judgments, Amendments.	A3,
CO3	Student will be able to apply multidisciplinary approach to the employment and Legal context	A3,

### 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**

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	2	0	0	0	2	0	1	2	7
C02	1	0	1	2	1	0	2	2	9
CO3	1	0	1	1	2	1	1	2	9
CO4	2	0	1	1	1	0	1	2	8
<b>Target Level Max.</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>5</b>	<b>8</b>	<b>33</b>



**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.

<b>Course Code: MHU 844</b>	<b>Course Title: Industrial Relations and Drafting Statutory Compliance forms</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s): MBA (HRM)</b>	<b>Batch/Academic Year: 2020-2022</b>	
<b>Course Leader: Dr K V Sandhyavani</b>		

### Course description and Course objectives

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-militancy-uncertainties 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.

## 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 GIMlibrary will be uploaded for the student in G-learn.

## Course Outcomes:

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

### 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", EXCELBOOKS, 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

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

CO PO Mapping	PO	PO	PO	PO	PO	PO	PO	PO	Su
	1	2	3	4	5	6	7	8	m
CO1	1	0	0	1	2	1	2	0	7
CO2	1	0	0	1	2	1	2	0	7
CO3	0	0	0	1	2	1	2	0	6
CO4	0	0	0	0	0	3	0	0	3
CO5	0	0	0	0	0	3	0	0	3
<b>Target Level Max.</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>6</b>	<b>0</b>	<b>26</b>



**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.

<b>Course Code: MHU 846</b>	<b>Course Title: Global Human Resource Management</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s): MBA (HRM)</b>	<b>Batch/Academic Year: 2020-2022</b>	
<b>Course Leader: Dr. B. Krishna Kumari</b>		

### **Course description and Course objectives**

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. On successful

### **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.

## 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.



## Course Outcomes:

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	

### Prescribed Text book:

- Peter J. Dowling, Denice E. Welch., International Human Resource Management. Thomson, India: Latest version.
- Anne-Wil Harzing Joriz 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.

### 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

CO PO Mapping	105								
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	2	0	0	1	1	0	2	2	8
C02	1	1	1	1	2	0	1	1	8
CO3	0	1	0	1	2	1	1	2	8
CO4	1	1	0	1	1	0	2	2	8
CO5	1	0	0	1	1	0	2	2	7
<b>Target Level Max.</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>7</b>	<b>1</b>	<b>8</b>	<b>9</b>	<b>39</b>



<b>Course Code: MHU 848</b>	<b>Course Title: Strategic Human Resource Management</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA (HRM)</b>	<b>Batch/Academic Year: 2020 - 2022</b>	
<b>Course Leader: Dr. YVVSSS Vara Prasad</b>		

### Course description and Course Objectives

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 fill 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, work force 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.

**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.

**Course Outcomes:**

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

**References:**

## 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..

1. Jeffrey A. Mello “Strategic Human Resource Management” – CengageLearning
2. Charles R. Greer., Strategic Human Resource Management- A generalmanagerial approach. Pearson Education (Singapore) Pvt. Ltd.
3. K. Prasad, Strategic Human Resource Management, K. Prasad. Macmil- lan India Ltd.
4. RajibLochanDhar., Strategic Human Resource Management, Excel Books, New Delhi
5. TanujaAggarwala., Strategic Human Resource Management, Oxford Uni-versity Press, New Delhi.

## 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**

CO PO Mapping									
Internal	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	Sum
CO1	3	0	0	2	0	2	0	0	7
CO2	2	3	0	3	2	0	3	2	15
CO3	0	2	2	0	3	2	0	0	9
CO4	0	0	3	0	3	3	0	2	11
<b>Target Level Max.</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>8</b>	<b>7</b>	<b>3</b>	<b>4</b>	<b>42</b>



<b>Course Code:MHU 850</b>	<b>Course Title: HR &amp;TECHNOLOGY</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA (HRM)</b>	<b>Batch/Academic Year:2020-2022</b>	
<b>Course Leader: Dr. K V Sandhyavani</b>		

#### Course description and Course Objectives

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.

#### 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 -L5level	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
<b>Factual Knowledge</b>						
<b>Conceptual Knowledge</b>		CO1 (A1, A3, A4) CO4 CO5		CO1 (A1, A3, A4)		
<b>Procedural Knowledge</b>		CO2(A1, A2, A3, A4) CO3(A3) CO4(A1, A2) CO5 (A1, A4)	CO2(A1, A2, A3, A4) CO3(A2) CO4(A1, A2) CO5 (A1, A4)	CO2(A1, A3, A2, A4) CO3(A2)	CO3(A2) ,	
<b>Meta Cognitive Knowledge</b>						

### 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 GIMlibrary will be uploaded for the student in G-learn.

### Course Outcomes:

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

### 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,EnterpriseResourcePlanningaManagerialPerspective,New Del- hi: Tata McGrawHill.

### 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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
	CO1	1	0	1	0	1	0	2	3
CO2	2	2	0	0	2	0	2	3	11
CO3	3	3	2	2	2	0	2	3	17
CO4	1	0	1	0	0	0	1	1	4
CO5	1	0	1	0	2	0	1	1	6
<b>Target Level Max.</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>7</b>	<b>0</b>	<b>8</b>	<b>11</b>	<b>46</b>



**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.

<b>Course Code: MHU852</b>	<b>Course Title: CHANGE MANAGEMENT</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA (HRM)</b>	<b>Batch/Academic Year: 2020-21</b>	
<b>Course Leader: Dr. K V Sandhyavani</b>		

**Course description Course Objectives**

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

1. Understand the concept of change and its consequences
2. Understand organizational culture and its change consequences
3. 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) (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.

**Assessment Methods**

	<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
<b>A1</b>	Mid exam	Individual	Written –L3 level	20
<b>A2</b>	Coursera/Online course	Individual	Viva/Presentation on completion of the course	10
<b>A3</b>	Case study/Project	Group/Individual	Discussion and Presentation -L5 level	20
<b>A4</b>	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 CO4CO5		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 GIMlibrary will be uploaded for the student in G-learn.

### Course Outcomes:

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

	Course Outcomes	Assessment
CO1	Understand the concept of change and consequences to change in organizations	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

### Text Book

Kavitha Seth, "Organization Change and Development", Excel Books,2014

### References

1. RadhaR.Sharma,"ChangeManagement",TataMcGrawHill,NewDel-hi,2012
2. Nilakant and Ramanarayan, "Change Management", ResponseBooks,New Delhi,2012
3. Kirpatrick, D. L., "Managing Change Effectively", Butterworth,NewDelhi,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

**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**

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	0	0	1	2	0	2	0	6
CO2	1	0	0	2	1	0	2	0	6
CO3	2	0	2	2	2	1	0	0	9
CO4	2	0	1	0	2	0	2	0	7
CO5	3	0	1	0	2	0	3	0	9
<b>Target Level Max.</b>	<b>9</b>	<b>0</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>1</b>	<b>9</b>	<b>0</b>	<b>37</b>

**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 Analytics	2		2	50		50	2
15.	MCC 815	Elective	Personal Tax Planning	2		2	50		50	2

**Contemporary Courses**  
**MBA IV SEMESTER**  
**MCC 801: CSR & SUSTAINABLE DEVELOPMENT INTRODUCTION**

**Course Description:**

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<sup>116</sup> 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

**References:**

**TEXT BOOK**

Baxi, C.V., Prasad, A., "Corporate Social Responsibility - concepts and cases", Excel Books, New Delhi: 2013

**Other References:**

1. Srivastava, A., Kothari, A., “Churning the Earth - the making of Global India”, Viking, 2012
2. Biswas, S.C., Gandhi Theory and Practice Social Impact and Contemporary Relevance, Indian Institute of Advanced Studies, Simla, 1969
3. 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

**MCC 802 842 Social Innovation**  
**MBA IV SEMESTER**

**Course Description**

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 <sup>118</sup>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.

**References:**

**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.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.or.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/>

## MCC 803: Behavioral Economics

### Course Description:

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 understands the concepts of Behavioral finance and advanced behavioral 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**

### **Course Description:**

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

#### Course Description:

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 decisionmaking 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 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.

#### 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.

#### 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, GITAMUniversity,  
Visakhapatnam

## MBA IV Semester

### MCC 806 : INTELLECTUAL PROPERTY SYSTEMS INTRODUCTION

#### Course Description:

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

#### Course Description

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 Outcomes

After completion of the course the student

1. Would Acquaint himself with alternative methods of dispute settlements 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.

#### 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; Lok Adalats; concept, organisation and powers of Lok Adalat.

**Unit III:** Other forms of ADR; mini Lok Adalats; 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 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

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.

### Course Objectives:

- Understand different investment alternatives in the market
- Understand how securities are traded in the market
- Be able to analyze and price different securities
- Be able to manage a portfolio
- Understand basics in derivatives

### 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

### Course Outcomes:

- Compare alternative investments with traditional investment
- Describe categories of alternative investments
- Describe potential benefits of alternative investments in the context of portfolio management
- Describe issues in valuing and calculating returns on hedge funds, private equity, real estate, commodities, and infrastructure 128
- Describe risk management of alternative investments.

### Reference Books

1. Ben Stein, Phil DeMuth, The Little Book of Alternative Investments: Reaping Rewards by Daring to be Different, Wiley
2. 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

### Course Descriptive:

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

### References:

#### TEXTBOOK

1. 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

#### Course Description:

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:

- The student gets basics of personal concepts
- The student gets calculation of personal tax under various provisions
- The student will understand how to plan paying income tax under various exemptions.
- The student will get practical knowledge of calculating tax on excel/software 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

#### Course Description:

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 Context:

#### Course Outcomes

1. After completion of the course, the student is able to learn The meaning and the models of employee engagement
2. The concept of Emotional Intelligence and its role in organizational effectiveness.
3. 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

## **MCC 813 Psychometrics**

### **Course Description:**

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 decisionmaking
3. Design techniques as per various HR requirements in the event of unavailability of tools in specific areas.

**TEXT BOOK**

Furr, R.M. & Bacharach, S.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

## HR Analytics

### Course Description:

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 today 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 Outcomes

1. After completion of the course the student is able to learn The conceptual understanding of HR Analytics
2. The HCM Model of HR Analytics
3. The meaning of Metrics, the first, second, and third generation metrics

### 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; Behavior Based Signs of Departure, Event based Signs of Departure, Databased Signs of Departure;

**Unit V:** Meaning of Metrics; Our Human Capital Performance Metrics; The Second Generation and Third Generation Metrics Connecting the Metrics; Predictive Analytics for Human Capital Management.

### 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**

### **Course Description:**

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.

### **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.

### **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.

The assessment would be for 50 marks.



## **MMB 810 & MMB 814: SOFT SKILLS - 1&2 ( Workshop)**

### **Course Description**

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 Management

<b>Course Code:</b> VDC111	<b>Course Title:</b> Venture Discovery	
<b>Semester:</b> I	<b>Course Type:</b> PCD Internal	<b>Credits:</b> 2
<b>Program:</b> All MBA Programmes		
<b>Course Leader:</b> 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

	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

-----0-----

## MMB 808: BUSINESS ENGLISH CERTIFICATE (BEC)

### Course Description

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 hundreds 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

1. To understand the nuances of Business English
2. To enhance the student's English speaking skills
3. To clearly understand the difference between business English and colloquial English
4. 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.

141

### 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**

### **Course Description**

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

1. By the end of the tri-semester, students should be able to:
2. Demonstrate understanding of the underlying principles of marketing, management, finance, and accounting and the interrelatedness and impact of these areas on business strategy.
3. 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 <sup>145</sup>

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.