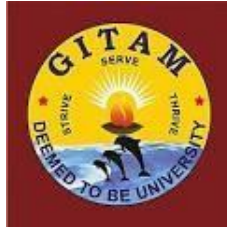


**GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT(GITAM)  
(Deemed to be University)  
VISAKHAPATNAM \* HYDERABAD \* BENGALURU**

**Accredited by NAAC with A<sup>+</sup> Grade**



**REGULATIONS AND SYLLABUS**

**OF**

**Master of Business Administration  
(MBA-LSCM)  
(w.e.f. 2019-20 Admitted Batch)**

**Master of Business Administration  
(Logistics and Supply Chain Management)  
(MBA-LSCM)  
(w.e.f. 2019-20 admitted batch)**

**1.0 ADMISSION**

Admission into MBA(LSCM) 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.

**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.

## **81 EVALUATION**

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

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

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

### DETAILS OF ASSESSMENT PROCEDURE

S. No.	Component of assessment	Marks allotted	Type of assessment	Scheme of evaluation
1	Theory/Practical	50	Continuous Evaluation	<p><b><u>1. Mid Semester examinations:</u></b> Two mid examinations will be conducted <b>for 20 marks each.</b> <b>Better of two</b> will be considered for final 20 marks. If the student is absent for one Mid exam, the marks secured in the other mid exam will be considered as final marks. <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> 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/ Case analysis/workshop/training/Assignments/survey/ project work : 20 marks</u></b></p>
		50	Semester-end Examination (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 vi-va-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.

## **82 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.

## **83 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	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)	5X 2 marks = 10 marks
2.	Section B : Problems/Theory questions (Five out of Eight questions to be answered)	5 X 8 marks = 40 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**

<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 Course 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 - Member
- Director/ or Nominee - Member

### *For summer Internship Project Viva /Internship Seminar/ Presentation:*

#### *The evaluation board will consist of:*

- Director/or Nominee - Member
- Institute Project Guide - Member

One External Professor/one Senior Executive  
from Industry

- Member

Class Coordinator /Programme Coordinator

- Convener

## **10.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE**

**(Subject to change from time to time)**

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

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

### **11. Retotaling & Revaluation**

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

### **1.3 Provision for Answer Book Verification & Challenge Evaluation:**

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

### **12. SUPPLEMENTARY EXAMINATION**

- 12.1 The odd semester supplementary examinations will be conducted on daily basis after conducting regular even semester examinations in April/May.
- 12.2 The even semester supplementary examinations will be conducted on daily



basis after conducting regular odd semester examinations during Oct/Nov.

- 123 A student who has completed his/her period of study and still has “F” grade in final semester courses is eligible to appear for Special Examination normally held during summer vacation.

### **13. Promotion to the Next Year of Study**

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

### **13.0 BETTERMENT OF GRADES**

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

1. Students who have passed all the courses of a program within the stipulated period of study and who have obtained a Pass or Second Class only are eligible for Betterment of Grades.
2. Candidates who have already secured First Class or First Class with Distinction are not eligible for betterment of Grades.
3. Candidates who have completed the programme of study beyond the stipulated period of study i.e. through Special examinations or subsequently, are not eligible for betterment of Grades.
4. Betterment of Grades is permitted only through appearance of the theory examinations.
5. Betterment of Grades is permitted only once, at the end of the program of study, simultaneously along with Special examinations.
6. Candidates can appear for betterment at one course/subject per trimester, for the number of semesters they have studied. A fourth semester MBA student can appear for betterment in any FOUR courses/subjects. The rules & regulations framed by the University from time to time shall be applicable.
7. The better Grade secured either in the first or betterment appearance shall be considered as the final Grade.
8. New Grade Card/PC shall be issued to candidates who have improved their Grades/Class after submitting the old Grade Card/PC.

9. The date, month and year of the declaration of betterment result shall be printed on the GradeCard/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 for the award of degree from GITAM University.

### **17.0 ELIGIBILITY FOR AWARD OF MBA DEGREE**

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

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

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

### **18.0 PEDAGOGY**

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

### **PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

The program aims at developing graduates who:

<b>PEO 1</b>	Are competent, creative, and highly valued professionals in industry, academia, or government.
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<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 databased 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>	Develop and evaluate alternative managerial decisions and identify the optimal solutions
<b>PSO2</b>	Recognize cross-functional business processes in LSCM

### 4.1 STRUCTURE OF THE PROGRAM

The Program consists

- 4.1.1 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.
- 4.1.2 Core Courses (compulsory).
- 4.1.3 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
- 4.1.4 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 courses, carrying **ONE** credit, from the options available during two years study period come under PCDs i.e. at any Semester during first year or second year course of study.

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

If the open elective course chosen other than GITAM (Deemed to be University) offered open electives, the student has to submit course cleared document/proof to the Institute along with exam material. Upon

on that a viva voce examination/presentation will be conducted for awarding marks.

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

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

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

### Range of credits

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

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

### Preparatory (Bridge) Course:

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

### Preparatory Courses (Bridge Courses) offered are given below.

Sl. No.	Courses
1	Business, Government & Society
2	Economics
3	Perspectives on Entrepreneurship
4	Basic Mathematics & Statistics

5	Basics of Finance
6	Understanding Financial Statements
7	Academic Writing
8	Case Analysis
7	Presentations

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

### BA (LSCM) PROGRAMME COURSE STRUCTURE Semester - I

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1	MMB701	Management Theory and Practice	3		3	50	50	100	3
2	MMB703	Business Environment	3		3	50	50	100	3
3	MMB705	Managerial Economics	3		3	50	50	100	3
4	MMB707	Organizational Behavior	3		3	50	50	100	3
5	MMB709	Accounting for Managers	4		4	50	50	100	4
6	MMB711	Quantitative Techniques	4		4	50	50	100	4
7	MMB721	ITM (100% Internal Assessment)	2	2	4	100		100	3
8	MMB713	Business Laws	3		3	50	50	100	3
9.	MMB791	Semester End Viva						50	1
		<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 -1	2		2	50		50	1
2	MMB804	Yoga & Meditation		2	2	50		50	1
3	MMB 806	Venture Discovery	2		2	100		100	2
		<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 -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.

### Semester -III

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

- Elective 1: EXIM Management is compulsory for IB, BFS and LSCM programmes
- Elective 2: Supply Chain Management is compulsory for LSCM programmes
- Elective 3: Student can select any elective from IB Basket
- Elective 4, 5 and 6: Student can select elective from any functional baskets except IB basket

### 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
3	MMB818	Foreign Language	1		1	50		50	1

## Elective Courses for in III Semester

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
<b>Instructor Lead Courses</b>										
<b><u>Finance</u></b>										
	MFI841	Elective	Financial Markets & Services	3		3	50	50	100	3
	MFI843	Elective	Security Analysis and Portfolio Management	3		3	50	50	100	3
	MFI845	Elective	Financial Statement Analysis	3		3	50	50	100	3
	MFI847	Elective	Fundamentals of Financial Services (CISI – 1)	3		3	50	50	100	3
	MFI849	Elective	Retail Bank Management	3		3	50	50	100	3
	MFI851	Elective	Securities Market Operations	3		3	50	50	100	3
<b>Marketing</b>										
	MMK841	Elective	Consumer Behaviour	3		3	50	50	100	3
	MMK843	Elective	Advertising & Brand Management	3		3	50	50	100	3
	MMK845	Elective	Sales & Distribution Management	3		3	50	50	100	3
	MMK847	Elective	Retail Management	3		3	50	50	100	3
	MMK849	Elective	Digital Marketing	3		3	50	50	100	3
	MMK851	Elective	Marketing Metrics	3		3	50	50	100	3
<b>Human Resource Management</b>										
	MHU841	Elective	Learning and Development	3		3	50	50	100	3
	MHU843	Elective	Employee Welfare and Labour Administration	3		3	50	50	100	3
	MHU845	Elective	Employment Laws -1	3		3	50	50	100	3
	MHU847	Elective	Compensation Management	3		3	50	50	100	3
	MHU849	Elective	Human Resource Value Proposition	3		3	50	50	100	3
	MHU851	Elective	Performance Management	3		3	50	50	100	3

<b>Operations &amp; Business Analytics</b>										
	MOP841	Elective	Production Planning and Control	3		3	50	50	100	3
	MOP843	Elective	Supply Chain Management	3		3	50	50	100	3
	MOP845	Elective	Project Management	3		3	50	50	100	3
	MAN841	Elective	Decision Support System	3		3	50	50	100	3
	MAN843	Elective	Data Analysis with R	3		3	50	50	100	3
	MAN845	Elective	Data Analysis with Advanced Excel	3		3	50	50	100	3
	MAN847	Elective	Data Warehousing	3		3	50	50	100	3
	MAN849	Elective	Data Analysis with SAS	3		3	50	50	100	3
	MAN851	Elective	Machine Learning - 1	3		3	50	50	100	3
<b>International Business</b>										
	MBI841*	Elective	EXIM Management*	4		4	50	50	100	4
	MBI843	Elective	International Economics	3		3	50	50	100	3
	MBI845	Elective	Geopolitical Environment & International Business	3		3	50	50	100	3
	MBI847	Elective	International Marketing Management	3		3	50	50	100	3
	MBI849	Elective	Cross Cultural Management	3		3	50	50	100	3
	MBI851	Elective	Financial Institutions & Markets	3		3	50	50	100	3
	MBI853	Elective	Banking Theory & Practices	3		3	50	50	100	3
	MBI855	Elective	Forex Management & Derivatives	3		3	50	50	100	3
	MBI857	Elective	International Trade Logistics	3		3	50	50	100	3
	MOP843	Elective	Supply Chain Management	3		3	50	50	100	3
	MBI861	Elective	Freight Forwarding and Custom Clearance	3		3	50	50	100	3

## Semester -IV

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1		Elective – 1	3		3	50	50	100	3
2		Elective – 2	3		3	50	50	100	3
3		Elective 3	3		3	50	50	100	3
4		Elective – 4	3		3	50	50	100	3
5	MOE/ MCC 801-8015	One Open Elective/one Contemporary Course	2		2	50		50	2
6.	MMB892	Comprehensive Viva						100	2
7.	MMB802 to MMB816 & VDC111	PCDs (VD course is compulsory)				350		350	7*
		<b>Total</b>	<b>21</b>		<b>21</b>	<b>600</b>	<b>200</b>	<b>900</b>	<b>23</b>

- Electives 1 and 2: Student can select any elective from IB Basket.
- Electives 3 and 4: Student can select elective from any functional basket except IB Basket

### 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>

### Elective Courses for in IV Semester

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
<b>Instructor Lead Courses</b>										
<b>Finance</b>										
	MFI842	Elective	Financial Risk Management	3		3	50	50	100	3
	MFI844	Elective	International Financial Management	3		3	50	50	100	3
	MFI846	Elective	Corporate Valuation	3		3	50	50	100	3
	MFI848	Elective	Financial Derivatives	3		3	50	50	100	3
	MFI850	Elective	International Introduction to Investment (CISI – 2)	3		3	50	50	100	3
	MFI852	Elective	Insurance Management	3		3	50	50	100	3

<b>Marketing</b>										
	MMK842	Elective	Rural Marketing	3		3	50	50	100	3
	MMK844	Elective	Services Marketing	3		3	50	50	100	3
	MMK846	Elective	Marketing Research	3		3	50	50	100	3
	MMK848	Elective	Customer Relationship Management	3		3	50	50	100	3
	MMK850	Elective	B2B Marketing	3		3	50	50	100	3
	MMK852	Elective	Global Marketing	3		3	50	50	100	3
<b>Human Resource Management</b>										
	MHU842	Elective	Employment Laws - II	3		3	50	50	100	3
	MHU844	Elective	Industrial Relations & Statutory Compliance and Drafting	3		3	50	50	100	3
	MHU846	Elective	Global Human Resource Management	3		3	50	50	100	3
	MHU848	Elective	Strategic Human Resource Management	3		3	50	50	100	3
	MHU850	Elective	HR & Technology	3		3	50	50	100	3
	MHU852	Elective	Change Management	3		3	50	50	100	3
<b>Operations &amp; Business Analytics</b>										
	MOP842	Elective	Materials Management	3		3	50	50	100	3
	MOP844	Elective	Quality Management	3		3	50	50	100	3
	MOP846	Elective	Marketing of Logistics Services	3		3	50	50	100	3
	MOP848	Elective	Strategic Logistics Management	3		3	50	50	100	3
	MAN842	Elective	Data Analysis with Python	3		3	50	50	100	3
	MAN844	Elective	Big Data Analytics with Hadoop	3		3	50	50	100	3
	MAN846	Elective	Machine Learning - 2	3		3	50	50	100	3
	MAN848	Elective	E – Business	3		3	50	50	100	3
	MAN850	Elective	Artificial Intelligence	3		3	50	50	100	3
<b>International Business</b>										
	MBI842	Elective	Managing Global Compliance in Exports	3		3	50	50	100	3
	MBI844	Elective	Doing Business with Emerging Markets	3		3	50	50	100	3
	MBI846	Elective	International Business Negotiations	3		3	50	50	100	3
	MBI848	Elective	Sectoral and Cluster Strategies for International Business	3		3	50	50	100	3

	MBI850	Elective	Multilateral Trade Institutions & India	3		3	50	50	100	3
	MBI852	Elective	International Commodity Management	3		3	50	50	100	3
	MBI854	Elective	Risk Management in Banking	3		3	50	50	100	3
	MBI856	Elective	Port and Shipping Management	3		3	50	50	100	3
	MBI858	Elective	Global Sourcing	3		3	50	50	100	3

#### 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
9	MMB818	Foreign Language	1	III
		<b>Total</b>	<b>11</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.**

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

#### Contemporary Courses

S. No.	Course Code	Course Type	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
	MCC801	Elective	CSR & Sustainable Development	2		2	50		50	2
	MCC802	Elective	Social Innovation	2		2	50		50	2
	MCC803	Elective	Behavioral Economics	2		2	50		50	2
	MCC804	Elective	Technology Management	2		2	50		50	2
	MCC805	Elective	Environmental Sciences	2		2	50		50	2
	MCC806	Elective	Intellectual Property Systems	2		2	50		50	2

	MCC807	Elective	Technological Entrepreneurship	2		2	50		50	2
	MCC808	Elective	Alternate Dispute Resolution	2		2	50		50	2
	MCC809	Elective	Alternative Investments	2		2	50		50	2
	MCC810	Elective	Financial Metrics	1	2	2	50		50	2
	MCC811	Elective	Contemporary HR Practices	2		2	50		50	2
	MCC812	Elective	HR in Knowledge Management	2		2	50		50	2
	MCC813	Elective	Psychometrics	2		2	50		50	2
14.	MCC814	Elective	HR Metrics	2		2	50		50	2
15.	MCC815	Elective	Personal Tax Planning	2		2	50		50	2

### Credit Distribution

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



## 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 -1	2		2	50		50	1
2	MMB804	Yoga & Meditation		2	2	50		50	1
3	MMB 806	Venture Discovery	2		2	100		100	2
		<b>Total</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>200</b>		<b>200</b>	<b>4</b>



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 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</b>		<b>Batch/AcademicYear:2020-2022</b>
<b>Course Leader: Dr. Subrahmanyam A</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 (10 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 (10 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 (10 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 (10 sessions) (CO3, CO4, L3 & L4)**

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

**Unit V (10 sessions) (CO3, CO4, L5)**

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

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

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

### Assessment methods

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

## Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

### 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



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<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</b>		<b>Batch/AcademicYear:2020-22</b>
<b>Course Leader:</b>		

### **Course Description**

The business environment in India is under going 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 polices 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.

## **Course outline and indicative content**

### **Unit I (8 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 (8 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 (8sessions)(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 ConsumerProtectionAct,1986, Competition Commission of India (CCI), Foreign Exchange Management Act (FEMA) and National Company Law Tribunal (NCLT).

### **Unit IV (8 sessions) (CO3, CO4, L13 & L4)**

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

### **Unit V (8 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>Course Outcomes</b>	<b>Assessment</b>
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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 Case study/ Project	Group/ Individual	Discussion and Presentation	20
A3 Coursera/ Online course	Individual	Viva/Presentation on completion of the course	10
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
<b>Factual Knowledge</b>	CO1 (A1, A3)	CO1 (A1, A3)	CO1 (A1, A3)			
<b>Conceptual Knowledge</b>				CO2,CO5 (A2, A3)	CO2,CO4, CO5 (A2, A3)	
<b>Procedural Knowledge</b>					CO3,CO4, CO5 (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 Delhi
7. 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**

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

## **CO PO Mapping**

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<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</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 macro economy level

## **Course outline and indicative content**

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

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

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

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

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

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

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

Market Structure - Basis for classification of market power, kinds of competitive

market, Effect of time on supply – Very short run supply curve, short run supply curve and long run supply curve, Determination of price in short run and long run - price and output decisions in perfect competition under normal profit, super normal profit and loss conditions of a firm and shutdown point. Determination of price in short run and long run - price and output decisions in Monopoly – equilibrium at underutilization capacity, over utilization capacity and Optimal Capacity, Monopoly power, Monopsony- Discriminating monopoly – (First degree, second degree and third degree) a Diagrammatic explanation - Monopolistic – Price and output determination in the short run and long run, Chamberlin’s Group Equilibrium, Excess Capacity - Oligopoly – collusive and non-collusive Oligopoly, Kinked demand curve, Price and output determination in Oligopoly market, Nash equilibrium, Game theory. Differences between various market structures - Market Failures – public goods, social goods, merit goods, administered prices (ceiling price and floor price) and Externalities – Positive and negative externalities. Fundamentals of Internalization of externalities – Social Cost-Benefit analysis, Pareto optimality criterion, Pigovian taxes, Subsidies and incentives for clean technologies.

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

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

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

	<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 etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to

analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

**Text Book:**

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

**Reference Books:**

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

**Journals:**

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

**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 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</b>	<b>Batch/Academic Year: 2020 - 2022</b>	
<b>Course Leader: Prof. Ashok Karri</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**

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

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

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

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

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

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

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

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

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

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

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

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

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

	<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**

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



<b>Knowledge dimension / cognitive dimension</b>	<b>11. 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 A3, A4)			
<b>Procedural Knowledge</b>				CO2(A2, A3,A4) CO3(A2, A3,A4)	CO4 (A2, A4) CO5(A2, A4)	
<b>Meta Cognitive Knowledge</b>						

### **Learning and teaching activities**

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

### **Teaching and learning resources**

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

### **TEXT BOOK**

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

### **REFERENCES**

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, GITAM



University, Visakhapatnam

**CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MMB 709</b>	<b>Course Title: Accounting for Managers</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits: 4</b>
<b>Home Program(s):MBA (2020-21) Admitted Batch</b>		
<b>Course Leader: Prof. S. S. Prasada Rao</b>		

### **Course Description**

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

### **Course Objectives:**

On completion of this course, students should be able to

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

## Course outline and indicative content

### Unit – I

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

### Unit – II

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

### Unit – III

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

### Unit – IV

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

### Unit – V

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

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

CO	Course Outcomes	Assessment
CO 1	Apply accounting framework to prepare final accounts of trading concern.	A1, A4
CO 2	Analyze, interpret, and communicate the information contained in basic financial statements and explain such statements' limitations.	A1, A2, A3, A4
CO 3	Understand the method of preparing the cost sheet and tracing activities for the cost objects through activity-based costing.	A3, A4

CO 4	Value the concepts of marginal costing and its application in managerial decision making.	A2, A3, A4
CO 5	Prepare budgets and performance reports for planning and control purposes.	A2, A3, A4

### Assessment Methods

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

### Mapping COs - Bloom's levels- Assessment Tools

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

### Learning and teaching activities

- Teacher-student interaction
- Student-student interaction
- The use of audio, visuals, video
- Hands-on demonstrations and exercises
- Online classes

- Formative quizzes
- Small group activities

### **Teaching and learning resources**

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

### **Text Book**

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

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Visakhapatnam – 45.

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

### Course Description

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

### Course Objectives:

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

### Course outline and indicative content

#### Unit I (10 sessions) (CO1, L3)

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

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

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

#### Unit III (10sessions)(CO2, L3)

Measures of Central Tendency & Measures of Dispersion – Introduction,

Merits, Demerits, Applications. Mean, Geometric Mean, Harmonic Mean, Weighted Mean, Combined Mean, Median, Mode, Standard Deviation, Coefficient of Variance, and Combined Standard Deviation for grouped and ungrouped data, Skewness and Kurtosis.

**Unit IV (10 sessions)(CO4, L4)**

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

**Unit V (10sessions)(CO4,L4)**

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

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

	<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**

<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/Reportwith 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>

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

### **Learning and teaching activities**

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

### **Teaching and learning resources**

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

#### ***Reference books:***

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

#### ***Online Resources:***

Onlinestatbook.com

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Visakhapatnam – 45.

<b>Course Code: MMB 713</b>	<b>Course Title: BUSINESS LAWS</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA</b>		<b>Batch/Academic Year: 2020-21</b>
<b>Course Leader: Dr. Shaik Shamshuddin</b>		

### **Course Description**

Business operations depends upon several factors, one of the factor itself is Law and Regulations of the nation. In the present economic scenario, Business laws assume great importance and relevance and therefore an in-depth knowledge of Business and Commercial laws is necessary for Management of business effectively. Understanding the basics required legal conceptual knowledge to sharpen one's managerial excellence enables Manager to take right decisions at appropriate times, which would avoid litigation.

### **Course Objectives:**

- To understand the basic concepts of Contracts, Sale of goods, Agency etc.
- To acquaint with special legislations dealing with business transactions
- To evaluate with special Case laws dealing with business transactions
- To analyze the recent amendments dealing with business Legislation
- To elucidate the process of formation and winding up of a company

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

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

**Importance of Contract Act** : Meaning and kinds of Contracts, essentials of a Contract, Offer and Acceptance, free consent, capacity of the parties, lawful, consideration, legality of object, performance of Contract, discharge of Contract, quasi Contract Sale of Goods Act: Sale

and Agreement to sell, conditions and warranties, transfer of property, Rights of unpaid seller.

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

**Sale of Goods Act:** Sale and Agreement to sell, conditions and warranties, transfer of property, Rights of unpaid seller.

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

**Law of Agency:** Definition-kinds of agents-creation of Agency-rights and duties of agent and principal-termination of Agency.

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

**Partnership Act 1932:** Meaning and scope of partnership, formation of partners registration of partnership kinds of partners, dissolution of a partnership firm, limited liability partnership(LLP).

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

**Company Law :** Definition and kinds of companies-formation and advantages of incorporation of a company-Memorandum of Association-Articles of Association - Prospectus - winding up of a company.

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

	Course Outcomes	Assessment
CO1	Student will be able to understand the Business Related concepts, foundations etc.,	A1,A2&A4
CO2	Student will be able to understand Business Law interventions and its impact on Business.	A2,A3&A4
CO3	Students will be able to understand the role of Rules and Regulations framed under the Legal system to run business in judicious way.	A2,A3&A4
CO4	At the end student will be able to understand the purposes, relevance and value of specific Jurisdiction of Business Laws related with	A3, A4
	Contracts, Agency, Sales, Company etc.,	
CO5	will be able to apply multidisciplinary approach of the case laws to the context	A3, A4

## Assessment methods

Task	Task type	Task mode	Weightage (%)
A1:Mid Exam	Individual	Written –L3 level	20
A2: Coursera/ Case Discussion	Individual	Assignment L4	10
A3: Surprise Quiz/ Assignment	Individual	Online test – L3 level	20
A4: 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.

## Teaching and learning resources

### TEXTBOOK

1. AvatarSingh,"BusinessLaws",EasternBookCompany,Lucknow,2014

### REFERENCES

1. Maheswari & Maheswari, “Business Laws”, Himalaya Publishing Company, New Delhi,2013
2. Akhileshwar Pathak, “Legal Aspects of Business”, Pearson, New Delhi, 2014

## **JOURNALS**

1. Business Law Reports
2. Journal of Institute of Management Accountant

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Visakhapatnam – 45.

<b>Course Code: MMB 721</b>	<b>Course Title: IT for Management (100% Internal Assessment)</b>	
<b>Semester: I</b>	<b>Course Type: Core</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear: 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, and Working with Charts

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

Working with Functions: Text Functions, Logical Functions, Lookup Functions, Date and Time Functions, Math and Statistical Functions

### **Unit III (11 sessions) (CO2, CO3, L2, L3 & L4)**

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

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

Macros: Usage of Macros, Recording Macros, Basics of VBA, 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:

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

### Assessment methods

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

### Mapping COs-Blooms levels- Assessment Tools

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

### Learning and teaching activities

Online sessions, Application cases, Demonstration, Lab Sessions

### Teaching and learning resources

Computer Lab, MS Excel software, Excel sheets, Textbooks, E-books, Reference Materials, Web resources.

## **CO PO Mapping**

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

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

## 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 -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.





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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</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 Assignments problems whereas Game theory, Simulation and Network models are covered in probabilistic models.

### **Course Objectives:**

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

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

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

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

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

Linear Programming – Introduction to simplex method, slack & surplus variables, solution by Simplex method, sensitive analysis and duality. Analyzing the solutions through Excel-SOLVER.

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

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

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

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

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

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

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

	<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

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

### Learning and teaching activities

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

### Teaching and learning resources

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

### Books for Reference:

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

## **CO PO Mapping**

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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</b>	<b>Batch/Academic Year: 2020-2021</b>	
<b>Course Leader: Dr.K.LubzaNihar</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 - Time value of money – PV and FV in case of lump sum cash flows, Annuities and Uneven Cash flows- 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 cash flows 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/Online course	Individual	Viva/Presentation on completion of the course -L3.L4 levels	10
A3	Case study/ Project/ Assignment	Group/ Individual	Discussion and Presentation -L4,L5 levels	20
A4	End-term examination	Individual	Written - L2, L4, L5 levels	50

## Mapping COs-Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

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

### CO PO Mapping

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<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</b>	<b>Academic year: 2019-20</b>	
<b>Course Leader: Dr. B Padma Narayan</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

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

#### **UNIT-I:**

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



## UNIT-II

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

## UNIT-III

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

## UNIT-IV

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

## UNIT-V

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

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

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

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

## Assessment methods

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

## Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	11. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1, A3)			
Procedural Knowledge				CO2(A3), CO3(A3)	CO4 (A2)	
Meta Cognitive Knowledge						

## Learning and teaching activities

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

## Teaching and learning resources

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

## CO PO Mapping

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<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: Prof. Ch. Venkataiah</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.

### **Course Objectives:**

Therefore, this course is designed to:

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

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

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

#### **Introduction to Operations & Operations Strategy**

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

#### **UNIT – II (8 Sessions)(CO2, L2& L3)**

#### **Designing Operations**

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

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

#### **Planning and Control of Operations – I**

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

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

#### **Planning and Control of Operations – II**

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

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

#### **Quality Management**

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

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

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

	<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	Presentation	10
<b>A3</b>	Case/Project	Group	Presentation & Report	20
<b>A4</b>	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)	CO1 (A1, A3), CO5 (A4)	
Meta Cognitive Knowledge						

### Learning and teaching activities

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

### Teaching and learning resources

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

### CO PO Mapping

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<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: 2020-2021</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**

- 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.

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

#### **UNIT-I (6 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 (6 sessions) (CO2, L2 & L3):**

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

## **UNIT-III (6 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 (6 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 (6 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

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

## Mapping COs - Blooms levels- Assessment Tools

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

## Learning and teaching activities

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

## Teaching and learning resources

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

## CO PO Mapping

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<b>Course Code:MMB 712</b>	<b>Course Title: Human Resource 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: 2020-2021</b>	
<b>Course Leader: Dr. Sowdamini</b>		

### **Course description and Course Outcomes**

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

### **Course Objectives**

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

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

#### **Unit I (10 sessions) (CO1,L2)**

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

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

Procurement: Job Analysis, Job Design, Job Evaluation Human Resource

Planning, Recruitment, Selection, on boarding.

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

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

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

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

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

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

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

	Course Outcomes (COs)	Assessment
<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

	Task	Task Type	Task mode	Weightage (%)
<b>A1</b>	Mid exam (one)	Individual	Written –L3 level	20
<b>A2</b>	Coursera	Individual	Certificate/Assignment	10
<b>A3</b>	Survey/GD/Presentation / Role plays(one/Group)	Group	Report/Presentation(8-10 pages) – L4 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						

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

### **Learning and teaching activities**

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

### **Teaching and learning resources**

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

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

### **TEXT BOOK**

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

### **REFERENCES**

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

### **JOURNALS**

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

### **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)**  
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(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: Prof. Ashok Karri</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**

1. To gain an overall perspective on the nature of human relationships and its impact on communication
2. To understand the communication-process model to appreciate organizational communication
3. Analyze the effectiveness of human communication in terms of intrapersonal and interpersonal variables of interpersonal communication
4. 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
5. Learn to attain and develop interpersonal influence and influence others to develop and utilize their talents

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

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

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

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

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

### UNIT III: (10 Sessions) CO3, L5

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

### UNIT IV: (10 Sessions) CO4, L4

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

### UNIT V: (10 Sessions) CO4, L4

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

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

	Course Outcomes (COs)	Assessment
<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
<b>Factual knowledge</b>						

<b>Conceptual knowledge</b>		<b>CO1 (A1, A2, A3)</b>				
<b>Procedural knowledge</b>		<b>CO2 (A2, A3)</b>		<b>CO4 (A1, A3)</b>	<b>CO3 (A1, A3)</b>	
<b>Meta cognitive knowledge</b>						

### **Learning and teaching activities**

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

### **Teaching and learning resources**

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

### **TEXT BOOK**

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

### **REFERENCES**

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

### **JOURNALS**

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

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Visakhapatnam – 45.

<b>Course Code: MMB 716</b>	<b>Course Title: Innovation &amp; Entrepreneurship</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 -21</b>	
<b>Course Leader:</b>		

### **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**

#### **Unit I : (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

## **Unit II : (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.

## **Unit III: (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.

## **Unit IV : (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.

## **Unit V : (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.

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>	Coursera	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

<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>	CO1 (A1,A4)	C05 (A1,A4)				
<b>Conceptual knowledge</b>		CO2 (A1,A3)		CO2 (A1, A2)		
<b>Procedural knowledge</b>			CO3 (A1,A2)		CO3 (A1, A2)	
<b>Meta cognitive knowledge</b>					CO4 (A2, A4)	CO4 (A2, A4)

### Learning and teaching activities

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

## Teaching and learning resources

### *Textbook*

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

### **Other Books**

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

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

### **Journals**

- Shane, S., & Venkataraman, S. 2000. The Promise of Entrepreneurship as a Field of Research. *Academy of Management Review*, 25(1): 217-226.
- Shane, S. 2012. Reflections on the 2010 AMR Decade Award: Delivering on the Promise of Entrepreneurship as a Field of Research. *Academy of Management Review*, 37(1): 10-20.
- Murphy, P. J., Liao, J., & Welsch, H. P. 2006. A conceptual history of entrepreneurial thought. *Journal of Management History*, 12(1): 12-35.
- de Jong, J. P. J., & Marsili, O. 2015. The distribution of Schumpeterian and Kirznerian opportunities. *Small Business Economics*, 44(1): 19-35.
- Baron, R. A. 2006.
- Kirzner, I. 1999. Creativity and/or Alertness: A Reconsideration of the Schumpeterian Entrepreneur. *The Review of Austrian Economics*, 11(1-2): 5-17.
- Eckhardt, J. T., & Shane, S. A. 2003. Opportunities and Entrepreneurship. *Journal of Management*, 29(3): 333-349.

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

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### Semester -III

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

- Elective 1: EXIM Management is compulsory for IB, BFS and LSCM programmes
- Elective 2: Supply Chain Management is compulsory for LSCM programmes
- Elective 3: Student can select any elective from IB Basket
- Elective 4, 5 and 6: Student can select elective from any functional baskets except IB basket

### 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
3	MMB818	Foreign Language	1		1	50		50	1

## Elective Courses for in III Semester

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
<b>Instructor Lead Courses</b>										
<b><u>Finance</u></b>										
	MFI841	Elective	Financial Markets & Services	3		3	50	50	100	3
	MFI843	Elective	Security Analysis and Portfolio Management	3		3	50	50	100	3
	MFI845	Elective	Financial Statement Analysis	3		3	50	50	100	3
	MFI847	Elective	Fundamentals of Financial Services (CISI – 1)	3		3	50	50	100	3
	MFI849	Elective	Retail Bank Management	3		3	50	50	100	3
	MFI851	Elective	Securities Market Operations	3		3	50	50	100	3
<b>Marketing</b>										
	MMK841	Elective	Consumer Behaviour	3		3	50	50	100	3
	MMK843	Elective	Advertising & Brand Management	3		3	50	50	100	3
	MMK845	Elective	Sales & Distribution Management	3		3	50	50	100	3
	MMK847	Elective	Retail Management	3		3	50	50	100	3
	MMK849	Elective	Digital Marketing	3		3	50	50	100	3
	MMK851	Elective	Marketing Metrics	3		3	50	50	100	3
<b>Human Resource Management</b>										
	MHU841	Elective	Learning and Development	3		3	50	50	100	3
	MHU843	Elective	Employee Welfare and Labour Administration	3		3	50	50	100	3
	MHU845	Elective	Employment Laws -1	3		3	50	50	100	3
	MHU847	Elective	Compensation Management	3		3	50	50	100	3
	MHU849	Elective	Human Resource Value Proposition	3		3	50	50	100	3
	MHU851	Elective	Performance Management	3		3	50	50	100	3

<b>Operations &amp; Business Analytics</b>										
	MOP841	Elective	Production Planning and Control	3		3	50	50	100	3
	MOP843	Elective	Supply Chain Management	3		3	50	50	100	3
	MOP845	Elective	Project Management	3		3	50	50	100	3
	MAN841	Elective	Decision Support System	3		3	50	50	100	3
	MAN843	Elective	Data Analysis with R	3		3	50	50	100	3
	MAN845	Elective	Data Analysis with Advanced Excel	3		3	50	50	100	3
	MAN847	Elective	Data Warehousing	3		3	50	50	100	3
	MAN849	Elective	Data Analysis with SAS	3		3	50	50	100	3
	MAN851	Elective	Machine Learning - 1	3		3	50	50	100	3
<b>International Business</b>										
	MBI841*	Elective	EXIM Management*	4		4	50	50	100	4
	MBI843	Elective	International Economics	3		3	50	50	100	3
	MBI845	Elective	Geopolitical Environment & International Business	3		3	50	50	100	3
	MBI847	Elective	International Marketing Management	3		3	50	50	100	3
	MBI849	Elective	Cross Cultural Management	3		3	50	50	100	3
	MBI851	Elective	Financial Institutions & Markets	3		3	50	50	100	3
	MBI853	Elective	Banking Theory & Practices	3		3	50	50	100	3
	MBI855	Elective	Forex Management & Derivatives	3		3	50	50	100	3
	MBI857	Elective	International Trade Logistics	3		3	50	50	100	3
	MOP843	Elective	Supply Chain Management	3		3	50	50	100	3
	MBI861	Elective	Freight Forwarding and Custom Clearance	3		3	50	50	100	3





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<b>Course Code: MBI 801</b>	<b>Course Title: International Business Strategy</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: Prof Raja Phani Pappu</b>		

### **Course Description**

International business may have some common fundamentals with domestic business, but the application and approach of theory and practice makes case of detailed study. International business comprises an environment affected by cultural, political, economic and strategic relations between different nations. This is further compounded by the overall impact of health of global economy. Decisions like market entry, investment, transactions and many more have to be taken by proper evaluation. As it is a major proportion of the world's total business, most managers need to approach business with an international outlook.

### **Course Objectives**

- This course covers international business functions, operations, and strategic practices.
- The course focuses on the development of skills to understand the issues that managers face in operating in international markets and supply chains.
- Students will develop an understanding of the constraints and advantages in developing a new overseas market and managing existing offshore operations with new challenges.
- This course analyses how multinational firms leverage their capabilities and competencies to create competitive advantages in international and global markets.
- It helps the students understand the International business strategies.

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

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

**INTRODUCTION: INTERNATIONAL BUSINESS** Key Concepts, Features of International Business. Globalization – forces and dangers. Firms' need for International Business. Modes of Operations in International Business. Differences between Domestic and International Business, Global Firms, E-Business in the online world

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

**INTERNATIONAL BUSINESS ENVIRONMENT**

Behavioral practices affecting International Business. Dealing with cultural differences. International political environment and risks. International legal environment and issues. Features of an Economy. Integrating Economic Analysis. Foreign Direct Investment (FDI) and its impact. Multinational Enterprise (MNE) and its impact. Ethical behavior, corporate bribery, and sustainability, Understanding Emerging Markets, Regional Economic Integration, International Monetary and Financial Environment.

**Unit III (6 sessions)(CO2, CO3, CO5, L12, L3 & L4)**

**INTERNATIONAL BUSINESS ENVIRONMENT**

Behavioral practices affecting International Business. Dealing with cultural differences. International political environment and risks. International legal environment and issues. Features of an Economy. Integrating Economic Analysis. Foreign Direct Investment (FDI) and its impact. Multinational Enterprise (MNE) and its impact. Ethical behavior, corporate bribery, and sustainability, Understanding Emerging Markets, Regional Economic Integration, International Monetary and Financial Environment.

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

**STRATEGY AND OPPORTUNITY ASSESSMENT FOR THE INTERNATIONAL ENVIRONMENT**

Global Strategy and organization, Market Opportunity Assessment

**Unit V (6 sessions)(CO3, CO4, CO5, L3, L4 & L5)**

**FUNCTIONAL AREA EXCELLENCE**

Marketing in the Global Firm, Human Resource Management, Financial Management and Accounting

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the issues that managers face in operating in international markets and supply chains	A1
CO2	Explore the constraints and advantages in developing a new overseas market	A3

CO 3	Analyze how multinational firms leverage their capabilities and competencies	A2
CO 4	Apply business strategy to create competitive advantage in organization	A2
CO5	Helps the students understand the International business strategies	A4

## Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera / online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50

## Mapping COs - Blooms levels- Assessment Tools

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

## Learning and teaching activities

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

## Teaching and learning resources

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- International Business Strategy. 2013. Alain Verbeke. 2/e. Cambridge University Press. Delhi. ISBN: 9781107683099
- International Business Strategy, Management and the New Realities, S Tamer Cavusgil, Gary Knight and John R Riesenberger, Pearson Education

## **CO PO Mapping**

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



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

<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</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 mind set 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:**

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

## **Course outline and indicative content**

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

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

### **Unit II (8 Sessions) (CO2, L5)**

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

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

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

### **Unit IV (8 Sessions) (CO4, L6)**

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

### **Unit V (8 Sessions) (CO5, L6)**

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

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

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

	Course Outcomes	Assessment
CO1	Appraise the importance of personal and professional ethics (L4)	A1, A3 & A4
CO2	Explain why ethical decision making is vital in building successful business organisations.( L5)	A1, A2, A3& A4
CO3	Differentiate ethical issues in important functional areas of business. (L4)	A1, A2, A3& A4
CO4	Interpret the issues and emerging trends in corporate governance. (L6)	A1, A3& A4
CO5	Appraise importance of the board in corporate governance. (L6)	A3& A4

### 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:**

- Richard T. DE George, “Business Ethics”, 7<sup>th</sup> Ed., Pearson, New Delhi, 2011
- Fernando, A. C., “Business Ethics an Indian Perspective”, 3<sup>rd</sup> Ed., Pearson, New Delhi 2019

### **References:**

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

### **Journals**

- Economic and Political Weekly, SameekshaTrust, Mumbai.
- GITAMJournal of Management, GITAM Institute ofManagement, GITAM University
- Harvard Business Review, Harvard Business School, USA.



## **CO PO Mapping**

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Visakhapatnam – 45.

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

### **Course Description**

To provide the student an overview of financial markets and services in India and to familiarize them with important fee and fund based financial services in India. To make learner understand modern financial markets. Central themes are the structure of financial markets, their pricing function, the interaction between financial markets and macro-economic conditions, and the process of innovation and regulation in these market.

### **Course Objectives:**

- To familiarize student for the study in market efficiency and the interaction between government policies and financial market
- The course will consider the stress on financial instruments, markets in which they are traded, and attendant structures.

### **Course Objectives:**

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

## **Course outline and indicative content**

### **UNIT-I**

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

### **UNIT-II**

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

### **UNIT-III**

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

### **UNIT-IV**

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

### **UNIT-V**

Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL. NAV calculation – Sharpe, Jensen, Treynor models

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

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

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

### Assessment methods

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

### Mapping COs - Blooms levels- Assessment Tools

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

### Teaching and learning resources

#### Suggested Books

- Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi

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

### **Learning and teaching activities**

#### **CO PO Mapping**

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

<b>Course Code: MFI 843</b>	<b>Course Title: Security Analysis and Portfolio Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA (2020-21) Admitted Batch</b>		
<b>Course Leader: Prof. M.S.V Prasad</b>		

### **Course Description**

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

### **Course Objectives**

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

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

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

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

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

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

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

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

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

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

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

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

### **Course Outcomes (CO):**

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

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

### **Assessment methods**

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

## Mapping COs-Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

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

- Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Publishing House, 201
- Ranganatham, M., and Madhumathi, R., “Investment Analysis & Portfolio Management”, Pearson, New Delhi, 2012
- Fisher & Jordon, “Security Analysis and Portfolio Management”, Tata Mc-Graw Hill, New Delhi, 2008
- Edwin J Elton, Martin J Gruber, Stephen J Brown & William N



Goetzmann, “Modern Portfolio Theory and Investment Analysis”,  
Wiley, New Delhi, 2014

- V.K Bhalla, “Investment Management”, S.Chand& Company  
Pvt,Ltd.,New Delhi, 2014

### **Journals**

- Harvard Business Review, Harvard Business School Publication Co.  
USA
- Vikalpa, Indian Institute of Management, Ahmedabad
- GITAM Journal of Management, GITAM Institue of Management,  
GITAM deemed to be university, Visakhapatnam

### **CO PO Mapping**

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Relevance**



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Visakhapatnam – 45.

<b>Course Code: MFI 845</b>	<b>Course Title: Financial Statements Analysis</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s): MBA</b>	<b>Batch/ AcademicYear:2020-21 admitted batch</b>	
<b>Course Leader: MSV Prasad</b>		

### Course Description

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

### Course Objectives:

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

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

### Course outline and indicative content

#### Unit I (CO1, L2)

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

## Unit II (CO2, L2, L6)

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

## Unit III (CO3, L4, L5,)

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

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

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

## Unit V (CO2, L2, L3, L6)

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

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

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

## Assessment methods

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

## Mapping COs - Blooms levels- Assessment Tools

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

## Learning and teaching activities

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

## Teaching and learning resources

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

## CO PO Mapping

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Visakhapatnam – 45.

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

### **Course Description**

CISI is a recognized UK body that offers specific courses catering to the financial industry, which is highly sought out by banking industry. While taking this module, students should register with CISI to obtain training material and complete the online test to obtain certification from CISI.

### **Course Objectives**

- This module will provide introduction to the basic instruments like equities, bonds etc. and their characteristics.

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

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

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

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

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

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

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

#### **Unit IV (9 Sessions) (CO4, L4)**

Derivatives-terminology, types, uses, applications and Markets-stock exchanges, role of stock exchanges-index-DJIA, S&P 500, FTSE100, Nikkei  
**Unit V (9 Sessions) (CO5, L5, L6)**

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

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

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

### Assessment methods

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

### Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### **Teaching and learning resources**

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

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

### **Reference books:**

CISI: Fundamentals of Financial Services

### **References**

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

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Visakhapatnam – 45.

<b>Course Code: MFI 849</b>	<b>Course Title: Retail Bank Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader: Dr. Radha Raghuramapatruni</b>		

### **Course Description**

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

### **Course Objectives**

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

### **Course outline and Indicative Content**

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

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

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

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



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

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

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

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

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

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

Case Analysis (Not Exceeding 200 words)

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

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

### **Assessment methods**

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

## Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

### References:

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

### Journals:

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

## **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MFI 851</b>	<b>Course Title: Securities Markets &amp; Operations</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (2020-21) Admitted Batch</b>		
<b>Course Leader: Dr. Kasturi G</b>		

### **Course Description**

This course is intended to provide a general overview of capital markets, financial instruments, and investment process.

### **Course Objectives:**

- To familiarize the students about SEBI and other regularities and its rules to understand the activities and procedures of Security Market and its mechanism.
- To acquaint the knowledge about funds mobilized through various sources and instruments of Financial Market.

### **Course outline and indicative content Unit I (9 Sessions) (CO1, CO3, L2, L4)**

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

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

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

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

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

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

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

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

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

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

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

**Assessment Methods:**

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

## Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1,CO3 A1,A2, A3,A4	CO5 A3, A4	CO2 A1,A3, A2,A4		
Procedural Knowledge			CO5 A3, A4	CO3, CO5 A1,A2, A3,A4	CO5, CO6, A4,A3	
Meta Cognitive Knowledge						CO4, A3

### Learning and teaching activities

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

### Teaching and learning resources

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

### CO PO Mapping

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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</b>	<b>Batch/Academic Year: 2020 -2022</b>	
<b>Course Leader: Dr. Suresh Siriseti</b>		

### **Course Description**

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

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

### **Course Objectives:**

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

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

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

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

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

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

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

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

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

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

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

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

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

	<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.	



## Assessment methods

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

## Mapping COs - Blooms levels- Assessment Tools

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

## Learning and teaching activities

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

## Teaching and learning resources

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

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

## Text Book Prescribed:

Noe, Raymond A. and Kodwani, Amitabh Deo. Employee Training and Development, McGraw Hill Education India, 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

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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): MBA</b>		<b>Batch/Academic Year:2020-2022</b>
<b>Course Leader: Prof. YVVSSS Vara Prasad</b>		

### **Course Description**

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

### **Course Objectives:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### Assessment methods

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

#### Mapping COs - Blooms levels- Assessment Tools

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

<b>Procedural knowledge</b>			CO2 (A2 & A4)	CO3 (A2&A4)	CO4 (A2 & A4)	
<b>Meta cognitive knowledge</b>				CO4 (A2, A3 & A4)	CO5 (A2, A3 & A4)	

### **Learning and teaching activities**

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

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

### **Teaching and learning resources**

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

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

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

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Visakhapatnam – 45.

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

### **Course Description**

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

### **Course Objectives:**

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

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

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

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

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

The Industrial Disputes Act, 1947

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

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

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

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

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

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

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

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

### Assessment methods

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

### Mapping COs-Blooms levels- Assessment Tools:

Knowledge dimension / Cognitive dimension	I1. 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.,

## **Teaching and learning resources**

### **TEXT BOOK**

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

### **REFERENCES**

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

### **JOURNALS**

Labour Law Reporter Labour Law Journal

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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</b>	<b>Batch/Academic Year:2020-2022</b>	
<b>Course Leader: Dr K V Sandhyavani</b>		

### Course Description

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

### Course Objectives:

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

### Course outline and indicative content

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

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

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

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

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

**Executive Remuneration:** Concept; Criteria for fixing executive remuneration  
Unique features of Executive Remuneration; Why managers should be paid more; CEO's compensation package; New developments in CEO's compensation.

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

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

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

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

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

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

### Assessment methods

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

## Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

### REFERENCES

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

### JOURNALS

1. GITAM Journal of Management, Visakhapatnam
2. Harvard Business Review, New Delhi.
3. HRM Review, Hyderabad Human 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**



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Visakhapatnam – 45.

<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**

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

### **Course Objectives**

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

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

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

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

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

**External and Internal:** External business realities; Technology; Economic and Regulatory Issues; workforce demographics external stake holders; 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.

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

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

**Assessment method**

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

## Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

### Teaching and learning resources

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

### References:

1. Dave Ulrich and W. Brockbank, The HRValue Proposition; HarvardBusiness review press; New Delhi, 2013.
2. DaveUlrich;HumanResourceChampionsHBRPress;1995
3. DaveUlrich,W.Brockbank;CompetenciesfortheNewHR;Society for HRM, University of MichigaPress :2005.

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Visakhapatnam – 45.

<b>Course Code: MFI 851</b>	<b>Course Title: Securities Markets &amp; Operations</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA (2020-21) Admitted Batch</b>		
<b>Course Leader: Dr. Kasturi G</b>		

### **Course Description**

This course is intended to provide a general overview of capital markets, financial instruments, and investment process.

### **Course Objectives**

- To familiarize the students about SEBI and other regularities and its rules to understand the activities and procedures of Security Market and its mechanism.
- To acquaint the knowledge about funds mobilized through various sources and instruments of Financial Market.

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

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

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

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

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

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



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

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

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

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

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

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

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

**Assessment Methods:**

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

**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>		<b>CO1,CO3 A1,A2, A3,A4</b>	<b>CO5 A3, A4</b>	<b>CO2 A1,A3, A2,A4</b>		
<b>Procedural Knowledge</b>			<b>CO5 A3, A4</b>	<b>CO3, CO5 A1,A2, A3,A4</b>	<b>CO5, CO6, A4,A3</b>	
<b>Meta Cognitive Knowledge</b>						<b>CO4, A3</b>

### **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.

### **CO PO Mapping**

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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</b>	<b>Batch/Academic Year: 2020 -2022</b>	
<b>Course Leader: Dr. Suresh Siriseti</b>		

### **Course Description**

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

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

### **Course Objectives:**

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

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

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

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

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

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

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

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

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

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

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

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

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

	<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.	

## Assessment methods

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

## Mapping COs - Blooms levels- Assessment Tools

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

## Learning and teaching activities

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

## Teaching and learning resources

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

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

## Text Book Prescribed:

- Noe, Raymond A. and Kodwani, Amitabh Deo. Employee Training and Development, McGraw Hill Education India, 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

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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): MBA</b>		<b>Batch/Academic Year:2020-2022</b>
<b>Course Leader: Prof. YVVSSS Vara Prasad</b>		

### **Course Description**

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

### **Course Objectives:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Assessment methods**

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

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

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



<b>Meta cognitive knowledge</b>				CO4 (A2, A3 & A4)	CO5 (A2, A3 & A4)	
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### **Learning and teaching activities**

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

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

### **Teaching and learning resources**

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

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

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

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Visakhapatnam – 45.

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

### **Course Description**

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

### **Course Objectives:**

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

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

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

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

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

The Industrial Disputes Act, 1947

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

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

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

The Factories Act, 1948 and the Contract Lab our (Regulation and Abolition)

Act, 1970.

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

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

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

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

### Assessment methods

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

### Mapping COs-Blooms levels- Assessment Tools:

Knowledge dimension / Cognitive dimension	11. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1, A2 A3)			
Procedural Knowledge				CO2 (A2, A3,A4) CO3 (A2, A3, A4)	CO4 (A3, A4) CO5(A3, A4)	
Meta Cognitive Knowledge						

## **Learning and teaching activities**

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

## **Teaching and learning resources**

### **TEXT BOOK**

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

### **REFERENCES**

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

### **JOURNALS**

Labour Law Reporter Labour Law Journal

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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</b>	<b>Batch/Academic Year:2020-2022</b>	
<b>Course Leader: Dr K V Sandhyavani</b>		

### Course Description

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

### Course Objectives:

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

### Course outline and indicative content

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

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

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

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

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

**Executive Remuneration:** Concept; Criteria for fixing executive remuneration  
 Unique features of Executive Remuneration; Why managers should be paid more; CEO's compensation package; New developments in CEO's compensation.

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

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

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

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

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

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

**Assessment methods**

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

## Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

### REFERENCES

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

### JOURNALS

1. GITAM Journal of Management, Visakhapatnam
2. Harvard Business Review, New Delhi.
3. HRM Review, Hyderabad Human Capital, New Delhi

4. Personnel To-day, Kolkata
5. NHRD Review, New Delhi.

### **CO PO Mapping**

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





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Visakhapatnam – 45.

<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**

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

### **Course Objectives**

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

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

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

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

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

**External and Internal:** External business realities; Technology; Economic and Regulatory Issues; workforce demographics external stake holders; 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.

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

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

### Assessment method

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

### Mapping COs - Blooms levels- Assessment Tools

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

<b>Conceptual knowledge</b>		CO2 (A1, A2 & A4)	CO2 (A1, A2 & A4)			
<b>Procedural knowledge</b>			CO2 (A2, & A4)	CO3 (A2&A4)	CO4 (A2 & A4)	
<b>Meta cognitive knowledge</b>				CO4 (A3& A4)	CO4 (A3& A4)	

### **Learning and teaching activities**

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

### **Teaching and learning resources**

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

### **Teaching and learning resources**

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

### **References:**

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

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Visakhapatnam – 45.

<b>Course Code: MHU 851</b>	<b>Course Title: Performance Management</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: Dr. Suresh Siriseti</b>		

### **Course Description**

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

### **Course Objectives:**

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

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

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

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

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

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

Theories of Goal Setting and Corporate and Individual levels of goal setting – Expectancy Theory.

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

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

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

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

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

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

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

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

**Assessment methods**

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

## Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

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

### Text Book Prescribed:

- Kohil A. S., & Deb, T., “Performance Management”, OXFORD University Press, New Delhi, 2008.
- Herman Aguinis, “Performance Management”, Pearson, New Delhi, 2008.
- Michael Armstrong and Angela Baron, “Performance Management”, Jaico Publishing House, Mumbai, 2009.
- Rao, T. V., “Performance Management and Appraisal Systems”, Response books, New Delhi, 2007.

**Journals:**

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

**CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MBI 841</b>	<b>Course Title: EXIM Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 4</b>
<b>Home Programme(s): MBA</b>		<b>Batch/Academic Year: 2020-22</b>
<b>Course Leader: Dr. S. Sri Lalitha</b>		

### **Course Description**

The opportunities and challenges presented by the increasing internationalization of business is in need of knowledgeable professionals/managers in international trade.

### **Course Objectives**

- The course aims to provide a comprehensive view of Export-Import Management
- Relevant procedures with practical inputs are given to understand the operational procedures and documentation formalities
- To enable student to be an integral part of Export-Import Management division of any organization
- To enable the students to efficiently manage processing of export orders and import clearances with an understanding of; International Trade practices aligned with World Trade Organization (WTO), World Customs Organization (WCO), International Trade Control and Harmonizing System (ITC HS) Norms, Export Inspection Agency (EIA) norms.
- Explore the role of Export organization in promoting trade.

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

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

Foreign Trade Policy/Trade Policy framework- Objectives of FT Policy, Policy Overview. Export Promotion: Export Facilities & Incentives and Status holders and Export Zones.

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

Export contract, Terms of Delivery, INCOTERMS 2010, Payment Terms: Documentary Collection & Export Costing, Export Finance, Documentary



Credits, UCPDC 600, URC 522.

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

Key Risks in International Trade, Transit Risks & Contract of cargo insurance, Credit & Country Risks Management, Export Credit Insurance. Role of ECGC

**Unit IV (6 sessions)(CO3, CO4, CO5, L13 & L4)**

Export documentation, Need and importance of documentation, Study of different documents, A step-by-step approach to export cargo shipment

**Unit V (6 sessions)(CO3, CO4,CO5,L3, L4 & L5)**

Imports, Regulations, Open General and Special Licenses, Customs Act 1962, Rules of origin, Valuation, Assessment procedure Customs Tariff, Import Clearance procedure: Documentation, CHA

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the role of exports and imports process in international business.	A1
CO2	Explore the role of export management and trade procedures in international trade.	A3
CO 3	Evaluate strategies and solutions to problems in export markets and export incentives schemes.	A2
CO 4	Understand the risks in export cargo loss and tampering the cargo and evaluate mitigation strategies.	A2&A4
CO5	Understand the role of Export organization in promoting trade.	A4

**Assessment Methods**

<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1Mid Exam	Individual	Written	20
A2 Coursera/online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/ Groups	Presentations, Report	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>

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

### **Learning and teaching activities**

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

### **Teaching and learning resources**

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

### **CO PO Mapping**

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<b>Course Code: MBI 843</b>	<b>Course Title: International Economics</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/AcademicYear:2020-22</b>	
<b>Course Leader: Dr. RadhaRaghuramapatruni</b>		

### **Course Description**

Focuses on international trade in goods, services, and capital. Further gives useful insights on trade operations, international management, international economics and finance, and international competence.

### **Course Objectives:**

The objective of the course is to understand, analyze, and examine the following:

- The factors that determine trade between countries: labor productivity, labor intensity, technology, skills, etc.; protectionism and new trade policies of developed and developing countries;
- Impact of global trade patterns on developing countries including
- Impact of exchange rate regime and global financial crisis on trade;
- The new world trading system, International markets, and its implications on the developing world.
- To understand the regulatory framework of the International economy.

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

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

Trade Patterns: Mercantilism and New Mercantilism; Explanations of trade patterns – absolute and comparative advantage – wage rates and labor productivity – factor endowments; innovations and R&D; intra industry trade; tariffs and effective rate of protection. Trade and Labor Market. (Case: Germany’s Competitiveness)

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

Emerging Markets: Impact of Quantitative Easing (QE) and its tapering on emerging markets – short-term capital movements – impact on exchange

rates - scope for coordination with developed economies; Exchange rate changes and impact on trade – Elasticities (Marshall-Lerner condition and empirical estimates) – lags in impact (J-curve).

(Case: Recent Terms of Trade of Developing Countries)

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

Trade and Development, and WTO Issues: Global trade; Trade as engine of growth debate - adding-up problem and flying-geese model; terms of trade of developing economies and relation with balance of trade (S-curve); Regional economic arrangements; WTO issues - functions and basic principles - anti- dumping, subsidies and countervailing duties, safeguards - agriculture – GATS TRIPS - plurilateral agreements.

(Cases: Flying Geese Model of Trade, ADD on India Shrimps, GI Status for Indian Products)

**Unit IV (6 sessions)(CO3, CO4, CO5, L13& L4)**

Growth and Strategy: Global economic slowdown – world economic crises – Global governance - the Great Recession (double-dip recession) - Euro zone crisis; capitalism and rising inequality; middle-income trap (between low-skills and innovation) - e. g. China; Resurgence of Japan; Rise of Africa; Future of BRICS.

(Case: Greece Debt Crisis – Facts)

**Unit V (6 sessions)(CO3, CO4, CO5, L3, L4 & L5)**

Global Finance: International monetary system – Bretton Woods - fixed vs. flexible exchange rates - International financial architecture; International capital movements; Renminbi as an international currency; Management of foreign exchange reserves – investing in US Treasury Bills – Chiang Mai Initiative. (Case: India’s Exports of Select Products & Exchange Rate)

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the regulatory and policy frameworks of Global Economy.	A1
CO2	To understand the economic and business environment of the world economy	A3
CO3	To identify the prospects and challenges of the Global Business Environment	A2
CO4	Understand the evolution and progress of International Trade theories.	A3
CO5	Understand the regulatory framework of the International economy.	A4

## Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1 Mid Exam	Individual	Written	20
A2 Coursera/online course	Individual	Online learning and assessment	10
A3 Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

## Mapping COs - Blooms levels- Assessment Tools

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

- Dominick Salvatore, *International Economics*, (John Wiley, Latest Edition)
- Krugman & Obstfeld, *International Economics*, (Pearson Education)
- Sprinkle & Sawyer, *International Economics* (Eastern Economy Edition)
- Kumagai, Satoru (2008), *A Journey through the Secret History of the Flying Geese*

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<b>Course Code: MBI 845</b>	<b>Course Title: Geopolitical Environment &amp; International Business</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year:2020-22</b>	
<b>Course Leader: Dr. Radha Raghuramapatruni</b>		

### Course Description and Course Objectives

- To have a grasp of geostrategic analysis of major world regions.
- To develop your ability to effectively and authoritatively research and present executive summaries of geopolitical trends and issues in the world arena.
- Learning the ways to operate business in global environment, and how different countries offer business opportunities and the strategies to adopt in the context of environmental perspectives.
- Students will be trained to have hands on experience by exposing to real time case studies and articles of importance appeared in Press in the field of geo-politics and international business.
- They would be able to assess, understand the geo political situation of the world

### Course Outline and Indicative Content

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

Classical Geopolitics, Critical Geopolitics & Environmental Geopolitics, Borders & Borderlands, Politics of Globalization, Trans-Atlantic Alliance and anti-Americanism of Europe.

#### Unit II (6 session)(CO2, L2& L3)

Central Asia and New Silk Road (Eurasian Corridor), Geopolitical value of Afghanistan; Pathan Homeland; Durand Line; Pipeline Crossroads. Heartland and Rimland: Siberia, the Caucasus, and Sino-Russian political geography (Fortress Russia). Analyzing the power potential of Eurasia using geographical position, area, and physiography. Choke points: Kyber Pass, Bolens Pass, Chumbi, Roof of the World, Great Northern Wall. Himalayan Watershed (Mother of all the great rivers of South, Southeast and East Asia). Boundary

disputes in South Asia- India, Pakistan and China (Kashmir; Sino- Indian Frontier. Case Study: Arunachal Pradesh

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

North American Free Trade Agreement (NAFTA), Organization of the Petroleum Exporting Countries (OPEC) and the Organization of Arab Petroleum Exporting Countries (OAPEC) Organization n Gulf Cooperation Council (GCC and Arabian Gulf States), North American Treaty Organization (NATO) World Trade Organization (WTO). Organization of the Islamic Conference (largest world religious organization. Case Study: OPEC

**Unit IV (6 sessions)(CO3, CO4, CO5, L13 & L4)**

Atlantic Ocean—Atlantic Community Majority of world’s shipping and trade. Pacific Ocean—Majority of world’s population and land area (Pacific Basin). Indian Ocean—Geopolitically hot (Arabian Gulf, Read Sea, and Arabian Sea). South China Sea—Flash point involving Vietnam, China, Indonesia, and Philippines; Case Study: South China Sea

**Unit V (6 sessions)(CO3, CO4, CO5,L3, L4 & L5)**

Define Business Environment – Political, Economic, Social and Technology Environment

Challenges associated with environments and measures to mitigate risks Protectionist Tendencies & emerging trade norms. G8 & G20 groups.

Geopolitics and Financial markets: Euro currency market; Effect of geopolitics on financial market returns; Paradigms of political economy, Ideas and interest groups, imperialism and world system; Financial geography of Europe. Case study: Brexit & EU

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the significance and ways to enter and operate in Global Business Scenario	A1
CO2	To gain knowledge to explore the country and Region-specific Business environments by analysing risks associated and the appropriate measures to adopt under these contexts	A3
CO 3	To evaluate by themselves the supportive mechanisms available at various levels, and the ways to make use of these structures and forums	A2
CO 4	To examine major global and transnational issues that present major threats to national security, and political and economic stability of the world family of nation-states.	A3
CO5	Would be able to assess, understand the geo political situation of the world.	A4



## Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2Case / Project	Individual/Groups	Presentations, Report	20
A3 Coursera/online course	Individual	Online learning and assessment	10
A4 End-term exam	Individual	Written (short/long)	50
			100

## Mapping COs - Blooms levels- Assessment Tools

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

- International Business – environments and Operations-John D Daniels, Lee H Radebaugh, Daniel P Sullivan, Prashant Salwan –Published by Pearson Prentice Hall, published by Dorlin Kindersley (India) Pvt. Ltd, new Delhi, Twelfth edition 2010
- The Geopolitics of the Indo-Pacific edited by Pradeep Kaushiva Abhijit Singh Feb 2014 Knowledge World, New Delhi.
- Business Environment - Shaik Saleem, published by Pearson Education

in South Asia, Delhi, Feb 2008 (3 revised edition)

- Elements of International Business, - S N Chary, published by Willy India (P) Ltd, Edition 2006

### **CO PO Mapping**

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

<b>Course Code: MBI 847</b>	<b>Course Title: International Marketing Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear:2020-2022</b>
<b>Course Leader: Dr. Subrahmanyam A</b>		

### **Course Description**

The international markets are expanding rapidly touching the realms of economies across the globe. The scope of international marketing, needless to say, is at the pinnacle engulfing countless diversified, competitive and innovative products/services/events and experiences each day. The fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing. All this within the diverse economic, social and political environments of host and home economies is what makes this subject interesting, informative and prescriptive. Primarily aimed to equip the students with critical perspectives of the international marketing scenario. Throughout the course an emphasis is placed on an integration of theoretical concepts and real market situations.

### **Course Objectives:**

- To provide an understanding of the international marketing environment
- To impart knowledge to analyze the complex global markets
- To familiarize development of international competitive and cooperative strategies
- To equip with skills in framing international marketing mix strategies
- To update international marketing trends and practices

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

#### **Unit I (6 sessions) (CO1, CO2, CO3, L1 & L2)**

**Introduction to International Marketing:** Introduction to Global Marketing, Globalization and Global Marketing, Management orientations, Driving & restraining forces, Global Marketing Environment. Global culture environment.

#### **Unit II (6 sessions) (CO2,CO3,L2 & L3)**

**Global Market Research and Analysis:** Research requirements in International Marketing, Global marketing information system

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

**Developing Global Marketing Strategies:** Internationalization: Process & Theories, International Market Entry: Modes & Strategies, Firm Competitiveness in the International Market, Global Market Segmentation, Targeting and positioning.

**Unit IV (6 sessions) (CO2, CO5, L3 & L4)**

**Creating Global Marketing Programs:** : Global Product & Brand Strategy, Global Pricing Strategy, Global Distribution & Supply Chain Strategies, Global integrated marketing communications.

**Unit V (6 sessions) (CO3, CO4, L5)**

**Managing Global Marketing Operations:** Global organization and leadership: managing the global marketing effort, the future of global marketing: major trends and directions

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the International Marketing management concepts theories and principles	A1, A2, A3, A4
CO2	Evaluate the role of international marketer and his/ her responsibilities in international markets	A1, A3
CO 3	Demonstrate knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.	A1, A2, A3, A4
CO 4	Develop a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.	A3, A4
CO5	Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team.	A3

### **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> Course / Online Course	Individual	Coursera course /online Course – L3 level	10
<b>A3</b> Marketing Project	Group	Report (15-20 pages)–L5 level	20

A4End-term examination	Individual	Written (short/long) –L4 level	50
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### Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

### CO PO Mapping

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Visakhapatnam – 45.

<b>Course Code: MBI 849</b>	<b>Course Title: Cross Cultural Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear:2020-22</b>
<b>Course Leader: Dr. S. Srilalitha.</b>		

### **Course Description**

The international markets are expanding rapidly touching the realms of economies across the globe. It is concerned with managing different cultures – in particular, “people problems” that invariably arise in international business. Failure to understand and manage the differences in attitudes, values, and behaviours of those with whom managers interact in international business transactions consistently has been shown to be a major source of difficulties. The course addresses topics such as cross – cultural communication, cultural sensitivity, international business practices, and various national cultures and regional cultures and their approaches to management. The course includes lectures, presentations, case analyses, debates, workshop with panel discussion, and experiential exercise along with video clippings.

### **Course Objectives:**

The objectives of the course are to understand, analyse, and examine the following:

- Managing effectively across national and cultural boundaries in the international business is an important feature of corporations and the modern workforce facing today.
- Understanding the role of culture in an organizational processes and activities is an important aspect of modern management.
- A keen awareness and a high degree of cross-cultural competence in management are therefore key to the career success of both present and aspiring managers / professionals.
- The main aim of the course is to provide conceptual, theoretical and practical knowledge of cross-cultural management to the participants.
- This course aims to give an overview of cross-cultural management practices and it examines how culture is expressed.

## Course outline and indicative content

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

Culture – A management perspective

Definitions and Classification- Modalities of Cross-Cultural Dimensions- Hofstede's Cultural Dimensions- Hall's Cultural Dimensions -Religion and its Business Implication-A comparison of world views: East and West -The importance of World views and international management

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

Characteristics of Communication- Culture and Communication -Major Obstacles to Cross Cultural Communication- Non-verbal communication – across cultures –Hall and Hall's concept of Low and High Context communication - **Cross – Cultural Conflict** -Source and Type of Conflicts - Cross Cultural conflict and resolution

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

Defining leadership - Leadership and Authority -Behavioural Styles -Leadership in different cultures -Motivation and Culture

### Unit IV (6sessions)(CO3, CO4,CO5, L13 & L4)

**Organizational Culture in Multi-National Corporations (MNCs)**

-Organizational Culture & National Culture -Family culture - Eiffel Tower culture -Guided Missile culture -Incubator culture -Managing Multiculturalism and Diversity Phases of Multicultural Development.

### Unit V (6 sessions) (CO3, CO4, CO5,L3, L4 & L5)

**Managing across Cultures** - Cross – Cultural differences and similarities -Parochialism and Simplification -**Cultural differences in selected countries and regions** - Doing Business in China -Doing Business in India - Doing Business in France- Doing Business in Arab Countries Doing Business in Africa

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

	Course Outcomes	Assessment
CO1	Understand the various theoretical perspectives and practical approaches to dealing with culture, cultural difference, and cultural change within the framework of international business.	A1
CO2	Understand management practices followed in different cultures and countries	A3
CO3	Describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross – cultural management decision-making.	A2

CO4	Evaluate strategies to manage cultural challenges in an international business context and cross – cultural issues	A4
CO5	Presents an overview of cross-cultural management practices and it examines how culture is expressed.	A3 &A4

### Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera /online course	Individual	Online learning and assessment	10
A2 Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

### 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)	CO4 (A2 & A3)	CO3 (A1)		
Conceptual Knowledge			CO1 (A1)	CO3 (A3)		
Procedural Knowledge			CO4 (A2)	CO4 (A2 & A3)		
Meta Cognitive Knowledge		CO1, CO5 (A2)	CO5 (A3)	CO3 (A2, A4)	CO4 (A2, A4)	

### Learning and teaching activities

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

### Teaching and learning resources

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

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<b>Course Code: MBI 851</b>	<b>Course Title: Financial Institutions and Markets</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/Academic Year:2020-22</b>
<b>Course Leader: Guest Faculty</b>		

### **Course Description**

Financial markets, or markets for financial assets, play an important role in the efficient functioning of a market economy. Financial Institutions are any establishments that make these markets function efficiently.

### **Course Objectives:**

The objectives of the course are to understand, analyse, and examine the following:

- The course studies the fundamental principles that govern financial markets and institutions.
- The course attempt to understand the workings of the Banking Industry, the Federal Reserve and the behavior of financial intermediaries.
- This course explores the function, pricing and institutional structures of financial markets the difference between these instruments and institutional structures of financial markets.
- Explore the international integration of international financial institutions & markets and analyze the implications for financial managers.
- Understand the mechanics and regulation of financial securities exchanges and determine how the value of stocks, bonds, and securities are calculated.

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

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

**Introduction, Financial Institutions, Financial Intermediaries, and Asset Management Firms**

**Depository Institutions: Activities and Characteristics, The U.S. Federal**

Reserve and the Creation of Money, Monetary Policy, Insurance Companies, Investment Companies and Exchange-Traded Funds.

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

Properties and Pricing of Financial Assets, The Level and Structure of Interest Rates, The Term Structure of Interest Rates, Risk/Return and Asset Pricing Models, Primary Markets and the Underwriting of Securities, Secondary Markets.

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

Treasury and Agency Securities Markets, Markets for Common Stock: The Basic Characteristics, Markets for Corporate Senior Instruments: The Residential Mortgage Market, Residential Mortgage-Backed Securities Market, Market for Commercial Mortgage Loans and Commercial Mortgage- Backed

**Unit IV (6 sessions)(CO3, CO4, CO5, L13 & L4)**

Financial Futures Markets, Options Markets, Pricing of Futures and Options Contracts, The Applications of Futures and Options Contracts, OTC Interest Rate Derivatives: Forward Rate Agreements, Swaps, Caps, and Floors, Market for Credit Risk Transfer Vehicles: Credit Derivatives and Collateralized Debt Obligations.

**Unit V (6 sessions)(CO3, CO4, CO5,L3, L4 & L5)**

International Financial Institutions, International Monetary Fund, ADB, New Development Bank, International Infrastructure Investment Bank, BRICS Development Bank, International Financial Corporations.

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Apply concepts relevant to financial markets and financial institutions, such as the flow of funds, levels of interest rates and interest rate differentials, to current events or topical issues.	A1
CO2	Determine and analyze the appropriate measures of risk and return for various financial instruments.	A3
CO3	Identify and evaluate the role symmetric versus asymmetric information plays in the structure and operation of the financial system information.	A2
CO4	Evaluate empirical evidence of market performance, and contrast it with theories of market performance.	A4
CO5	Understand the mechanics and regulation of financial securities exchanges and determine how the value of stocks, bonds, and securities are calculated.	A4

## Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A3 Coursera/online course	Individual	Online learning and assessment	10
A2Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

## Mapping COs - Blooms levels- Assessment Tools

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

## Learning and teaching activities

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

## Teaching and learning resources

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Visakhapatnam – 45.

<b>Course Code: MBI 853</b>	<b>Course Title: Banking Theory &amp; Practices</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year:2020-22</b>	
<b>Course Leader:</b>		

### Course Description

The significance of banking sector in India is continuously in upward direction for several decades. The sector is playing a role of a catalyst in development of three pillars of the economy i.e., agriculture, industry and services. The change process began with a passing of Banking Regulation Act, 1949. The Act was considered as a Land Mark in the history of commercial banking in India as it provided consolidation and regulation of banking system in India. Nationalization of 14 Banks in 1969 is another land mark. The Banks started playing a critical role in social development process and became a partner in Government's welfare schemes and policies. The third land mark in the development of Banking Sector in the country is the liberalization policies introduced by the Government of India in 1991.

### Course Objectives:

- The course aims to equip the student with the historical background of Banking in India, growth of commercial Banks in India and the regulations of Indian Banks.
- To make the student to know about the banking theory
- To give the student adequate exposure to banking practice.
- Understand and apply innovations in the banking sector.
- To give an overall exposure to banking theory and practices.

### Course outline and Indicative Content

#### Unit I (Sessions: 6) (CO1, CO2, L1 & L2)

Introduction: Origin of banking – Definition- Banker and Customer - relationship – General and special types of customers – Types of customer – Types of deposits – Origin and growth of commercial Banks in India.

#### Unit II (Sessions: 6)(CO2, L2& L3)

Modes of Credit Delivery: Cash Credit – Loans – Overdrafts – Bills Finance

– Pricing of loans – Types of Securities – Pledge, Hypothecation, Assignment, Lien and Mortgage.

**UNIT-III: (Sessions: 6)(CO2, CO3, L12, L3 & L4)**

Banking Practices: Obligations, Duties of a banker, Rights of banker, Clayton’s Rule, guidelines for writing cheques, endorsements, Banking Ombudsman Scheme, 2006.

**Unit IV (Sessions: 6)(CO3, CO4, CO5,L13 & L4)**

Banks’ Financial Statements: Bank Liabilities – Bank Assets – Contingent Liabilities – Income Statement – CAMELS Ratings

**Unit V (Sessions: 6)(CO3, CO4, CO5,L3, L4 & L5)**

Banking Innovations: Banking Services and Innovations – Product centric Innovations – Process centric Innovations – Marketing Innovations – Pricing Innovations - E-Payment Systems and Electronic Banking.

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Acquire knowledge about theoretical aspects of banking and relationship between banker and customer.	A1
CO2	Learn about the practicalities of banking and the latest trends in banking	A3
CO3	Analyze Financial Statements, Assets and Liabilities	A2
CO4	Learn the practical and latest approaches in the banking sector	A4
CO5	Gives an exposure to banking theory and practices.	A4

**Assessment Methods**

<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1 Mid Exam	Individual	Written	20
A3 Coursera/online course	Individual	Online learning and assessment	10
A2 Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

## 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)	CO2 (A2 & A3)	CO3 (A3)	CO4 (A4)	
Conceptual Knowledge		CO1 (A1 & A2)	CO1 (A4)	CO3 (A4)	CO4 (A3)	
Procedural Knowledge		CO1 (A1 & A2)	CO4 (A3)	CO4 (A3)		
Meta Cognitive Knowledge		CO1, CO5 (A1)	CO5 (A2)	CO3 (A2, A3)		

### Learning and teaching activities

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

### Teaching and learning resources

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 Visakhapatnam – 45.

Course Code: MBI 855	Course Title: Forex Management & Derivatives	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s): MBA	Batch/AcademicYear:2020-22	
Course Leader:		

### Course Description

Forex Management and Derivatives market has been transformed over the past decade, largely in response to regulations that emerged from the global financial crisis. Forex Management and Derivatives is essentially a way of knowing what type of uncertainties are out there and taking steps to counter them and be fully prepared for eventualities. Decisions have to be taken, business needs to be conducted. Forex Management and Derivatives gives a thorough understanding of forex markets and concepts related to derivatives and helps to make informed decisions.

### **Course Objectives**

- To impart knowledge to understand and analyze different types of currency derivatives and its operations.
- To familiarize the factors effecting the forex market and derivatives market.
- To equip with skills in framing and procedures relating to Forex markets and different types of currency derivatives and its operations.
- To update with the latest developments in the forex markets and derivatives market.
- To assess the global factors effecting the forex and derivatives market.

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

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

The Foreign Exchange Market - Organisation – Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – International Market Quotations – Cross Rates – Merchant Rates – FEDAI Regulations – Role of RBI.

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

Exchange Rates - Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls.

#### **UNIT-III (6 sessions)(CO2, CO3, L12, L3 & L4)**

Foreign Exchange Transactions – Purchase and Sale transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – Factors determining Forward margins – Different types of Foreign exchange exposer.

#### **Unit IV (6 sessions)(CO3, CO4,CO5, L13 & L4)**

Ready and Forward Exchange Rates – Principle types of Ready Merchant rates – Ready rates based on cross rates – Forward exchange contracts – Execution of Forward contracts – cancellation and Extensions - Dealing position – Exchange

position – Cash position.

**Unit V (6 sessions)(CO3, CO4, CO5,L3, L4 & L5)**

Currency Derivatives – Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the concepts related to Forex Market and Derivatives Market.	A1
CO2	To understand the factors effecting the forex market and derivatives market.	A3
CO3	Demonstrate knowledge of the framing and procedures relating to Forex markets and different types of currency derivatives and its operations.	A2
CO4	Evaluate the latest developments in the forex markets and derivates market.	A4
CO5	To understand the global factors effecting the forex and derivatives market	A3

**Assessment Methods**

<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1 Mid Exam	Individual	Written	20
A2 Coursera/ online course	Individual	Online learning and assessment	10
A3 Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100



## Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

- Alan C Shapiro, MULTINATIONAL FINANCIAL MANAGEMENT, Prentice Hall, New Delhi
- Francis Cherunilam, INTERNATIONAL ECONOMICS, Tata Mc Graw Hill Pub Ltd, New Delhi
- Ian H Giddy, GLOBAL FINANCIAL MARKETS, AITBS Publishers and Distributors, New Delhi
- C Jeevanandam, FOREIGN EXCHANGE: PRACTICE, CONCEPTS, Sultan Chand & Sons, New Delhi

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 Visakhapatnam – 45.

<b>Course Code: MBI 857</b>	<b>Course Title: International Trade Logistics</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/Academic Year:2020-22</b>
<b>Course Leader: Dr. Ch.Venkatiah</b>		

### Course Description

In a business environment where world economies are depended on global trade for survival and sustenance, logistics that supports the exchange of goods and services among countries has evolved as a key pillar for economic success. This course helps a student to understand the nuances of logistics in the dynamic international trade arena. Students would be exposed to various modes through which the key players in logistics industry are contributing to the success of international trade. Students are expected to gain insights into the various gamut of logistics sector and their key roles and challenges in ensuring smooth flow of international trade.

### Course Objectives

- To create awareness on the role of logistics in maintaining balance between demand and supply of goods across the world.
- To demonstrate about how logistic sector assures time, place, and form utility to the players in global business.
- To impart on the mechanism of multimodal transportation systems and how it provides the end-to-end services to global business operators.
- To sensitize on risk identification and management involved while dealing with global logistics services.
- To apprise on the implications of regulatory framework involved in international trade logistics.

### Course outline and indicative content

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

**Introduction to International Trade Logistics (ITL):** Meaning, evolution and need for ITL – ITL as a mode for balancing demand and supply for products & services. ITL as central function. Interfaces between marketing and logistics functions for ITL. Integrated logistics services, evolution of 3<sup>rd</sup> party service providers.

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

**Sub-systems in Trade Logistics:** Material handling and unitization of cargo. Packing warehousing, transportation systems. Choice of transportation mode, innovations and developments influencing choice of transport, selection criteria. Transportation principles, functionality, and cost factors. Role of intermediaries in trade logistics. Freight principles and practices in trade logistics.

## Unit III (6 sessions)(CO2, CO3, CO5, L12, L3 & L4)

**International Transport Infrastructure:** Status of various transport infrastructure - Road Infrastructure, Rail Infrastructure, Inland waterways, Pipeline infrastructure, Ports and Shipping Infrastructure, Civil Aviation Infrastructure.

Internationalization: Process & Theories, International Market Entry: Modes & Strategies, Firm Competitiveness in the International Market

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

**Risks & Risk Mitigation in International Trade Logistics:** Sources and types of risks in ITL. Risks assessment and management by exporters, importers. Cargo insurance and claim procedure. Principles of cargo insurance.

## Unit V (6 sessions) (CO3, CO4, CO5,L3, L4 & L5)

**Contemporary issues in International Trade Logistics:** Discussions on reports published by United Nations Conference on Trade and Development (UNCTAD), World Bank on international trade logistics and maritime trade.

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

	Course Outcomes	Assessment
CO1	Understand logistics for managing demand and supply of goods and services in international trade.	A1 & A3
CO2	Explain utility of logistics services in international trade.	A2 & A3
CO 3	Analyse multimodal transportation networks.	A1 & A2
CO 4	Assess and mitigate risk in international trade logistics.	A3
CO5	Understand on the implications of regulatory framework involved in international trade logistics.	A4

## Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera/online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20

A4 End-term exam	Individual	Written short/long)	50
			100

### 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)	CO2 (A2 & A3)				
Conceptual Knowledge		CO2 (A1 & A3)	CO3 (A1)	CO4 (A3)	CO5 (A3)	
Procedural Knowledge		CO1 (A1 & A2, A3)	CO2 (A3)	CO3 (A2 & A3)	CO1, CO5 (A2 & A3)	CO3, CO5 (A2)
Meta Cognitive Knowledge	CO4 (A1)		CO5 (A3)			

### Learning and teaching activities

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

### Teaching and learning resources

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

### CO PO Mapping

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Visakhapatnam – 45.

<b>Course Code: MBI 861</b>	<b>Course Title: Freight Forwarding and Custom Clearance</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear:2020-22</b>
<b>Course Leader: Dr. S.SriLalitha</b>		

### Course Description

Freight forwarding, customs clearance and cargo management is an important activity of shipping and logistics departments. Loading and discharging cargo in port and care of cargo in transit is major activity of a transit hubs and ports. The goal of this course is to train in “Cargo Handling & Stowage” in connection with freight forwarding activity and to provide students with knowledge, understanding and proficiency in monitoring the loading, stowage, securing and unloading of cargoes. It includes procedures for safe entry into confined spaces and handling hazardous / dangerous goods.

### Course Objectives

- Grasp the foundations of theoretical perspectives and approaches to dealing with freight forwarding process
- Acquire and improve their skills of clearing & forwarding procedures along with stowage techniques
- Perform more productively in their cargo management activities through a stowage techniques and cargo management process
- Demonstrate the skills meet the challenges of cargo terminal management.
- Demonstrate skills as a trained customs clearance and cargo manager.

### Course outline and indicative content

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

Stowage and Freight forwarding, World Custom Organization (WCO) Customs Act 1962 ITC (HS) HSN codes, SION norms of Import & Exports under customs procedures. Freight Forwarding, procedures for Pre-Operating Checks Shipment / consignment – shipping documents Air way bills Freight Forwarding. Regulations

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

Customs Valuation & Assessments Calculation of Customs Duty and Duty calculator Customs Clearance Documentations, Shipping Bill, Bill of Entry etc.

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

Categories of Customs Clearance Procedure by Case study analysis

1. Export by Factory stuffing & Dock Stuffing
2. Export of Warehoused goods without payments of duty
3. First Check procedure & second Check Procedure in Import
4. Export on re-import and Import on Re-export

## **Unit IV (6 sessions)(CO3, CO4, CO5, L13 & L4)**

Customs Bonding Procedure: Unclear goods (Unclaimed by buyer), Warehoused goods (In-bond & Ex-bond), KYC norms for Customs House Agent – (CHA)

## **Unit V (6 sessions)(CO3, CO4, CO5, L3, L4 & L5)**

Exim Policy Incentives, Customs Duty Draw Back claims and settlements under Section 74, Section 75 Customs Rules for Search, Seizure, confiscation & Arrest in case of any mis-appropriation.

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the concepts related to Freight forwarding & Clearance	A1
CO2	Improve their skills of clearance, stowage, shipping and logistics handling.	A3
CO 3	Demonstrate skills as a trained in stowage, freight forwarding & Clearing & Forwarding	A3 & A2
CO 4	Can deal with the International trade logistics operations of cargo handling and stowage in clearing and forwarding.	A3& A2
CO5	Helps to understand the customs clearance and cargo management.	A4

## **Assessment Methods**

<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1Mid Exam	Individual	Written	20

A2 Coursera/online course	Individual	Online learning and assessment	10
A3 Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

### Mapping COs - Blooms levels- Assessment Tools

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

### 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.
- Harrison, A. and Van Hoek, R., (2011). *Logistics management strategy: competing through the supply chain*, Fourth edition. Harlow: Financial Times Prentice Hall.
- Cousins, P. D., Lamming, R., Lawson, B. and Squire, B. (2008). *Strategic Supply Management: Principles, Theories and Practice*, First edition. Harlow: Financial Times Prentice Hall.
- Christopher, M. (2011). *Logistics & Supply Chain Management*, Fourth edition. Harlow: Financial Times Prentice Hall.
- Chopra, S. and Meindl, P. (2014). *Supply Chain Management: Strategy, Planning and Operation*, Sixth edition. Chennai: Pearson Education.

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<b>Course Code: MOP 843</b>	<b>Course Title: Supply Chain Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader: Prof. Sai Sudhakar Nudurupati</b>		

### Course Description

Uncertainty & vertical disintegration of supply chain architecture is a major component of supply chain management within the contemporary context of economic globalisation.

### Course Objectives

This course is designed to:

- Develop the students' critical awareness of the contemporary debates relevant to supply chain management using manufacturing and service examples
- Relate and apply supply chain management concepts and techniques to analysis of real case activity, simulations and game activity between the organizations operating in the supply chain network
- Formulate practical solutions and procedures for the strategy development, planning and control of manufacturing and service related supply chain management at all levels of operations (SME/ Large/MNE).

### Course outline and indicative content Unit I (6 sessions) (CO1; L1- L6)

**Understanding the supply chain:** Basics insupply chain, process view of a supply chain, material and information flow, decision phases, competitive and supply chain strategies, achieving strategic fit, expanding strategic scope, customer perspectives in supply chain and lead time, measuring supply chain performance

### Unit II (6 sessions) (CO2;L1- L6)

**Managing operations and logistics in a supply chains:** Matching demand and supply including time based management, forecasting, capacity planning, scheduling, inventory management, JIT, lean and agile thinking

### Unit III (6 sessions) (CO2, CO3;L1- L6)

**Procurement and relationship management in supply chains:** Organizational/firm theories,Kraljic model for procurement, sourcing strategies, supplier rationalization, supply structure, supplier selection, supplier



development, integration and coordination in the supply chain, managing inter-firm relationships

**Unit IV (6 sessions) (CO3, CO4;L1- L6)**

**Retail logistics, warehousing, distribution in supply chains:** Non-food logistics and food logistics, the role of information technology, factory gate pricing, the role of warehouse in supply chains, warehouse operations, warehouse layout, material handling equipment, home delivery, distribution channels, third and fourth party logistics, e-tailing trends and issues

**Unit V (6 sessions) (CO4, CO5;L1- L6)**

**Risk management, reverse logistics and sustainability in supply chains:** The sources of supply chain complexity, mastering complexity, vulnerability in supply chains, understanding the supply chain risk profile, managing supply chain risk, achieving supply chain resilience, product returns, end-of-life disposal schemes, asset value recovery strategies, ethics and impact of supply chain activities on triple bottom line

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

	Course Outcomes	Assessment
CO1	Understand the role of operations and logistics for effective supply chain management.	A1, A2
CO2	Explore the role of procurement and relationship management in supply chain strategy	A4
CO3	Evaluate improvement strategies and solutions to problems in supply chains	A2, A3
CO4	Analyse risk in supply chain and evaluate mitigation strategies	A4
CO5	Evaluate an operation for sustainable supply chains	A4

**Assessment methods**

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera / online Course	Individual	Report / Presentation	10
A3	Case study	Groups*	PPT presentations	20
A4	End-term exam	Individual	Written	50

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

<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>CO1</b>				
<b>Conceptual Knowledge</b>			<b>CO2</b>			
<b>Procedural Knowledge</b>				<b>CO4</b>	<b>CO5</b>	
<b>Meta Cognitive Knowledge</b>					<b>CO3</b>	

### **Learning and teaching activities**

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

### **Teaching and learning resources**

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

#### **Prescribed text book:**

Chopra, S. and Meindl, P. (2014). Supply Chain Management: Strategy, Planning and Operation, Sixth edition. Chennai: Pearson Education.

#### **Referential text books and journal papers:**

Harrison, A., Van Hoek, R., (2011). Logistics management strategy: competing through the supply chain, Fourth edition. Harlow: Financial Times Prentice Hall.

Cousins, P. D., Lamming, R., Lawson, B. and Squire, B. (2008). Strategic Supply Management: Principles, Theories and Practice, First edition. Harlow: Financial Times Prentice Hall.

Christopher, M. (2011). Logistics & Supply Chain Management, Fourth edition. Harlow: Financial Times Prentice Hall.

Blanchard, D. (2010). Supply Chain Management Best Practices, Second edition. Hoboken: John Wiley & Sons, Inc.

Kovács, G. and Spens, K. M. (2007). "Humanitarian logistics in disaster relief

operations”, International Journal of Physical Distribution & Logistics Management, Vol. 37, No. 2, pp.99-114.

Nudurupati, S. S., Bhattacharya, A. Lascelles, D. and Caton, N. (2015). “Strategic Sourcing With Multi-Stakeholders Through Value Co-Creation: An Evidence From Global Health Care Company”, International Journal of Production Economics. Vol.166, pp.248-257.

Potter, A., Mason, R. and Lalwani, C. (2007). “Analysis of factory gate pricing in the UK grocery supply chain”, International Journal of Retail & Distribution Management, Vol. 35, No.10, pp.821-834, Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). “A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management”, International Journal of Production Research, Vol.53, No.21, pp. 6473-6494

### **Suggested journals:**

- Journal of Supply Chain Management
- Supply Chain Management, An International Journal
- International Journal of Physical Distribution & Logistics Management
- Journal of Operations Management
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Production Planning and Control

### **CO PO Mapping**

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

### Course Description

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

### Course Objectives

This course intends the student to

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

### Course outline and indicative content

#### Unit I (7 sessions) (CO1, L1)

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

## **Unit II (8 sessions) (CO2,L2)**

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

## **Unit III (10 sessions) CO3,L3)**

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

## **Unit IV (10 sessions) (CO4, L4)**

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

## **Unit V (10 sessions) (CO5, L5)**

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

On successful completion of the course student will be able to

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

## **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	20
A2	Coursera	Individual	Course completion Certificate, Viva and presentation	10
A3	Project	Group	Presentations & Report	20
A4	End-term exam	Individual	Written (short/long)	50

## Mapping COs-Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

#### Text Book

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

#### References

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

#### JOURNALS

1. The Journal of Marketing (JM)
2. The Journal of Marketing Management
3. The Journal of Consumer Marketing
4. The Journal of Marketing Research
5. GITAM Journal of Management, GITAM Institute of Management,

GITAM University, Visakhapatnam

6. Current News – Business News Papers
7. E- Books and E-Journals

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

### **Course Description**

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

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

### **Course Objectives:**

This course intends the student to

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

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

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

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



Advertising budgets: Factors influencing budgeting decisions, methods of budgeting

Advertising Agencies: types, services of Ad Agencies

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

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

Creativity: Importance of creativity, creativity process

Creativity Implementation and Evaluation: Advertising appeals, Execution styles

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

Creative tactics: In print and electronic media

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

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

Establishing Media objectives

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

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

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

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

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

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

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

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

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

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

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

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

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

### Assessment methods

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

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

### Learning and teaching activities

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

### Teaching and learning resources

#### TEXTBOOKS

- 1 Advertising and Promotion: An Integrated Marketing Communications Perspective, 11th Edition by George Belch and Michael Belch**
- 2 Strategic Brand Management, 4th Edition. Kevin Lane Keller.**  
©2013 |Pearson |

#### REFERENCES

- Kenneth Clow and Donald Black, “Integrated Advertisements, Promotion and Marketing Communication”, 6thEd., Prentice Hall of India, New Delhi, 2013
- Philip Kotler ,Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, “Marketing Management”, Pearson 14th Edition New Delhi 2013
- Larry D. Kelly, Donald W. Jugenheimer, “Advertising Media Planning A Brand Management Approach”, PHI, New Delhi,2013
- Kirti Dutta, Brand Management –Principles and Practices, Oxford

## **JOURNALS**

1. Indian Journal of Marketing & Journal of Advertising Research
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam.
3. Harvard Business Review, Harvard Business School Publication Co. USA
4. Vikalpa, Indian Institute of Management, Ahmedabad

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Visakhapatnam – 45.

<b>Course Code: MMK845</b>	<b>Course Title: Sales &amp; Distribution Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/Academic Year:2020-22</b>
<b>Course Leader:</b>		

### **Course Description**

Sales Management focuses on the sales techniques and the management of the sales force. The success of any sales and marketing department lies in the effectiveness of the Sales Force. The goal of the Sales Management course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. A successful Sales Manager needs to understand the fundamentals of the sales process, the relationship between sales and marketing, sales force structure and issues in recruiting, selecting, training, motivating, compensating and retaining sales people.

- Effectively divide territories and set quota for efficient territory management.
- Develop a sales team and assess performance.

### **Course Objectives:**

- Understand the concepts pertaining to sales and distribution channel.
- Demonstrate effective channel management skills.
- Analyze market conditions and develop strategies for the company

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

#### **Unit I (6 Sessions) (CO1, L1 & L2)**

**Introduction to Sales Management:** Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

#### **Unit II (15 Sessions) (CO2, CO3, CO 4 L3, L4)**

**Sales Planning and Budgeting:** Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

**Unit III (10 Sessions) (CO3, L3, L4)**

**Sales Force Management:** Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

**Unit IV (7 Sessions) (CO1, L2 & L3)**

**Introduction to Distribution Management:** Definition, need for Distribution Channels, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

**Unit V (10 Sessions) (CO1, L3 and L4)**

**Managing Distribution Channels:** Managing Channel Information Systems, reasons for Channel Conflicts, Managing Conflict, Managing, Ethical issues in Sales and Distribution Management

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

CO	Course Outcomes	Assessment
CO1	Will be able understand and apply the concepts of sales management and distribution channel management.	A1, A3
CO2	Analyze data to effectively forecast sales of a company.	A2, A1
CO3	Evaluate performance of the sales force visa-vis the targets given by the company.	A2
CO4	Evaluate sales performance of the company.	A2, A3

**Assessment methods**

Task		Task type	Task mode	Weightage (%)
A1	Mid Exam	Examination	Written test	20
A2	Course era courses	Course completion, and Presentation	Online course completion on course era and class room presentation	10
A3	Case studies and assignments	Class room participation and activity based	Class Discussion and presentation	20
A4	End-term examination	Examination	Written Tet	50

**Mapping Course Outcomes (COs) -Blooms levels- Assessment Tools**

<b>Knowledge dimension / cognitive dimension</b>	<b>11. 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>	<b>CO1</b> A1, A3	<b>CO1</b> A2, A1, A4	<b>CO2</b> A,1 A2, A3, A4	<b>CO3</b> A2, A3, A4	<b>CO4</b> A2, A3	
<b>Procedural Knowledge</b>						
<b>Meta Cognitive Knowledge</b>						

### **Learning and teaching activities**

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

### **Teaching and learning resources**

E-Resources, E-Books, Websites, E-Library, Handouts, Course Era

### **CO PO Mapping**

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

**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)**  
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Visakhapatnam – 45.

Course Code: MMK 847	Course Title: Retail Management	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader: Dr.T.Venkateswarlu		

### Course Description

Retail is the second highest employable sector in India after information Technology. Retailers today must take complex decisions about selecting the appropriate target market, products, price and presentation of the merchandise. This is in addition to training and motivating retail employees. Retailers must build a path based on well-developed strategic plans and use state-of-the-art information and distribution systems to be viable. Having a clear understanding of the fundamentals of retailing would help to survive and prosper in the retail jungle.

### Course Objectives:

- To provide an understanding of the concepts of Retail.
- To impart knowledge to analyze the retail strategy and process of strategy formulation.
- To evaluate the function of merchandizing and determine the pricing strategies of merchandize.
- To analyze the methodology of retail operations, specifically emphasizing on key activities and relationships.
- To apply the tools of retail communication mix and test the role of branding in retail marketing

### Course outline and indicative content

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

Introduction to Retail: Meaning of Retail, the functions of Retailer, significance of retail, the evaluation of retail formats, understanding retail formats, the evaluation of retail, and drivers of retail

#### Unit II (8 Sessions)(CO2, L2& L3)

Retail Strategy: Concept – strategic retail planning process, retail locations, types of locations, steps involved in choosing a retail location, trade area and



their evaluation, franchising- advantages and disadvantages.

### Unit III (12 Sessions)(CO2, CO3, L12, L3 & L4)

Merchandizing and Pricing: Concept – evaluation and functions – role of merchandizer and buyer- function of buying for different types of organizations- merchandize planning-implications-process-sources of merchandize, concept of process of mechanize sourcing, retail price, factors affecting retail prices, elements of retail price, retail pricing strategies, SCM inRetail.

### Unit IV (10 Sessions)(CO3, CO4, L13 & L4)

Store Operations –Concept -5SS of retail operations, legal aspects of store operations, store design, visual merchandising, private label, need for private labels, category management – components of category management

### Unit V (12 Sessions)(CO3, CO4, L3, L4 & L5)

Retail Marketing & Branding: Retail Marketing Mix, Retail Communication Mix, role of branding in retail, customer loyalty, technology in retail-RFID, bar-coding, the changing Facets of retail

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

	Course Outcomes	Assessment
CO1	Understand the fundamentals of retail concepts which can be applied in retail career	A1
CO2	Develop a retail strategy that appeals to a specific target market, which includes location, layout/design, merchandising, pricing, and promotions.	A3
CO 3	Apply the knowledge of function of merchandizing and its pricing	A3 & A2
CO 4	Analyze how to carry out Store Management in the most effective way.	A3 & A2
CO 5	Evaluate the best retail communication mix and retail branding.	A2

### Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Project	Group	Field Visit	20
A3	Case Study	Group	Presentation	10
A4	End-term examination	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

<b>Factual Knowledge</b>						
<b>Conceptual Knowledge</b>			<b>CO1 (A1)</b>			
<b>Procedural Knowledge</b>				<b>CO2 (A3), CO3 (A2 &amp; A3)</b>	<b>CO4 (A2) CO5 (A2)</b>	
<b>Meta Cognitive Knowledge</b>						

### **Teaching and learning resources**

E-Resources, Cases, E-Books, Websites, E-Library, Handout

1. Swapna Pradhan, “Retail Management”, Tata McGraw Hill Company, New Delhi,2017.
2. Piyush Kumar Sinha, “Retail Management”, Wiley & Company,New Delhi,2014
3. Levy & Weitz, “Retail Management”, Tata McGraw Hill Company,New Delhi,2013
4. Gibson G. Vedammani, “Retail Management”, Jaico Publishing,NewDelhi,2013
5. TheJournalofBusiness&RetailManagementresearch,U.K
6. International journal of Retail & Distribution Management, Emerald
7. Journal of Marketing,India.
8. GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam.

### **Learning and teaching activities**

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

### **CO PO Mapping**

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Visakhapatnam – 45.

Course Code: MMK 849	Course Title: Digital Marketing	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA</b>	<b>Batch/Academic Year: 2020 - 22</b>	
<b>Course Leader: Dr. G N P V Babu</b>		

### Course Description

The era of digital environment and digital convergence has opened up new opportunities for marketing. The shift in the consumer behavior from brick to click is posing new challenges for the marketers. The digital revolution has created opportunity for innovation and empowered customer to digital convergence. The goal of digital marketing is to understand the accessibility of customers to digital media and how it created avenues to investigate the mindset of online consumers

### Course Objectives

- To understand and develop a comprehensive digital marketing strategy.
- To make use of search engines for optimizing the visibility and search results.
- To formulate and implement Social Media Marketing Strategies.
- To create, analyse and send promotional content through E-mails and Mobiles
- To apply measurement techniques for evaluating the digital marketing efforts.

### Course outline and indicative content

#### Unit-1: Online marketing foundations(CO1, LO1)

Digital marketing strategy - exploring digital marketing - starting with a website - user experience design (UXD) - user interface design (UI), Content marketing - foundations of content marketing - creation of content plan - content creation and promotion - measuring content effectiveness - designing and developing blogs - creating, promoting and measuring blog content - using newsletter in content - using photos in content marketing

## **Unit – 2: Search Engine optimization(CO2, LO2)**

An introduction to search engine marketing (SEM) - Enhancing the organic search preferences, keyword allocation for improving website's searchability - Pay per click marketing - Online Reputation Management to improve SEM - Enhancing the organic search preferences - Keyword allocation for improving website's searchability - Pay per click marketing - Online reputation management to improve search engine marketing - keywords as the foundation of SEO - managing keyword data - link building strategies - measuring SEO effectiveness - local search - Paid search - creating an advertisement - pay per click advertising - researching keywords - creating a campaign

## **Unit -3: Social media marketing (CO3, LO3)**

Understanding social media marketing - building online community - growing an online community - getting started with twitter - tweeting on twitter - building presence on twitter - getting started with facebook - marketing on facebook - building your presence on facebook - measuring your efforts - understanding instagram and advertising on instagram - developing linkedin's business strategy - finding audience - engaging audience

## **Unit-4: Marketing YouTube, E-Mail, Mobile (CO4, LO4, LO5)**

understanding YouTube - monetizing with YouTube partner program - building an audience - customizing the channel - advanced video optimization on YouTube - using YouTube analytics, Email Marketing - Basic components of Email marketing - Designing emails to enhance Email Marketing - Viral email marketing campaigns - email marketing tools and setup - understanding of how email fits into a marketing plan - managing the audience - audience engagement, Mobile Marketing - understanding mobile marketing - Alternative mobile access technologies: platforms, services, devices and speeds - Consumer and corporate applications: content, marketing, sales promotion, ticketing, participation/interaction - Location-based services (Proximity marketing), SMS/ MMS, GPRS based services and marketing - Mobile messaging based Marketing - mobilizing web presence - SMS campaign and building mobile applications

## **Unit – 5: Web Analytics (CO5, LO6)**

Usage of Google Analytics - Implementation of Google Analytics - understanding analytics core concepts - setting up goals - using different types of reports, Affiliate marketing foundations - fundamental affiliate marketing principles - preparations for affiliate marketing - rolling out affiliate efforts.

## Course Outcomes

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

No.	Learning Outcome	Assessment
CO1	Gain knowledge about the designing, developing and promoting through Blogs	A1
CO2	Use the search engines for better visibility in the online world	A2
CO3	Create, Implement and Make a Mark in the social networking sites	A3
CO4	Build a Youtube channel for promotions	A4
CO5	Learn how to use e-mail / Mobile marketing for promotional activities	A5
CO6	Work with google analytics for identifying, filtering and tracking the day to day business activities in the organisation	

## Assessment methods

Task Number	Task	Task Type	Task Mode	Weightage (%)
T1	Students have to develop a blog on their own	Group Activity	Practical	10
T2	Content Writing Using Key Words and Implementing it using SEO Techniques	Individual	Practical	10
T3	Students have to create a marketing campaign of their choice and promote it through Social Media Networks	Group Activity	Practical	10
T4	Create a YouTube channel and Promote the ad campaign	Group Activity	Practical	10
T5	Identify at least two Customer Segments and send the E-Mails and SMS to 200 individuals by the students and list of E-Mails and Mobile Numbers have to be submitted	Individual	Practical	10
A1	A test will be conducted for 25 marks at the mid-term	Individual	Test	25
A2	A test will be conducted for 25 marks at the end-term	Individual	Test	25

## Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge		CO1, CO2, CO3, CO4, CO5, CO6 (T2, A1, A2)				
Conceptual knowledge	CO1, CO2, CO3, CO4, CO5, CO6 (T1, A1, A2)			CO1, CO2, CO3, CO4, CO5, CO6 (T2, T3, A1,A2)		
Procedural knowledge			CO2, CO3 (T1,T2)		CO5 (T5)	CO4 (T4, T5)
Meta cognitive knowledge						

### Learning and teaching activities

Computer Practical

Brainstorming

Group Activity

Student Presentations

### Teaching and learning resources

#### TEXT BOOK

1. Digital Marketing: Strategies for Online Success by Godfrey Parkin, New Holland Publishers.
2. The art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson Wiley, 2016.
3. eMarketing: the essential guide to marketing in a digital world, Rob Stokes, 5<sup>th</sup> Edition, Quirk eMarketing (Pvt.) Ltd.

#### REFERENCE BOOKS

1. Facebook Marketing: An Hour A Day by Chris Treadaway and Mari Smith, Sybex
2. Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson, 2017.

3. Online Marketing, Richard Gay, Alan Charlesworth and Rita Esen, Oxford University Press, 2016

**Websites:**

1. [www.seodigger.com](http://www.seodigger.com)
2. [www.wix.com](http://www.wix.com)
3. [www.google.com/analytics](http://www.google.com/analytics)
4. [www.way2sms.com](http://www.way2sms.com)
5. [www.blogger.com](http://www.blogger.com)
6. [www.adwords.google.com](http://www.adwords.google.com)
7. [www.klout.com](http://www.klout.com)

**CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MMK 851</b>	<b>Course Title: MARKETING METRICS</b>	
<b>Semester: III</b>	<b>Course Type: Electives</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/Academic Year:20-22/21-22</b>
<b>Course Leader: Marketing</b>		

### **Course Description**

In recent years, data-based marketing has swept through the business world. In its wake, measurable performance and accountability have become the keys to marketing success. In this environment Management students need a comprehensive, practical reference on the metrics used to quantify their results

In recent years, data-based marketing has swept through the business world. In the process measurable performance and accountability have become the keys to marketing success. In this environment Management students need a comprehensive, practical reference on the metrics used to quantify their results

### **Course Objectives:**

- To give students an understanding of measurable functions of Marketing
- To develop quantitative analytical skills needed to Market productively
- To analyze and aid in taking Marketing decisions

### **Course outline and indicative content Unit I (10 sessions) –CO1, CO2**

Share of Hearts Minds and Markets-Market Share, Relative Market share, Market concentration, Brand Development Index, Category Development Index, Penetration, Share of requirements, Heavy Usage Index, Awareness Attitudes and usage, Customer satisfaction ,Willingness to recommend Net promoter, Willingness to search.

### **Unit II (10 sessions) CO2, CO3**

Trial, Repeat ,Penetration and volume projections, Growth Percentage and CGR, Cannibalization Rate and Fair share draw rate, Brand equity Metrics, Conjoint utilities and consumer preference, Segmentation and conjoint utilities, Conjoint utilities and volume projections.

### **Unit III (10 sessions)C02, CO3,C04**



Margins, Selling Price and Channel Margins Average Price per unit and price per statistical unit, Variable costs and fixed costs, Marketing spending-Total, fixed and variable, breakeven analysis and contribution analysis, Target Volume.

#### **Unit IV (10 sessions)-CO2, C03, CO4**

Advertising Impressions, gross rating points, Cost per thousand impressions, Net reach and frequency, share of voice, Impressions page views and hits, Rich Media Display time, Rich Media Interaction rate, Click through rates, Cost per impressions, Cost per click and cost of acquisition, Visits, Visitors and abandonment bounce rate, Friends, followers and supporters, downloads.

#### **Unit V (10 sessions) C05**

Baseline sales, Incremental sales, and promotional lift, Redemption rates for coupons/rebates, Percent sales on deal Percent time on deal and average deal depth, Pass through and price waterfall.

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

<b>CO</b>	<b>Course Outcomes</b>	<b>Assessment</b>
1	Explain the concepts related to measuring and quantifying decisions in marketing	A1, A3,
2	Use key marketing metrics in decision making	A1,A2,A3
3	Develop analytical skills	A2
4	Compare and evaluate performance of marketing decisions based on various metrics generated.	A2,A3
5	Track and develop marketing data to understand the effectiveness of marketing decisions.	A2

#### **Assessment methods**

<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1. Mid Exam	Examination	Written test	20
A2. Course era courses	Course completion, and Presentation	Online course completion on course era and class room presentation	10
A3. Case studies and assignments	Class room participation and activity based	Class Discussion and presentation	20
A4. End-term examination	Examination	Written Tet	50

## Mapping COs-Blooms levels- Assessment Tool

Knowledge dimension / cognitive dimension	<b>11. 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>		<b>CO1</b> A1, A4	<b>CO2</b> A1, A2, A4	CO3 A2 A3	<b>CO4, C05</b> A2, A3, A4	
<b>Procedural Knowledge</b>						
<b>Meta cognitive knowledge</b>						

### Learning and teaching activities

Classroom Teaching, Power Point Presentation, Case studies and Assignments

### Teaching and learning resources

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

### CO PO Mapping

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Visakhapatnam – 45.

<b>Course Code:</b> MAN 841	<b>Course Title:</b> DECISION SUPPORT SYSTEMS	
<b>Semester:</b> III	<b>Course Type:</b> Elective	<b>Credits:</b> 3
<b>Home Programme(s):</b> MBA	<b>Batch/Academic Year:</b> 2020-2022	
<b>Course Leader:</b>		

### **Course Description**

A Decision Support System (DSS) is a computer – based information system that supports business or organizational decision – making activities. DSS serve the management, operations and planning levels of an organization and helps them to make decisions, based on real-time data updates that may be rapidly changing and cannot be easily specified in advance. A properly designed DSS is an interactive software – based system intended to help decision makers compile useful information from a combination of raw data, documents, and personal knowledge, or business models to identify and solve problems and make decisions.

### **Course Objectives**

- Acquaint the students with the concept of decision support systems
- Understand the usage of DSS in an Organization

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

#### **Unit I (6 Sessions) (CO1 & L2)**

Decision Concept: Steps, Decision Support System-components, characteristics, classification & application.

#### **Unit II (6 sessions) (CO2 & L2, L3, L4, L5)**

Models: Modelling process, types of models – optimization, simulation, heuristic, descriptive, predictive; mode base, modeling languages, model directory, model base management system, model execution, integration and command processing, model packages

#### **Unit III (6 sessions) (CO3 & L2, L3, L4, L5)**

Development Process: Software, hardware and data acquisition, model acquisition, dialog development, integration, testing and validation, training and implementation.

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

Decision Engineering: Decision making software, decision theory, expert systems, business intelligence, artificial intelligence.

### Unit V (6 sessions) (C05 & vL2, L3, L4, L5)

Group DSS: DSS in E-business era, integrating with functions, Impact and future of DSS.

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

CO	Course Outcome	Assessment
CO1	Understand the characteristics of DSS	A1
CO2	Propose appropriate managerial models that help to analyse different business scenarios	A1, A3
CO3	Understand the development process of DSS	A1, A2, A4
CO4	Understand the usage of different IT concepts in decision making	A1, A2, A4
CO5	Understand Group DSS	A1, A4

### Assessment methods

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

### Mapping Cos – Blooms Levels – Assessment Tools

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

### **Learning and teaching activities**

Classroom Lectures, Application Cases

### **Teaching and learning resources**

Textbooks, Ebooks, Reference Materials, Web resources

### **CO PO Mapping**

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

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



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Visakhapatnam – 45.

<b>Course Code: MAN 843</b>	<b>Course Title: DATA ANALYSIS WITH R</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:</b>		

### Course Description

R is an open source programming language for statistical computing and graphics. Being open source, it has found huge acceptance among data scientists and is one of the popular tool for data science and machine learning.

### Course Objectives

- Understand the programming concepts of R
- Gain hands on experience in working with R

### Course outline and indicative content Unit I (6 sessions) (CO1, L2,L4)

**Elements of R:** Concept of R, IDE of R, Mathematical Operators and Vectors, Assigning Variables, Special Numbers, Logical Vectors, Classes, Different types of numbers, Changing classes, Examining Variables, The workplace, Elements in R – Vectors, Matrices and Arrays, Lists, Conversion between vectors and lists, Combining lists, Data Frames

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

**Functions, Strings and Factors and Flow Controls:** Environments, Functions, Strings, Factors, Flow Controls - Conditional – if and else, Vectorized if, Multiple Selection, Loops – repeat loops, while loops, for loops, Advanced looping – replication, looping over lists, looping over arrays, Multiple – Input Apply, Instant vectorization, Split-Apply-Combine

### Unit III (6 sessions) (CO3, L4)

**Packages and Visualization:** Loading packages, search path, libraries and installed packages, installing packages, maintaining packages, Visualization – The three plotting systems, Scatterplots – base graphics, lattice graphics, ggplots, Line Plots, Histograms, Box Plots, Bar Charts, Other plotting packages and systems.

### Unit IV (6 sessions) (CO4, L4)

**Computing Statistics and Exploratory Data Analysis with R:** Summarizing

data, Calculating relative frequencies, Tabulating Factors and creating contingency tables, Testing categorical variables for independence, Calculating Quantiles of a dataset, Converting data into z-scores, t-test, testing sample proportions, testing normality, comparing means of two samples, testing correlation for significance, Variations, Missing Values, Covariation, Patterns and Models

### Unit V (6 sessions) (CO5, L3)

**Machine Learning and Model Building with R:** Types of machine learning algorithm, supervised learning algorithms – Linear regression in R, Logistic Regression in R Unsupervised Learning in R -Clustering with R, Recommendation Algorithms, Steps to generate recommendations in R, Model Building: Model basics, Type of Models, Visualizing models – Predictions, Residuals, Model Building, Communicating results – Basics of R Markdown

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

CO	Course Outcome	Assessment
CO1	Understand the elements of R programming and write basic programs in R language	A1, A2, A4, A5
CO2	Write programs in R using control structures	A1, A4, A5
CO3	Perform data visualization with R	A5
CO4	Perform statistical analysis in R language	A5
CO5	Perform machine learning tasks in R language	A3

### Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

### Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		Co1 (A1, A4) CO2 (A1, A4)				

<b>Procedural knowledge</b>		<b>CO1 (A2)</b>	<b>Co5 (A3)</b>	<b>Co1 (A5) Co2 (A5) Co3 (A5) Co4 (A5)</b>		
<b>Meta cognitive knowledge</b>						

### **Learning and teaching activities**

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

### **Teaching and learning resources**

Computer Lab, R Package, Textbooks, Ebooks, Reference Materials, Web resources

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MAN 845</b>	<b>Course Title: Data Analysis With Advanced Excel</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:</b>		

### **Course Description**

Business uses various analytics to gain insight and establish a competitive advantage. Business Analytics are the tools used for such analysis. These tools analyse the past data and drive business planning. Analytics can be categorized as descriptive, predictive or prescriptive based on the type and technique used in analysis. Excel is a tool that helps in doing basic analytics tool.

### **Course Objectives**

- To understand the advanced features of Excel
- To provide hands on experience in using Excel as analytic tool

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

#### **Unit- I: (6 sessions) (CO1 & L2)**

**Decision Analysis with MS Excel:** What if Analysis- Data Tables, Scenario Manager, Goal Seek,

#### **Unit II: (6 sessions) (CO2 &L2, L3)**

**Multidimensional Analysis with MS Excel: Pivot Table -** Creating PivotTables, Working with Pivot Charts, Working with Power Pivot**L2, L3)**

#### **Unit – III: (6 sessions) (CO3 &L2, L3)**

**Excel for Descriptive Analytics:** Data Visualization, Visualization tools in Excel, Other data visualization tools, Descriptive statistics in Excel, Statistical inference – Hypothesis testing, Analysis of Variance (ANOVA), Chi Square test for independence

#### **Unit IV: (6 sessions) (CO4 &L2, L3)**

**Excel for Predictive Analytics:** Trend lines and Regression Analysis, Forecasting Techniques, Monte Carlo simulation – Concept, Usage in Excel

#### **Unit V: (6 sessions) (CO5 & L4)**

## Excel for Prescriptive Analytics: Linear Optimization – Concept, Applications, Integer Optimization, Solver in Excel

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

CO	Course Outcome	Assessment
CO1	Understand the working of Excel as Analysis tool	A1, A2
CO2	Work with What – If Analysis and Pivot Tables	A4, A5
CO3	Use Excel as a descriptive analytics tool	A4, A5
CO4	Use Excel as a predictive analytics tool	A4, A5
CO5	Use solver to solve optimization problems	A3

### Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/ Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

### Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		Co1 (A1) CO2 (A4) CO3 (A4) CO4 (A4)				
Procedural knowledge		Co1 (A2)	CO2 (A5) Co3 (A5) Co4 (A5)	Co5 (A3)		
Meta cognitive knowledge						

### Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

## **Teaching and learning resources**

Computer Lab, MS Excel, Weka, Textbooks, Ebooks, Reference Materials,  
Web resources

## **CO PO Mapping**

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

<b>Course Code: MAN 847</b>	<b>Course Title: DATA WAREHOUSING</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:</b>		

### Course Description

Each and every organization maintains database related to their business such as employees, customers, products, sales and so on. As the business grows, amount of data that is accumulated over the years and in different sources will also grow. Building and managing such database is important for efficient querying and analysis of data. An understanding of the concepts of DBMS and Data Warehousing will help in building efficient database system.

### Course Objectives

- Understand different concepts in DBMS and Data warehousing
- Understand the concept of OLAP
- Gain hands on experience in working with SQL

### Course outline and indicative content

#### Unit I: (6 sessions) (CO1 &L3)

**Database:** Concept of database and DBMS, Components of DBMS, Relational data model, Entity relational model, Integrity constraints and Keys, Normalization

#### Unit II : (6 sessions) (CO2 & L5)

**SQL:** Introduction to SQL, DDL Statements – Create, Alter, Drop, DML statements – Insert, Select, Update, Delete, Commit and Rollback, Grant and Revoke, Group functions, Join condition, Sub queries

#### Unit III: (6 sessions) (CO3 &L4 , L5)

**Data warehousing:** Concept, Features of data warehouse, Data warehouse Architecture, Meta data, Data Marts, ETL Process, Dimensional Modeling

#### Unit IV: (6 sessions) (CO4 &L4)

**OLAP in Data Warehouse:** Concept of OLAP, Multidimensional Analysis,

OLAP functions, OLAP Applications, OLAP Models – MOLAP, ROLAP, HOLAP, DOLAP, OLAP Design Considerations.

**Unit V: (6 sessions) (CO5 &L4)**

**SQL Analytic Functions:** Introduction, Query partition clause, Order By clause, Windowing clause, Analytics Functions

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

CO	Course Outcome	Assessment
CO1	Understand the concepts of DBMS	A1
CO2	Writes queries in SQL	A3
CO3	Design data warehouse schema	A1, A2
CO4	Understand the concept of OLAP and its functions	A1, A4
CO5	Work with SQL Analytical functions	A1, A4

**Assessment methods**

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

**Mapping Cos – Blooms Levels – Assessment Tools**

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

**Learning and teaching activities**

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

**Teaching and learning resources**

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab,  
Oracle

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MAN 849</b>	<b>Course Title: DATA ANALYSIS WITH SAS</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:</b>		

### Course Description

SAS is a business suite that is used not only to perform statistical analysis but data mining as well. It is a popular analytics tool and is considered as a leader in business analytics softwares and services. Many organizations use SAS to carry out analysis

### Course Objectives

- To understand the importance of SAS in Analytics
- Provide hands on working with SAS

### Course outline and indicative content

#### Unit I (6 Sessions) (CO1 & L2)

**Introduction to SAS:** Introduction to SAS interface and library structure, Reading data, importing and exporting datasets, Formats and Informats, Variable attributes and data modification

#### Unit II (6 Sessions) (CO2 &L2, L3)

**Proc SQL:** Introduction to Proc SQL, Retrieving and selecting data from table, Retrieving and selecting data from multiple tables, Concatenating query results

#### Unit III (6 Sessions) (CO3 &L3, L3)

**SAS Macros:** Introduction, Macro Functions, SQL clauses for Macros, The %Macro statement, Conditional statement

#### Unit IV (6 Sessions) (CO4 &L3, L3)

**Statistics in SAS:** Descriptive statistics, Hypothesis testing, parametric and Non-Parametric tests, Statistical procedures for different statistics

#### Unit V (6 Sessions) (CO5 &L4)

**Data Exploration:** Data Preparation, Data Cleaning, Data type conversion, Missing value treatment, Data summarization

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

CO	Course Outcomes	Assessment
CO1	Understand the usage of SAS for Data Analysis	A1, A2
CO2	Use Proc SQL to work with database	A4, A5
CO3	Create SAS macros	A4, A5
CO4	Use Statistics in SAS	A4, A5
CO5	Use SAS to explore data	A3

### Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

### Mapping Cos – Blooms Levels – Assessment Tools

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



### **Learning and teaching activities**

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

### **Teaching and learning resources**

Computer Lab, SAS package, Textbooks, Ebooks, Reference Materials, Web resources

### **CO PO Mapping**

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 Visakhapatnam – 45.

<b>Course Code: MAN 851</b>	<b>Course Title: Machine Learning - I</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>	<b>Batch / Academic Year: 2020-22</b>	
<b>Course Leader:</b>		

### Course Description

Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.

### Course Objectives

- Understand different categories of Machine Learning
- Understand different algorithms in Machine Learning

### Course outline and indicative content

#### SYLLABUS

#### Unit – I: (6 sessions) (CO1 & L2)

**Introduction to Machine Learning:** Basics of Machine Learning, Categories of Machine Learning, Steps in Machine Learning, The Machine Learning process, Train and Test Data, Validation Techniques(Cross-Validation)

#### Unit – II: (6 sessions) (CO2 & L3, L4)

**Supervised Learning - I:** Linear Regression, Logistic Regression, Naïve Bayes Classifier, K-Nearest Neighbors Support Vector Machines

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

**Supervised Learning– II:** Decision Trees - ID4, C4.5, CART, Ensembles methods, Bagging & Boosting, C5.0 boosting, Random forest, Gradient Boosting Machines and XGBoost

#### Unit – IV: (6 sessions) (CO4 & L3, L4)

**Unsupervised Learning - I:** Clustering: Distance measures, Different clustering methods (Distance, Density, Hierarchical), Iterative distance-based clustering; Dealing with continuous, categorical values in K-Means,

#### Unit- V: (6 sessions) (CO5 &L2)

**Unsupervised Learning - II:**Constructing a hierarchical cluster, K-Medoids, K-Mode and density-based clustering, Measures of quality of clustering, Dimensionality Reduction/ Feature Selection

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

CO	Course Outcome	Assessment
CO1	Understand the concepts of Machine Learning	A1, A2, A4
CO2	Use a tool to implement regression methods	A3, A5
CO3	Use a tool to implement decision trees algorithms	A3, A5
CO4	Use a tool to implement unsupervised learning	A3, A5
CO5	Understand different feature selection methods	A1, A4

### Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/ viva	10
A3	Project	Group	Presentations/ Report with Q&A/ Viva	20
A4	End-term examination	Individual	Written (short/ long)	30
A5	Practical	Individual	Working on System	20

### Mapping Cos – Blooms Levels – Assessment Tools

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

## **Learning and teaching activities**

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

## **Teaching and learning resources**

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab, ML Software

## **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MOP 841</b>	<b>Course Title: Production Planning and Control</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader: Prof. Sai Sudhakar Nudurupati</b>		

### Course Description

Production planning and control entails the acquisition and allocation of limited resources to production activities so as to satisfy customer demand over a specified time horizon. Planning is a forward looking process and it is about working out what action needs to be taken *now* to satisfy requirements in the *future*. Control is associated with checking that plans are being *executed* correctly and taking appropriate remedial *action* if there is a problem or deviation from plan. As such, planning and control problems are inherently optimization problems, where the objective is to develop a plan that meets demand at minimum cost or that fills the demand that maximizes profit. The underlying optimization problem will vary due to differences in the manufacturing and market context.

### Course Objectives

- This course provides a framework for discrete-parts of production planning and control and provides an overview of applicable model formulations.

### Course outline and indicative content Unit I (6 sessions) (CO1;L1– L6)

**Introduction to production planning and control:** Introduction to operations management, locating the importance of planning and control in operations management. Input-Transformation-Output models, Goods Vs Services, The 4Vs of operations management, the five performance objective, polar diagrams, formulating operations strategy.

### Unit II (6 sessions) (CO1, CO2;L1 – L6)

**Planning and control activities:** Mechanisms of serving the market, planning and control activities: loading (finite and infinite), scheduling (backward and forward), sequencing, monitoring and control, volume/variety (vs) planning and control

### Unit III (6 sessions) (CO2, CO3;L1 – L6)

**Capacity planning:** Fluctuating demand, planning horizon, capacity management, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), queuing theory and forecasting

**Unit IV (6 sessions) (CO3, CO4;L1 – L6)**

**Master Production Scheduling (MPS):** Background and links to sales and operations planning (SOP), sources of demand, Material Requirement Planning (MRP) – Bill of Material (BoM), MRP Explosion, Enterprise Resource Planning (ERP) and its history, bespoke vs packaged ERP software, ERP characteristics, SAP, benefits and challenges of ERP

**Unit V (6 sessions) (CO4, CO5;L1 – L6)**

**Lean Production & Theory of Constraints (ToC):** Fundamental lean concepts and their impact on capacity, the pull system. Using Kanban for process improvement, Understanding and managing constraints, improving process using ToC and impact on operations strategy, general types of constraint causes, logistics and ToC and scheduling and ToC, Drum-buffer-rope method

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

	Course Outcomes	Assessment
CO1	Understand the systematic planning and control activities to achieve the highest efficiency in producing goods/services.	A1, A2
CO2	Explore the production facilities like men, machines, materials, methods etc., to achieve stated production objectives with respect to quantity, quality, time and cost	A3
CO3	Evaluate & select a range of planning and control methods and techniques that can be used to match supply and demand in a variety of contexts.	A2, A4
CO4	Critique an organisation from production planning and control perspective.	A4
CO5	Work collaboratively and select, apply and critique appropriate theoretical concepts in relation to an organisational context.	A3

**Assessment methods**

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera / online Course	Individual	Report / Presentation	10
A3	Case study	Groups*	PPT presentations	20
A4	End-term exam	Individual	Written	50

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

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

<b>Factual Knowledge</b>		CO1				
<b>Conceptual Knowledge</b>					CO3	
<b>Procedural Knowledge</b>			CO2		CO4	
<b>Meta Cognitive Knowledge</b>			CO5			

### **Learning and teaching activities**

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

### **Teaching and learning resources**

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

#### **Prescribed text book:**

Chapman, S N (2013). The fundamentals of Production Planning and Control, Pearson, 2013.

#### **Referential text books and journal papers:**

Slack, N, Chambers, S and Johnston, R (2007), Operations Management, 6th Ed, Prentice Hall, ISBN: 0273731602

Burbidge, J L (1981), Principles of Production Control. London, Donald and Evans.

Greene, J H (1987), Production and Inventory Control Handbook. New York, McGraw Hill.

Mc Leavey, Dennis W and Narasimhan, S L (1985), Production and Inventory Control. Boston, Allyn and Bacon. 1985.

#### **Suggested journals:**

- Production Planning and Control
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics

- International Journal of Production Research
- Journal of Operations Management

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MOP 843</b>	<b>Course Title: Supply Chain Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader: Prof. Sai Sudhakar Nudurupati</b>		

### Course Description

Uncertainty & vertical disintegration of supply chain architecture is a major component of supply chain management within the contemporary context of economic globalisation.

### Course Objectives

This course is designed to:

- Develop the students' critical awareness of the contemporary debates relevant to supply chain management using manufacturing and service examples
- Relate and apply supply chain management concepts and techniques to analysis of real case activity, simulations and game activity between the organizations operating in the supply chain network
- Formulate practical solutions and procedures for the strategy development, planning and control of manufacturing and service related supply chain management at all levels of operations (SME/ Large/MNE).

### Course outline and indicative content Unit I (6 sessions) (CO1; L1- L6)

**Understanding the supply chain:** Basics in supply chain, process view of a supply chain, material and information flow, decision phases, competitive and supply chain strategies, achieving strategic fit, expanding strategic scope, customer perspectives in supply chain and lead time, measuring supply chain performance

### Unit II (6 sessions) (CO2;L1- L6)

**Managing operations and logistics in a supply chains:** Matching demand and supply including time based management, forecasting, capacity planning, scheduling, inventory management, JIT, lean and agile thinking

### Unit III (6 sessions) (CO2, CO3;L1- L6)

**Procurement and relationship management in supply chains:** Organizational/firm theories, Kraljic model for procurement, sourcing strategies, supplier rationalization, supply structure, supplier selection, supplier development, integration and coordination in the supply chain, managing inter- firm relationships

**Unit IV (6 sessions) (CO3, CO4;L1- L6)**

**Retail logistics, warehousing, distribution in supply chains:** Non-food logistics and food logistics, the role of information technology, factory gate pricing, the role of warehouse in supply chains, warehouse operations, warehouse layout, material handling equipment, home delivery, distribution channels, third and fourth party logistics, e-tailing trends and issues

**Unit V (6 sessions) (CO4, CO5;L1- L6)**

**Risk management, reverse logistics and sustainability in supply chains:** The sources of supply chain complexity, mastering complexity, vulnerability in supply chains, understanding the supply chain risk profile, managing supply chain risk, achieving supply chain resilience, product returns, end-of-life disposal schemes, asset value recovery strategies, ethics and impact of supply chain activities on triple bottom line

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

	Course Outcomes	Assessment
CO1	Understand the role of operations and logistics for effective supply chain management.	A1, A2
CO2	Explore the role of procurement and relationship management in supply chain strategy	A4
CO3	Evaluate improvement strategies and solutions to problems in supply chains	A2, A3
CO4	Analyse risk in supply chain and evaluate mitigation strategies	A4
CO5	Evaluate an operation for sustainable supply chains	A4

**Assessment methods**

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera / online Course	Individual	Report / Presentation	10
A3	Case study	Groups*	PPT presentations	20
A4	End-term exam	Individual	Written	50

## Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1				
Conceptual Knowledge			CO2			
Procedural Knowledge				CO4	CO5	
Meta Cognitive Knowledge					CO3	

### Learning and teaching activities

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

### Teaching and learning resources

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

#### Prescribed text book:

Chopra, S. and Meindl, P. (2014). Supply Chain Management: Strategy, Planning and Operation, Sixth edition. Chennai: Pearson Education.

#### Referential text books and journal papers:

- Harrison, A., Van Hoek, R., (2011). Logistics management strategy: competing through the supply chain, Fourth edition. Harlow: Financial Times Prentice Hall.
- Cousins, P. D., Lamming, R., Lawson, B. and Squire, B. (2008). Strategic Supply Management: Principles, Theories and Practice, First edition. Harlow: Financial Times Prentice Hall.
- Christopher, M. (2011). Logistics & Supply Chain Management, Fourth edition. Harlow: Financial Times Prentice Hall.
- Blanchard, D. (2010). Supply Chain Management Best Practices, Second edition. Hoboken: John Wiley & Sons, Inc.

- Kovács, G. and Spens, K. M. (2007). “Humanitarian logistics in disaster relief operations”, *International Journal of Physical Distribution & Logistics Management*, Vol. 37, No. 2, pp.99-114.
- Nudurupati, S. S., Bhattacharya, A. Lascelles, D. and Caton, N. (2015). “Strategic Sourcing With Multi-Stakeholders Through Value Co-Creation: An Evidence From Global Health Care Company”, *International Journal of Production Economics*. Vol.166, pp.248-257.
- Potter, A., Mason, R. and Lalwani, C. (2007). “Analysis of factory gate pricing in the UK grocery supply chain”, *International Journal of Retail & Distribution Management*, Vol. 35, No.10, pp.821-834, Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). “A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management”, *International Journal of Production Research*, Vol.53, No.21, pp. 6473-6494

### **Suggested journals:**

- Journal of Supply Chain Management
- Supply Chain Management, An International Journal
- International Journal of Physical Distribution & Logistics Management
- Journal of Operations Management
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Production Planning and Control

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MOP 845</b>	<b>Course Title: Project Management</b>	
<b>Semester: III</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader: Prof. Ch. Venkataiah</b>		

### **Course Description**

Project management is becoming more important in today's world. Mastery of key tools and concepts could give a significant competitive advantage in the marketplace.

### **Course Objectives**

This course is designed to:

- Provide experience in using the concepts, techniques, and decision tools available to project managers.
- Enlarge a basic understanding of the importance of work breakdown structures and networks to planning, scheduling, and controlling projects.
- Create an awareness of potential conflicts and problems that can occur on projects.
- Identify appropriate behavior for successfully managing a project.

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

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

Definition, Projects and Operations, Project Management- Project Management Body of Knowledge (PMBOK). Application area Knowledge, standards and Regulations, Understanding the Project Environment. Importance of Project management. Project Life Cycle-Project Initiation; Project planning, Project Execution, Monitoring and Control, Project Closure.

#### **UNIT – II (8 Sessions) (CO2, L2& L3)**

**PROJECT SCOPE MANAGEMENT:** Conceptual development, the scope statement, Work Breakdown Structure (WBS)-Development of WBS, Organizational Breakdown Structure. Project Communications

Management.

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

**PROJECT PLANNING :** Project Network Analysis-PERT/CPM, Time estimates in Critical Path Analysis, Floats, and Project Time – Cost Trade – off. Project Time Management

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

**PROJECTRISK MANAGEMENT:** Risk Management Process, Contingency Planning, Project Cost Management, Project Quality Management.

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

**LEADERSHIP & PROJECT MANAGEMENT :** Leaders vs. Managers, Traits of effective project leaders, Project Champions, Project Stakeholder Management, Project Human Resource Management.

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Demonstrate an understanding of the project environment, life cycle, and the project selection and approval process.	A1, A3, A4
CO2	Demonstrate the role of the Project Manager in the successful initiation and completion of a project.	A1, A2, A3, A4
CO3	Apply knowledge skills in forming and developing a project team.	A2, A3 & A4
CO4	Develop and integrate core management plans needed for a project.	A3, A4

**Assessment methods**

	<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	Presentation	10
<b>A3</b>	Case/Project	Group	Presentation & Report	20
<b>A4</b>	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>
<b>Factual Knowledge</b>						
<b>Conceptual Knowledge</b>		<b>CO1 (A1, A4)</b>	<b>CO1 (A1, A3, A4)</b>			
<b>Procedural Knowledge</b>				<b>CO2 (A1, A3), CO3 (A2, A3, A4)</b>	<b>CO4 (A2, A3) CO5 (A4)</b>	
<b>Meta Cognitive Knowledge</b>						

### 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**

## Semester -IV

Sl. No.	Course Code	Course	Sessions			Marks			Credits
			T	P	Total	CA	SEE	Total	
1		Elective – 1	3		3	50	50	100	3
2		Elective – 2	3		3	50	50	100	3
3		Elective 3	3		3	50	50	100	3
4		Elective – 4	3		3	50	50	100	3
5	MOE/ MCC 801-8015	One Open Elective/one Contemporary Course	2		2	50		50	2
6.	MMB892	Comprehensive Viva						100	2
7.	MMB802 to MMB816 & VDC111	PCDs (VD course is compulsory)				350		350	7*
<b>Total</b>			<b>21</b>		<b>21</b>	<b>600</b>	<b>200</b>	<b>900</b>	<b>23</b>

- Electives 1 and 2: Student can select any elective from IB Basket.
- Electives 3 and 4: Student can select elective from any functional basket except IB Basket

### 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>

### Elective Courses for in IV Semester

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
<b>Instructor Lead Courses</b>										
<b>Finance</b>										
	MFI842	Elective	Financial Risk Management	3		3	50	50	100	3
	MFI844	Elective	International Financial Management	3		3	50	50	100	3
	MFI846	Elective	Corporate Valuation	3		3	50	50	100	3
	MFI848	Elective	Financial Derivatives	3		3	50	50	100	3
	MFI850	Elective	International Introduction to Investment (CISI – 2)	3		3	50	50	100	3
	MFI852	Elective	Insurance Management	3		3	50	50	100	3



**Marketing**

	MMK842	Elective	Rural Marketing	3		3	50	50	100	3
	MMK844	Elective	Services Marketing	3		3	50	50	100	3
	MMK846	Elective	Marketing Research	3		3	50	50	100	3
	MMK848	Elective	Customer Relationship Management	3		3	50	50	100	3
	MMK850	Elective	B2B Marketing	3		3	50	50	100	3
	MMK852	Elective	Global Marketing	3		3	50	50	100	3
<b>Human Resource Management</b>										
	MHU842	Elective	Employment Laws - II	3		3	50	50	100	3
	MHU844	Elective	Industrial Relations & Statutory Compliance and Drafting	3		3	50	50	100	3
	MHU846	Elective	Global Human Resource Management	3		3	50	50	100	3
	MHU848	Elective	Strategic Human Resource Management	3		3	50	50	100	3
	MHU850	Elective	HR & Technology	3		3	50	50	100	3
	MHU852	Elective	Change Management	3		3	50	50	100	3
<b>Operations &amp; Business Analytics</b>										
	MOP842	Elective	Materials Management	3		3	50	50	100	3
	MOP844	Elective	Quality Management	3		3	50	50	100	3
	MOP846	Elective	Marketing of Logistics Services	3		3	50	50	100	3
	MOP848	Elective	Strategic Logistics Management	3		3	50	50	100	3
	MAN842	Elective	Data Analysis with Python	3		3	50	50	100	3
	MAN844	Elective	Big Data Analytics with Hadoop	3		3	50	50	100	3
	MAN846	Elective	Machine Learning - 2	3		3	50	50	100	3
	MAN848	Elective	E – Business	3		3	50	50	100	3
	MAN850	Elective	Artificial Intelligence	3		3	50	50	100	3
<b>International Business</b>										
	MBI842	Elective	Managing Global Compliance in Exports	3		3	50	50	100	3
	MBI844	Elective	Doing Business with Emerging Markets	3		3	50	50	100	3
	MBI846	Elective	International Business Negotiations	3		3	50	50	100	3

	MBI848	Elective	Sectoral and Cluster Strategies for International Business	3		3	50	50	100	3
	MBI850	Elective	Multilateral Trade Institutions & India	3		3	50	50	100	3
	MBI852	Elective	International Commodity Management	3		3	50	50	100	3
	MBI854	Elective	Risk Management in Banking	3		3	50	50	100	3
	MBI856	Elective	Port and Shipping Management	3		3	50	50	100	3
	MBI858	Elective	Global Sourcing	3		3	50	50	100	3

#### 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
9	MMB818	Foreign Language	1	III
		<b>Total</b>	<b>11</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.**

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

#### Contemporary Courses

S. No.	Course Code	Course Type	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
	MCC801	Elective	CSR & Sustainable Development	2		2	50		50	2
	MCC802	Elective	Social Innovation	2		2	50		50	2
	MCC803	Elective	Behavioral Economics	2		2	50		50	2
	MCC804	Elective	Technology Management	2		2	50		50	2
	MCC805	Elective	Environmental Sciences	2		2	50		50	2

	MCC806	Elective	Intellectual Property Systems	2		2	50		50	2
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	MCC807	Elective	Technological Entrepreneurship	2		2	50		50	2
	MCC808	Elective	Alternate Dispute Resolution	2		2	50		50	2
	MCC809	Elective	Alternative Investments	2		2	50		50	2
	MCC810	Elective	Financial Metrics	1	2	2	50		50	2
	MCC811	Elective	Contemporary HR Practices	2		2	50		50	2
	MCC812	Elective	HR in Knowledge Management	2		2	50		50	2
	MCC813	Elective	Psychometrics	2		2	50		50	2
14.	MCC814	Elective	HR Metrics	2		2	50		50	2
15.	MCC815	Elective	Personal Tax Planning	2		2	50		50	2



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Visakhapatnam – 45.

<b>Course Code: MFI 842</b>		<b>Course Title: Financial Risk Management</b>	
<b>Semester: IV</b>		<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-21 Admitted Batch</b>		
<b>Course Leader: Dr K LubzaNihar</b>			

### Course Description

The course offers an introduction into the evolving and expanding practice of financial risk management. Risk management is a complex process of identifying, quantifying and managing various risk exposures. The course analyzes and discusses the various sources of risk. Particular attention is devoted to the main risk management techniques such as Value at Risk (VaR), volatility models, and correlation models. The course focuses on the main issues of financial risk management. Risk management has emerged as one of the most important area in finance. The evolution of this subject has been attracting the interest of both practitioners and academia. Therefore, the course is a blend of theory and application. Real data analysis is an important part of this course. A student successfully completing this course will be familiar with the main current practices of financial risk management.

### Course Objectives:

- To provide understanding of essential terms, concepts and principles of financial risk management.
- To build the required skills and ability to apply principles of financial risk management for corporate decision making
- To develop skills in students to use the techniques for risk management.

### Unit I (CO1, CO2, L2,L3)

Financial Risk: An Overview, Evolution, and the Environment. Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity) – Stock pricing model- Black Scholes Model and Greeks.

### Unit II (CO2, L2 & L3)

Market Data Analysis, Probability and distributions of asset prices, measuring

return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility. (N.P)

### **Unit III (CO2, CO3, L12, L3 & L4)**

Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making. Currency risk analysis in global investing, risk environment in Indian forex markets, forwards and non-deliverable forwards, cross-currency risk analysis.

### **Unit IV (CO3, CO4, L13 & L4)**

Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model, Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.

### **Unit V (CO3, CO4, L3, L4 & L5)**

Operational and other key Risks: Overview of operational risk, liquidity risk, funding risk. Interaction of Market, credit and liquidity risks. Approaches in modeling operational risks- Fraud Risk- Regulatory Risk- External Risk.

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

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understanding of terminologies and concepts of financial risk management	A1,A4
CO2	Apply Tools and techniques deployed in organizations across the risk classes to manage risks	A1,A4
CO3	Analyze information and apply quantitative methods used in Risk Management to support decision making	A2,A4
CO4	Evaluate Credit /Market / Operational Risks	A2,A4
CO5	Formulate a risk management strategy	A2,A4

### **Assessment methods**

	<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1	Mid Exam	Individual	Written	20

A2	Coursera / online course	Individual	Online learning and assessment	10
A3	Case / Project	Individual/ Groups	Presentations, Report	20
A4	End-term exam	Individual	Written (short/long)	50

### Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

### Reading Material:

FRM Exam prep by Kaplan University

### CO PO Mapping

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Visakhapatnam – 45.

<b>Course Code: MFI844</b>	<b>Course Title: International Financial Management</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA (20-21) Admitted Batch</b>		
<b>Course Leader:</b>		

### **Course Description**

Finance function cannot be isolated from the forces of Globalisation. The growth of Multinationals, the liberalization of capital and foreign exchange markets of various nations and the subsequent increase in the private capital flows across the globe demand the study of International Financial Management (IFM). The increasing contagion effects of financial crisis triggered to the rest of the world has compelled the CFOs of even firms with purely domestic focus. This course draws its concepts from the macro level course in International Economics and the fundamental course in Financial Management, and adds additional dimensions, for building theories and models for decision making at the firm level, especially in an international context.

### **Course Objectives**

The broad objective of this course is to expose the students to the various issues related Investment, Financing and Risk Management functions of Corporate Financial Management in an international context. In this process it aims at the following specific objectives

- To differentiate International Financial Management from Financial Management
- To understand the environment which add new dimensions to the subject
- To appreciate the conceptual underpinnings in practicing the Finance function in an international context
- To apply a few specific techniques for effective decision making

## Course outline and indicative content

### UNIT-I: CO1,L1,L4

International Finance: Finance function in a global context, global financial markets, International Monetary System- Introduction to IDR-Sovereign Risk. International Financial Environment – IMF - SDR – EMU – CAD (BOP)

### UNIT-II: CO2, L2,L3

Foreign Exchange Market: Structure, mechanism of currency exchange rate quotations, forward contracts, interest arbitrage, exchange rate regimes and the foreign exchange market in India (NP)

### UNIT-III: CO3, L1, L2, L3, L4

Management of Currency Exposure: Measurement of exposure and risk, managing transaction exposure, operating exposure, short-term financial management in multinational corporation (NP). Currency Derivatives – Netting – forfeiting.

### UNIT-IV: CO4, L2, L3, L4

International Financing Decision: Evaluating borrowing options, funding avenues in global corporate markets, international equity financing, introduction to ADRs, GDRs, Private Equity, understanding International transferring. International Capital Structure, International Portfolio

### UNIT-V: CO5, L4, L5

International Project appraisal: Problems and issues in foreign investment analysis, methods of Capital Budgeting, NPV and APV methods (NP).

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

CO	Course Outcomes	Assessment
CO 1	Understand the international financial environment	A1,A3,A4
CO 2	Apply & evaluate exchange rate regimes & arbitrage process	A1,A3,A4
CO 3	Evaluate alternatives to decide risk exposures	A3
CO 4	Apply funding & borrowing options to take financial decisions in MNCs.	A2,A4
CO 5	Evaluate capital budgeting decisions	A2,A4

### Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written –L3 level	20
A2	Coursera/Online course	Individual	Viva/Presentation on completion of the course	10



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

### Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group). Students shall be encouraged to enrol in Massive Open Online Courses (MOOCs) for courses relevant to International Financial Management. It is expected that an average student will be required to spend about two hour for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

### Teaching and learning resources

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

### TEXTBOOK

Jeff Madura, *International Corporate Finance*, Cengage Learning, Latest Edition.

Alan C Shapiro, *Multinational Financial Management*, John Wiley & Sons.

P.G.Apte, *International Financial Management*, Tata McGraw Hill Co. Ltd.

Eun& Resnick, *International Financial Management*, Tata McGraw Hill Co. Ltd.

Jeevanandam, *Foreign Exchange & Risk Management*, Sultan Chand Publishers  
Eitman, Stone Hill, and Muffet, *Multinational Financial Management*,

### **CO PO Mapping**

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<b>Course Code: MFI 846</b>	<b>Course Title: Corporate Valuation</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-21 Admitted Batch</b>	
<b>Course Leader: Dr. M.S.V Prasad</b>		

### Course Description

The primary objective of a firm is to maximize shareholders' value through effective financial management. Hence it is imperative that all financial managers understand the drivers of corporate value and the process involved in computing corporate value. Gaining an insight into the basic techniques used for measuring the value of an organisation and the strategies that can be adopted for maximizing shareholders' value will prove beneficial to managers as well as organizations.

### Course Objectives:

- To understand the concepts of Valuation and to evaluate various valuation techniques
- To understand the concepts of Merger and Acquisition and to evaluate the financial implications of M&A
- To understand the concepts of value creation from Divestitures
- To apply the techniques learnt to value a company

### Course outline and indicative content

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

Context of Valuation: Concept of value, need for valuation and myths of valuation, Approaches to Valuation.

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

DCF Approach to Corporate Valuation: Introduction, steps, McKinsey's Enterprise DCF Model. Relative valuation approach to corporate valuation: Introduction, steps, Equity Valuation Multiples, Enterprise Valuation Multiples and Operational Multiples (NP).

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

Concept of Mergers and Acquisitions: Types and benefits, major laws involved in M&A - Companies Act 1956, Competition Act 2002 and SEBI Regulations.

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

Valuation of Mergers and Acquisitions: Significance of share exchange ratio, significance of P/E Ratio and EPS analysis in the merger process, calculation of minimum and maximum share exchange ratios. (NP)

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

Takeover Strategies and Defensive Strategies: Value creation from divestitures, sources of value creation using divestitures and managing divestitures.

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

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of Mergers & Acquisition and Valuation	A1,A3
CO2	Apply DCF Approach to Mergers & Acquisition and Valuation	A1,A3 & A4
CO3	Analyze the significance of share exchange ratio, significance of P/E Ratio and EPS analysis in the merger process	A2,A4
CO4	Make use of Concept of Mergers and Acquisitions	A2,A4
CO5	Evaluate the Takeover Strategies and Defensive Strategies	A2&A4

### Assessment methods

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

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

### Mapping COs - Blooms levels- Assessment Tools

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

<b>Procedural Knowledge</b>		<b>CO1 (A1, A4)</b>	<b>CO2 (A1, A4)</b>	<b>CO3 (A2,A4)</b>	<b>CO4 (A2,A4)</b>	
<b>Meta Cognitive Knowledge</b>				<b>CO4 (A2,A4)</b>	<b>CO5 (A2, A4)</b>	

### **Learning and teaching activities**

- Case Analysis
- Situation Analysis
- Chalk & Talk
- Student Presentations

### **Teaching and learning resources**

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

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

### **Teaching and learning resources**

#### **TEXT BOOK**

- Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill, New Delhi, 2013

#### **REFERENCES**

- Damodaran. A, “Valuation”, New Jersey: John Wiley & Sons, 2006

#### **JOURNALS**

- Strategic Management Journal, John Wiley & Sons
- GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam

### **CO PO Mapping**

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<b>Course Code: MFI 848</b>	<b>Course Title: Financial Derivatives</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:: 3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year:(20-21)Admitted batch</b>	
<b>Course Leader: M.S.V Prasad</b>		

### **Course Description**

Financial Markets are the lifeblood of an economy and country. Since the financial deregulations in 1991, Indian economy has grown significantly and businesses have learnt and tapped the other sources of capital, than just bank loans. The Capital Markets course offers the basic foundation of Equities/ Stocks, upon which the Financial Derivatives markets are built upon. Those who plan to become financial analysts in organizations need to manage client funds more efficiently by hedging the financial risk exposure. Financial Derivative products are one of the effective tools for hedging financial risk.

### **Course Objectives:**

This course will help:

- To understand the basic concepts of Forwards Trading, Futures, Trading & Options Trading.
- To understand the basic concepts of Currency and Interest Rates Swaps and apply them to hedge risk exposure
- To understand the basic concepts of Option Pricing Models (Binomial and Black Scholes)

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

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

Introduction of Financial Derivatives -types of derivatives- Trading mechanism and contracts of the main Financial Derivatives instruments: Clearing and settlement of trades, margin trading

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

Forwards and Futures trading and differences between them: Trading in Forwards, Futures: theory, pricing and hedging strategies for foreign exchange,

short and long-term interest rate and Index Futures.

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

Options Market: Trading and hedging using Options; equity Options; Options vs. Futures. Option pricing using Black-Scholes Model and Binomial Analysis; Options on Stock Indices and currency;

Option Greeks; Exotic Options (NP)

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

Options trading Strategies - Spreads (Bull Spreads, Bear Spreads and Butterfly Spreads) - Combinations (Straddles, Strangles, Strips and Straps)

**Unit V (6sessions) (CO3, CO4,L2, L4)**

Swaps Markets: Structure, currency, interest-rate, equity and commodity Swaps- pricing of swaps -pricing simulations. (N.P. - Numerical Problems)

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understanding of terminologies and concepts of financial Derivatives	A1,A4
CO2	Apply techniques of applying forwards and futures trading mechanism using hedging strategies.	A1,A2&A4
CO3	Analyze options contracts using various pricing tools	A2&A4
CO4	Evaluate different options trading strategies	A2 &A4

**Assessment methods**

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



## Mapping COs - Bloom's levels- Assessment Tools

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

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

### Prescribed Text Book

- Gupta, S. L., “Financial Derivatives, Theory, Concepts & Problems”, PHI Learning Pvt. Ltd., New Delhi, 2013.

### References

- Ranganatham, M., &Madhumathi, R., “Derivatives and Risk Management”, Pearson, New Delhi, 2014
- Kevin, S., “Commodity and Financial Derivatives”, Pearson, New Delhi, 2014(Latest Edition)
- John C Hull and ShankarshanBasu” Options and futures and other derivatives” ninth edition, 2015, Pearson Publishers.

## **Journals**

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

## **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: MFI 850</b>	<b>Course Title: CISI – 2 International Introduction to Securities &amp; Investments</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA (20-21) Admitted Batch</b>		
<b>Course Leader:</b>		

### Course Description

CISI is a recognized UK body that offers specific courses catering to the financial industry, which is highly sought out by banking industry. While taking this module, students should register with CISI to obtain training material and complete the online test to obtain certification from CISI.

### Course Objectives

- This module will provide introduction to the basic instruments like equities, bonds etc and their characteristics.

### Course outline and indicative content

#### Unit I (6 sessions) (CO1A1 & A2, A4)

Financial Services Industry -features, role of different parties in the financial services industry. Economic Environment-factors, types-state controlled, market, mixed, open-supply of goods and services-need for credit-causes/impact/control of Inflation/deflation- GDP/BOP/Unemployment.

#### Unit II (6 sessions)(CO2A2 & A3,A4)

Financial Assets and Markets-types, characteristics, Money Market Instruments-CP/TB/CD, Property Investment-direct/indirect, Foreign Exchange markets, securities-types, features-pre emptive rights, right to vote, capital gain, dividends, risks associated with equity stock.

#### Unit III (6 sessions) ( CO3, A3,A4)

Bonds-characteristics, types, duration, YTM, Derivatives –features, types, futures, options, swaps.

#### Unit IV (6 sessions) (CO4, A3, A4)

Investment Funds-Mutual funds-Open/closed, REITs, ETFs; Financial services Regulation- financial crime, insider trading and Ethics

### Unit V (6 sessions) (CO5, A3, A4)

Other Financial Products- features, types, retirement plans, mortgages, loans and Life assurance.

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

CO	Course Outcomes	Assessment
CO1	To understand the basics of financial services industry.	A1
CO2	To understand the basic economic environment.	A2
CO3	To understand the basic financial services industry.	A3
CO4	To apply the learning in managing investment funds.	A4
CO5	To apply the learning in the CISI module test and obtain certification.	A4

### Assessment methods

Task	Task type	Task mode	Wiegthage (%)
A1			
A2			
A3			
A4			

### Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1A1 & A2, A4	CO1A1 & A2, A4				
Conceptual Knowledge			CO2A2 & A3,A4	CO2A2 & A3,A4	CO3, A3,A4	
Procedural Knowledge				CO4, A3, A4	CO4, A4	A3,
Meta Cognitive Knowledge						(CO5, A3, A4)

## **Learning and teaching activities**

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

## **Teaching and learning resources**

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn.

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

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

## **References**

- CISI: International Introduction to Securities & Investment
- Capital Markets, Fifth Edition
- Institutions, Instruments, and Risk Management by [Frank J. Fabozzi](#)
- Introduction to futures and options markets (3<sup>rd</sup> edition) by John Hull
- All about derivatives by **Michael Durbin**.

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Visakhapatnam – 45.

<b>Course Code: MFI 852</b>	<b>Course Title: Insurance Management</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-21 Admitted Batch</b>	
<b>Course Leader: Prof.P.Sheela</b>		

### **Course Description**

Risk is part of any business endeavor, unless there is risk taking there is no return. A great deal of time, efforts and money is spent in coping with downside risks by using insurance as a tool. Having an understanding of the fundamentals of risk and insurance management and its application on problem-solving from managerial, consumer, and societal perspectives. This course is very crucial in Management education. This course offers a comprehensive overview and a broad prospective of the principles of Risk Management and Insurance. While emphasizing traditional risk management and insurance, this course introduces other types of risk management and stresses that professionals may use the same general framework to manage all types of risk. The value of insurance lies in the protection it affords from losses arising from risk control failures or from other causes.

### **Course Objectives**

This course is designed to:

- Enable the students to understand the way in which business and society make an assessment of, control and manage risk.
- Introduces to the students insurance as a tool for risk management.
- Engage students in active discovery of risk management principles and prepare them to Analyze and use appropriate risk management techniques for various situations.
- Develop the students' critical awareness of the contemporary debates relevant to insurance management from the business and individual point of view.
- Demonstrate knowledge of common insurance policies and the industry operations.

## Course outline and indicative content

### Unit I (10 sessions) (CO1,CO2,CO3- L2,L3,L4)

**Risk:** Introduction to Risk, Risk Identification, Chances of loss, peril and hazard, classification of risk, types of pure risk, burden to the society, methods of handling risk, Risk Management: Objective of risk management, Steps in risk management process, Benefits of risk management, Risk reporting.

### Unit II (10 sessions) (CO1,CO2,CO3-L2,L3,L4)

**Insurance:** Basic characteristics of Insurance, requirements of an insurable risk, types of insurance business, insurance as contract, essential elements, fundamental principles of insurance, Conceptual Framework of Double Insurance, Over-insurance, Under-insurance, Insurance documents.

### Unit III (12 sessions) (CO1,CO2,CO3,CO4-L2,L3,L4)

**Life Insurance:** Principles of Life Insurance, Types of life insurance, policy options, condition & privilege, nomination, assignment, annuities, need for annuities, contract, classification of annuities, Group Insurance, Types of Group insurance Schemes, Group and Pension Insurance Policies, calculation of premium.

### Unit IV (10 sessions) (CO2,CO3,CO4,CO5-L2,L3,L4)

**General Insurance:** Principles of General Insurance, laws related to General Insurance, Types of General Insurance- Fire, Marine, Motor Vehicles, Health Insurance, Rating making in General insurance.

### Unit V (12 sessions) (CO2,CO3,CO4,-L2,L3,L4)

**Insurance Company Operations: Underwriting-**Principles of Underwriting, Underwriting in Life and General Insurance, **Claims Management-**Claim Settlement in General Insurance and Life Insurance, **Insurance Marketing:** Marketing of Insurance Products, Reinsurance.

### Case study (CO1,CO2, CO3,CO4,CO5-L2,L3,L4,L5)

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

	Course Outcomes	Assessment
CO1	To use appropriate risk management techniques in situations	A1,A2,A3,A4
CO2	Effectively communicate risk management and insurance, concepts, practices, and applications	A1,A2,A3,A4
CO3	Apply the insurance mechanism in risk management in both life and general	A1,A2,A3,A4

CO4	To analyze various products offered by the insurance companies and their significance;	A1,A2,A3,A4
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### Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Two mid examinations will be conducted for 20 marks each. Best of two will be considered for final 20 marks.	Individual		20
A2	Class room Presentations/ Seminars and Case analysis/ workshop/training/ Assignments/Survey / project work for 20 marks	Groups		20
A3	Coursera course/on line Course(Up on which student need to give presentation/ viva)	Individual		10
A4	Semester-end Examination	Individual		50

### Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 A1,A2				
Conceptual Knowledge		CO1 A1,A2	CO3 A1,A2			
Procedural Knowledge		CO2 A1,A4	CO3 A1,A2, A4	CO4 A1,A2, A3	CO5 A2,A4	
Meta Cognitive Knowledge				CO4 A1,A2, A4	CO5 A1,A2,A 4	

### Learning and teaching activities



Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, self-study, case study discussion, group projects, and presentations.

### **Teaching and learning resources**

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

#### **Text Book**

- George E.Rejda,“Principles of Risk Management & Insurance”, Pearson, New Delhi,2014

#### **References**

- Scott Harington, “Risk Management & Insurance”, Tata McGraw-Hill Education, New Delhi,2014
- Richard Jones,“RiskBasedManagement”,GulfPub,2014
- Rakesh Agarwal,“General Insurance Agents”, K.M.Rai Mittak for Mittal Publications, 2013

#### **Journals**

Journal of Insurance and Risk Management, BIM Tech, New Delhi

- Indian Journal of Risk management, Institute of Management, Nirma University of Science and Technology, Ahmedabad
- GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
- Indian Journal of Public Enterprise, Institute of Public Enterprise Research.
- The IUP Journal of Risk & Insurance, Hyderabad
- SAARJ Journal of Banking and Insurance Research, South Asian Academic Research Journal.
- ICFAI Journal of Risk & Management, Hyderabad.
- Insurance Chronicle, ICFAI, Hyderabad.

- Insurance Times, Kolkata.
- Yogakshema, LIC of India, Mumbai.

### **CO PO Mapping**

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Visakhapatnam – 45.

<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</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader: Dr. Shaik Shamshuddin</b>		

### **Course Description**

In the present economic scenario, Labour and Employment laws assume great importance and relevance and therefore an in-depth knowledge of labour laws is necessary for Human Resource Management. Understanding the basics required legal conceptual knowledge to sharpen one's managerial excellence enables Human Resource Manager to take right decisions at appropriate times, which would avoid litigations of varied nature and help in maintaining industrial peace and harmony.

### **Course Objectives:**

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

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

#### **Unit I (8 Sessions) (CO1, CO2, L1 & L2)**

The Employees State Insurance Act, 1948.

#### **Unit II (7 Sessions) (Co2) (Lo2)**

The Employees Compensation Act, 1923 and the Payment of Gratuity Act, 1976.

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

The Employees Provident Fund and Miscellaneous Provisions Act, 1952 and the Maternity Benefit Act, 1961

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

The Payment of Bonus Act, 1965 and, the Equal Remuneration Act, 1976

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

The Child Labour (Prohibition & Regulation) Act, 1986 and the A.P. Shops & Establishments Act, 1988

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

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

#### Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam Best of Two )		Written –L3 level	20
A2	Surprise Quiz		Online test – L3 level	10
A3	Case discussion/ Assignment submission/ class room activities		Assignment L4	10
A4	Coursera/Online Course		Quiz	10
A5	End-term examination		Written (short/long) –L3, L4 & L5 level	50

#### Mapping COs-Blooms levels- Assessment Tools:

Knowledge dimension / Cognitive dimension	11. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1,A2 A3)			

<b>Procedural Knowledge</b>				<b>CO2(A2, A3,A4)</b> <b>CO3(A2, A3, A4)</b>	<b>CO4 (A3, A4)</b> <b>CO5(A3, A4)</b>	
<b>Meta Cognitive Knowledge</b>						

### **Learning and teaching activities**

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

### **Teaching and learning resources**

#### **TEXT BOOK**

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

#### **REFERENCES**

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

#### **JOURNALS**

Labour Law Reporter Labour Law Journal

#### **CO PO Mapping**

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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</b>	<b>Batch/Academic Year: 2020-2022</b>	
<b>Course Leader: Dr K V Sandhyavani</b>		

### Course Description

Industrial relations which is an insuperable part of the personnel function encompasses the complex web of relations, between employers, workers and the government. Industrial climate today is characterized by the escalating expectations of workers, the gradual contraction of managerial powers, strife and indiscipline coupled with worker-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.

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

	Course Outcomes	Assessment
CO1	Recognize the dynamics of industrial relations in organizations	A1, A2,A4
CO2	Examine the causes of poor industrial relations in organizations	A1, A3,A4
CO3	Describe the different mechanisms for maintaining good industrial relations	A1, A3,A4
CO4	Apply the various principles and procedures for maintaining discipline in organisations	A3,A4
CO5	Discuss the statutory compliances in an organization to maintain good industrial relations	A3, A4

### Assessment methods

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

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

### Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts. The teaching material in the form of presentations or word documents, extra material from journals, internet, and websites related to labor department, e-books from GIM library will be uploaded for the student in G-learn.



## References books:

1. H.L. Kumar; Law relating to disciplinary proceedings in industries; Universal Law Publications, New Delhi.
2. Memoria & Memoria, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi.
3. P.K. Padhi; Labour and Industrial Laws; Prentice Hall;
4. S.N. Mishra; Labour and Industrial Laws, Central Law Publications; New Delhi.
5. Singh, B. D., “Industrial Relations - Emerging Paradigms”, EXCEL BOOKS, New Delhi

## Journals

1. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
2. Human Capital Labour Law Reporter
3. Indian Journal of Industrial Relations
4. Personnel today

## CO PO Mapping

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Visakhapatnam – 45.

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

## Course Description

In the emerging global economic environment, even companies which operate

in domestic markets have to contend with global competition. The rise of India and its growth story highlights the growing role of multinational companies in India and Indian multinationals in global economy. Among the various dimensions of international business, the people dimension or the management of human resources with all its cross cultural complexities and culture fit issues in mergers and acquisitions assume greater significance and pose major challenges.

Managing people in a multinational context is the essence of international human resource management. This requires a broader perspective of what operating internationally involves, and a clear recognition of the range of issues pertaining to all categories of staffing operating in different functional, task and managerial capacities. The objective of this course is to equip the students with basic concepts of GHRM including various HR processes and high performance Human Resource Practices.

### **Course Objectives:**

- To understand the basic concepts of ‘Global Human Resource Management’.
- To understand the effect of ‘Culture’ in global excellence.
- To identify the Issues and Challenges arises in Global Context.
- To acquire knowledge regarding Best HR practices in Global context.

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

#### **Unit I (10 sessions) CO1, CO2, L3, L4**

International Human Resource Management: Concept, scope and significance, approaches to International Human Resource Management, differences between domestic and international HR activities, organisational structure of multinational corporations.

#### **Unit II (10 sessions) CO2, CO5, L3, L4**

Recruitment and selection criteria for international assignments, culture - theories of culture and its impact on organisations.

#### **Unit III (10 sessions) CO2, CO3, CO5, L3, L4, L5**

Training and development, methods of training, management development in international assignments, process for repatriation.

#### **Unit IV (10 sessions) CO3, CO4, CO5, L3, L4, L5**

Compensation; multinational corporations and compensation system; performance management in MNCs.

## Unit V (10 sessions) CO3, CO4, CO5, L3, L4, L5

Labour Relations in multinational corporations; issues and challenges of IHRM.

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

	Course Outcome	Assessment
CO1	Understand the concepts of 'Global Human Resource Management' in terms of PCN, HCN and TCN.	A1,A2&A3
CO2	Understand the cultural theories, employee recruitment and selection and their relevance in GHRM.	A1,A2&A3
CO3	Understand the Issues and Challenges arises in Global Context (Expatriate compensation, Expatriate training, Reassignment etc) and leverage the diversity for organizational development.	A3&A4
CO4	Understand global employee relations and its challenges to HR managers.	A3&A4
CO5	At the end student will be able to understand regarding Best HR practices in Global context	

### Assessment methods

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

### Mapping COs-Blooms levels- Assessment Tools

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

### Learning and teaching activities

Lectures will be supported by active class room participation, presentations and group discussion with relevant organisational practices. Case analysis and discussion will enlighten the students regarding expatriation and repatriation

challenges in the global context.

### **Teaching and learning resources**

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

#### **Prescribed Text book:**

- Peter J. Dowling, Denice E. Welch., **International Human Resource Management**. Thomson, India: Latest version.
- Anne-WilHarzingJoriz Van Ruysseveldt., **International Human Resource Management**. Sage Publications. New Delhi: 2006.
- Charles M. Vance Yongsun Paik., **Managing a Global Workforce**. Prentice– Hall. New Delhi: 2007.
- K. Aswathappa, Sadhna Dash., **International Human Resource Management**. Tata McGraw – Hill Publishing Company Limited. New Delhi: 2007.

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

<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</b>	<b>Batch/Academic Year:2020-2022</b>	
<b>Course Leader: Dr. YVSSS Vara Prasad</b>		

### **Course description**

**Though the concepts of Strategic Human Resource Management** students will be able to understand the link between human resources department and strategic goals and objectives of the organization in order to improve the organization's performance and develop the organization's culture to ensure that there is innovation and flexibility. Strategic Human Resource Management requires the accepting of the Human resource function as a partner in the formulation of the company's strategies and also in the implementation of those strategies through the human resource activities of the company.

Strategic Human Resource Management deals with taking care of the organization's human resource and managing the human resource appropriately to help in the generation of the organization's profit and also drive the organization towards achieving its goals.

#### **Course Objectives**

- Demonstrate an understanding of strategy and its role in HRM
- Understand the basic concepts of SHRM
- Learn various models of SHRM to full fil the business needs
- Learn the process of making strategies
- Evaluate and conduct HR audit

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

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

Introduction: Definition of SHRM, Need and Importance of SHRM; Human resources as a source of competitive advantage; Traditional HR Vs. Strategic HR, Barriers to strategic HR, Types of Strategies - Corporate Strategy, Business strategy and HR Strategy.

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

Integration of HR Strategy : Integration of HR Strategy with corporate and business strategies; Different approaches to integration; the 5-P model for linking people with strategic needs of business; Role of HRM in strategy formulation and implementation; HR as a Strategic partner;

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

HR Environment and Strategic HR Processes: Impact of Technology, Changing nature of work, demographic changes, workforce diversity etc., on HR; HR Planning, Strategic issues in staffing; Performance Management: Meaning and need for performance management, performance appraisal systems and their limitations.

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

Training and Development Strategies : Cross - cultural training, Multi-skilling, Succession Planning; Creating a learning organization; Strategically oriented compensation and reward systems: Skill - based pay broad banding , variable pay, profit sharing, employee stock option plans, executive compensation.

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

Systems of high-performance human resource practices; Human resource Evaluation; Measures of Evaluation; HR Audit.

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

	Course outcomes	Assessment
CO1	understand the relationship of HR strategy with other functional and overall corporate strategy	A1,A2 &A4
CO2	how to formulate HR strategy, apply different models to business needs	A1,A2,A3&A4
CO3	apply different models to develop strategies, where different HR practices requires	A1, A3&A4
CO4	evaluate and audit different practices of HR	A1, A3&A4

## Assessment methods

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

## Mapping COs - Blooms levels- Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

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

### Teaching and learning resources

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

- Jeffrey A. Mello “Strategic Human Resource Management” – Cengage Learning
- Charles R. Greer., Strategic Human Resource Management- A general managerial approach. Pearson Education (Singapore) Pvt. Ltd.
- K. Prasad, Strategic Human Resource Management, K. Prasad. Macmillan India Ltd.
- Rajib Lochan Dhar., Strategic Human Resource Management, Excel Books, New Delhi
- Tanuja Aggarwala., Strategic Human Resource Management, Oxford University Press, New Delhi.

### CO PO Mapping

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Visakhapatnam – 45.

<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</b>	<b>Batch/Academic Year:2020-2022</b>	
<b>Course Leader: Dr. K V Sandhyavani</b>		

### Course Description

The tide of technology has reached HR's shores and is carrying it into deeper waters where it can analyze data to play a more active role in the organization. The big data that is available to a HR manager within the organization can be used for talent management. This course is designed to create an awareness of the significant role of human capital metrics in managing talent in organizations. Employee value proposition can be created by making decisions based on data available in an organization. On successful completion of this course, students will be able to:

### Course Objectives

- Understand the concepts of human capital metrics
- Understand significance of analytics in decision making in HR domain
- Design and implement HRIS in organizations

### Course outline and indicative content UNIT-I :( CO1 L2, L4)( Sessions 8)

**Introduction to Analytics:** Meaning of analytics; Classification; Importance of HCM Model; Employee value proposition; Human Capital performance metrics-second generation and third generation metrics; Predictive analytics for Human Capital Management- interpreting data.

### UNIT-II (CO2 L2, L3, L4) (Session 9)

**The new face of workforce planning:** The workforce planning; Segmentation of skills; Compensation for attracting, motivating and retaining employees; Measuring employee engagement; Disorder and disengagement; Signs of departure-behavior based signs, event based signs, data based signs of departure.

### UNIT-III: (CO3 L2, L3, L4, L5, L6) (Sessions 10)

**The business playbook:** Concept of business playbook; significance of business playbook; scenario planning; contents of a playbook; process of



creating a playbook; HR playbook

#### **UNIT-IV: (CO4 L2, L3) (Sessions 8)**

**Introduction to HRIS:** Definition and significance of HRIS; Types of HRIS; System Development process of HRIS; Database concepts- Data, information and knowledge; DBMS concepts- Entities, Attributes, Relationships, Primary keys and Foreign keys; Data and users in HRIS.

#### **UNIT-V: (CO5 L2, L3) (Sessions 10)**

**Designing HRIS:** HRIS architecture- two tier, three tier, N-tier architecture with ERP; Cloud computing; Planning system implementation; System development Life cycle (SDLC) phases – need analysis, logical design, physical design, vendor selection, assessing system feasibility; ERP life cycle; project management in HRIS – IT perspective, HR perspective, investments in HRIS cost benefit analysis, implementation costs, estimating indirect benefits.

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

	<b>Course Outcome</b>	<b>Assessment</b>
CO1	Explain the significance of human capital metrics in creating value proposition for the organization	A1, A3,A4
CO2	Analyze the application of analytics to make various HR decisions	A1,A2, A3,A4
CO3	Create a business playbook	A2
CO4	Design a HRIS based on organization needs	A1, A2
CO5	Implement HRIS in an organization using concepts of Project management	A1, A4

#### **Assessment Methods**

<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

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

### Learning and teaching activities

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

### Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts. The teaching material in the form of presentations or word documents, extra material from journals, internet, and websites related to labor department, e-books from GIM library will be uploaded for the student in G-learn.

### References

1. JAC Fitzeng: The New HR Analytics
2. Kavangah, Human Resource Information systems: Basics, Applications and Future Direction, New Delhi: Sage Publications
3. Badgi , Practical Guide to Human Resource Information Systems, New Delhi :PHI.
4. RajeshRay, Enterprise Resource Planning, New Delhi: Tata McGraw Hill.
5. Ashok K Gupta , Developing Human Resource Information System, New Delhi: Daya Publishing House.

6. Goyal, D.P, Enterprise Resource Planning a Managerial Perspective, New Delhi: Tata McGraw Hill.

### **CO PO Mapping**

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Course Code: MHU852	Course Title: CHANGE MANAGEMENT	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/AcademicYear:2020-2022	
Course Leader: Dr. K V Sandhyavani		

### Course Description

In a changing world, progress is rarely achieved only by ‘reasonable’ man. Leadership, vision, and inspiration are essential for success in handling change. The course attempts to enable the students to understand the key ‘ingredients’ for successful change. Also, the course exposes the student to a range of concepts and techniques to help them handle change more effectively.

### Course Objectives

- Understand the concept of change and its consequences
- Understand organizational culture and its change consequences
- Appreciate the process of organizational development and OD interventions

### Course outline and indicative content UNIT-I :( CO1 L2, L4) (Sessions 7)

Organizational Change: Introduction, forces of change, planned internal change, planned external change, types of change.

### UNIT-II (CO2 L2, L3, L4) (Sessions 9)

Models of Change: Characteristics, Systems Model, Lewin’s Force Field Analysis, Continuous Change Process Model, change and its impact, resistance to change.

### UNIT-III: (CO3 L2) (Sessions 9)

Organizational Culture and Change: Corporate culture, a systematic approach to making change, ten keys to effective Change Management.

### UNIT-IV: (CO4 L2) (Sessions 6)

Organizational Development: Characteristics, assumptions of OD, Model of OD Action Research.

### UNIT-V: (CO5 L2, L3) (Sessions 10)

OD Interventions: Selectingan OD intervention, classification of OD interventions, OD interpersonal interventions, OD team development interventions, OD intergroup developmentinterventions.

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

	Course Outcome	Assessment
CO1	Understand the concept of change and consequences to change in organisations	A1, A2, A4
CO2	Analyze the different models of change and understand the process of changes	A1,A2,A4
CO3	Analyze the impact of organizational culture in the process of change	A1, A3, A4
CO4	Understand the concept of Organizational development	A1, A4
CO5	Understand the various OD interventions	A2, A4

### Assessment Methods

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

### Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
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Factual Knowledge						
Conceptual Knowledge		CO1 CO3 CO4 CO5		CO1		
Procedural Knowledge		CO2	CO2 CO5	CO2		
Meta Cognitive Knowledge						

### Learning and teaching activities

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

### **Teaching and learning resources**

E-Resources, Cases, E-Books, Websites, E-Library, Handouts. The teaching material in the form of presentations or word documents, extra material from journals, internet, and websites related to labor department, e-books from GIM library will be uploaded for the student in G-learn.

### **TextBook**

1. Kavitha Seth, “Organization Change and Development”, Excel Books, 2014

### **References**

1. RadhaR.Sharma,” Change Management”, Tata McGraw Hill, New Delhi, 2012
2. Nilakant and Ramanarayan, “Change Management”, ResponseBooks, New Delhi,2012
3. Kirpatrick, D. L., “Managing Change Effectively”, Butterworth,New Delhi,2012

### **Journals**

1. Stanford Social Innovation Review Stanford University
2. Harvard Business Review, Harvard Business School, USA
3. Vikalpa, Indian Institute of Management,Ahmedabad

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<b>Course Code: MBI 842</b>	<b>Course Title : Managing Global Compliance in Exports</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s): MBA</b>	<b>Batch/AcademicYear:2020-22</b>	
<b>Course Leader: Dr. S. SriLalitha</b>		

### **Course Description**

Managing global compliance in exports is in conjunction with international business and exports imports management. This course presents various compliance procedures to comply with internationally. It provides a comprehensive knowledge in all areas of Export/Import Trade Compliance. Trade compliance is the process and system of understanding and adhering to the laws and regulations controlling the export and import of goods, products, information and technology between countries.

### **Course Objectives**

- Grasp the foundations of compliance in international trade
- Acquire and improve their skills of compliance management and broaden their understanding of how to deal with international procedures of compliances.
- Perform more productively in their operations of international business and deal with compliances.
- Continue enriching and upgrading their knowledge and honing their compliance skills, by applying study techniques (e.g. learning, practice, reflection, and inquiry) as part of the instructional content.
- Acquire with the global compliance skills in exports in conjunction with international business and exports imports management

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

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

An Introduction to Export Control Export, Administration Regulations (EAR)  
International Traffic in Arms Regulations (ITAR)

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

Foreign Corrupt Practices Act (FCPA), Customs and Border Protection (CBP)  
Automated Export System (AES), Classification of goods and compliance

requirements

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

Foreign Trade Regulations (FTR) Export Control Classification Number (ECCN) Classification (Jurisdiction, ECCN, Schedule Band HTS) Compliance Program Best Practices, Recent Developments and Changes

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

Internal compliance, Licensing Practices, Compliance commitment, Logistics/Traffic and Shipping Export Controls with tariff barriers

### Unit V (6 sessions)(CO3, CO4, CO5,L3, L4 & L5)

The ATA Carnet, A Temporary Import under Bond (TIB)Temporary Importation under Bond- Dutyfreeentry of goods to be re-exported. **Temporary admission**, The Temporary Import/Export Scheme (TIS), Mexico - Temporary Entry, Strategic commodities control, Hong Kong

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

	Course Outcomes	Assessment
CO1	Understand the concepts related to compliance in the International Business process	A1
CO2	Improve their skills in understanding and managing global compliances	A3
CO 3	Demonstrate skills as trained compliance and international business process	A3 & A2
CO 4	Can deal with the diversity in International trade and global compliance management issues	A3 & A2
CO5	Understand the global compliance skills in exports in conjunction with international business sand exports imports management	A4

### Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera /online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50

### Mapping COs- Blooms levels – Assessment Tools

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



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

### **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.
- FICCI Export Control Compliance Manual, FICCI, 2018  
[http://ficci.in/spdocument/22974/Final\\_Export-Control-Compliance-Manual.pdf](http://ficci.in/spdocument/22974/Final_Export-Control-Compliance-Manual.pdf)

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MBI 844</b>	<b>Course Title: Doing Business with Emerging Markets</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear:2020-22</b>
<b>Course Leader: Dr. RadhaRaghuramapatruni</b>		

### **Course Description**

To introduce the students to the political and business systems of the emerging market economies. To facilitate the students to understand the cultural, economic and geopolitical environments; and International Relations of emerging markets of the world.

### **Course Objectives**

The objectives of the course are to understand, analyse, and examine the following:

- To facilitate the students, understand the regulatory and policy frameworks of the emerging market economies of the Asia Pacific Countries.
- Further, to highlight the opportunities and challenges of India in doing business with the selected emerging market economies.
- To train them with practical orientation of trading with selected emerging market economies.

### **Course outline and indicative content Unit I (6 sessions) (CO1, CO2, L1 & L2) Introduction to Emerging Markets:**

Introduction to Emerging Markets, Emerging, developing, catching up • Economic performance, GDP and emerging markets, Financial markets and macro-economic stability, Political instability and economic performance, Wealth, productivity and inequality, Demography and wealth, Consumption and first time buyers, Infrastructure, Sophistication of the economy

### **Unit II (6 sessions)(CO2, L2& L3) Operating in the Emerging Markets:**

Operating in Emerging Markets, The determinants of attractiveness and the four dimensions Classifying the determinants of attractiveness, Four macro dimensions that shape emerging markets, operationalizing the four dimensions analysis.

**Emerging Markets Innovation: The Next Wave Triggered by Low-Cost Cars**  
 • Low-cost business models in emerging markets • Key levers in reducing product costs • Design effectiveness – key for sustainable low-cost solutions • Driving down factor costs.

**Managing Risk in Emerging Markets: Defining risk in EM, Expected and unexpected risk Location risk and targeted risk, from location to targeted risk, Assessing and managing risk- Case Study: Economic Crises: Evidence and Insights from East Asia**

**Unit III (6 sessions)(CO2, CO3, Co5, L12, L3 & L4)**

Enterprises, Conglomerates, and Specialized Players • Internationalization of the EMMs Introduction to Multinational Management and Foreign Subsidiary Management, Multinational Human Resource Management Policies and Corporate Social Responsibility; Geo-political risks of doing business in Asia; Corruption and Crony Capitalism. **Case Studies:** Brasil Foods

**Unit IV (6 sessions)(CO3, CO4, CO5, L13 & L4)**

**Emerging Market Economies –Country Specific Discussions**

Brazil, Russia, India, China, Vietnam, Indonesia, Philippines, Thailand, Turkey, Africa: Consumer Outlook, Buying Power, Cultural Differences, Technology and Infrastructure, Competitive Advantage of Domestic vs International firms, Effect of Globalization, FDI, Growth, Inflation, Political stability, Poverty, Corruption, Risks, Environmental Issues, Business Development and Micro-Financing, Trade tensions and Policies, Role of WTO and others. Opportunities, Outsourcing and others.**Case Studies:**Harvard Case Study: Singapore Inc, The Fundamental Institutions of China’s Reforms and Developments, Chenggang Xu

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

Trade policy of the Asia Pacific Countries-Implications on India; Bilateral Trade and Investment and co-operations; Trade in Goods –services-co-operations in knowledge-based industries and protection of Intellectual property rights – Select sectors –Agriculture - Tariffs and Non-Tariff Barriers.**Case Study:** Asia’s dynamic growth in the new century.

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the regulatory and policy frameworks of the emerging market economies of the world	A1
CO2	To understand the cultural, economic and geopolitical environments; and International Relations of the emerging market economies of the world.	A3
CO3	Political and Business Systems in the emerging market economies.	A3 & A2

CO4	Identify the Opportunities and Challenges of Doing Business with Asia Pacific Countries.	A3 & A2
CO5	Helps in understanding the practical orientation of trading with selected emerging market economies.	A4

## Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera /online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50

## Mapping Cos – Blooms levels – Assessment Tools

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

## Learning and teaching activities

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

## Teaching and learning resources

### Study Material:

Soft copy of the Study Material with respective to each of the chapters is provided to the student for reference by the instructor.

### Reference Books:

1. International Business; An Asia Pacific perspective by Andrew Delios, Paul W. Beamish Jane W. Lu., Pearson Education; Second

edition(January 18, 2010)

2. Why Nations Fail: The origins of Power, Prosperity and Poverty by Acemoglu, Daron and James Robinson, 2012, Crown Publishing.
3. Business Growth Strategies for Asia Pacific by Chien.W.Shih.S and Chu.P.Y, 2005, John Wiley & Sons (Asia) Pvt. Ltd.

Business in Asia Pacific: Text and Cases by Sonia El Kahal, 2001, Oxford University Press.

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<b>Course Code: MBI 846</b>	<b>Course Title: International Business Negotiations</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear:2020-22</b>
<b>Course Leader: Dr. S.SriLalitha</b>		

### Course Description

The success of international business relationships depends on effective business negotiations. Negotiators need to be well prepared. Understanding how to achieve international business negotiation outcomes and the factors relevant to the process will allow negotiators to be more successful. The course content includes Negotiation Fundamentals, Framework for IB Negotiation some international approaches of and types of negotiations.

### Course Objectives

- Grasp the foundations of negotiation, the nature and basic characteristics of negotiation situations, and the evolving framework for IB negotiation in responding to change in international business community, with a focus on the China context.
- Acquire and improve their skills of negotiation and communication, and broaden their understanding of how to deal with diversity in international negotiation, including the increasing role of English as a lingua franca.
- Perform more productively in their private life and on their future job positions by acting as an educated or trained negotiator.
- Continue enriching and upgrading their negotiation knowledge and honing their negotiation skills, by applying study techniques (e.g. learning, practice, reflection, and inquiry) as part of the instructional content.
- The course provides an overview of International Business Negotiations.

### Course outline and indicative content

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

Psychology and negotiation: negotiators as psychological beings; perceptual distortions and strategies (proactive and reactive); cognitive biases (psychological traps) and counter-measures; framing and reframing crucial to

negotiation; emotion as an emerging inquiry and as influence tactics and ethical and unethical tactics: a cultural perspective

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

**Communication and Negotiation Essentials of Negotiation and the nature of negotiation Ethics in Negotiation**

Fundamentals of Communication Potential Barriers or miscommunications in negotiation; Effective Communication Skills: Inquiry, good listening, observation Intercultural communication: appropriateness and efficacy Stage-related Communication Considerations; Classroom Activity: Personal Bargaining Inventory Questionnaire and Follow-up Group Discussion; Self-assessment: Are you a good listener? Self-study: 1. Body language; 2. Negotiating Culturally: Dealing with diversity.

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

Basic structure of Integrative Negotiation; some related strategies and tactics; Distinction and relationship between Distributive Bargaining and Integrative Negotiation

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

Goals and Strategy as key elements in planning; Stages/Phase-based Negotiation Process; Planning Guide (effective planning steps), Application of Planning Guide Case illustration: strategy choice and strategic negotiation process,

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

The Central Routes to Influence: The Message and Its Delivery Peripheral Routes to Influence; the Role of Receivers—Targets of Influence.

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the concepts related to International Business Negotiations.	A1
CO2	Improve their skills of negotiation and communication, and broaden their understanding of how to deal with diversity in international negotiation.	A3
CO 3	Demonstrate skills as a trained negotiator.	A3 & A2
CO 4	Can deal with the diversity in International trade negotiations.	A3 & A2
CO5	It gives an overview of International Business Negotiations.	A4

## Assessment Methods

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

## Mapping COs - Blooms levels- Assessment Tools

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

## 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.
- Lax, David A. and James K. Sebenius. Deal crafting: The Substance of Three- Dimensional Negotiations, Negotiation Journal January 2002, pp.5-28
- Jamal A. Al-Khatiba, AvinashMalshea, MazenAbdulKader. Perception of unethical negotiation tactics: A comparative study of US and Saudi managers, International Business Review 17 (2008) 78–102.

## 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: MBI 848</b>	<b>Course Title: Sectoral and Cluster Strategies for International</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear:2020-22</b>
<b>Course Leader: Dr. S.SriLalitha</b>		

### **Course Description**

Clusters can be defined as sectoral and geographical concentration of enterprises, in particular Small and Medium Enterprises (SME)s. Clusters are geographic concentrations of competing and collaborating firms that tend to produce innovation and higher than average wages. Cluster-based economic development strategies are interventions designed to improve a cluster's performance by addressing the common needs of businesses within the cluster. Clusters generate wealth in a region, clusters give a region a competitive advantage, and clusters can provide the basis for cost-effective economic development strategies.

### **Course Objectives**

- Grasp the foundations of negotiation,
- Acquire and improve their skills of negotiation and communication, and broaden their understanding of how to deal with diversity in international negotiation, including the increasing role of English as a lingua franca.
- Perform more productively in their private life and on their future job positions by acting as an educated or trained negotiator.
- Continue enriching and upgrading their negotiation knowledge and honing their negotiation skills, by applying study techniques (e.g. learning, practice, reflection, and inquiry) as part of the instructional content.
- To understand and perform providing the cost-effective economic development strategies.

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

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

The concentrations that characterize clusters typically include competitive firms, cooperating suppliers, service providers, knowledge providers, and

associated institutions that do business with each other and share needs for common talent, technology, and infrastructure

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

In general, clusters may fall into any of the following categories: Emerging (low scale; high growth), Competitive (high scale; growing), Mature (high scale; stable or declining), Stabilizing, (diversifying), Strategic (based on the plans and/or needs of public sector actors

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

The five types of cluster strategies are commonly used throughout the world are: defensive cluster strategies, offensive cluster strategies, prospective cluster strategies, cluster-based business recruitment, and pre-cluster consolidation strategies.

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

Economic Impact of Clusters is to determine which industry clusters would have the greatest effect on the economic development of a region. An attempt to draft a regional economic development strategy by assessing the potential economic impact of some individual industries is an effective way to know the economic impact of clusters.

**Unit V (6 sessions)(CO3, CO4, CO5,L3, L4 & L5)**

Most cluster analysis focuses primarily on the highly localized interactions of firms and workers. From the outset, however, clustering has been seen as an important component in describing how firms and regions respond to the globalization of markets and competition. The role of regional purchase coefficients Average RPC is the proportion of local demand for the Commodity that is currently met by local production. It is “average” in the sense that there is just one RPC per Commodity, so all Industries and Institutions are assumed to purchase that Commodity locally at the same rate.

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the concepts related to sectoral clusters in International Business process	A1
CO2	Improve their skills in understanding industrial cluster management and sectoral zones.	A3
CO3	Demonstrate skills as a trained international trader in clusters and sectoral zones	A3 & A2
CO4	Can deal with the diversity in International trade and cluster management issues	A3 & A2

CO5	understand and perform providing the cost-effective economic development strategies	A4
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### Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera/online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

### 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 (A2&A3)	CO2(A1)		
Conceptual Knowledge			CO1 (A1)	CO3(A3)		
Procedural Knowledge			CO4(A2)	CO4 (A2&A3)		
Meta Cognitive Knowledge			CO5(A3)	CO3 (A2, A4)		

### 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.
- Cluster Development Handbook : to guide your development interventions in a cluster, [Md. JoynalAbdin](#), 2017, Publisher : Create space;
- Guidelinesfor Cluster Development A Handbook for Practitioners, Maxwell Stamp.
- <http://laghu-udyog.gov.in/clusters/clus/ovrclus.htm>

### CO PO Mapping

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

<b>Course Code: MBI 850</b>	<b>Course Title: Multilateral Trade Institutions &amp; India</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear:2020-22</b>
<b>Course Leader: Dr. Radha Raghuramapatruni</b>		

### Course Description

International Trade management has gained immense significance in India in the last decade. The objective of this course is to inculcate a strong understanding of institutional framework of the global trading environment. The students will be able to understand the role of various International Organization in Promoting International Trade. In addition the students will also be able to map the flow of volumes of various commodities from one country to the.

### Course Objectives

- Grasp the foundations of various International Organizations in promoting International Trade.
- Acquire and improve the knowledge of trade promotion bodies of India.
- Understand the worldwide inter country trade volumes.
- Understand the various functions and operations of various multilateral trade institutions.
- To Analyze the opportunities and challenges of India in the various multilateral trade organizations.

### Course outline and indicative content

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

International Trade Environment, Multilateral Trading system, Institutional Framework for Multilateral Trading systems- WTO, Legal Framework for Multilateral Trading System, Implications of Uruguay Round- The Indian Perspective, 4<sup>th</sup> Ministerial Meeting-Doha Declaration

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

Role of World Bank, International Monetary Fund, Asian Development Bank, BRICs Development Bank, Asian Infrastructure Investment Bank, World Trade Organization, United Nations Organization for Trade and Development, International Trade Centre(ITC)-Geneva.

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

#### **Regional Trade Blocks**

European Union, NAFTA, ASEAN, APEC, SAARC, CARICOM, MERCOSUR, SAFTA, BRICS.

### **Unit IV (6 sessions)(CO3, CO4, CO5, L13 & L4)**

#### **Trade Promotion Organization in India**

Ministry of Commerce, Export Promotion Councils & Commodity Boards, India Trade Promotion Organization, Export-Import Bank of India, ECGC, FIEO

### **Unit V (6 sessions)(CO3, CO4, CO5, L3, L4 & L5)**

Trade Information for Exports/Imports/Investments/Growth rates

Systems of Trade Classification HS/SITC, Various Sources of Trade Statistics, FAO, World Bank, ITC, IMF, DGCI & S, TRAINS, UNCOMTRADE

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	To Assess the role of various International Organizations in promoting International Trade.	A1
CO2	Explore and analyze the role of trade promotion bodies of India.	A3
CO 3	Students will be able to examine worldwide inter country trade volumes.	A3 & A2
CO 4	Understand the various functions and operations of various multilateral trade institutions.	A3 & A2
CO5	Understand the opportunities and challenges of India in the various multilateral trade organizations.	A4

#### **Assessment Methods**

<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1Mid Exam	Individual	Written	20
A2 Coursera/ online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50

## Mapping COs - Blooms levels – Assessment Tools

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

### 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.
- International Business –V.Sharan
- 2. International Business -SumatiVerma

### CO PO Mapping

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

<b>Course Code: MBI 852</b>	<b>Course Title: International Commodity Management</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA</b>		<b>Batch/Academic Year: 2020-22</b>
<b>Course Leader:</b>		

### Course Description

Commodity derivatives play significant role in the growth and development of an economy. Moreover, it is an integral part of international trade in commodities. The course will cover details of basic concepts and practices in commodities derivatives, Indian and International Commodity Exchanges and technical aspects of commodity derivative trading with live examples.

### Course Objectives

- Grasp the concepts of commodity management.
- Acquire and improve their skills of related to commodity management.
- Understand the technical tools related to commodity management.
- Continue enriching and upgrading their knowledge of derivative and commodity markets.
- To understand and perform providing the cost-effective economic development strategies.

### Course outline and indicative content

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

(a) Understanding Commodity markets and derivatives (b) Physical commodity markets; Characteristics of physical commodity markets and factor affecting demand and supply of commodity (c) need for an organized exchange (d) Types of Derivative (e) Payoff for the derivative positions (f) commodity derivative vs. Financial derivative (g) Derivative market participants.

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

(a) Global Commodity Exchanges (b) Indian Commodity exchanges (c) Function and role of exchange (d) price of the futures (d) Convergence of spot and futures (e) Basic principle of Hedging (f) Speculation (d) Arbitrage.

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



(a) Price analysis of commodity: fundamental and technical approach; (b) Supply and demand of commodities (c) Fundamental analysis of copper (d) Fundamental analysis of sugar (e) Charts and analysis of charts (f) Price patterns (g) Moving Averages (I) Oscillators (J) Elliot Wave Theory (k) Fibonacci Series.

**Unit IV (6 sessions)(CO3, CO4,CO5, L13 & L4)**

Speculation strategies - Arbitrage strategies - Hedging Strategies; Basic principles, applications and using futures for benefit of farmers - Function and Regulations; members and clients, risk management, regulatory framework and misconception of futures market - Exchange transaction; methods of trading, flow of transactions and technology - clearing and settlement; process of settlement.

**Unit V (6 sessions)(CO3, CO4, CO5,L3, L4 & L5)**

The underlying market in agricultural commodities, metal and energy market - Recent innovation in the commodity derivative markets - Globalization and commodity market; what we can learn from it - concluding comments and suggestions.

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

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the basic concepts and process of Commodity Derivatives.	A1
CO2	Experiment with data through technical tools for decision making.	A3
CO3	Evaluate different markets and strategies for Commodity Derivative Decision Making.	A3 & A2
CO4	Analyze risk and uncertainty in the Market.	A3 & A2
CO5	Understand and perform providing the cost-effective economic development strategies	A4

**Assessment Methods**

<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1Mid Exam	Individual	Written	20
A2 Coursera/online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50



## Mapping COs – Blooms levels – Assessment Tools

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

### Learning and teaching activities

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

### Teaching and learning resources

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Risk Management – IIB / Macmillan Publications

### CO PO Mapping

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Visakhapatnam – 45.

<b>Course Code: MBI 854</b>	<b>Course Title: Risk Management in Banking</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s): MBA</b>		<b>Batch/Academic Year: 2020-22</b>
<b>Course Leader:</b>		

### Course Description

Risk management in banking has been transformed over the past decade, largely in response to regulations that emerged from the global financial crisis. Risk management is essentially a way of knowing what type of uncertainties are out there and taking steps to counter them and be fully prepared for eventualities. Decisions have to be taken, business needs to be conducted. Risk management helps identify uncertainties to make informed decisions.

### Course Objectives

- Grasp the concepts of Risk Management.
- Acquire and improve their skills of related to Risk management.
- Understand the technical tools related to Risk Management.
- Continue enriching and upgrading their knowledge of market risks.
- To understand and perform providing the cost-effective economic development strategies.

### Course outline and indicative content

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

Understanding of COSO Framework and Integrated Risk Management - Role of Enterprise risk management in Modern Banks - Bank Balance Sheet Perspective & Risk Management - Overview of Credit Risk, Market Risk / ALM and Operational Risk - Evolution of 'Banking Risk Management' and impetus BIS, Basel's Global Banking advisory norms of Basel I, Basel II and Basel III. - Indian experience in adopting global banking norms and RBI's guidance note on Credit Risk, ALM, Risk Management Systems, Market Risk, Stress Testing, and Operational Risk.

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

Establishing a Risk Governance Mechanism for a Bank – Primer on Basics of Risk Management and the need for Risk Capital Measurement & Management in a Bank - Evolving codified risk policies - Risk Measurement methods across ALM, Market Risk, Credit Risk and Operational Risk - Risk Management for the Board Level Functionaries - Risk Based Internal Audit (RIBA).

## **Unit III (6 sessions)(CO2, CO3, L12, L3 & L4)**

Credit Risk Management and the concept of Risk Weighting and applying Capital based on Risk - Internal Credit Rating Framework for a Bank - Differences between Credit Scoring and Credit Rating Models - Establishing Rating Pool for Banks and Rating Verification, Rating Validation Methodologies, Operative Modalities and Best practices - Credit Rating Framework and its role in maintaining credit quality - Internal Vs External Credit Rating and CRAR - Loan Pricing based on default risk probability - Estimating Credit Risk Capital requirements based on Risk Exposure (RAROC).

## **Unit IV (6 sessions)(CO3, CO4, CO5, L13 & L4)**

Asset liability Management (ALM) - Measurement of Interest Rate Risk for ALM and select ALM issues - Interest Rate Risk Management - Gap and Duration Gap Management - Duration Ratio - Interest Rate forecasting for the ALM - Market Risk and its measurement by Value at Risk (VaR)

## **Unit V (6 sessions)(CO3, CO4,CO5,L3, L4 & L5)**

BIS paper on Regulatory Treatment of Operational Risk & RBI Guidelines on Operational Risk Management - Capital Allocation for Operational Risk - Building ‘Key Risk Indicators’ - Regulatory and Economic Capital Issues – with emphasis on capital bleeding because of poor ORM programme in banks.- Risk Management of Derivative Products - The write-off of the “Too Big to fail” Theory.

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 Risk Management.	A1
CO2	Understand and assess various risks involved in the banking system.	A3
CO3	Explain the tools and techniques deployed in banks	A3 & A2

	across the risk classes to manage risks.	
CO4	Understand functions of Credit, Market and Operational Risks.	A3 & A2
CO5	understand and perform providing the cost-effective economic development strategies	A4

### Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera / online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

### Mapping COs - Blooms levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge			CO4 (A1&A3)	CO3(A2)	CO4(A1)	
Conceptual Knowledge			CO1 (A1)	CO3(A4)	CO4(A3)	
Procedural Knowledge			CO4(A2)	CO4 (A2&A3)	CO1, CO2 (A2&A3)	
Meta Cognitive Knowledge		CO1, CO5(A2)				

### Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

### Teaching and learning resources

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Risk Management – IIB / Macmillan Publications

## **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MBI 856</b>	<b>Course Title: Port and Shipping Management</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear:2020-22</b>
<b>Course Leader: Department of Operations</b>		

### **Course Description**

Ports and shipping industry, as a key node in logistics sector, hold a vital role in the growth of foreign trade of a nation. Existence of vibrant ports and robust shipping services help accelerate the pace of development. Considering the significance of India's buoyant foreign trade volumes, the course aims to equip students with the intricacies and make them ready to handle the opportunities and challenges of this sector.

### **Course Objectives**

- Role of maritime industry in facilitating global trade and in supporting the growth prospects of a nation.
- The initiatives take by ports in providing value added services to its clients apart from the initiatives in port infrastructural developments that make a port robust.
- The ownership models and how these models influence their ability to provide services to clients and improve performance.
- Various departments/processes at a port and required assets each of such department/process.
- Sourcing and investment procedures at port, cost calculations & tariff fixation at ports.

### **Course outline and indicative content**

#### **Unit I (6 sessions) (CO1, CO2, L1 & L2)**

**Maritime business:** Role, features, and functions of Shipping in development

of economies; Understanding facilities at ports; Physical infrastructure at ports, departments and processes in ports; port vs. terminal; Types of Vessels and Cargo handled; Value added services provided at ports.

#### **Unit II (6 sessions) (CO2, L2& L3)**

**World cargo movement trends, Sea trade routes, Maritime conventions:** Hub & spoke ports; Port performance metrics; Review of performance of key ports across the world; Future of ports; Ports and Shipping in India.

**Unit III (6 sessions) (CO2, CO3, L12, L3 & L4)**

**Types of ports:** Port ownership models; Meaning, features, role of Inland Container Depots (Dry Ports), Container Freight Stations; Inland waterways; Port capacity planning and management; Port logistics & Supply chain systems; Port strategic alliances, Market positioning and differentiations.

**Unit IV (6 sessions) (CO3, CO4, L13 & L4)**

**Port and Shipping Operations:** Marine Management Services and Operations; Vessels' Planning; The Four Stages of Port and shipping Management and Operations; Marine Terminal Operator (MTO) Agreements and Leasing Opportunities; Marine Terminal Operators and Leasing Opportunities: Case Studies. The future of ports & Shipping - strategic & tactical port planning; Port and shipping planning and decision factors.

**Unit V (6 sessions) (CO3, CO4, CO5, L3, L4 & L5)**

**Port & Shipping Finance & Investments cost & revenue heads:** basis for cost calculations at ports and Shipping; investments appraisals, guidelines of Tariff Authority for Major Ports (TAMP); TAMP Notifications; Understanding Scale of Rates at selected public and private ports; Shipping Costs and freight Calculations.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	To understand the Maritime industry, Port and Shipping Operations	A1 & A3
CO2	Explain Port and Shipping Operations, their trends and performance	A2 & A3
CO 3	Analyze the Port and Shipping related developments across the world	A2 & A3
CO 4	Evaluate Port and Shipping Operations for asset planning	A2
CO5	Understand the Sourcing and investment procedures at port, cost calculations & tariff fixation at ports	A4

**Assessment Methods**

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera /online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/ Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50

## Mapping COs – Blooms levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge			CO1 (A2 & A3)	CO2(A1)		
Conceptual Knowledge			CO3 (A1)	CO3(A3)		
Procedural Knowledge			CO4(A2)	CO4 (A2&A3)		
Meta Cognitive Knowledge	CO4(A1)	CO1, CO5(A2)	CO5(A3)	CO3(A2, A4)		

### 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.
- Khalid Bichou, Port Operations, Planning and Logistics, Routledge
- Ronald H. Ballou, Samir K. Srivastava 2007, *Business Logistics/Supply Chain Management*, 5/e, Pearson Education.
- Marine Transportation Management, Henry S. Marcus, Auburn House Pub. Co., 1986.
- Management of Transportation, Bardi Edward J., Cengage Learning (Thompson), 6th Edition 2006 [International Edition].
- Martin Stopford, Maritime Economics, 3e, Routledge, 2009.

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**GITAM Institute of Management (GIM)**  
**Gandhi Institute of Technology and Management (GITAM)**  
(Declared as Deemed to be University u/s 3 of UGC Act. 1956)  
Visakhapatnam – 45.

<b>Course Code: MBI 858</b>	<b>Course Title: Global Sourcing</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>		<b>Batch/AcademicYear:2020-22</b>
<b>Course Leader:</b>		

### **Course Description**

Globalization and growth of free trade have given numerous opportunities to the growth of manufacturing and services sectors across the world. Improving interdependence among nations allowed business organisations to look for suppliers and customers beyond their physical boundaries. Technological innovations coupled with growth of internet conferred newer avenues for business managers to seamlessly procure goods from across the world and manage inventory levels. These developments have significantly improved industry expectations from the business executives. The course is, therefore, designed to enhance the skillset of students who wish to create niche for themselves in this domain. Contents of the curriculum cover the dynamics of global sourcing that can equip the students to confidently support the global sourcing practices at the organisations that they join.

### **Course Objectives**

- Sensitize students on the need, modes, and implications of sourcing from global avenues.
- Apprise students on the cost implications and risk factors involved and risk mitigation methods in global sourcing.
- Alignment of organisational strategies with operational plans involved in global sourcing that can ensure overall organisational success.
- Impart among students the knowledge on how bids and proposals for global sourcing are managed and the strategies involved in achieving sustainability through supplier diversity management.
- Update students on the trends in global sourcing in an ever dynamic business environment.

## Course outline and indicative content

### Unit I (6 sessions) (CO1, CO2, L1 & L2)

**Introduction to global sourcing:** sourcing & outsourcing; global purchasing management; Skill required; Need for global sourcing; Modes of global sourcing. Global sourcing models & risks involved.

### Unit II (6 sessions)(CO2, L2& L3)

**Cost considerations in global sourcing:** Landed costs: developing landed cost models; integrating domestic supply chain requirements, reducing landed costs; transportation and logistics. Risk management & insurance – contract and business relationship management; political risk, receivables, and export credit, steps in mitigating risks. Developing an inbound supply chain risk management strategy

### Unit III (6 sessions)(CO2, CO3, L12, L3 & L4)

**Strategic sourcing plan and its operations' alignment:** Requirement mapping, opportunity analysis, segmentation.

### Unit IV (6 sessions)(CO3, CO4, CO5, L13 & L4)

**Sourcing through Bids and Proposals:** Solicitation planning and methods. Supplier diversity management – diversity programs, supplier diversity best practices; global supplier diversity; diversity advocacy organisations. Sustainability – Issues, Guidelines, criteria for supplier evaluation, World Bank Reports of International Bidding.

### Unit V (6 sessions)(CO3, CO4, CO5, L3, L4 & L5)

**Global sourcing trends:** Developing global sourcing strategies; international trade requirements. Sourcing to settle (S2S) – need for S2S; implementing, managing, & outsourcing S2S process.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand need, modes, and models of global sourcing	A1 & A3
CO2	Explain cost and risk management in global sourcing	A2 & A3
CO3	Implement global sourcing plans	A1 & A3
CO4	Evaluate competitive bidding, supplier diversity, & sustainability.	A3
CO5	Understand the trends in global sourcing in an ever-dynamic business environment	A4

## Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera /online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50

## Mapping COs – Blooms levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge		CO1 (A1&A2)	CO2 (A3&A4)	CO3(A1&A4)		
Conceptual Knowledge		CO1 (A1&A3)	CO2 (A1)	CO3(A3)		
Procedural Knowledge		CO4 (A2&A3)	CO4(A2)	CO5 (A2&A3)		
Meta Cognitive Knowledge		CO1(A2)	CO4(A3)	CO5(A2)		

## Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

## Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

Sourcing and Supply Chain Management – Handfield, Monczka, Patterson; CENGAGE

## CO PO Mapping

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**GITAM Institute of Management (GIM)**  
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Visakhapatnam – 45.

Course Code: MMK 842	<b>Course Title: RURALMARKETING</b>	
<b>SEMESTER: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Program(s): MBA</b>		<b>Batch/Academic Year: 2020-22</b>
<b>Course Leader: Prof.M.Jyothsna</b>		

### Course Description

Rural Marketing has emerged as an important internal sub-division within marketing discipline particularly in the context of a large rural economy like India. In India the rural economy contributes nearly half of the country's GDP and the size of the rural market is growing in a steady phase and companies are re designing some of their products to match rural consumers' affordability. An insight into a more holistic perspective of rural marketing which includes rural marketing environment, buying behavior, STP approach and Pricing would be beneficial to Management students who wish to move into this emerging area of Rural Marketing.

### Course Objectives:

This course intends the student

- To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.
- Differentiate the rural market environment from the urban and semi – urban markets
- Understand the factors influencing the rural consumer behavior and their brand loyalty
- To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.
- To evaluate pricing and distribution strategies for rural consumers

## **Course outline and indicative content UNIT-I (7 sessions) (CO1, L1)**

A Conceptual Framework, Nature, Characteristics of Rural Market, Challenges & Opportunities. An Overview of Indian Rural Market, rural marketing mix. Bottom of the Pyramid.

## **UNIT-II(8 sessions) (CO2, L2)**

Rural Marketing Environment: Defining rural India, evolution of rural marketing, rural market structure - demographic environment, physical environment, economic environment and technological environment.

## **UNIT-III (10 sessions)(CO3, L3)**

Rural Consumer Behaviour: Consumer buying behavior models, factors affecting consumer buying behaviour, characteristics of rural consumers, consumer buying process, opinion leadership, brand loyalty.

## **UNIT-IV (10 sessions)(CO4, L4)**

Segmenting, Targeting Positioning: Product strategy, marketing mix challenge, product concept and classification, rural product categories, new product development, product lifecycle, product mix and rural packaging, Need for Innovation in Rural Markets.

## **UNIT-V (10 sessions)(CO5, L5)**

Pricing: Pricing strategy, Internal influences, pricing objectives, external influences pricing strategies, marketing entry strategies, distribution strategy, channels of distribution, behavior of the channel and communication strategy.

## **Case Analysis (Not Exceeding 200 words)**

On successful completion of this course, students will be able to:

<b>S. No.</b>	<b>Course Outcomes (COs)</b>	<b>Assessment</b>
CO1	Discuss rural market Challenges & Opportunities in a dynamic market.	A1
CO2	Explain and interpret Rural Marketing Evolution and Structure	A3
CO3	Apply the concepts relating to consumer buying behaviour	A3 & A2
CO4	Differentiate and design marketing strategies for rural specific products.	A3 & A2
CO5	Assess and interpret the relevance of pricing and distribution strategies.	A2

## **Assessment methods**

<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
A1Mid Exam	Individual	Written	20
A2Coursera	Individual	Quiz/Assignment	10

A3Project/Case study	Group	Presentations & Report	20
A4End-term exam	Individual	Written	50

### Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge	CO1 (A1, A3)	CO1 (A1, A3)	CO1 (A1, A3)			
Conceptual knowledge				CO3,CO4 (A2, A3)	CO3,CO4, CO5 (A2, A3)	
Procedural knowledge						CO3,CO4 (A2)
Meta cognitive knowledge						

### Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

### TEXTBOOK

PradeepKashyap,"RuralMarketing",Pearson,NewDelhi,2016

### REFERENCES

1. Rural Marketing: Text and Cases, 2e Paperback – 2011 by Krishnamacharyulu
2. Ashraf Imam, Massoumeh Nasrollah, Zadehand Aph, "Rural Marketing", 2013
3. Mathur, U., "The Rural Marketing Book", 2013
4. Sanal Kumar, "Rural Marketing", Sage Publications, New Delhi, 2012

### JOURNALS

1. International Journal of Rural Management , Sage Publications
2. Journal of Rural Studies, Elsevier
3. Prabandhan: Indian *Journal* of Management.
4. Journal of Marketing, India
5. Journal of Marketing Research, India
6. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

### CO PO Mapping

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<b>Course Code: MMK 844</b>	<b>Course Title: Services Marketing</b>	
<b>Semester: IV</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:</b>		

### Course Description

Since the service sector is growing so rapidly in virtually all countries around the world, new job creation comes mainly from services. As an economy develops, the relative share of employment between agriculture, industry and services changes dramatically. Even in emerging economies, the service output is growing rapidly and often represents at least half of the Gross Domestic Product (GDP).

While the importance of services is ever growing, the challenges faced by the managers are unique and severe, the services sector being so diverse in nature. From giant international airlines, banks, hotel chains, insurance, telecommunications, and government to locally owned or operated small businesses like laundry, beauty salons, cyber-cafes, and many business-to-business services, the marketing-relevant issues can be as wide as one can imagine. The aim of this course is to familiarize the students with the various aspects, processes and components of services marketing.

### Course Objectives:

- To able to differentiate between product and services marketing.
- To apply the extended marketing mix and STP process to various service sectors
- To identify the quality dimensions for different services and will be able develop SERVQUAL, service blueprint and service recovery strategies.
- To Able to identify different service strategies and various steps involved in new service development process as well as service distribution.
- To Familiarize with the contemporary trends of services marketing.



## Course outline and indicative content

### Unit I (8 sessions + 2 sessions for Case Studies) (CO1, L2)

**Understanding Services:** Introduction - meaning of service concepts, nature and scope of services, marketing of services versus physical goods, growth of services sector in India, Classification of services. Customer involvement in service process and managing service encounters.

### Unit II (8 sessions + 2 sessions for Case Studies) (CO2,L3)

**Services Marketing:** The distinguishing key characteristics of services, Consumer behavior in services. Services marketing mix - Product, Pricing, Place, Promotion, People, Physical Evidence and Process. - Service triangle - Segmenting, Targeting and positioning for services marketing.

### Unit III (8 sessions + 2 sessions for Case Studies) (CO3, L4)

**Role of Quality in Service** – Service Quality management, Dimensions of service quality, – gap model - SERVQUAL – demand management services strategies– service blue printing - Service failures and Recovery strategies, etc.

### Unit IV (8 sessions + 2 sessions for Case Studies) (CO4, L4)

**Overview of Strategies for Services marketing** - strategies to deal with intangibility, inventory inconsistency and inseparability of Services - basic service package – new service development stages. Pricing objectives and strategies – service distribution.

### Unit V (8 sessions + 2 sessions for Case Studies) (CO5, L5)

**Contemporary issues in service marketing** - Current trends in services marketing. E-commerce and e-marketing – e-CRM - Innovations in services marketing- self-service technologies - Marketing of varied services.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	To develop an understanding of services and service marketing.	A1, A2, A3, A4
CO2	To differentiate the Segmentation, Targeting, Positioning process in services.	A1, A3
CO3	To illuminate the students about the service quality dimensions and SERVQUAL model.	A1, A2, A3, A4
CO4	To apprehend the overview and different strategies for marketing of services.	A3, A4
CO5	To acquire the knowledge of contemporary issues in services marketing.	A3



## Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written - L3 level	20
A2	Coursera / Online Course	Individual	Coursera course /online Course – L3 level	10
A3	Case	Group	Case discussion and presentation –L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

## Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1 (A1, A2)		CO4 (A2, A3, A4)		
Procedural Knowledge			CO2 (A1,A2, A3, A4)	CO3 (A1,A2, A3, A4)	CO5 (A3, A4)	
Meta Cognitive Knowledge						

## Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

## Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

## CO PO Mapping

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Course Code: MMK 846	Course Title: <b>MARKETING RESEARCH</b>	
Semester: IV	Course Type: Elective	Credits: 3

<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-22</b>
<b>Course Leader: Dr.P.Giribabu</b>	

## **Course Description**

This course provides a comprehensive introduction to marketing research, and discusses key concepts, processes, and techniques, as well as their applications. Students gain an appreciation for the breadth and depth of the subject and its significance for a business enterprise. Besides an overview of marketing research, the course covers research with qualitative data, and methods used for analyzing research data to make decisions.

## **Course Objectives**

- Discuss the scope and managerial importance of Market Research and its role in the development of marketing strategy
- Provide a detailed overview of the stages in the Market Research process
- Develop research questions and objectives that can be addressed in a research design
- Use contemporary statistical packages to calculate and report descriptive statistics from quantitative data
- Interpret data analysis in the context of the identified business problems and Communicate research results in written report and oral presentation formats

## **Course outline and indicative content**

### **Unit I (07 Sessions) (CO1, L1, L2)**

#### **Dynamics of Marketing Research**

Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario) Role of Research in Marketing, Practical tips for researchers

### **Unit II (08 Sessions (CO2, L2,L3) Planning the Research Process**

Introduction, Stages in planning the market research, Interview Techniques, Designing questionnaires and interview guides, Building Attitude Exploration into questionnaires

### **Unit III (10 Sessions) (CO3, L4, L5) Measurement and Scaling Techniques**

Introduction, Importance of Measurement and Scaling in Marketing Research, Scales of Measurement: Fundamental Properties, Primary Scales of Measurement, Attitude Measurement Scales, Qualitative Research and its Implementation, Qualitative Research Methodology, Analysis and Interpretation of Qualitative Research Data.

#### **Unit IV (10 Sessions) (CO4, L5 & L6) Applications of Marketing Research**

Audience and Advertising Research- Introduction, Purpose, populations involved in audience and advertisement research, procedures for advertisement research, Publication considerations in advertisement research. Social Research- - Introduction, Purpose, populations involved in social research, procedures for social research

Report Writing and Presentation, Interpretation of Marketing Research Reports, Applications of Marketing Research.

#### **Unit V (10 (CO5, L6)**

##### **Sessions Recent Trends in Marketing Research**

Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research

On successful completion of this course, students will be able to:

<b>S. No.</b>	<b>Course Outcomes (COs)</b>	<b>Assessment</b>
<b>CO1</b>	Understand theoretical aspects of Marketing Research and its role in 21 <sup>st</sup> century.	A1,A4
<b>CO2</b>	Understand the planning the Research process and designing the questionnaire.	A1,A4
<b>CO3</b>	Analyse measuring and different scaling techniques in Marketing Research.	A1,A3,A4
<b>CO4</b>	Evaluate different applications in Marketing Research and communicate through report writing	A2,A4
<b>CO5</b>	Apply personal and interpersonal recent research trends in different Marketing areas.	A1,A4

#### **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>
<b>Factual Knowledge</b>						
<b>Conceptual Knowledge</b>	<b>CO1 (A1,A4)</b>	<b>CO1, CO2 (A1, A4)</b>	<b>CO2 (A1A4)</b>			
<b>Procedural Knowledge</b>				<b>CO3 (A1,A3,A4)</b>	<b>CO3, CO4 (A1,A2, A3,A4)</b>	<b>CO4, CO5 (A1,A2,A4)</b>
<b>Meta Cognitive Knowledge</b>						

### Learning and teaching activities

- Classroom Teaching
- Power Point Presentation
- Application in real life situation
- Problem Solving
- Project
- Assignment etc.

### Teaching and learning resources

### **Text Books:**

- Naresh K. Malhotra et.al., “Marketing Research – An Applied Orientation”, 5<sup>th</sup> Edition, Pearson, UK, 2017
- Nigel Bradley, “Marketing Research - Tools and Techniques”, 3<sup>rd</sup> Edition, Oxford University Press, New Delhi, 2013.

### **References:**

- Donald R. Cooper & Pamela S Schindler, “Marketing Research – Concepts and Cases” Tata McGraw Hill, New Delhi, 2006.
- G. Berry, “Marketing Research”, 4<sup>th</sup> Edition, Tata McGraw Hill, New Delhi

### **Other Readings:**

- Business Research Methods , Naval Bajpai, Pearson , Edn-2013
- Sage Handbook of Qualitative Research 4th Ed. by Denzin and Lincoln
- GITAM Journal of Management
- Harvard Business Review, Harvard Business School Publication Co. USA
- Vikalpa, Indian Institute of Management, Ahmedabad

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code:MMK 848</b>	<b>Course Title: Customer Relationship Management</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader:</b>		

### **Course Description**

Customer Relationship Management is all the tools, technologies and procedures to manage, improve, or facilitate sales, support and related interactions with customers, prospects, and business partners throughout the enterprise. At its core, a CRM tool creates a simple user interface for a collection of data that helps businesses recognize and communicate with customers in a scalable way. The goal of the system is to track, record, store in database, and then determine the information in a way that increases customer relations. At its core, a CRM tool creates a simple user interface for a collection of data that helps businesses recognize and communicate with customers in a scalable way.

### **Course Objectives:**

This course intends the student to

- Know the basic concepts of Customer Relationship Management and study the relationship between customer loyalty and retention.
- Learn the analytical tools and techniques useful to maintain CRM
- Recognize various aspects of marketing related to CRM and the significance of marketing channels and communication channels in CRM
- Study the facets of implementation of CRM
- Examine the sectoral application of CRM

### **Course outline and indicative content**

#### **Unit I (10Sessions) (CO1,L1, L2) Introduction to CRM**

- Definition, concept, factors led to evolution of CRM, Need and benefits of CRM, IDIC model for building relationship, Features & advantages of e-CRM, process of CRM, types of CRM, CRM Cycle.
- Customer Retention: Need & Importance, Determinants of retention, Strategies to boost customer retention

- Customer Loyalty: attitudinal vs Behavioural loyalty, types of loyalty, loyalty ladder, loyalty classification on profitability and duration, types of loyalty programmes, Process of designing loyalty programme.
- **Unit II (08Sessions)(CO2, L3) Analytical tools and techniques in CRM**
- Management of Data: Customer database, Passive marketing database and Active marketing database
- Data Warehouse: Features of Data Warehouse, ETL process, Multidimensional Analysis.
- Analytical CRM through Data Mining: Concept of Data Mining, Techniques. Applications in CRM: Customer Segmentation, Customer Churn Prediction, Market Basket Analysis

### **Unit III (08 Sessions)(CO3, L4) CRM: Marketing aspects**

- Web marketing, digital marketing, analyzing customer buying behavior, customer behavior prediction, customer life-cycle, customer life-time value,
- CRM & Marketing channels
- Distribution Channels: Functions of distribution channels, Factors affecting CRM through distribution channels, Major challenges in facing CRM through distribution channels.
- Communication channels: Importance of communication channels, Emerging trends of Communication channels in CRM

### **Unit IV ((9Sessions)(CO4, L4) Implementation of CRM:**

- Elements of CRM System, CRM implementation, Key success factors of CRM, Role of a contact center in building relationships, Barriers and Challenges in CRM, Reasons for failure of CRM

### **Unit V (10 Sessions)(CO5,L5, L6) Sectoral application of CRM**

- CRM in retailing, Business organizations (B2B), Rural marketing CRM in services marketing: Quality dimensions and service gaps

## Case Analysis (Not Exceeding 200 words)

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Describe the concepts of Customer Relationship Management Examine the relationship between loyalty, retention to CRM	A1, A2, A4
CO2	Apply the tools and techniques of CRM in Customer Segmentation, Customer Churn Prediction, Market Basket Analysis	A1, A4
CO 3	Analyze the influence of distribution and communication channels on CRM.	A1, A4
CO 4	Explain the issues in implementation of CRM	A1, A4
CO 5	Assess the process of CRM in different industries and develop plans under changing scenarios	A3, A4

## Assessment methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2Coursera	Individual	Quiz/Assignment	10
A3Project/Case study	Group	Presentations & Report	20
A4End-term exam	Individual	Written	50

## Mapping COs - Blooms levels- Assessment Tools

Knowledge Dimension / Cognitive Dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1, A2, A4)	CO1 (A1, A2, A4)	CO2 (A1, A4)			

Conceptual Knowledge				CO3,CO4 (A1, A4)	CO5 (A3, A4)	
Procedural Knowledge						CO5 (A3, A4)
Meta Cognitive Knowledge						

## Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, PPTs, directed study, independent study via G-Learn, case



studies, projects and practical activities(individual & group)

## **Teaching and learning resources**

### **TEXT BOOKS**

1. Jagdish.N.Sheth,AtulParvatiyar&G.Shainesh - Customer Relationship Management –Emerging Concepts,Tools& Applications- TATA McGraw-Hill , 2001
2. Mallika Srivastava, Customer Relationship Management, VikasPublications, New Delhi,2016.
3. G. Shainesh and Jagdish N Sheth (2006),’Customer Relationship Management – A Strategic Perspective’ Trinity Press (Laxmi Publications): New Delhi

### **REFERENCES**

1. Alex Berson, Stephen Smith, Kurt Thearling., Building DataMining Applications for CRM. Tata McGraw Hill, New Delhi,2014.
2. Mohammed, H.Peeru and A.Sagadevan, CustomerRelationship Management, Vikas Publishing House, New Delhi,2013.
3. PaulGreenberge,CRM-EssentialCustomerStrategiesforthe21stCentury. Tata McGraw Hill, New Delhi,2013.

### **JOURNALS**

1. GITAM Journal of Management, GITAM University, Visakhapatnam, India.
2. HarvardBusinessReview,HarvardBusinessSchoolPublicationCo.,USA
3. Marketing Mastermind, IUP Publications (A Division of the ICFAI Society), Hyderabad, India

### **CO PO Mapping**

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Visakhapatnam – 45.

Course Code: MMK 850	Course Title: B2B MARKETING	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s): MBA	Batch/Academic Year: 2020-22	
Course Leader: Dr.T.Venkateswarlu		

### Course Description

Business to Business (B2B) marketing in India is undergoing a phenomenal change; what was looked upon as an underdeveloped nation is now regarded as a potential economic powerhouse, providing multinational companies with unparalleled opportunities. With liberalization and privatization taking place in almost all major sectors of the economy, the dynamics of industrial marketing is rapidly changing to gain competitive advantage. It is imperative that Management students aiming to move into B2B marketing sector be sensitized to the value implications of B2B market environment and have a basic idea about the fundamental concepts of B2B marketing, industrial buyer behaviour, B2B marketing opportunities, B2B Branding and marketing strategy.

### Course Objectives:

- To understand the basic concepts of B2B marketing
- To examine the organizational buyer behavior and enrich the knowledge on relevant models and methods of B2B buyer behavior.
- To understand and evaluate B2B Marketing Strategies and tools
- To evaluate how market segmentation, targeting, positioning is carried out in B2B Markets.
- To access the impact of Marketing Communication Mix on B2B Markets.

### Course outline and indicative content

#### Unit I (5 Sessions) (CO1, CO2, L1 & L2)

**Introduction to new generation Business-to-Business Marketing:** Business and Consumer marketing-A contrast, B2B value chain, Trends and changes in B2B marketing.

## **Unit II ( 6Sessions)(CO2, L2& L3)**

**Organizational buying process:** Classifying Products, Customers and Organizations, Types of organizational customers and their unique characteristics, Organizational buying behaviour, Organizational buying process- Various models.

## **Unit III (10 Sessions)(CO2, CO3, L12, L3 & L4)**

Establishing enduring relationships in B2B marketing, new generation value added partnerships roles in B2B Marketing, .Managing buyer seller relationships. **Segmenting Business Markets and Demand Analysis:** Segmenting, Targeting and Positioning. Value based segmentation, Organizational demand analysis, determining market and sales potential, Sales forecasting methods.

## **Unit IV (10 Sessions)(CO3, CO4, L13 & L4)**

**Managing Innovation and Marketing Mix:** New product development process, Direct & Indirect channels, Distributors & manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members, Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing, B2B Advertising, Trade shows, Personal selling, Key account management.

## **Unit V (12 Sessions)(CO3, CO4, L3, L4 & L5)**

**Strategic Perspectives in Business Marketing Planning:** Managing services for Business Markets, Use of technology and AI as a strategic intervention for profit maximization, e- commerce for business customers and e-Supply chains in industrial markets, Planning, implementation and control of B2B marketing.

On successful completion of this course, students will be able to:

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand B2B Marketing Concepts for Business Decision Making	A1
CO2	Study the organizational buyer's decision process and influences that shape buying decisions.	A3
CO 3	Get an overall exposure to various B2B Models of various businesses.	A3 & A2
CO 4	Analyse strategies adopted by B2B formats concerning segmentation, targeting and positioning and other Communication aspects of B2B Businesses.	A3 & A2

CO 5	Evaluate promotional strategies that would drive B2B sales.	A2
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### Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera Case Study	Group	Presentation	10
A3	Project	Group	Field Visit	20
A4	End-term examination	Individual	Written	50

Case Analysis

Field Visit

Research Projects

Problem Solving

Students Presentations

### Mapping COs-Blooms levels- Assessment Tools

knowledge dimension / Cognitive dimension	11. remember	12. understand	13. apply	14. analyze	15. evaluate	16. create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1)			
Procedural Knowledge				CO2(A3), CO3 (A2&A3)	CO4 (A2) CO5 (A2)	
Meta Cognitive Knowledge						

### Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handout

1. B2B Marketing Text & Cases, Havaladar & Dasari, MHE, 5e (should be in stands by July 2020)
2. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, "Business Marketing Management: B2B", 10th Ed., Cengage Learning India Pvt. Ltd., New Delhi, 2012

3. Robert Vitale, WaldemarPfoertsch and Joseph Giglierano, “Business to Business Marketing”, Pearson Publications, New Delhi, 2011
4. James C Anderson and Seshadri, D. V. R., “Business Market Management (B2B): Understanding, Creating and Delivering Value”, 3rd Ed., Pearson Publications, New Delhi, 2011
5. Armstrong, Gary and Philip Kotler, “Principles of Marketing”, Prentice Hall, New Delhi, 2006
6. Harvard Business Review, Harvard Business School Publication Co. USA
7. Vikalpa, Indian Institute of Management, Ahmedabad
8. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

### **Learning and teaching activities**

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem

Solving, Project, Assignment et

### **CO PO Mapping**

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**GITAM Institute of Management (GIM)**  
**Gandhi Institute of Technology and Management (GITAM)**  
(Declared as Deemed to be University u/s 3 of UGC Act. 1956)  
Visakhapatnam – 45.

<b>Course Code: MMK 852</b>	<b>Course Title: Global Marketing</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits:3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader:</b>		

### **Course Description**

In an increasingly global economy, businesses need to employ marketing strategies that can advantageously position them in a competitive world market. Global marketing necessitates a firm to understand the environments associated with servicing customers locally with global standard solutions or products, and localize that product as required to maintain an optimal balance of cost, efficiency, customization and localization in a control - customization continuum to meet local, national and global requirements. The objectives of this course is to make the students well versed with Marketing in the global scenario to understand the environment in which the global companies operate, and the importance of market research and various strategies applicable to global markets.

### **Course Objectives:**

#### **This course intends the student to**

- To gain a comprehensive understanding of core concepts of global marketing and the ecosystem
- To know about Global Marketing Intelligence and its organization
- To analyze how global markets are segmented.
- To realize the global marketing strategies that affect a company's future performance.
- To get acquainted with multinational sales management and export procedure and documentation.

## **Course outline and indicative content**

### **Unit I (07Sessions) (CO1, L1 & L2)**

#### **Globalization & Environment**

**Globalization:** Scope and Objectives – Multinational Corporations – Entry strategies

**Environmental factors affecting global business:** Economic Environment - Cultural Environment - Political Environment - Legal Environment – Regional Integration.

### **Unit II (10Sessions)(CO2, L3)**

#### **Global Marketing Intelligence**

Global Marketing Research and Information - Information Requirements of Global Markets- Organization for Global Market Research - Global Marketing Information System

### **Unit III (08 Sessions)(CO3, L4)**

#### **Global Market Segmentation**

Segmenting the Global Market- Segmenting Basis and Process- Global Markets and Criteria for Grouping Countries.

### **Unit IV (10 Sessions)(CO4, L5 & L6)**

#### **Global Marketing Decisions**

Product Policy and Planning- Global Pricing Strategies- Global Channels of Distribution - Global Advertising.

### **Unit V ((10 Sessions)(CO5, L4)**

#### **Sales Management & Export Documentation**

Multinational Sales Management and Foreign Sales Promotion - Export Procedure and Documentation - Special Economic Zones.

## Case Analysis (Not Exceeding 200 words)

### Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Quiz/Assignment	10
A3	Project/ Case study	Group	Presentations & Report	20
A4	End-term exam	Individual	Written	50

### Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1 (A1, A4)	CO1 (A1, A4)	CO2 (A1, A4)			
Conceptual Knowledge				CO3, CO5 (A1, A4)	CO4 (A2, A3, A4)	
Procedural Knowledge						CO4 (A2, A3, A4)
Meta Cognitive Knowledge						

### Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, PPTs, directed study, independent study via G-Learn, case studies, projects and practical activities(individual & group)

### Teaching and learning resources

#### TEXT BOOKS

1. Masaaki Kotabe, KristiaanHelsen, Global Marketing Management, 7<sup>th</sup> Edition, Wiley, 2016.
2. SvendHollensen, Global Marketing, 7<sup>th</sup> Edition, Pearson, 2016.
3. Philip R. Cateora , John Graham , Mary C Gilly International Marketing, 17<sup>th</sup> Edition, McGraw-Hill Education, 2015.
4. Warren J.Keegan., Global Marketing Management, 8<sup>th</sup> Edition, Pearson, 2013 (latest).

#### JOURNALS

1. Global Business Review, International Management Institute, New Delhi.



2. International Journal of Global Business and Competition
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam.
4. E- Books and E-Journals

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MAN 842</b>	<b>Course Title: DATA ANALYSIS WITH PYTHON</b>	
<b>Semester: IV</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:</b>		

### Course Description

Python is an open source high level interpreter based language. Python is interactive and object oriented language with wide range of applications. Python is commonly used in the area of data science and web based analytics.

### Course Objectives

- Understand the analytics features of python
- Get hands on experience in build data applications with python

### Course outline and indicative content

#### Unit I (6 sessions) (CO1 & L2)

**Introduction to Python:** Keywords and Identifiers, Statements and Comments, Input-Output and Import, Operators, Python namespace, Data types - Numbers, Strings, Lists, Tuples, Set, Dictionaries, Arrays, Matrix, Flow Control: If – else, for loop, while loop, break and continue, Pass statement, Looping technique

#### Unit II (6 sessions) (CO2 & L2)

**Functions and OOP Concepts:** Defining and calling a function, Types of Function, Recursion, Python Modules, Packages, OOP Concepts: OOP concepts in Python – Class, Inheritance, Multiple Inheritance, Operator Overloading

#### Unit III (6 sessions) (CO3 & L2, L3)

**IPython, NumPy and Pandas:**IPython Basics, code development in IPython, IPython features, NumPy Basics, NumPyArrays, Vectorized Computation, Indexing and sorting arrays, Structured arrays, Pandas

Basics, Pandas data structures, Descriptive statistics, Handling missing data, Hierarchical Indexing, Vectorized string operations, working with time series

#### Unit IV (6 sessions) (CO4 & L4)

**Working with Data:** Reading and writing data in text format, binary data formats, interacting with web, interacting with database, Combining and merging data sets, Reshaping and Pivoting, Data Transformation, Data Aggregation, Pivot tables and Cross Tabulation

#### Unit V (6 sessions) (CO5 & L3)

**Data Visualisation:** Introduction to Matplotlib, line plots, scatter plots, visualizing errors, Density and contour plots, Histograms and Binnings, Text and Annotation, Three dimensional plotting in Matplotlib

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the language elements of Python	A1, A2
CO2	Understand the OOP concepts in Python	A1, A4
CO3	Write programs in python	A1, A4, A5
CO4	Use python for data analysis	A3
CO5	Use python for data visualization	A5

#### Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

#### Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						

<b>Conceptual knowledge</b>		CO1 (A1, A4) CO2 (A1, A4) CO3 (A1, A4)				
<b>Procedural knowledge</b>		CO1(A2)	CO3(A5) CO5(A5)	CO4(A3)		
<b>Meta cognitive knowledge</b>						

### **Learning and teaching activities**

Classroom Lectures, Application cases and exercises, Demonstration, Lab Sessions

### **Teaching and learning resources**

Computer Lab, Python Software, Textbooks, Ebooks, Reference Materials, Web resources

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MAN 844</b>	<b>Course Title: BIG DATA ANALYTICS WITH HADOOP</b>	
<b>Semester: IV</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:</b>		

### Course Description

Big data is a term used to describe a massive amount of structured and unstructured data collected over the years from different sources. Analysis of such data may provide great insights for a business. However, traditional data management functions are not capable for handling such data and requires specialized tool. Hadoop is a popular platform for carrying out big data analytics

### Course Objectives

- To acquaint the students with the concepts of big data
- To provide hands on experience in working with Hadoop Course outline and indicative content

#### Unit I (6 Sessions) (CO1 & L2)

**Introduction to Big Data:** Concept, Features of big data, big data challenges, Hadoop and its features, Hadoop Ecosystem, Hadoop Components, Hadoop Architecture, Hadoop Cluster, Hadoop Storage: HDFS

#### Unit II (6 Sessions) (CO2 &L2, L3)

**Hadoop Mapreduce:** Concept, YARN components, YARN architecture, YARN mapreduce application execution flow, YARN workflow, Anatomy of mapreduce program, distributed cache, MRunit, Reduce Join, Custom input format, sequence input format

#### Unit III (6 Sessions) (CO3 &L2. L3)

**Introduction to Apache PIG:** PIG Components & Execution, PIG data types, Data models in PIG, Programming in PIG

#### Unit IV (6 Sessions) (CO4 &L2, L3)

**APACHE HIVE:** Introduction, Architecture and components, data types and data models, HIVE partitioning and bucketing, HIVE tables, HIVE QL: joining tables, dynamic partitioning

## Unit V (6 Sessions) (CO5, CO6 & L4)

**APACHE Hbase:** Introduction, Architecture and components, Run modes, configuration, data models, HIVE data loading techniques, Introduction to Apache Spark

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the concept of big data and the process of big data analytics	A1, A2
CO2	Write programs in Hadoop Mapreduce	A4, A5
CO3	Write programs in APACHE PIG	A4 A5
CO4	Work with APACHE Hive	A4, A5
CO5	Understand the components in APACHE HBase	A4, A5
CO6	Perform Big Data Analytics with Hadoop Technologies	A3

### Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

### Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO1(A1) CO2(A4) CO3(A4) CO4(A4) CO4(A4)				
Procedural knowledge		CO1(A2)	CO2(A5) CO3(A5) CO4(A5) CO4(A5)	CO6(A3)		

Meta cognitive knowledge						
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**Learning and teaching activities**

Classroom Lectures, Application cases, Demonstration, Lab Sessions

**Teaching and learning resources**

Computer Lab, Hadoop Software, Textbooks, Ebooks, Reference Materials, Web resources

**CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MAN 846</b>	<b>Course Title: Machine Learning – II</b>	
<b>Semester: IV</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:</b>		

### Course Description

Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.

### Course Objectives

- Understand different categories of Machine Learning
- Understand different algorithms in Machine Learning

### Course outline and indicative content Unit – I : (6 sessions) (CO1 & L2)

**Semi Supervised Learning:** Introduction, Algorithms – Self Training, Generative Models, S3VMs, Graph based Algorithms, Multi view Algorithms

### Unit I: (6 sessions) (CO2 & L2, L3)

**Association Rule Mining:** The applications of Association Rule Mining: Market Basket, Recommendation Engines, etc., A mathematical model for association analysis; Large item sets; Association Rules, Apriori Algorithm

### Unit – II:(6 sessions) (CO3 &L2, L3)

**Reinforcement Learning:** Markov Decision, Monte Carlo Prediction

### Unit – IV: (6 sessions) (CO4 &L2, L3)

**Introduction to Deep Learning :** Concept, Artificial Neural Networks: Basic Structure of ANN, Types of ANN, Defining and Training of ANN

### Unit – V: (6 sessions) (CO5 & L2, L4)

**Applications of Machine Learning:** Sales and Marketing, Financial Services, Social Media Management, Self Driving Cars, Fraud Detection

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the concepts of semi supervised learning	A1

CO2	Understand Association rule mining	A4,A5
CO3	Use a tool to implement Reinforcement Learning Algorithms	A4,A5
CO4	Understand how ANN works	A4,A5
CO5	Understand different applications of Machine Learning	A2, A3

### Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	30
A5	Practical	Individual	Working on System	20

### Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		Co1(A1) Co2(A4) Co3(A4) Co4(A4)				
Procedural knowledge		CO5(A2)	Co2(A5) Co3(A5) Co4(A5)	Co5(A3)		
Meta cognitive knowledge						

### Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

### Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab, ML Software

### CO PO Mapping

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Visakhapatnam – 45.

<b>Course Code: MAN 848</b>	<b>Course Title: E-BUSINESS</b>	
<b>Semester: IV</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:</b>		

### **Course Description**

Ecommerce (e-commerce) or electronic commerce, a subset of business is the purchasing, selling, and exchanging of goods and services through computer networks such as internet. E-Business has exploded over the last few years and businesses are playing catch - up to ensure they don't miss the bus. Understanding the emerging world of E-business through analytical and technical framework will be instrumental to deal successfully with various levels of E-Business viz., B2B, B2C, C2C, C2B, and the possible advantages and disadvantages of E-Business strategy.

### **Course Objectives**

- To understand the significance of E-Business
- To provide an understanding on how E-Business can be used by any business for getting competitive edge.

### **Course outline and indicative content Unit I (6 sessions) (CO1 &L2, L3)**

Introduction to E-Commerce: Types of e-commerce, Benefits & Limitations of e-commerce.

### **Unit II (6 sessions) (CO2 & L2, L3)**

Introduction to M-Commerce: Benefits & limitations of m-commerce, consumer perspective, business model of Electronic Marketing - B2B, B2C.

### **Unit III (6 sessions) (CO3 & L4)**

On line Advertising Methods: Electronic payment system, security schemes in electronic payment systems, security measures in the electronic payment system-firewall.

### **Unit IV (6 sessions) (CO4 & L2, L5)**

Encryption: Decryption and Digital Signature Electronic Credit Card System

on the Internet –Smart Card.

### Unit V (6 sessions) (CO5 & L5)

Introduction to E-Business Technologies: Evaluating the current e-business technologies, aiding the development of e-business tactics.

On successful completion of this course, students will be able to:

CO	Course Outcomes	Assessment
CO1	Understand different Models, types of E-Commerce & types of Networks	A1, A4
CO2	Understand the concepts of M-Commerce	A1, A4
CO3	Comprehend the procedure for Internet Shopping & Online Advertising Methods	A1, A4
CO4	Evaluate the security measures in e-shopping	A1, A4, A2
CO5	Evaluate the opportunities and risk factors involved in conducting E-Business	A3

### Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	50

### Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO1(A1) CO2(A1) CO4(A2)	CO1(A4) CO2(A4)	CO3(A4)	CO4(A3) CO5(A3)	
Procedural knowledge						
Meta cognitive knowledge						

### Learning and teaching activities

Classroom Lectures, Application Cases, Lab Sessions

## **Teaching and learning resources**

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MAN 850</b>	<b>Course Title: Artificial Intelligence</b>	
<b>SEMESTER: IV</b>	<b>Course Type: Elective &amp; Theory</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-2022</b>	
<b>Course Leader:</b>		

### Course Description

Artificial Intelligence has its foundation in Boolean algebra. With the introduction of computers, AI has gained prominence, where attempts were made to make computers think and reason like humans. It has come a long way from playing games to intelligent robots. This program aims to introduce the basic concepts of AI, Expert Systems and Machine Learning.

### Course Objectives

- To understand the strategies of state space.
- To understand AI Knowledge representation.
- To understand expert systems, machine learning and fuzzy logic.

### Course outline and indicative content

- Unit I (6 sessions) (CO1 & L3)

Introduction to the Propositional and Predicate Calculus, Inference Rules and use for Predicate Calculus Expression

#### Unit II (6 sessions) (CO2 & L3, L5)

Graph Theory, Strategies for State Space Search and Control Strategies, Heuristic Search, Monotonicity and Informedness

#### Unit III (6 sessions) (CO3 & L4)

Recursion based search, Pattern-Directed search, AI Challenge Knowledge

Representation, Problem reduction and game playing,

#### Unit IV (6 sessions) (CO4 & L4)

Logic Concepts and Logic Programming, Prolog Programming, Expert System and Applications, Uncertainty measurement: Probability Theory, Fuzzy Set and Fuzzy Logic

#### Unit V (6 sessions) (CO5 & L2, L4)

Machine Learning Paradigms, Artificial Neural Networks, Introduction to Intelligent Agents, Natural Language Processing.

On successful completion of this course, students will be able to:

CO	Course Outcome	Assessment
CO1	Understand the concept of Propositional and Predicate Calculus	A1
CO2	Apply state space search	A3
CO3	Apply Recursion based search	A3
CO4	Perform Logic programming using Prolog	A4
CO5	Understand Expert Systems and fundamentals of Machine Learning.	A4, A2

#### Assessment methods

Task	Task type	Task mode	Weightage (%)	
A1	Mid exam	Individual	written	20
A2	Coursera	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Presentations/Report with Q&A/Viva	20
A4	End-term examination	Individual	Written (short/long)	50

#### Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO5(A2)	CO1(A1) CO2(A1)	CO3(A3) CO4(A4) CO5(A4)	CO2(A4)	
Procedural knowledge						
Meta cognitive knowledge						

### **Learning and teaching activities**

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

### **Teaching and learning resources**

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab, Prolog Software

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MOP 842</b>	<b>Course Title: Materials Management</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-21</b>	
<b>Course Leader:</b>		

### **Course Description**

The cost of materials is a significant component in the over-all cost of production in manufacturing & services. To keep costs low, purchase of material, storage and inventory control becomes essential. Materials management is in fact a bridge between optimal acquisition of input materials and the eventual smooth transfer into output of products and services. Prudent management of materials becomes thus a core activity. The various concepts and techniques of Materials management would benefit contemporary as well as the evolving futuristic organizations, for their stability and prosperity.

### **Course Objectives**

- This would also facilitate meeting global competitiveness effectively for organizations.

### **Course outline and indicative content**

#### **Unit I (number of sessions) (CO1, CO2, L1 & L2)**

Materials management an Overview: Strategic importance of materials management and its relationship with various functional managements, purchase, stores and inventory control functions.

#### **Unit II (number of sessions)(CO2, L2& L3)**

Materials Forecasting & Sourcing: Demand forecasting, sourcing of materials, vendor developing and sellers relationship.

#### **Unit III (number of sessions)(CO2, CO3, L12, L3 & L4)**

Materials Planning and Control: Materials planning and budgeting, functions of inventory, Inventory systems and modelling, process of inventory and spare parts management.

#### **Unit IV (number of sessions)(CO3, CO4, L13 & L4)**

Stores management: Stores functions, material codification, materials standardization, location of stores, stores security and loss function and stores accounting.

**Unit V (number of sessions)(CO3, CO4, L3, L4 & L5)**

Materials Management - Organization & Appraisal: Materials management organization, M.I.S for Materials management, Materials management control and its performance appraisal.

On successful completion of this course, students will be able to:

	<b>Course Outcomes</b>	<b>Assessment</b>
CO 1	To understand the basic concepts of Materials Management for enhancing competitiveness in organizations	A1
CO 2	To recognize the fundamental concepts of various decision making tools used in the Materials Management	A3
CO 3	To understand the frame work of Inventory Control in Organizations	A2
CO 4	To acquire skills in formulating Materials management strategy	A3
CO 5	Evaluate an operation for sustainable materials management.	A3

**Assessment methods**

<b>Assessment Tool</b>	<b>Nature</b>	<b>Participation</b>	<b>Assessment mode</b>	<b>Weightage (%)</b>
A1	Mid exam	Individual	Written – L3 level	20
A2	Coursera/ online	Individual	Presentation/Q&A/viva	10
A3	Project	Group	Report (15-20 pages)–L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

**Mapping COs-Blooms levels- Assessment Tools**

<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)			
<b>Procedural Knowledge</b>				CO2 (A3), CO3 (A2&A3)	CO4 (A2) CO5(A2)	
<b>Meta Cognitive Knowledge</b>						

**Learning and teaching activities**

Classroom Teaching, Power Point Presentation, Application in real life

situation, Problem Solving, Project, Assignment etc.

### **Teaching and learning resources**

E-Resources, Cases, E-Books, Websites, E-Library, Handouts

### **CO PO Mapping**

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**GITAM Institute of Management (GIM)**  
**Gandhi Institute of Technology and Management (GITAM)**  
(Declared as Deemed to be University u/s 3 of UGC Act. 1956)  
Visakhapatnam – 45.

<b>Course Code: MOP 844</b>	<b>Course Title: Quality Management</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader: Prof. Ch. Venkataiah</b>		

### **Course Description**

Quality is regarded as a vital component of every organization and will continue to remain important for improving organizational performance and achieving competitive advantage in a firm's industry be it a service or a manufacturing organization.

### **Course Objectives**

Therefore, this course is designed to:

- Expose the students with the contemporary quality management principles, practices and tools.
- Enhance their skills and abilities to identify, analyze and understand the impacts of quality management systems in any organization.

### **Course outline and indicative content**

#### **UNIT – I: UNDERSTANDING QUALITY (8 Hours) (CO1, CO2, L1 & L2)**

The concepts of total quality and performance excellence and their applicability to manufacturing, services, health care, education, and modern principles of total quality and its relationship with agency theory.

#### **UNIT – II: QUALITY PHILOSOPHIES (8 Hours)(CO2, L2& L3)**

Foundations of performance excellence: Deming Philosophy, Juran Philosophy, Crosby Philosophy, Feigenbaum Philosophy, Taguchi and Kaoru Ishikawa Philosophy.

#### **UNIT – III: QUALITY TOOLS FOR PROCESS MANAGEMENT (8 Hours) (CO2, CO3, L2, L3 & L4)**

The seven QC tools (Old & New), Quality Function Deployment (QFD), Failure Mode and Effect Analysis (FMEA).

#### **UNIT – IV: QUALITY TOOLS FOR CONTINUOUS IMPROVEMENT (8 Hours) (CO3, CO4, L3, L4& L5)**

5S Methodology, Kaizen, Kanban, PDCA/PDSA Cycle, Six – Sigma, Lean Thinking, Benchmarking & Re-engineering.

**UNIT – V: QUALITY MANAGEMENT SYSTEMS (QMS) (8 Hours)  
(CO1, CO2, L1, L2 & L3)**

ISO 9001-2000, Process Approach, Relationship with ISO 9004, ISO 9000 – 2000 certification procedure, ISO 14000: Environmental Management and Quality Audit Guidelines.

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand various quality concepts.	A1, A3, A4
CO2	Understand TQM Philosophy.	A1, A2, A3, A4
CO3	Apply TQM improvement tools to enhance customer satisfaction and improve processes within their organizations	A2, A3 & A4
CO4	Implement the TQM approach in an organization for continuous quality improvement.	A3, A4

**Assessment methods**

Task		Task type	Task mode	Weightage(%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Presentation	10
A3	Case/Project	Group	Presentation & Report	20
A4	End Term Exam	Individual	Written (short/long)	50

**Mapping COs-Blooms levels- Assessment Tools**

Knowledge dimension / Cognitive dimension	L1. 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, A4)	
Meta Cognitive Knowledge						

### **Learning and teaching activities**

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

### **Teaching and learning resources**

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

### **CO PO Mapping**

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Visakhapatnam – 45.

<b>Course Code: MOP 846</b>	<b>Course Title: Marketing of Logistics Services</b>	
<b>Semester: IV</b>	<b>Course Type: Elective</b>	<b>Credits: 3</b>
<b>Home Programme(s):MBA</b>	<b>Batch/Academic Year: 2020-22</b>	
<b>Course Leader: Prof. Ch. Venkataiah</b>		

### **Course Description**

Marketing and logistics have been managed separately within most organizations. However, in today's highly competitive global marketplace, organizations are increasingly required to create and deliver customer value and to focus on the interrelated business processes involved in providing superior service to current and prospective customers.

### **Course Objectives**

Therefore, this course is designed to:

- Understand the integral and on-going relationship between marketing, logistics, distribution (transportation), marketing channels and the broader aspects of marketing.
- Understand the importance of marketing logistics interface.

### **Course outline and indicative content**

#### **UNIT-I (8 Hours)(CO1, CO2, L1 & L2)**

#### **INTRODUCTION TO MARKETING LOGISTICS**

Introduction, concept of Marketing Logistics, Objectives of Marketing Logistics, Importance of Marketing Logistics, Logistics Tasks, Logistics and Marketing, Domestic & International Logistics, Recent Developments in International Logistics, Role of Information Technology.

#### **UNIT-II: (8 Hours)(CO2, L2& L3)**

#### **MARKETING STRATEGIES AND LOGISTICS**

Customer Service, Framework for Strategic Logistics Planning, Strategic Distribution Arrangements, Managing Physical Distribution of products/ services, Environment of Foreign Trade, challenges of the Market Place, Balancing Functional Objectives, and Integration of Systems Functions in International supply Chains.

### **UNIT-III: (8 Hours) (CO2, CO3, L2, L3 & L4)**

#### **LOGISTICS AND CUSTOMER VALUE**

The marketing and logistics interface, Importance of customer retention, concept of relationship marketing, Defining customer service & Developing a Market-driven logistics strategy- Shift from brand value to customer value – Costs of ownership and Customer Profitability management.

### **UNIT-IV (8 Hours) (CO3, CO4, L3, L4& L5)**

#### **STRATEGIC LEAD-TIME MANAGEMENT**

Time-based competition, Critical sources of competitive advantage, Strategies for lead time reduction-Logistics process re-engineering - Measuring and managing the 'lead-time gap'. Demand-Driven Supply Chains: Creating agile supply chains – Connecting the supply chain through shared information - Quick response logistics, Efficient Consumer Response (ECR).

### **UNIT-V: (5 SESSIONS) (8 Hours)(CO1, CO2, L1, L2 & L3)**

#### **MANAGING MARKETING LOGISTICS**

Need for organizational change, Manage processes, Manage supply and demand. Importance of performance management, focus on internal and external customer satisfaction - Managing risk in the Supply chain, building supply chain resilience.

On successful completion of this course, students will be able to:

	<b>Course Outcomes</b>	<b>Assessment</b>
CO1	Understand the importance of marketing logistics.	A1, A3, A4
CO2	Understand the role of marketing and logistics strategies	A1, A2, A3, A4
CO3	Realize the importance of marketing logistics interface	A2, A3 & A4
CO4	Understand the role logistics and customer value	A3, A4
CO5	Realize the importance of time based competition	A1, A3, A4

#### **Assessment methods**

	<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	Presentation	10
<b>A3</b>	Case/Project	Group	Presentation & Report	20
<b>A4</b>	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>
<b>Factual Knowledge</b>						
<b>Conceptual Knowledge</b>		<b>CO1 (A1, A4)</b>	<b>CO1 (A1, A3, A4)</b>			
<b>Procedural Knowledge</b>				<b>CO2 (A1, A3), CO3(A2, A3, A4)</b>	<b>CO4 (A2, A3), CO5 (A4)</b>	
<b>Meta Cognitive Knowledge</b>						

### **Learning and teaching activities**

Classroom Teaching, Power Point Presentation, Application in real life situation, Problem Solving, Project, Assignment etc.

### **Teaching and learning resources**

E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

### **CO PO Mapping**

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Visakhapatnam – 45.

Course Code:MOP 848	Course Title: Strategic Logistics Management	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s):MBA	Admitted Batch 2020-21	
Course Leader: Prof. Sai Sudhakar Nudurupati		

### Course Description

Traditionally, “Logistics” had been treated as an operational activity and was perceived as an activity which does not have any function other than “transportation”. However, over the past two decades, perceptions on this have changed dramatically and “logistics” gained attention to be included in the strategic planning processes of firms. It has increased its importance from a “minimum necessary function” to (i) an activity of significant cost savings (ii) an activity that had enormous potential to provide better customer service and (iii) a marketing weapon that could be effectively utilized to gain sustainable competitive advantage. The improved logistics capabilities will complement the supply chain operations.

### Course Objectives

- The objective set for this course is to provide students with an understanding of conceptual framework in logistics, logistics mix, approaches to logistics management, risk assessment and strategies etc.

### Course outline and indicative content

#### Unit I (4 sessions) (CO1, CO2; L1 – L6)

**Introduction to strategic logistics planning:** conceptual framework of logistics; logistics mix, logistics – a system concept; logistics for business excellence; customer service – a key element in logistics; service attributes; value added logistical services; logistics outsourcing – benefits, 3PLs & 4PLs; logistics and competitive strategy: gaining competitive advantage through logistics; the mission of logistics management; the changing logistics environment

#### Unit II (5 sessions) (CO2, CO3; L1 – L6)

**Transportation, storage and material handling:** Transportation: transportation modes & options; infrastructure; freight management;

transportation networking; Storage: warehousing functions; options; layout design; costing and performance; cold chain infrastructure; Material handling: its role; equipment and systems; packaging.

### Unit III (4 sessions) (CO3;L1 – L6)

**Inventory management & logistics information systems:** Inventory: Its functions; costs related to inventory and controls; Kanban; just-in-time; Logistics information systems (LIS): information needs, designing LIS; role of technology; automatic identification technology; communication technology; simulation

### Unit IV (3 sessions) (CO3, CO4;L1 – L6)

**Network design analysis:** Facility location analysis: network design, its alternatives and costs associated with them; the infinite set approach - centre of gravity of supply and demand; the feasible set approach - location weighted score method

### Unit V (5 sessions) (CO5;L1 – L6)

**Reverse logistics and humanitarian logistics:** why reverse logistic and its scope; product returns; end-of-life disposal schemes; asset value recovery strategies; ethics and impact of logistics & supply chain activities on triple bottom line; green logistics management; Humanitarian logistics: insights & challenges

On successful completion of this course, students will be able to:

	Course Outcomes	Assessment
CO1	Understand the role of logistics in strategic planning.	A1, A2
CO2	Explore the role of transportation, storage, distribution and risk management in strategic planning	A2, A4
CO 3	Evaluate the storage capacity and other factors for better utilization of warehouse space	A3
CO4	Analyse the network design to evaluate the location decisions	A4
CO5	Evaluate strategies for reverse logistics and humanitarian logistics	A4

#### Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Mid exam	Individual	Written	20
A2. Coursera / online Course	Individual	Report / Presentation	10
A3. Case study	Groups*	PPT presentations	20
A4. End-term exam	Individual	Written	50

#### Mapping COs-Blooms levels- Assessment Tools

<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>		CO1				
<b>Conceptual Knowledge</b>			CO2			
<b>Procedural Knowledge</b>				CO4	CO5	
<b>Meta Cognitive Knowledge</b>					CO3	

### **Learning and teaching activities**

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via X-Learn, case studies, projects and practical activities (individual & group)

### **Teaching and learning resources**

Soft copies of teaching notes/cases etc. will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

#### ***Prescribed text book:***

Sople, V.V. (2013). Logistics management (3<sup>rd</sup> edition). Pearson publications: New Delhi.

#### ***Referential text books and journal papers:***

Harrison, A., Van Hoek, R., (2011). *Logistics management strategy: competing through the supply chain*, Fourth edition. Harlow: Financial Times Prentice Hall.

Chopra, S. and Meindl, P. (2014). *Supply Chain Management: Strategy, Planning and Operation*, Sixth edition. Chennai: Pearson Education.

Christopher, M. (2011). *Logistics & Supply Chain Management*, Fourth edition. Harlow: Financial Times Prentice Hall.

Stock, J.R., & Lambert, D.M. (2000). *Strategic logistics management*, Fourth edition. McGraw-Hill/Irwin publications: USA.

Kovács, G. and Spens, K. M. (2007). "Humanitarian logistics in disaster relief operations", *International Journal of Physical Distribution & Logistics Management*, Vol. 37, No. 2, pp.99-114.

Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). "A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management", *International Journal of Production Research*, Vol.53, No.21, pp.6473-6494

#### ***Suggested journals:***

- International Journal of Physical Distribution & Logistics Management  
Journal of Supply Chain Management

- Supply Chain Management, An International Journal
- Journal of Operations Management
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Production Planning and Control

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## Semester IV

### Contemporary Courses offered

Sl. No.	Course Code	Course Type	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
1	MCC 801	Elective	CSR & Sustainable Development	2		2	50		50	2
2	MCC 802 842	Elective	Social Innovation	2		2	50		50	2
3	MCC 803	Elective	Behavioral Economics	2		2	50		50	2
4	MCC 804	Elective	Technology Management	2		2	50		50	2
5	MCC 805	Elective	Environmental Sciences	2		2	50		50	2
6	MCC 806	Elective	Intellectual Property Systems	2		2	50		50	2
7	MCC 807	Elective	Technological Entrepreneurship	2		2	50		50	2
8	MCC 808	Elective	Alternate Dispute Resolution	2		2	50		50	2
9	MCC 809	Elective	Alternative Investments	2		2	50		50	2
10.	MCC 810	Elective	Financial Metrics	1	2	3	50		50	3
11.	MCC 811	Elective	Contemporary HR Practices	2		2	50		50	2
12.	MCC 812	Elective	HR in Knowledge Management	2		2	50		50	2
13.	MCC 813	Elective	Psychometrics	2		2	50		50	2
14.	MCC 814	Elective	HR Analytics	2		2	50		50	2
			<b>Total</b>	<b>27</b>	<b>2</b>	<b>29</b>	<b>700</b>		<b>700</b>	<b>29</b>

## **Contemporary Courses**

### **MBA IV SEMESTER**

#### **MCC 801:CSR & SUSTAINABLE DEVELOPMENT**

##### **INTRODUCTION**

Corporate Social Responsibility (CSR) assumes pivotal significance in the world-wide debate on sustainable development. Much of humankind is vulnerable to natural disasters, extreme poverty, infectious disease and a host of other challenges. In the name of development humans have irreversibly harmed the socio-ecological fabric. Businesses have awakened to this fact and are trying to catch up and reduce the alarming rate of this impact.

More than ever, corporations are engaging the larger community with policies and procedures in pursuit of Corporate Social Responsibility (CSR). With India leading the way in 2013, by introducing the historic bill on CSR in the Companies Act 2011, we now require to build young, gender sensitive and environmentally conscious India. It is essential to sensitize future managers about social sector - welfare initiatives, non-governmental interventions and the importance of CSR.

##### **COURSE OBJECTIVES**

To understand the need of corporate social responsibility (CSR) Recognizing various social sectors where CSR can be of significance

Analysing the importance of public-private partnership (PPP) in social development

Sensitize the students about fragile issues of sustainable and responsible business development.

##### **COURSE 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

##### **COURSE SYLLABUS**

**Unit I:** Business and Society: Introduction to Corporate Social Responsibility (CSR): Concepts, social aspects of CSR, drivers of CSR; Corporate Citizenship, limitations of approaches to CSR.

**Unit II:** CSR debate in India: Indian traditional value system for CSR - from philanthropy to Public-Private-People Partnerships; trusteeship (Gandhism).

**Unit III:** Sustainable Development: Stakeholder engagement - concept and practice, its relevance in achieving triple bottom line.

**Unit IV:** Regulatory guidelines regarding CSR and its impact; the role of Non Government Organizations (NGO) in CSR.

**Unit V:** Investigating corporate social irresponsibility.

### **TEXT BOOK**

Baxi, C.V., Prasad, A., “Corporate Social Responsibility - concepts and cases”, Excel Books, New Delhi: 2013

### **REFERENCES**

Srivastava, A., Kothari, A., “Churning the Earth - the making of Global India”, Viking, 2012

Biswas, S.C., Gandhi Theory and Practice Social Impact and Contemporary Relevance, Indian Institute of Advanced Studies, Simla, 1969

Moon, J., “The Contribution of Corporate Social Responsibility to Sustainable Development”, John Wiley & Sons Ltd, Inter Science 15, 2007

### **JOURNALS**

Journal of Business Ethics

Vikalpa, Indian Institute of Management, Ahmedabad



**MBA IV Semester**  
**MCC 802: SOCIAL INNOVATION**

## **INTRODUCTION**

Social innovation refers to new strategies, concepts, ideas and organizations that meet social needs of all kinds - from working conditions and education to community development and health - and that extend and strengthen civil society.

Existing structures and policies have found it impossible to crack some of the most pressing issues of present times - such as climate change, the worldwide epidemic of chronic disease, and widening inequality. There is a wide, and probably growing, gap between the scale of the problems faced and the scale of the solutions on offer.

Social innovation has become the theme in many fields. They include: (1) Social entrepreneurship (2) Technology (3) Public Policy (4) Cities and Urban Development (5) Social Movements (6) Community Development.

## **COURSE OBJECTIVES**

The objectives of the course therefore are to enable students to apply conceptual frameworks and toolkits to evaluating social and environmental (ir) responsibility; to understand when and how businesses may do better by doing good; and to anticipate new market opportunities to develop a competitive advantage in an era of higher social and environmental expectations.

## **COURSE OUTCOMES**

The course on Social Innovation enables the students to:

1. Develop sensitivity to the social end of the business-society spectrum.
2. Identify innovative ideas that could be tailored to become socially innovative products/service on the lines of business plans.
3. Where ever possible bring about a social sensitivity within the organizations they are employed in.

## **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.

## **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.org/g/picture/File/Social%20Enterpeuneur> -

<The%20Case%20of%20Definition.pdf> <https://www.ashoka.org>

## **JOURNALS**

Stanford Social Innovation Review Stanford University Online Magazine  
<http://changemaking.ashoka.org/>

**MBA IV Semester**  
**MMC 803:- BEHAVIORAL ECONOMICS**

**Introduction**

This course provides a non-technical introduction to behavioural economics. Behavioural economics analyses regularities in actual individual and strategic decision making and documents departures from behaviour predicted by classical economic theory. Behavioural economics explains these departures by incorporating psychological aspects into economic theories. This course will help student to understand why people make the decisions they make, improve their own decision making, and predict how others behave in situations in which they interact with them strategically.

Behavioural economics combines insights from psychology, judgment, and decision making, and economics to generate a more accurate understanding of human behavior.

The purpose of this course is to inform future managers, underlying the decisions made by customers, competitors, peers, and themselves, with emphasis on how to incorporate insights into business, marketing, and investing strategies. It also provides students with practical advice about applying these findings to topics in marketing, management and finance.

### **Course Objectives:**

- To learn the rational and cognitive decision making and Decision Fatigue.
- To know perception basis and inertial effects.
- It understands the concepts of Behavioural finance and advanced behavioural economic concepts.

### **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.

### **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: Neuro economics –Cognitive Processes, Cognitive Mistakes; Risk-as-Feelings Hypothesis – Experimental Economics - Nudging as a tool to influence freedom of choice – Policy and Behavior

**Recommended text book:**

1. Behavioral Economics, Edward Cartwright, Routledge, Second edition, 2011.

**Reference Books:**

1. Human Agency and Behavioral Economics: Nudging Fast and Slow, Cass R Sunstein, Palgrave MacMillan, 2017
2. Misbehaving: The Making of Behavioral Economics, Richard Thaler, W. W. Norton & Company, 2015
3. Behavioral Finance: Understanding the Social, Cognitive and Economic Debates, Edwin T Burton and Sunit N Shah, John Wiley & Sons, 2013.
4. Exotic Preferences: Behavioral Economics and Human Motivation, George Lowenstein, Oxford University Press, 2007

## **MCC 805: TECHNOLOGY MANAGEMENT**

### **INTRODUCTION**

Technology Management is the set of management disciplines that allows organizations to manage their technological fundamentals to create competitive advantage. Technology Management is an integrated planning, design, optimization, operation and control of technological products, processes and services. To enable businesses gain competitive advantage through technology, it is imperative that Management education provides basic knowledge of product innovation, technology transfer and R&D processes.

### **COURSE OBJECTIVES**

To understand the concepts and significance of technology management To develop knowledge in the area of technology management

To enable students to facilitate organisational change and sustainable improvements at the enterprise level through competitive work systems and effective knowledge management

### **COURSE 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.

### **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.

### **TEXT BOOK**

Tarik Khalil, "Technology Management", Tata McGraw Hill, New Delhi, 2013.

## **REFERENCES**

Krishnamacharyulu, C. S. G., & Lalitha Rama Krishnan, "Management of Technology

- Text & Cases", Himalaya Publishing House, Mumbai, 2011.

Rastogi, P.N., "Management of Technology", Response Books, Sage Publications, New Delhi, 2011.

Robert Szakonyi, "Technology Management", Viva Books Private Limited, New Delhi, 2013.

## **JOURNALS**

Indian Journal of Industrial Relations

GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

## MBA IV Semester

### MCC 805 : ENVIRONMENTAL SCIENCE

#### INTRODUCTION

As the world is overwhelmed by India's astounding growth trajectory, there is a minimal acknowledgement of the ecological costs of the obsession with growth. The current model of economic growth involving commercialization of natural resources and corporate takeover of commons, is ecologically unsustainable. Fast paced business development initiatives pose challenges to the environment in the country. Therefore, more than ever, it is now essential to sensitize future managers to environmental responsibility of corporate decision making and to the necessity to integrate environmentally responsible practices into the management of resources and operations.

#### COURSE OBJECTIVES

To provide insights into the complexity of policy, governance and environmental issues

To enable the students to identify resource needs and advocate environmentally sustainable practices

To facilitate the application of scientific knowledge to think critically about environmental management issues in a variety of settings

#### COURSE 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, GITAM University, Visakhapatnam

## **MBA IV Semester**

### **MCC 806 :INTELLECTUAL PROPERTY SYSTEMS**

#### **INTRODUCTION**

The explosion of internet has made proprietary information easily accessible, which has also seen an increase in the number of copyright infringement law suits. Intellectual Property Rights (IPR) is legal rights, which result from intellectual activity in any field. These rights safeguard creators and other producers of intellectual goods & services by granting them certain time-limited rights. Basic knowledge in IPRs and their importance for organizational competitiveness is essential for those functioning in business.

#### **COURSE OBJECTIVES**

To understand the basic concepts like IPR, Patents Trademarks and Copyrights  
To understand the process of patent registration

#### **COURSE 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.

#### **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.

## **TEXT BOOK**

Wadehra, B. L., “Law relating to Intellectual Property”, Universal law Publishing Co., New Delhi, 2012

## **REFERENCES**

Sople, V. V., “Managing Intellectual Property”, Prentice Hall, Mumbai, 2012  
Anurag K. Agarwal; Business and Intellectual Property; Business Books IIMA;  
Random House; New Delhi 2010

## **JOURNALS**

Vikalpa, Indian Institute of Management, Ahmedabad

GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

## **MBA IV Semester**

### **MCC 808: ALTERNATIVE DISPUTE RESOLUTION**

#### **INTRODUCTION**

The movement towards alternative dispute resolution (ADR) was the result of inability of the regular courts to dispose of the cases speedily. Interminable time consuming, complex and expensive Court procedures impelled Jurists to search for alternative forum, less formal, more effective and speedy, for resolution of disputes, avoiding procedural claptrap.

A number of disputes in the industry are capable of being disposed of by alternative methods such as, arbitration, conciliation, mediation and negotiation, as compared with the conventional system of settlement of disputes by ordinary regular Courts.

#### **COURSE OBJECTIVES**

To understand the importance of alternative methods of dispute settlement To highlight the role of arbitration, conciliation and mediation, and its application

To elucidate the main feature of Arbitration and Conciliation Act, 1996

#### **COURSE OUTCOMES**

After completion of the course the student

1. Would Acquaint himself with alternative methods of dispute settlement such as Conciliation, Arbitration, and Mediation and their importance over adjudication.
2. Learns the main features the Indian Arbitration and Conciliation Act, 1996 in settlement of Disputes, especially Commercial Disputes.

#### **COURSE SYLLABUS**

**Unit I:** Alternative Dispute Resolution (ADR): concept, origin and scope of ADR; constitutional background of ADR; legislative recognition of ADR.

**Unit II:** Arbitration and Conciliation: meaning and importance of; LokAdalats; concept, organisation and powers of LokAdalat.

**Unit III:** Other forms of ADR; mini LokAdalats; Village Courts; Mediation Centres; Centres for Women; The Family Courts Act of 1984; The Industrial Disputes Act, 1947.

**Unit IV:** Mediation and Negotiations: meaning and basic rules of mediation; mediation and arbitration; benefits of mediation; negotiations meaning and importance; Accord and Satisfaction.

**Unit V:** The Arbitration and Conciliation Act, 1996; Arbitration agreement, composition and jurisdiction of Arbitral tribunals; conduct of Arbitral

proceedings; award and Conciliation.

### **TEXT BOOK**

Avatar Singh, “Law or Arbitration and Conciliation”, Eastern Book Company, Lucknow, 2011

### **REFERENCES**

Rao, P.C., “Alternative Dispute Resolution”, United India Publications, New Delhi, 2001

### **JOURNALS**

IUP Journal of Alternative Dispute Resolution The Business Law Reports

Labour Law Reporter

Digest of Supreme Court Cases

## MMC 809: ALTERNATIVE INVESTMENTS

### Introduction:

Interest in alternative investments has grown rapidly in recent years from the high net worth investors and institutions such as hedge funds in search for investments outside the traditional universe. As alternative investments have low correlation with traditional investments, they are sought after by these investors. Therefore, it is important to understand the nature of the alternative assets and their risk-return profile. This course is designed to equip the students with the knowledge and techniques to analyse alternative investment assets.

### Syllabus

1. The Hedge Fund Sector
2. Due Diligence of Hedge Funds
3. Fundamental Strategies: Equity Long-Short & Dedicated Short Bias
4. Quantitative Equity Strategies: Equity Market Neutral and Statistical Arbitrage
5. Arbitrage: Event Driven, Convertible Bonds & Fixed Income
6. Macro Strategies: Global Macro, Managed Futures and Emerging Markets
7. Investing in Commodity Futures
8. Hedge Fund Benchmarks
9. Venture Capital
10. LBOs
11. Real Estate
12. Private Equity, Closely Held Companies and Distressed Securities

### Reference Book

Ben Stein, Phil DeMuth, *The Little Book of Alternative Investments: Reaping Rewards by Daring to be Different*, Wiley

Stuart R. Veale, *The Investor's Guidebook to Alternative Investments: The Role of Alternative Investments in Portfolio Design*, Amazon

### Textbooks:

1. Mark J. P. Anson: *Handbook of Alternative Assets* 2nd John Wiley & Sons
2. *Hedge Fund Strategies* by Lasse H. Pedersen
3. *Real Estate*, Thirteenth Edition, by James D. Shilling, Thomson South-

Western.

4. Evaluating Hedge Fund Performance, by Vinh Q. Tran, John Wiley & Sons.

## **MMC 810: FINANCIAL METRICS**

### **INTRODUCTION**

Financial analytics helps in analyzing the financial statements and forecast possible future financial scenarios. It can help in improving the performance of a business. Financial analysis software can speed up the creation of reports and present the data in a graphical presentation that is easier to read and interpret.

### **OBJECTIVES**

- To understand different financial statistics and their usage
- Understand financial securities
- Understand trading strategies

### **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

### **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

### **TEXTBOOK**

Mark J. Bennet, Dirk L. Hugen (2016), *Financial Analytics with R*, Cambridge:  
Cambridge University Press.

### **REFERENCE BOOKS:**

- 1) Michael Samonas (2015), *Financial Forecasting, Analysis and Modelling: A Framework for Long-Term Forecasting*, New Delhi: Wiley Publishing.
- 2) Chandan Sengupta (2011), *Financial Analysis and Modeling using Excel and VBA*, New Delhi: Wiley India.
- 3) Scott Proctor K (2010), *Building Financial Models with Microsoft Excel*, New Delhi: Wiley India



## **MBA IV Semester**

### **MCC 815 : PERSONAL TAX PLANNING**

#### **INTRODUCTION**

Income tax is subject matter of everyone in India. There is a lot demand for professional tax planner in our country. The objective of this course is to acquaint the student with basic personal tax planning procedure and filing of the return.

#### **COURSE OBJECTIVES**

- 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 OUTCOMES**

On completion of the course

1. Student would be able to calculate Personal Tax
2. Student would able to pay tax after various exemptions
3. Student is able to file Tax 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).

**Recommended Book:**

V.P Gaur, D.B. Narang, Puja Gaur and Rajeev Puri, “Income Tax Law and Practice” assessment year 2017-18.

**References:**

G.K Singania, Tax man series “Income Tax Law and Practice” assessment year 2017- 18.

## **MBA IV Semester**

### **MCC 811: CONTEMPORARY HR PRACTICES**

#### **INTRODUCTION**

HRM is a concept as well as a practice has travelled a long way. Its present form and scope has evolved through a process of additions in the responsibilities, enactment of labour laws and the realities of globalization. The HRM function started as procurement of labour to administrative officer and finally took the shape of personnel manager dealing exclusively with personnel functions. Owing the last decade, emphasis is placed on the development and growth aspects of employees and a large no. of organisations created a new department dealing with Human Resource Development. A number of new concerns in the field of HRM have emerged in the last decade or so. This paper tries to cover some contemporary issues of HR in the present millennium.

#### **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 OUTCOMES**

After completion of the course, the student is able to learn The meaning and the models of employee engagement

The concept of Emotional Intelligence and its role in organizational effectiveness.

The new concept of E-work, Work Force Diversity and Quality of Work life Balance.

#### **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 Life; Quality Work Life in Indian Contest:**

**TEXT BOOK:**

Mirza Saiyaddin, Contemporary issues in HRM, Himalaya Publishing House 2013

**REFERENCE BOOKS:**

G.R. Jones; J. M. George; Contemporary Management; TATA Mc. Graw Hill, 2010

**JOURNALS:**

Human Capital Personnel Today HRD Net Work

**MBA IV Semester**  
**MCC 813 :PSYCHOMETRICS**

**INTRODUCTION**

Human Resource Management increasingly deals with behavioral issues at the work situation. Consequently, increased demands are being placed on human resource managers to have a fundamental understanding of the basics of human behavior and an awareness of scientific assessment of behavioral factors significant at work.

### **COURSE OBJECTIVES**

1. To facilitate a theoretical and applied understanding of human behavior at work.
2. To equip the HR manager to scientifically assess behavior at work using the methods
3. To standardized tools of psychometry.

### **COURSE OUTCOMES**

The course on psychometrics enables the student to:

1. Identify areas where psychometrics can aid in HR decision making
2. Enlist and use psychometric techniques and tools to aid HR decision making
3. Design techniques as per various HR requirements in the event of unavailability of tools in specific areas.

### **COURSE SYLLABUS**

**Unit I :** Psychological Assessment: Parameters of Assessment; Psychophysical Methods; Psychological Scaling; Reaction Time; Illusins 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.

## **TEXT BOOK**

Furr, R.M. & Bacharach, V.R. (2014). Psychometrics: An Introduction. Thousand Oaks: Sage.

## **REFERENCE BOOKS:**

Anastasi, A. (1997). Psychological testing. New York: MacMillan. 2013

Ciminero, A.R. (1986). Handbook of behavioral assessment. New York: John Wiley. 2013

Kaplan, R. & Saccuzzo (2007). Psychological testing. Wadsworth: Cengage 2013

## **JOURNALS**

Psychological Assessment

Journal of Psychopathology and Behavioral Assessment

**MBA IV Semester**  
**MCC 814: HR ANALYTICS**

**INTRODUCTION**

We are on the threshold of most exciting and promising phase of the evolution of human resources and human capital management. Today there is a shift of the attention towards predictability. The course is designed to study about predictive management, that is, managing to day and tomorrow. It is also known as HCM: 21. It is holistic predictive management model and operating system for human resources function. HCM: 21 is a four-phase process that starts with scanning the market place and ends with an integrated measurement system. In the middle it addresses workforce and succession planning in a new way and shows how to optimize and synchronize the delivery of HR services.

**LEARNING 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.

**LEARNING OUTCOMES**

After completion of the course the student is able to learn The conceptual understanding of HR Analytics

The HCM Model of HR Analytics

The meaning of Metrics, the first, second, and third generation metrics

**COURSE SYLLABUS**

**Unit I:** Meaning of Analytics; Classification; Importance HCMs; Role and Perspective of HCMs.

**Unit II:** The HCM Model: The Employee Value Proposition; Compensation, Attracting, Motivating and retaining employees now and in the future.

**Unit III:** The new face of work force planning; The workforce planning; segmentation of skills, The business playbook; the contents and process of creating a playbook.

**Unit IV:** Quality employee engagement: Employee Engagement Definition and Measurement; Engagement Drivers; Disorder and Disengagement; Behaviour Based Signs of Departure, Event based Signs of Departure, Databased Signs of Departure;

**Unit V :** Meaning of Metrics; The our Human Capital Performance Metrics; The Second Generation and Third Generation Metrics Connecting the Metrics;



Predictive Analytics for Human Capital Management.

**TEXT BOOK**

JAC Fitzeng: The New HR Analytics

## PROFESSIONAL COMPETENCY DEVELOPMENT COURSES (MMB 802 TO MMB 8186 & VDC 111)

Professional Competency Development Courses (PCD) consists of eight Courses spread over all the six trimesters. PCD comprises of:

### 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
9	MMB818	Foreign Language	1	III
		<b>Total</b>	<b>11</b>	

The total credits offered under PCD are 11. 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 11 available credits to be eligible for the award of the degree. In case the student is able to secure more than 7 credits, for calculation of CGPA, the best grade points of 7 credit courses will be considered.

In case the student does not secure minimum pass grade point (in securing 7 credits), he/she is required to appear along with the following batch of students. Reappearing for PCD courses is not allowed in the Yoga & Meditation, Business Simulation and BEC courses.

## **MMB 804: YOGA & MEDITATION**

### **INTRODUCTION**

Stress management is the need of the hour. A recent survey showed that 70-90% of us feel stressed at work and outside. Today's fast paced lifestyle is putting a toll on everyone. Stress, either quick or constant, can induce risky body-mind disorders.

The corporate world is a new syndrome that man has coined for himself which brings with it a whole new lifestyle and existence. Odd working hours, irregular food habits and difficult work situations and inadequate coping resources are a part of the corporate world. To survive in the world of work and reach one's greatest potential, all the energy blockers in the body and mind need to be cleared so that one can function at their highest level.

Yoga and meditation does more than just offer exercises for relaxation. Virtually everyone can see physical benefits from yoga, and its practice can also give psychological benefits, such as stress reduction and a sense of well-being. As yoga and meditation combines several techniques used for stress reduction, it can be said to provide the combined benefits of breathing exercises, stretching exercises, fitness programs, meditation practice, etc.

### **COURSE OBJECTIVES:**

To introduce yoga practice to the student at young age. To help students maintain good health.

### **Course OUTCOMES**

After attending Yoga Practice sessions regularly the students will be able to

1. Experience body flexibility after attending yoga classes.
2. Enhance their attention skills.
3. Become more focused on their studies and improve their health.

### **ACTIVITY STRUCTURE**

Practical and theory classes on Yoga and meditation will be conducted by a Yoga Master. 20 sessions will be scheduled. At the end of the Course the student would be evaluated both on his/her understanding of theoretical concepts, as well as the practical approach.

The assessment would be for 50 marks.

## **MMB 810 & MMB 814: SOFT SKILLS - 1&2 ( Workshop)**

### **INTRODUCTION**

Management involves utilising the human capital of an enterprise to contribute to the success of the enterprise. Management is the act of coordinating the efforts of people to accomplish desired goals using available resources efficiently and effectively.

Today's workforce comes from varied social and cultural backgrounds, with differing standards of behaviour. These may not always be in sync with the norms of the organization. The ability to deal with differences, multiculturalism and diversity is needed more than ever. It is important, for students who would be entering the corporate world for the first time, to inculcate behaviour that is appropriate for the workplace. The importance of personal grooming, business etiquette, verbal and non-verbal communication, telephone etiquette and general professional conduct, can never be undermined.

Soft Skills is now recognised as key to making businesses more profitable and better places to work. Increasingly, companies aren't just assessing their current staff and future recruits on their business skills. They are now assessing them on a whole host of soft skill competencies around how well they relate and communicate to others.

It has been found that soft skills can be developed and honed on an on-going basis through good training, insightful reading, observation, and of course, practise, practise, practise.

Students can focus on areas of self-improvement to help improve their behaviour, transform their professional image and create a positive impact in their careers. Greater awareness of grooming and etiquette will help one to develop poise and confidence. This will significantly impact the image that one has in any formal, professional and social situations

### **COURSE OBJECTIVES**

4. To understand and enhance social skills
5. To develop logical reasoning and quantitative abilities
6. To help build greater confidence when interacting with people
7. To build on the ability to make a positive first impression
8. 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:

1. Grooming & etiquette
2. Introspection, self awareness and self introduction
3. CV writing
4. Facing interviews
5. 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.

#### Transferrable and Employability Skills

	<b>Outcomes</b>	<b>Assessment</b>
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
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### 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

### Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group)

### Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library.

#### Prescribed Modules:

Access to NU-IDEA online modules will be provided.

Referential text books and journal papers:

Personal Discovery Through Entrepreneurship, Marc H. Meyer and Chaewon Lee, The Institute of Enterprise Growth, LLC Boston, MA.

#### Suggested journals:

Vikalpa, Indian Institute of Management, Ahmedabad

Journal of General Management, Mercury House Business Publications, Limited

Harvard Business Review, Harvard Business School Publishing Co. USA

## **MMB 808: BUSINESS ENGLISH CERTIFICATE (BEC)**

### **INTRODUCTION**

The world may be getting smaller, but people still speak different languages. International trade and business needs a common language and as all are aware, that place has been taken by English language. However, the words of business are different to everyday use so it's not really something everyone picks up intuitively.

Business English Certificate (BEC) programme is one of the value added programmes offered by GITAM Institute of Management in collaboration with University of Cambridge & British Council. BEC is used by hundred of employers, either as part of their staff development programme or as a qualification that they look for when recruiting staff. BEC is a globally recognized qualification and it enhances the job prospects and adds value to the CV of the student. BEC gives the opportunity to learn practical workplace English skills. Preparing for BEC improves one's confidence in using business English, particularly speaking. Many Universities internationally recognize BEC for business courses.

### **COURSE OBJECTIVES**

To understand the nuances of Business English To enhance the student's English speaking skills

To clearly understand the difference between business English and colloquial English

To achieve maximum proficiency in business English

### **Course OUTCOMES**

Upon completion of this course, students will -

- Learn to confidently communicate in English at the workplace
- Acquire the following Business English skills in accordance with their BEC Levels:
- BEC Preliminary: read reports, charts and advertisements; write short email or memo; understand short conversations; give short presentations.
- BEC Vantage: read longer business reports and company documents; write letters or proposals; listen to short discussions; contribute to a discussion about a business topic.
- BEC Higher: understand authentic business articles; write reports and summarize graphs; listen to extended discussions and presentations; give presentations and express opinions in a business discussion.



## **ACTIVITY STRUCTURE:**

BEC is offered at three levels namely, BEC Preliminary, BEC Vantage and BEC Higher, based on four skills - Reading, Writing, Listening and Speaking.

- BEC Preliminary is a lower intermediate level and is meant for candidates having limited confidence in their usage of English.
- BEC Vantage is at intermediate level and is suitable for candidates who have fluency in English.
- BEC Higher is an advanced level certificate and is for candidates who can use English very confidently in both professional and social situations.

The students would be evaluated based on their performance in various tests conducted. The tests include:

- Diagnostic test
- Speaking test
- Mock test conducted by the Institute
- Test conducted by British Council.

Performance in BEC would be evaluated for 50 marks each. A certificate would be awarded to those students who clear the test conducted by the British Council.

## **MMB 802 & MMB 812: CURRENT BUSINESS AFFAIRS (CBA) -1&2**

### **INTRODUCTION**

Knowledge is Power - Sir Francis Bacon.

It is certain that with knowledge or education one's potential or abilities in life will certainly increase. Having and sharing knowledge is widely recognised as the basis for improving one's reputation and influence. This means a person has the resourcefulness to obtain and criticize useful and informative information in order to become well informed citizens who can make intelligent decisions based upon their understanding and awareness of everyday situations. Equipped with knowledge, a person can project a confident demeanour.

Management students, aspiring to enter the corporate world, need to know what is happening around them and remember them. This can be made easy by inculcating a habit of keenly following the happenings in the world, that can have impact on business, through regular reading, which should include newspapers, magazines - business and other, listen to news and keep a healthy interaction with the whole world.

### **COURSE OBJECTIVES**

1. Improve reading habit
2. To create awareness on current business matters
3. Improve critical thinking on business issues
4. Equip students with knowledge and skill to succeed in job interviews

### **COURSE OUTCOMES**

On participation in the discussion and giving the online test On Current Business Affairs the student would

1. Gain an understanding on the issues being dealt currently in the country.
2. Gain confidence in participating in group discussion on current topics.

### **COURSE STRUCTURE**

The student is required to read a Business magazine supplied by the Institution and appear for a weekly online quiz conducted on each Issue. During the class session (two sessions per week) Group Discussion is conducted (group of 6-8) on current topics relevant to that period and which are considered important for Management students.

## **REFERENCES**

Suggested readings:

### **Newspapers:**

Economic Times Mint

Business Line The Hindu

### **Magazines:**

Business World Business India India Today Business Today

## **MMB 816: BUSINESS SIMULATION**

### **INTRODUCTION**

People learn best by doing.

Business is particularly in need of professionals who are able to turn theory into practice. As the use of interactive technology in games, communication and business expands, so does the need to offer courses based on interactive learning experiences. An emotional involvement is essential to motivate inquiry, to retain information, and to develop strategic thinking skills.

Students learn more and give better evaluations when they enjoy their educational experience. Simulations teach using the ultimate educational combination of reading, lecture and hands-on experience. Students may forget what they read and hear, but few forget a simulation-based course because they inject realism, enthusiasm and interactivity into education. Interaction is “a necessary and fundamental mechanism for knowledge acquisition and the development of both cognitive and physical skills”.

Business Simulation is a comprehensive introduction to basic business concepts, providing hands-on decision making experience in R&D, marketing, production and finance. Capstone business simulation teaches business strategy using a more complex business model operating in a multi-layered marketplace.

### **OBJECTIVES**

Demonstrate effectiveness of multi-discipline teams working together To use strategic thinking to an advantage

Understand overall interaction and impact of various parts of a business on one another

Grow an awareness of competition in the business world

To gain knowledge through experiential learning, as to how a business operates, understand key financial metrics, and leverage team-mates' expertise.

### **COURSE OUTCOMES**

By the end of the tri-semester, students should be able to:

Demonstrate understanding of the underlying principles of marketing, management, finance, and accounting and the interrelatedness and impact of these areas on business strategy.

Demonstrate problem-solving skills involving quantitative and statistical analysis

Demonstrate effective oral and written communication skill through case analysis, class discussion and presentations

## **ACTIVITY STRUCTURE**

Students would be assigned into teams and would be given a simulation exercise where they would face a complex and rapidly evolving scenario in which business acumen is tested and enhanced through modelling, analysis and strategic planning. The students would be evaluated based on their participation, the strategies used and the performance of the individual as well as their firm. The assessment would be for 50 marks.

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