

**GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT GITAM
(DEEMED TO BE UNIVERSITY)**

(Deemed to be University, Estd. u/s 3 of UGC Act 1956)

VISAKHAPATNAM * HYDERABAD * BENGALURU

Accredited by NAAC with A+ Grade



**REGULATIONS & SYLLABUS
of
Master of Business Administration (MBA)
A Two Year Full Time -Trimester Programme
Program Code: MBA
(w.e.f. 2019-20 Admitted Batch)**

www.gim.gitam.edu

2019

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**Master of Business Administration (MBA) Program Code: MPRBA
REGULATIONS
(W.e.f. 2019-20 admitted batch)**

1.0 ADMISSION

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

2.0 ELIGIBILITY CRITERIA

2.1 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 leading to what a student should be able to do at the end of the program.

4.0 PROGRAM EDUCATIONAL OBJECTIVES

Our program will produce graduates who:

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

PROGRAM OUTCOMES

Our program will produce graduates who have attained:

- an ability to apply knowledge of management skills
- an ability to design and conduct data analysis and interpret data;
- an ability to function in multi-disciplinary teams;
- an ability to identify, formulate, and solve management problems;
- an understanding of professional and ethical responsibility;
- an ability to communicate effectively;
- the broad education necessary to understand the impact of management solutions in a global and societal context;
- a recognition of the need for, and an ability to engage in life-long learning;
- a knowledge of contemporary issues; and
- an ability to use the techniques, skills, and modern tools necessary for management practice.

STRUCTURE OF THE PROGRAM

The Program Consists of

- i) Foundation Courses (compulsory) which give general exposure to a Student in communication and subject related area.
- ii) Core Courses (compulsory).
- iii) Discipline centric electives which
 - a) are supportive to the discipline
 - b) give expanded scope of the subject Intra Departmental Electives
 - c) give inter disciplinary exposure
 - d) Nurture the student skills Inter Departmental Electives
- iv) 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.

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 six trimester MBA program is designed to have a total of ---- credits. However for the award of MBA degree, the students has to earn a minimum of ----credits only as shown in Table 1

Table 1: Course Structure

Nature of Course	No. of Courses	Total Credits	Percentage
a) Foundation/general courses	18	52	18.5%
b) Core courses	10	30	12.5%
c) Discipline centric electives			
(i) Within discipline			
(ii) Related discipline	38	114	47%
d) Open electives/skill based	25	52	22%
Total	88	241	100%

Preparatory Courses (Bridge Courses)

Sl. No.	Courses	Hours	Credits
1	Business & Society	5	Pass/Fail
2	Economics	5	
3	Basic Math & Statistics	10	
4	Understanding Financial Statements	10	
5	Academic Writing	5	
6	Case Analysis	5	
7	Presentations	5	

Note: The results of Preparatory Courses will not be reflected in the grade sheets

GITAM INSTITUTE OF MANAGEMENT

GITAM (Deemed to be University)

First Year

Trimester-I Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH701	Foundation	Management Theory & Practice	3		3	40	60	100	2
2	MMH704	Foundation	Business Environment	3		3	40	60	100	3
3	MMH707	Foundation	Managerial Economics	3		3	40	60	100	3
4	MMH710	Foundation	Organisational Behaviour	3		3	40	60	100	3
5	MMH713	Foundation	Financial Accounting and Analysis	3		3	40	60	100	3
6	MMH719	Foundation	Quantitative Techniques	3		3	40	60	100	3
7	MMH791	Skill Based	Trimester End VIVA VOCE		2	2	---	50	50	1
				18	2	20	240	410	650	18

Professional Competency Development (PCD) Courses offered at GIM and BSMS

1	MMH803	PCD	Value Based	Outbound Training (OBT)*				50		50	1
2	MMH804	PCD	Value Based	Yoga & Meditation		2	2	50		50	1
				Totals:		2	2	100		100	2

Professional Competency Development (PCD) Courses offered at HBS

1	MMH803	PCD	Value Based	Outbound Training (OBT)*				50		50	1
2	MMH809	PCD	Skill based	CBA - I		2	2	50		50	1
				Totals:		2	2	100		100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

OBT *: Credits based on three days continuous assessment during outdoor events.

Trimester-II Courses

S. No.	Course Level	Course	Sessions			Marks			Credits	
			T	P	Total	CA	TEE	Total		
Instructor Lead Courses										
1	MMH705	Foundation	Cost and Management Accounting	3		3	40	60	100	3
2	MMH708	Foundation	Business Laws	3		3	40	60	100	3
3	MMH711	Foundation	Business Ethics	3		3	40	60	100	2
4	MMH714	Foundation	Business Research Methodology	3		3	40	60	100	3
5	MMH717	Foundation	Operations Management	3		3	40	60	100	3
6	MMH722	Foundation	IT for Management	--	2	2	100	*	100	3
7	MMH792	Skill Based	Trimester End VIVA VOCE		2	2		50	50	1
				15	4	19	300	350	650	18

Professional Competency Development (PCD) Courses offered at GIM and BSMS

1	MMH806	PCD	Value Based	Social Project *				50		50	1
2	MMH808	PCD	Value Based	Book Review **	1		1	50		50	1
				Totals:	1		1	100		100	2

Professional Competency Development (PCD) Courses offered at HBS

1	MMH807	PCD	Value Based	BEC *				50		50	1
2	MMH810	PCD	Value Based	CBA- II	2		2	50		50	1
				Totals:	2		2	100		100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

Social Project *: Students will have to identify and conduct a social alleviation project in the community for period of 4 weeks at the end of first year during summer vacation for 50 marks to be shown in III trimester.

Book Review **: Students have to review an assigned book given and assessment will be done on the book review, carrying 50 marks. Credit will be given in VI trimester only.

Trimester-III Courses

S. No.		Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MBA703	Foundation	Human Resource Management	3		3	40	60	100	3
2	MBA706	Foundation	Operation Research	3		3	40	60	100	3
3	MMH709	Foundation	Marketing Management	3		3	40	60	100	3
4	MMH712	Foundation	Financial Management	3		3	40	60	100	3
5	MMH715	Foundation	Entrepreneurship	3		3	40	60	100	3
6	MMH718	Foundation	Managerial Communication	3		3	40	60	100	3
7	MMH793	Skill Based	Trimester End VIVA VOCE	--	2	2	--	50	50	1
				18	2	20	240	410	650	19

Professional Competency Development (PCD) Courses offered at GIM and BSMS

1	MMH807	PCD	Value Based	Business English Certificate (BEC)-1 #	2	1	3	-		-	1
2	MMH809	PCD	Value Based	Current Business Affairs (CBA)-1	2		2	50		50	1
				Totals:	2	1	5	50		50	2

Professional Competency Development (PCD) /Contemporary Courses offered at HBS

1	HBA804	Contemporary course	Skill Building	Seminar course	10	*	10		50	1
2	MMH806	PCD	Skill Building	Social Project	2		2	50	50	1
3	HBA805	PCD	Skill Building	Supply Chain Management	2			50	50	1
				Totals:	2			50	100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

The student have to do 6 weeks industry based summer internship at the end of III Trimester during Summer vacation. Students have to submit a project report followed by a Viva Voce whose credits will be shown in the IV Trimester.

Industry based Summer Project (6-weeks) *		Credits
Compulsory skill based	Project Report	1
	Project Viva-voce	1

Summer Project *: Viva and credits will be allotted in 4th Trimester

Trimester-IV Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH 801	Core	Strategic Management	3		3	40	60	100	3
2		Discipline Elective	Elective-1 *	3		3	40	60	100	3
3		Discipline Elective	Elective-2 *	3		3	40	60	100	3
4		Discipline Elective	Elective-3 *	3		3	40	60	100	3
5		Discipline Elective	Elective-4 *	3		3	40	60	100	3
6		Discipline Elective	Elective-5 *	3		3	40	60	100	3
7	MMH891	Skill Based	Summer Internship Project Report & Viva				-	100	100	1+1
8	MMH894	Skill Based	Trimester end Viva-Voce				-	50	50	1
			Total	18		18	240	510	750	21

Professional Competency Development (PCD) Courses at GIM & BSMS

1	MMH807	PCD	Skill Based	BEC	2	1	3	50		50	1
3	MMH810	PCD	Value Based	Current Business Affairs (CBA)-2	2		2	50		50	1
				Total:	2	1	5	100		100	2

Professional Competency Development (PCD) Courses offered at HBS Hyderabad (Choose out of three)

1	MMH805	PCD	Value Based	Soft Skills-1	1	2	3	50		50	1
2	MMH813	PCD	Value Based	Current Business Affairs (CBA)-3			1	50		50	1
3	MMH814			CMA 1				50		50	1
				Totals:		2	4	100		100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous

Assessment

Elective *: Choose any 5 courses from the list of 19 electives provided below. There should be a minimum of 20 students enrolled to offer an elective course

BEC#: Credit will be given after receiving certification in VI trimester

Trimester-IV Elective Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits	Campus
				T	P	Total	CA	TEE	Total		
Instructor Lead Courses											
			Finance								
1.	MFM 841	Elective	Financial Markets &	3		3	40	60	100	3	GIM
2.	MFM 844	Elective	Security Analysis and Portfolio Management	3		3	40	60	100	3	GIM
3.	MFM 853	Elective	Financial Statement Analysis	3		3	40	60	100	3	GIM
4.	MFM 856	Elective	Fundamentals of Financial Services (CISI – 1)	3		3	40	60	100	3	GIM
5.	MFM 859	Elective	Retail Bank Management	3		3	40	60	100	3	GIM
6.	MFM 862	Elective	Securities Market Operations	3		3	40	60	100	3	GIM
7.	HFM 841	Elective	Advanced Financial Statement Analysis	3		3	40	60	100	3	HBS
8.	HFM 842	Elective	Investment Management	3		3	40	60	100	3	HBS
9.	HFM 843	Elective	Corporate Restructuring and Valuation	3		3	40	60	100	3	HBS
10.	HFM 844	Elective	Banking Theory and Practice	3		3	40	60	100	3	HBS
11.	HFM 845	Elective	Behavioural Finance	3		3	40	60	100	3	HBS
12.	HFM 846	Elective	International Financial Reporting Standards	3		3	40	60	100	3	HBS
			Marketing								
13.	MMM 841	Elective	Consumer Behaviour	3		3	40	60	100	3	GIM
14.	MMM 844	Elective	Advertising & Brand Management	3		3	40	60	100	3	GIM
15.	MMM 847	Elective	Sales & Distribution Management	3		3	40	60	100	3	GIM
16.	MMM 850	Elective	Retail Management	3		3	40	60	100	3	GIM
17.	MMM 853	Elective	Digital Marketing	3		3	40	60	100	3	GIM
18.	MMM 856	Elective	Marketing Metrics	3		3	40	60	100	3	GIM
19.	HMM 841	Elective	Sales & Distribution Management	3		3	40	60	100	3	HBS
20.	HMM 842	Elective	Consumer Behavior	3		3	40	60	100	3	HBS
21.	HMM 843	Elective	Customer Relationship Management	3		3	40	60	100	3	HBS
22.	HMM 844	Elective	Rural and Base of Pyramid Marketing	3		3	40	60	100	3	HBS
23.	HMM 845	Elective	Hospitality Marketing	3		3	40	60	100	3	HBS
24.	HMM 846	Elective	Digital Marketing	3		3	40	60	100	3	HBS
			HRM								
25.	MHR 841	Elective	Human Resource	3		3	40	60	100	3	GIM
26.	MHR 844	Elective	Employee Welfare and Labour Administration	3		3	40	60	100	3	GIM

27.	MHR 847	Elective	Employment Laws -1	3		3	40	60	100	3	GIM
28.	MHR 850	Elective	Compensation Management	3		3	40	60	100	3	GIM
29.	MHR 853	Elective	Human Resource Value Proposition	3		3	40	60	100	3	GIM
30.	MHR 856	Elective	Performance Management	3		3	40	60	100	3	GIM
31.	HHR 841	Elective	Human Resource Development	3		3	40	60	100	3	HBS
32.	HHR 842	Elective	Compensation Management	3		3	40	60	100	3	HBS
33.	HHR 843	Elective	Global HRM	3		3	40	60	100	3	HBS
34.	HHR 844	Elective	Human Resource Planning & Staffing	3		3	40	60	100	3	HBS
35.	HHR 845	Elective	Human Resource Information Systems	3		3	40	60	100	3	HBS
36.	HHR 846	Elective	Performance Management	3		3	40	60	100	3	HBS
			OPERATIONS								
37.	MOM 841	Elective	Enterprise Resource								GIM
38.	MOM 844	Elective	Logistics and Supply Chain Management	3		3	40	60	100	3	GIM
39.	MOM 847	Elective	Project Management	3		3	40	60	100	3	GIM
40.	MSY 841	Elective	Business Analytics	3		3	40	60	100	3	GIM
41.	MSY 844	Elective	Decision Support System	3		3	40	60	100	3	GIM
42.	MSY 847	Elective	Programming with Python	3		3	40	60	100	3	GIM
43.	HOM 841	Elective	Manufacturing Planning and Control for SCM	3		3	40	60	100	3	HBS
44.	HOM 842	Elective	Logistics Management	3		3	40	60	100	3	HBS
45.	HOM 843	Elective	Improving Business Process	3		3	40	60	100	3	HBS
46.	HOM 844	Elective	Behavioural Operations Management	3		3	40	60	100	3	HBS
47.	HOM 845	Elective	Pricing & Revenue Management	3		3	40	60	100	3	HBS
48.	HOM 846	Elective	Sales & Operations Planning	3		3	40	60	100	3	HBS
			Business Analytics								
49.	MBA 841	Elective	Data Science with R	3		3	40	60	100	3	GIM
50.	MBA 844	Elective	Data Visualization with Tableau and Power BI	3		3	40	60	100	3	GIM
51.	MBA 847	Elective	DBMS & Data	3		3	40	60	100	3	GIM
52.	MBA 850	Elective	Marketing Analytics	3		3	40	60	100	3	GIM
53.	MBA 853	Elective	HR Analytics	3		3	40	60	100	3	GIM
54.	MBA 856	Elective	Data Analysis with SAS	3		3	40	60	100	3	GIM
55.	HBS 841	Elective	Business Analytics for	3		3	40	60	100	3	HBS
56.	HBS 842	Elective	E-Commerce and Web Analytics	3		3	40	60	100	3	HBS
57.	HBS 843	Elective	Corporate Intelligence and Decision Making	3		3	40	60	100	3	HBS
58.	HBS 844	Elective	Predictive Analytics	3		3	40	60	100	3	HBS
59.	HBS 845	Elective	Digital Analytics	3		3	40	60	100	3	HBS

60.	HBS 846	Elective	Cloud Computing	3		3	40	60	100	3	HBS
			International Business								
61.	HIB 841	Elective	International Business Laws	3		3	40	60	100	3	HBS
62.	HIB 842	Elective	Management of	3		3	40	60	100	3	HBS
63.	HIB 843	Elective	Cross Cultural Business	3		3	40	60	100	3	HBS
64.	HIB 844	Elective	Global Marketing	3		3	40	60	100	3	HBS
65.	HIB 845	Elective	International Trade Logistics	3		3	40	60	100	3	HBS
66.	HIB 846	Elective	WTO & India	3		3	40	60	100	3	HBS

Trimester-V Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1		Elective	Elective-1 *	3		3	40	60	100	3
2		Elective	Elective-2 *	3		3	40	60	100	3
3		Elective	Elective-3 *	3		3	40	60	100	3
4		Elective	Elective-4 *	3		3	40	60	100	3
5		Elective	Elective-5 *	3		3	40	60	100	3
6	MMH892 Core	Skill Based	Comprehensive Viva				-	100	100	1
			Totals:	15	4	15	200	400	600	16

Professional Competency Development (PCD) Courses at GIM & BSMS

1	MMH811	PCD	Skill Based	Business Simulation		4	4	50		50	2
				Totals:		4	4	50		50	2

Professional Competency Development (PCD) Courses offered at HBS Hyderabad

1	MMH811	PCD	Skill Based	Business Simulation		4	4	50		50	1
2	HBA815	PCD	Skill Based	CMA-2 (or)		2		50		50	1
3	HBA817	PCD	Skill Based	Entrepreneurship NEN certificate		2		50		50	1
				Totals:		6	4	100		100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

Elective *: Choose any 5 courses from the list of 19 electives provided below. There should be a minimum of 20 students enrolled to offer an elective course

Trimester-V Elective Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits	Campus
				T	P	Total	CA	TEE	Total		
Instructor Lead Courses											
1.			Finance								
2.	MFM 842	Elective	Financial Risk Management	3		3	40	60	100	3	Vizag
3.	MFM 848	Elective	International Financial Management	3		3	40	60	100	3	Vizag
4.	MFM 851	Elective	Corporate Valuation	3		3	40	60	100	3	Vizag
5.	MFM 854	Elective	Financial Derivatives	3		3	40	60	100	3	Vizag
6.	MFM 857	Elective	International Introduction to Investment (CISI – 2)	3		3	40	60	100	3	Vizag
7.	MFM 860	Elective	Insurance Management	3		3	40	60	100	3	Vizag
8.	HFM 847	Elective	Financial Engineering & Risk Management	3		3	40	60	100	3	HBS
9.	HFM 848	Elective	International Banking and Finance	3		3	40	60	100	3	HBS
10.	HFM 849	Elective	Derivatives	3		3	40	60	100	3	HBS
11.	HFM 850	Elective	Banking Technology Management	3		3	40	60	100	3	HBS
12.	HFM 851	Elective	Income Tax Law & Practice	3		3	40	60	100	3	HBS
13.	HFM 852	Elective	Financial & Credit Analysis	3		3	40	60	100	3	HBS
Marketing											
14.	MMM 842	Elective	Rural Marketing	3		3	40	60	100	3	Vizag
15.	MMM 845	Elective	Services Marketing	3		3	40	60	100	3	Vizag
16.	MMM 848	Elective	Marketing Research	3		3	40	60	100	3	Vizag
17.	MMM 851	Elective	Customer Relationship Management	3		3	40	60	100	3	Vizag
18.	MMM 854	Elective	B2B Marketing	3		3	40	60	100	3	Vizag
19.	MMM 857	Elective	Global Marketing	3		3	40	60	100	3	Vizag
20.	HMM 847	Elective	Services Marketing	3		3	40	60	100	3	HBS
21.	HMM 848	Elective	Retail Management	3		3	40	60	100	3	HBS
22.	HMM 849	Elective	Global Marketing	3		3	40	60	100	3	HBS
23.	HMM 850	Elective	Product & Brand Management	3		3	40	60	100	3	HBS
24.	HMM 851	Elective	Marketing Research	3		3	40	60	100	3	HBS
25.	HMM 852	Elective	B-to-B Marketing	3		3	40	60	100	3	HBS
HRM											
26.	MHR 842	Elective	Employment Laws - II	3		3	40	60	100	3	Vizag
27.	MHR 845	Elective	Industrial Relations & Statutory Compliance and Drafting	3		3	40	60	100	3	Vizag
28.	MHR 848	Elective	Global Human Resource	3		3	40	60	100	3	Vizag
29.	MHR 851	Elective	Strategic Human Resource Management	3		3	40	60	100	3	Vizag

30.	MHR 857	Elective	HR & Technology	3		3	40	60	100	3	Vizag
31.	MHR 860	Elective	Change Management	3		3	40	60	100	3	Vizag
32.	HHR 847	Elective	Employment Laws	3		3	40	60	100	3	HBS
33.	HHR 848	Elective	Industrial Relations	3		3	40	60	100	3	HBS
34.	HHR 849	Elective	Strategic Human Resource Management	3		3	40	60	100	3	HBS
35.	HHR 850	Elective	Recruitment & Selection	3		3	40	60	100	3	HBS
36.	HHR 851	Elective	Learning & Development	3		3	40	60	100	3	HBS
37.	HHR 852	Elective	Leadership & Team Building	3		3	40	60	100	3	HBS
			OPERATIONS								
38.	MOM 842	Elective	Materials Management	3		3	40	60	100	3	Vizag
39.	MOM 845	Elective	Total Quality Management	3		3	40	60	100	3	Vizag
40.	MSY 842	Elective	E – Business	3		3	40	60	100	3	Vizag
41.	MSY 845	Elective	Software Project Management	3		3	40	60	100	3	Vizag
42.	MOM 848	Elective	Business Process Re-	3		3	40	60	100	3	Vizag
43.	MSY 848	Elective	Artificial Intelligence	3		3	40	60	100	3	Vizag
44.	HOM 847	Elective	Service Operations Management	3		3	40	60	100	3	HBS
45.	HOM 848	Elective	Supply Management	3		3	40	60	100	3	HBS
46.	HOM 849	Elective	Supply Chain Analytics	3		3	40	60	100	3	HBS
47.	HOM 850	Elective	Operations Strategy	3		3	40	60	100	3	HBS
48.	HOM 851	Elective	Total Quality Management	3		3	40	60	100	3	HBS
49.	HOM 852	Elective	Supply Chain Management Planning & Execution	3		3	40	60	100	3	HBS
			BUSINESS ANALYTICS								Vizag
50.	MBA 842	Elective	Data Science with Python	3		3	40	60	100	3	Vizag
51.	MBA 845	Elective	Big Data Analytics with Hadoop	3		3	40	60	100	3	Vizag
52.	MBA 848	Elective	Data Mining for Analytics	3		3	40	60	100	3	Vizag
53.	MBA 851	Elective	Financial Analytics	3		3	40	60	100	3	Vizag
54.	MBA 854	Elective	Web Analytics	3		3	40	60	100	3	Vizag
55.	MBA 857	Elective	Artificial Intelligence	3		3	40	60	100	3	HBS
56.	HBS 847	Elective	Big Data Big Analytics	3		3	40	60	100	3	HBS
57.	HBS 848	Elective	Data Mining for Business	3		3	40	60	100	3	HBS
58.	HBS 849	Elective	Marketing Analytics	3		3	40	60	100	3	HBS
59.	HBS 850	Elective	Data Science for Business	3		3	40	60	100	3	HBS
60.	HBS 851	Elective	Data Analysis And Modeling	3		3	40	60	100	3	HBS
61.	HBS 852	Elective	Enterprise Analytics	3		3	40	60	100	3	
			INTERNATIONAL BUSINESS								
62.	HIB 847	Elective	International Trade and Policy	3		3	40	60	100	3	HBS
63.	HIB 848	Elective	EXIM Policy and	3		3	40	60	100	3	HBS
64.	HIB 849	Elective	Global Strategic Management	3		3	40	60	100	3	HBS
65.	HIB 850	Elective	Forex Management and	3		3	40	60	100	3	HBS
66.	HIB 851	Elective	International Business Communication & IT in Global	3		3	40	60	100	3	HBS
67.	HIB 852	Elective	Global HRM	3		3	40	60	100	3	HBS

Trimester-VI Courses

S. No.	Course Code	Course Type	Course Level	Course	Sessions		Marks				Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH841 To MMH856	Elective	Contemporary	Contemporary -2 *	2 +2		4	50 +50		100	2
2	MMH893	Core	Skill Based	Venture Planning/ Research Papers/ Project Report & Viva Voce			2	-	100	100	2
3		PCDs	Value \skill based		10		10	500		500	10
			Totals:		14		16	300	200	500	14

*MOE means Management Open Elective Courses offered only to MBA / MBA (HR) / MBA (CMU) students of GIM. MOE 803 & MOE 806 codes are to be given for any two courses chosen by the student from Moocs, Course Era, BSE & NSE certifications. In case of GITAM University open electives, respective course codes are to be given in place of MOE 803 & MOE 806.

Professional Competency Development (PCD) Courses

S. No.	Course Code	Course Type	Course Level	T	P	CA	TEE	Total	Credits
1	MMH803 To MMH812	PCD	Value/Skill Based PCD Courses			50 X 10 =		50 X 10 =	10
			Totals:			500		500	10

PCDs COURSES (Campus Specific) * offered at GIM and BSMS. For HBS their PCDs to be listed in separate table .

Sl No.	Subject	Credits	Trimester	Type /Specific
1	BEC	1+1	III and V	Campus Specific
2	CBA	1+1	III and IV	Campus Specific
3	OBT	1	I	Campus Specific
4	YOGA	1	I	Campus Specific
5	Social Project	1	II	Campus Specific
6	Book Review	1	II	Campus Specific
7	Business Simulation	2	V	Campus Specific
8	Open Electives (Two courses)	1+1	VI	Campus Specific
	Total	12 *		

- The student has to earn a minimum of 10 credits out of 12 credits in PCDs to be shown in VI Trimester

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

Contemporary *: Choose any 2 courses of the five Contemporary courses offered from the below list.

Trimester-VI Contemporary Courses offered at GIM Visakhapatnam and at HBS

S. No.	Course Code	Course Type	Course	Sessions			Marks			Credits	CAMPUS
				T	P	Total	CA	TEE	Total		
1.	MMH841	Elective	CSR & Sustainable Development	2		2	50		50	2	GIM & HBS
2.	MMH842	Elective	Social Innovation	2		2	50		50	2	GIM & HBS
3.	MMH860	Elective	Behavioral Economics	2		2	50		50	2	GIM & HBS
4.	MMH844	Elective	Technology Management	2		2	50		50	2	GIM & HBS
5.	MMH846	Elective	Environmental Sciences	2		2	50		50	2	GIM & HBS
6.	MMH847	Elective	Intellectual Property Systems	2		2	50		50	2	GIM & HBS
7.	MMH861	Elective	Technological Entrepreneurship	2		2	50		50	2	GIM & HBS
8.	MMH849	Elective	Alternate Dispute Resolution	2		2	50		50	2	GIM & HBS
9.	MMH857	Elective	Alternative Investments	2		2	50		50	2	GIM & HBS
10.	MMH858	Elective	Financial Metrics	1	2	2	50		50	2	GIM & HBS
11.	MMH852	Elective	Contemporary HR Practices	2		2	50		50	2	GIM & HBS
12.	MMH859	Elective	HR in Knowledge Management	2		2	50		50	2	GIM & HBS
13.	MMH854	Elective	Psychometrics	2		2	50		50	2	GIM & HBS
14.	MMH856	Elective	HR Metrics	2		2	50		50	2	GIM & HBS
15.	MMH855	Elective	Performance Management	2		2	50		50	2	HBS
16.	MMH845	Elective	Change Management	2		2	50		50	2	HBS

OPEN ELECTIVES

Student has to choose two open elective courses from the options available during two years study period come under PCDs i.e. at any trimester during first year or second year course of study.

Each course has 1 credit. Credits will be shown in VI Trimester 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 two courses from Moocs, Course Era, BSE & NSE, UGC Swayam certificate courses.

If two open elective courses 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 will be conducted for each course for awarding marks course wise.

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 75% in all the courses put together in any trimester will not be permitted to attend the end- trimester examination and can be detained.

However, the Vice Chancellor on the recommendation of the Principal / Director of the University College / Institute may condone the shortage of attendance to the students whose attendance is between 66% and 74% on genuine medical grounds and onpayment of prescribed fee. Any student with less than 66% attendance, even on medical grounds, will not be permitted to attend the end-trimester examination and can be detained.

8.0 EVALUATION

The assessment of the student's performance in each course shall be based on continuous evaluation (40 Marks) and Trimester-end examination (60 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 24 marks (i.e. 40%) in the theory component at the trimester-end examination.

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

Table -2 Assessment Procedure

S. No.	COMPONENT OF ASSESSMENT	MARKS ALLOTTED	TYPE OF ASSESSMENT	SCHEME OF EVALUATION
1	Theory/Practical	40	Continuous Evaluation	i) Twenty (20) marks for Mid Trimester Examinations ii) Twenty (20) marks for Assignments / Seminar / Quizzes / Mini-project / Research Paper / Field Projects / Viva-Voce / Workshop presentations / Case Analysis / GDs / Training / Surveys
		60	Trimester-end Examination	Sixty (60) marks for Trimester End Examinations Note: In respect of courses having practicals, theory examination shall be for forty (40) marks and practical exam for twenty (20) marks.
	Total	100		
2	Practicals Course L I K E (M M H 3 7 1 : I T M)	100	Continuous Evaluation	i) 40 marks for lab performance, record and viva-voce ii) 60 marks for two tests of 30 marks each (one at the mid-term and the other towards the end of the trimester) conducted by the concerned lab teacher.
3	Project work (6 weeks) at IV Trimester	100	Continuous Evaluation	i) Project report carries 50 marks ii) Project viva voce carries 50 marks
4	Social Project/ minor project At II Trimester	50	Continuous Evaluation	i) 30 marks for project report ii) 20 marks for viva voce
5	Research paper / venture planning / project report/job training at VI Trimester & Viva	100	Continuous Evaluation	i) 50 marks for report submission assessment 50 Marks for Viva on research paper / venture planning submitted/ project report /job training report

Continuous Evaluation carrying 40 marks for theory courses consists of two components carrying 20 marks each:

- a. A mid exam will be conducted for 20 marks at end of completion of two and half units for each course.
- b. Internal assessment for another 20 marks is at faculty discretion and which may include :
 - One Quiz of 10 marks (surprise or scheduled) - This is designed to check student's preparedness and self-learning, which is one of the cornerstone of strong foundation.
 - 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/Mini Project - 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/project report that can be published.
 - Workshops - 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.

Trimester End Examination:

Examinations are not the end, but a launching platform into brighter future. The knowledge gained during the trimester, are tested through the trimester end-examinations. The duration of each trimester 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.

Duration and Pattern of Trimester end Examination:

Duration of the Examination is 3 hours.

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

S.No.	Pattern	Marks
1.	Section A: Five one page answer questions (Five out of Eight questions to be answered).	5 X 2 marks = 10 marks
2.	Section B : Five Essay type questions (either or choice Questions from each UNIT)	5 X 8 marks = 40 marks
3.	Section C : One Case let (not more than 200 words)	1X10 =10 marks
	Total	60 marks

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

S.No.	Pattern	Marks
1.	Section A : Five questions (both theory/ problems) (Five out of Eight questions to be answered).	5X 4 marks = 20 marks
2.	Section B : Problems/Theory questions (Five out of Eight questions to be answered)	5 X 8 marks = 40 marks
	Total	60 marks

Transferable and Employability skills	
1	Know how to use online learning resources: G-Learn, online journals, etc.
2	Communicate effectively using a range of media
3	Apply teamwork and leadership skills
4	Find, evaluate, synthesize & use information
5	Analyze real world situation critically

6	Reflect on their own professional development
7	Demonstrate professionalism & ethical awareness
8	Apply multidisciplinary approach to the context

End Term Examination - General Marking Criteria

Well Below Expectations	(0-20%)	Little or no relevant material presented. Unclear or unsubstantiated arguments with very poor accuracy and understanding. Little evidence of achievement of the relevant stated learning outcomes of the course unit.
Below Expectations	(20-40%)	Reveals a weak understanding of fundamental concepts with no critical analysis. Produces answers which may contain factual and/or conceptual inadequacies. Provides poorly written answers that fail to address the question, or answers that are too brief to answer the question properly. Provides solutions to calculative questions that demonstrate inadequate analytical skills.
Meets Expectations	(40-60%)	Demonstrates good understanding of the material. Shows a basic knowledge of relevant literature but draws mainly on lecture material. Addresses the questions and demonstrates reasonable writing skills with some ability to structure the material logically. Provides solutions to calculative questions that demonstrate good analytical skills.
Exceeds Expectations	(60-80%)	Demonstrates an ability to integrate the concepts introduced and applies them to problems with some evidence of critical analysis. Shows evidence of reading beyond lecture notes that is appropriately analyzed and evaluated. Provides clear and competent answers to the questions, well written. Clearly presents solutions to calculative questions and demonstrates very good analytical skills.
Well Above Expectations	(80-100%)	Demonstrates the ability to evaluate concepts and assumptions critically and to thoughtfully apply concepts to problems. Demonstrates independent thinking and insight into theoretical issues. Shows evidence of extensive reading beyond the lecture notes and the ability to synthesize and integrate the relevant literature. Writes well and structures the response so as to provide a succinct, coherent and logical answer. Clearly presents solutions to calculative questions and demonstrates excellent analytical skills.

9.0 VIVA-VOCE:

Trimester-end viva-voce will be arranged at the end each trimester. 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 trimesters carrying 50 marks.

Trimester end Viva- voce examination Boards will consist of:

Class Coordinator /Programme Coordinator	- Convener
One senior Faculty from the Institute	- Member
Director/ Dy. Director	- Member

For Project/Internship Seminar/Presentation/Research paper /venture plan:

The evaluation boards will consist of:

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

10.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE

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

- Once the evaluation of the term-end is completed, answer scripts are shown to the students.
- Students are given the marks in the class or are placed online for review.
- If there is a concern, students are required to review the paper and verify the marks, with help from the program coordinator.
- Clarify any doubts if they have, with the concerned faculty.
- If they still have a concern, they can submit a written grievance to the Program Coordinator.
- Dean & Principal will appoint a Grievance Redress Committee, which will review the student paper.
- The Dean shall review the grievance committee views and shall make the decision, which is binding and final.
- This final decision will be communicated to the student by the Program Coordinator.
- A student who has secured "F" grade in project work/social project/viva voce shall have to improve his/her report and reappear for viva voce of project work at the time of special examination to be conducted in the summer vacation.

11.0 SUPPLEMENTARY EXAMINATION

The Supplementary examinations will be conducted for the benefit of students who are either failed or are absent at the end of first year (preferable Mid of June) for the benefit of first year student and at the end of V trimester (in month of February) for the benefit of second year students.

12.0 SPECIAL EXAMINATION

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

13.0 BETTERMENT OF GRADES

Students who secured second class or pass who wish to improve their grades will be permitted to improve their grades at the end 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 trimesters they have studied. A six trimester MBA student can appear for betterment in any six courses/subjects. The rules & regulations framed by the University from time to time shall be applicable.
7. The better Grade secured either in the first or betterment appearance shall be considered as the final Grade.
8. New Grade Card/PC shall be issued to candidates who have improved their Grades/Class after submitting the old Grade Card/PC.
9. The date, month and year of the declaration of betterment result shall be printed on the Grade Card/PC
10. Betterment marks shall not be taken into consideration for award of ranks, prizes, and medals.

11. Candidates have to pay a betterment fee as prescribed by the University.

14.0 GRADING SYSTEM

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

Table 3: Grades & Grade Points

Sl.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 trimester.

This is applicable to both theory and practical papers. In the case of Project Report / summer / mini projects 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/trimester will be calculated according to the formula:

$$\frac{\sum [C \times G]}{\sum C} \text{ GPA}$$

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/trimester. 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 trimester in first attempt.

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

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

Twining MBA or MSIS programme in Central Michigan University (CMU), USA

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

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

17.0 ELIGIBILITY FOR AWARD OF MBA DEGREE

Programme of six-trimesters 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.

Preparatory Courses

Sl. No.	Courses	Hours	Credits
1	Business & Society	5	Pass/Fail
2	Economics	5	
3	Basic Math & Statistics	10	
4	Understanding Financial Statements	10	
5	Academic Writing	5	
6	Case Analysis	5	
7	Presentations	10	

Note: The results of Preparatory Courses will not be reflected in the grade sheets

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Trimester-I Courses

S. No.	Course Code	Course Level	Course	Sessions		Marks				Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH701	Foundation	Management Theory & Practice	3		3	40	60	100	2
2	MMH704	Foundation	Business Environment	3		3	40	60	100	3
3	MMH707	Foundation	Managerial Economics	3		3	40	60	100	3
4	MMH710	Foundation	Organisational Behaviour	3		3	40	60	100	3
5	MMH713	Foundation	Financial Accounting and Analysis	3		3	40	60	100	3
6	MMH719	Foundation	Quantitative Techniques	3		3	40	60	100	3
7	MMH791	Skill Based	Trimester End VIVA VOCE		2	2	---	50	50	1
				18	2	20	240	410	650	18

Professional Competency Development (PCD) Courses offered at GIM and BSMS

1	MMH803	PCD	Value Based	Outbound Training (OBT)*				50		50	1
2	MMH804	PCD	Value Based	Yoga & Meditation		2	2	50		50	1
				Totals:		2	2	100		100	2

Professional Competency Development (PCD) Courses offered at HBS

1	MMH803	PCD	Value Based	Outbound Training (OBT)*				50		50	1
2	MMH809	PCD	Skill based	CBA - I		2	2	50		50	1
				Totals:		2	2	100		100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

OBT *: Credits based on three days continuous assessment during outdoor events.

MBA I TRIMESTER

Course Code: MMH701 **Course Title:** Management Theory and Practice

Course description and learning outcomes

Business organizations around the world have grown in size and complexity, causing consequential changes in the practice of management. Changes in management styles and practices have led to changes in management thought. The course provides a clear and concise introduction to the theory and practice of management and its application to modern management practice. This course focuses on the fundamental concepts, functions and skills of management. It enhances students understanding of the effectiveness of management as a subject; a thorough and systematic coverage of relevant management theory and practice; fundamental management skills and abilities required to run companies and organizations successfully; and to review the foundations of modern management thought. The topics discussed in the course is intended to apply for effective decision making in all types of organisations.

LEARNING OBJECTIVES

- To understand the evolution of management thought and its relevance in decision making.
- To know about concept of planning concept which form the basis of Management
- To understand the importance of structure and types and organization in the field of Management.
- To know the significance of directing and controlling in organisation.

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

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Understand theoretical aspects of scope of management and its application to modern management practice.	Quiz/Presentation/ Situation Analysis
2	Illustrate the importance of planning in decision making	Quiz/Written Component/Case Analysis
3	Get acquainted with the concepts of principles of organization, line and staff relationship which is very useful for effective decision making in the organization.	Quiz/Written Component/Group Discussion
4	Understand the need and significance of leadership and coordination for enhancing organizational efficiency.	Project/Quiz/Case Analysis
5	Understand the process of controlling in business management.	Quiz/Written Assignments/ Case Analysis/Presentation

Course outline and indicative content

Unit I (6 sessions)

Introduction to management: Nature and scope of management, Management process, Management thought: Contributions of F.W. Taylor, Henry Fayol and Elton Mayo.

Unit II (6 sessions)

Planning: Planning premises, types and steps in plans, decision making and forecasting, types of decision, steps in decision making.

Unit III (6 sessions)

Organization: Structure, types of organizations, principles of organizing, Authority and span of control, delegation and decentralization, Line and staff relationship

Unit IV (6 sessions)

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

Unit V (6 sessions)

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

Case Analysis (Not Exceeding 200 words).

Learning and teaching activities

Case Analysis

Situation Analysis

Brainstorming

Group Discussion

Research Project

Chalk and Talk

Student Presentations

Teaching and learning resources

References:

1. Heinz Weilrich, Mark V. Cannice & Harold Koontz, Management a Global and Entrepreneurial Perspectives. Tata McGraw-Hill Education, New Delhi. 2019.
2. Harold Koontz, "Essentials of Management", Tata McGraw- Hill Education, New Delhi, 2019
3. Charles Hill, Steven McShane, "Principles of Management", Tata McGraw-Hill Education, New Delhi, 2019
4. Ricky W. Griffin, "Management", Cengage Learning, New Delhi, 2019

Journals

5. Vikalpa, Indian Institute of Management, Ahmedabad
6. Journal of General Management, Mercury House Business Publications, Limited
7. Harvard Business Review, Harvard Business School Publishing Co. USA
8. GITAM Journal of Management

MBA I TRIMESTER

Course Code: MMH704 Course Title: BUSINESS ENVIRONMENT

Course description and learning outcomes

The business environment in India is undergoing a dynamic change; what was looked upon as an underdeveloped 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 structural changes, external environmental changes, planning and polices of the state, economic trends and balance of payments, information technology and its impact. Knowing the major legal environment concepts and acts in addition to other environments is also to be discussed in this course. Though business is an economic activity what business ethics and social responsibilities of business, why strategic management issues of a business entity should to be addressed, is introduced in this course.

Learning Objectives

- To make the students to understand different facets of Business Environment in both Indian and International context
- To enhance students ability to understand the socio, cultural and technological environment.
- To sensitize students regarding the economic and legal aspects of business and its implications on ethical way of doing business
- To enable the student to understand the Indian Policy Environment for business.
- To create awareness among the students about the various foreign trade policies.

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Familiarize the nature of business environment and its components to run the business strategically	Quiz/ Group Discussion/ Current Business Affairs Presentation
2	Acquaint the students the interrelation between society, business and technological environment.	Quiz/Group Discussion/Presentation on Current Business Affairs
3	Understand various economic environmental factors and its importance in business decision making. Enable students to identify the implications of legal aspects on business	Quiz/ Case Analysis/ Presentation on Current

		Business Affairs
4	Develop a brief idea on various Indian Policies required to take up business smoothly	Quiz/ Presentation on Current Business Affairs
5	Facilitate students to develop conceptual framework of business environment and generate idea on international trade environment to facilitate business.	Quiz/ Case Analysis/ Presentation on Current Business Affairs

Course outline and indicative content

Unit I (6 sessions)

Introduction: The concept of Business Environment, significance, nature and scope. Environment Scanning, Interaction between internal and external environments.

Unit II (6 sessions)

Socio, Cultural and Technological Environment: Society and Business, Corporate Social Responsibility (CSR), Culture-beliefs, values, customs and its impact on business, Technological change, Technological factors in business, Internet of Things (IOT).

Unit III (6 sessions)

Economic and Legal Environment:

Philosophies of Capitalism, Socialism and Mixed Economy, Public Private Partnership, Industrial Corridors, Special Economic Zones, Ease of Doing Business; Consumer Protection Act, 1986, Competition Commission of India (CCI), FEMA and National Company Law Tribunal (NCLT)

Unit IV (6 sessions)

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

Unit V (6 sessions)

UNIT-V: Indian Foreign Trade Policy: Bilateral and Multilateral Trade Agreements, Globalization and WTO- Trade Blocs, Balance of Payments, 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)

MBA I TRIMESTER

Course Code: MMH707 Course Title: MANAGERIAL ECONOMICS

Course description and learning outcomes

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.

LEARNING OBJECTIVES

- To understand the key economic concepts which are used for effective business decision making
- To understand and apply demand and supply analysis to business decisions.
- To impart the knowledge pertaining to cost fallacies to use in efficient production decision making
- To know the basics of market morphology and identify the different market structures and the need for government interference
- To understand basic macroeconomic concepts which are relevant to understand business economic environment.

Learning Outcome

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

1	Apply Economic Concepts for Business Decision Making	Quiz/Presentation/ Situation Analysis
2	Understand on how to balance the market forces through price mechanism and government interference	Quiz/Written Component/Case Analysis
3	Know the techniques of production and cost management	Quiz/Written Component/Group Discussion
4	Get acquainted with the Different Markets and the Pricing Decisions.	Project/Quiz/Case Analysis
5	Illustrate how macro economics contributes to business growth and management	Quiz/Written Assignments/ Case Analysis/Presentation

Course outline and indicative content

Unit I (6 sessions)

Managerial Economics – Nature, scope, importance and application of Managerial Economics concepts in business decision making.

Unit II (6 sessions)

Demand and Supply Analysis: Determinants of demand, types of demand, Law of Demand, determinants of supply, law of supply, market equilibrium, price mechanism. Elasticity of demand, types of elasticity, methods to measure elasticity, demand forecasting, Methods (Qualitative and Quantitative) of demand forecasting.

Unit III (6 sessions)

Production and Cost Analysis: Production function, Laws of Production - Short run - one variable production function, Long run – Iso-quants, Iso-cost line, producer's equilibrium, expansion path, Law of returns to scale. Cost - Cost concepts, Cost output relation - short run cost output relationship, long run cost output relationship, Economies of scale.

Unit IV (6 sessions)

Market Structure - Basis for classification of market power, kinds of competitive market, price and output decisions in perfect competition and imperfect market, Monopoly, Monopolistic, Oligopoly market . Market Failures – public goods, social goods, merit goods, administered prices (ceiling price and floor price) and Externalities – Positive and negative externalities.

Unit V (6 sessions)

Macroeconomics- National Income-Concepts of national income, methods of calculating national income. 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.

Case Analysis (Not Exceeding 200 words)

Learning and teaching activities

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

Teaching and learning resources

1. Geetika, P.Ghosh, P.R.Choudhury, Managerial Economics, McGraw Hill Education Private Limited, New Delhi, 2018.
 2. Dominick Salvatore, Seventh Edition, Adapted Version, Oxford Publication New Delhi, 2014.
 3. Dr.D.N.Dwivedi, Managerial Economics, Vikas Publishing House, New Delhi, 2015/Latest Edition.
 4. Paul G. Keat, Phili K. Y. Young, Sreejata Banerjee, "Managerial Economics", Pearson, New Delhi, 2012/Latest Edition.
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

Company Profiles

Daily English Business News Papers

1. The Economic Times, 2. Business Standard, 3. Mint

MBA I TRIMESTER

Course Code: MMH710 Course Title: ORGANIZATIONAL BEHAVIOUR

Course description and learning outcomes

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.

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

	Learning Outcome	Assessment
1	Gain an overall perspective on human behaviour in the work place	A1, A2, & A4
2	Demonstrate the importance of interpersonal skills in the work place	A1, A2, A3, A4
3	To gain an overall perspective on the impact of culture and change on individual performance	A1, A2, A3, A4
4	To understand the nature of conflict and its resolution	A1, A2, A3,A4
5	To understand and manage work stress	A1, A2, A3, A4

Course outline and indicative content

Unit I (6 sessions)

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

Unit II (6 sessions)

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

Unit III (6 sessions)

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

Unit IV (6 sessions)

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

Unit V (6 sessions)

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

Learning and teaching activities

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

Teaching and learning resources

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

Sushma Khanna (editor), "Udai Pareek's Understanding Organizational Behavior" 3rd Edition, Oxford University Press, 2013

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

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

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

MBA I TRIMESTER

Course Code: MMH713: Course Title: MMH713: FINANCIAL ACCOUNTING AND ANALYSIS

Course description and learning outcomes

In an economy, every manufacturing & trading entity inherently has financial transactions. These financial transactions form the backbone of accounting framework, which is as important as technical or legal framework. Knowledge in Financial Accounting enables managers understand and interpret financial reports which is essential for financial decision making & problem solving. A manager should be competent to understand the accounting framework to effectively manage the business. On successful completion of this course, students will be able to:

	Learning Outcome	Assessment
1	Understand preparation of Journals and Ledgers	A2,A3
2	Prepare Trail Balance with adjustment.	A2,A3
3	prepare Final Accounts of trading concern	A2,A3
4	understand the features of basic accounting framework for business	A1
5	Analyse financial statements using various techniques analysis.	A1,A2,A3

Course outline and indicative content

Unit I (6 sessions)

Introduction to Accounting: Introduction, need, meaning & definition of Accounting, importance of Accounting, users of Financial Accounting records, Accounting concepts and conventions - Accounting Equation - Basics of IFRS

Unit II (6 sessions)

Preparation of Journal and Ledgers -Types of Subsidiary books- preparation of Triple Column Cash Book - Trial balance - Definition - Importance and methods of preparation. (NP)

Unit III (6 sessions)

Preparation of Final Accounts : Objective and need for preparation of Income Statements- Form and contents of income statements - Preparation of Trading Account, Profit and Loss Account with adjustments. Preparation of Balance Sheet - Objectives and need for balance sheet - form and contents of balance sheet-Preparation of balance sheet with Adjusting Closing Entries relating to Depreciation on Fixed Assets (Straight Line Method and Written Down Value Method), outstanding expenses, prepaid expenses, Income received in advance, accrued income, debtors, creditors and closing stock. (NP)

Unit IV (6 sessions)

Financial Statement Analysis- : Funds flow analysis - Statement of funds from operations - Preparation of Funds flow statement. Cash flow analysis - Statement of cash from operations - preparation of Cash Flow Statements (NP)

Unit V (6 sessions)

Ratio Analysis: Meaning and types of ratios: Return on Capital Employed; Gross and Net Profit Margins; Asset Turnover; Trade Receivables Collection Period and Trade Payables Payment Period; Current and Quick Ratios; Inventory Turnover; Capital Gearing Ratio. (NP)

Learning and teaching activities

Learning activities through live cases of company accounts and their basic of accounting.

Teaching and learning resources

1. Class room solving of various contented problems
2. live problems from firms
3. Text books and e-learning

MBA I TRIMESTER

Course Code: MMH719 Course Title: QUANTITATIVE TECHNIQUES

Course description and learning outcomes

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.

Learning 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

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

	Learning Outcome	Assessment
1	Apply various mathematical methods in business scenarios.	A1
2	Develop the ability to interpret statistical analysis tools commonly used in the workplace.	A1
3	Use of Excel for basic data manipulation and simple statistical and graphical analysis.	A2
4	Perform a multiple regression and forecasting techniques using computer software.	A2
5	Understand the importance of various techniques for analysing the statistical data.	A3

Course outline and indicative content

UNIT-I (6 hours)

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.

UNIT-II (4 hours)

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 (6 hours)

Measures of Central Tendency & Measures of Dispersion – Introduction, Merits, Demerits, Applications. Mean, Weighted Mean, Combined Mean, Standard Deviation, Coefficient of Variance, and Combined Standard Deviation for grouped and ungrouped data.

UNIT-IV (8 hours)

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

UNIT-V (6 hours)

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

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.

Prescribed text book:

Statistics for Business and Economics, Anderson et al., Thomson South Western pub.

Reference books:

- 1) Statistics for Management, Levin et al., Pearson.
- 2) Business Statistics - A First Course, Levine, Krehbiel and Berenson, Pearson Education.
- 3) Business Statistics Using Excel, David and Pecar, Oxford Univ.Press.

Online Resources:

Onlinestatbook.com

Trimester-II Courses

S. No.		Course Level	Course	Sessions		Marks				Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH705	Foundation	Cost and Management Accounting	3		3	40	60	100	3
2	MMH708	Foundation	Business Laws	3		3	40	60	100	3
3	MMH711	Foundation	Business Ethics	3		3	40	60	100	2
4	MMH714	Foundation	Business Research Methodology	3		3	40	60	100	3
5	MMH717	Foundation	Operations Management	3		3	40	60	100	3
6	MMH722	Foundation	IT for Management	--	2	2	100	*	100	3
7	MMH792	Skill Based	Trimester End VIVA VOCE		2	2		50	50	1
				15	4	19	300	350	650	18

Professional Competency Development (PCD) Courses offered at GIM and BSMS

1	MMH806	PCD	Value Based	Social Project *				50		50	1
2	MMH808	PCD	Value Based	Book Review **	1		1	50		50	1
				Totals:	1		1	100		100	2

Professional Competency Development (PCD) Courses offered at HBS

1	MMH807	PCD	Value Based	BEC *				50		50	1
2	MMH810	PCD	Value Based	CBA- II	2		2	50		50	1
				Totals:	2		2	100		100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

Social Project *: Students will have to identify and conduct a social alleviation project in the community for period of 4 weeks at the end of first year during summer vacation for 50 marks to be shown in III trimester.

Book Review **: Students have to review an assigned book given ** and assessment will be done on the book review, carrying 50 marks. Credit will be given in VI trimester only.

MBA II TRIMESTER

Course Code: MMH 705 Course Title: COST & MANAGEMENT ACCOUNTING

Course description and learning outcomes

Every business has to manage its finances through well laid out Management and Accounting procedures. 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 provide the fundamental rules and techniques governing accounting practices, which helps to effectively control and manage costs of a business

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

	Learning Outcome	Assessment
1	Would be able to prepare Cost Sheet	A1,A2
2	Would be able to prepare different budgets	A4
3	Would be able to analyze the pricing of the products	A1,A2,A3
4	Would be able to understand the integration of HR, Marketing and Operations in terms of cost into business.	A1

Course outline and indicative content

Unit I (6 sessions)

Introduction to Costing: Classification of costs - Cost Behaviour - Fixed, Variable and Semi Variable Costs - Calculation of fixed and variable elements of a semi variable cost -Role of Management Accountant in the organisation

Unit II (6 sessions)

Preparation of Cost Sheet: Classification of costs - prime cost, works cost, cost of production, Cost of sales, preparation of cost sheet for special work orders. Issue of materials - FIFO, LIFO, Simple Average and Weighted Average pricing methods. Introduction to labour cost and its types - overheads – classification – apportionment – absorption (NP)

Unit III (6 sessions)

Application of Marginal Costing: Introduction to Marginal Costing – Features - P/V ratio - BEP - Decision involving alternative choices: make or buy decisions, determination of optimum sales mix, Limiting factor or Key Factor.(NP)

Unit IV (6 sessions)

Activity Based Costing (ABC)- Concept of ABC- Categories in activity based costing- allocation of overheads under ABC - Benefits and Limitations of Activity based Costing (NP) Relevant Costing - Concept of Relevant Costing - Features of Relevant Cost - Decision Making using relevant costing technique. (NP)

Unit V (6 sessions)

Budgeting and Budgetary Control: Definition of Budget, Budgeting and Budgetary Control - Need for Budgetary Control - Types of budgets - Preparation of Production Budget, Sales Budget, Cash Budget and Flexible Budget - Approaches to Budgeting - Zero based Budgeting (NP)

Learning and teaching activities

Preparation of cost sheet and budget for a SME firm

Teaching and learning resources

1. Text books
2. e-learning
3. Firms recourses

MBA II TRIMESTER

Course Code: MMH 708 Course Title: BUSINESS LAWS

Course description and learning outcomes

Ignorance of law is no excuse and everyone is supposed to know the law of the land. Law controls and regulates the external behavior of human beings. Human conduct must conform to legal rules and regulations. Business law is a branch of general law and it controls and regulates commercial transactions involving businessmen, traders, importers, exporters, consumers, etc. The present business laws consist of the general principles of Contract (Contract Act), Law of Agency, Sales of Goods Act, Partnership and Company Law.

LEARNING OBJECTIVES

- To understand the basic concepts of Contracts, Sale of goods, Agency etc
- To acquaint with special legislations dealing with business transactions
- To elucidate the process of formation and winding up of a company

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

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Learn the importance of contracts in Business Transactions	Quiz/Presentation
2	Understand the concept of sale of goods and importance of conditions and warranties	Quiz/Assignment
3	Learn the role of agents in business transactions	Quiz/Case Law
4	Analyze how to run a business as partners and the relevance of LLP in the contemporary business era	Quiz/Assignments/ Case Law
5	Learn the amended Company Law 2013	Quiz/ Case Presentations

Course outline and indicative content

Unit I (6 sessions)

UNIT-I: 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.

Unit II (6 sessions)

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

Unit III (6 sessions)

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

Unit IV (6 sessions)

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

Unit V (6 sessions)

UNIT-V: 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.

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Quiz (2 best of 3)	Individual	Multiple Choice Online/Written	10
A2. Mid exam	Individual	Written	15
A3. Case / Project/Assignment	Groups* or Individual	Presentations/Report/Assignment with Q&A/Viva	15
A4. End-term exam	Individual	Written (short/long)	60

Transferrable and Employability Skills

	Outcomes	Assessment
1	Know how to use online learning resources: G-Learn, online journals, etc.	A1 & A2
2	Communicate effectively using a range of media	A2 & A3
3	Apply teamwork and leadership skills	A3
4	Find, evaluate, synthesize & use information	A1 & A2
5	Analyze real world situation critically	A4
6	Reflect on their own professional development	A4
7	Demonstrate professionalism & ethical awareness	A3
8	Apply multidisciplinary approach to the context	A3

Learning and teaching activities

Case Law Analysis

Chalk and Talk

Student Presentations

Teaching and learning resources

TEXT BOOK

1. Avatar Singh, "Business Laws", Eastern Book Company, 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

MBA II TRIMESTER

Course Code: MMH 711 Course Title: BUSINESS ETHICS

Course description and learning outcomes

The events in the world of business in the last few years have sharply brought into focus the need for businesses to be run ethically. Values and ethics are central to any organization. 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 socially responsible mindset in the future managers as well as transparency in the governance is considered as one of the important aspects of Management education. The ethical problem that managers confront in real life is that they are in the nature of dilemmas and rarely have a clear solution. 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 individual and organisation.

This course aims to provide to the students about contemporary ethical issues, professional ethics, personal ethics, values and ethics in business, global ethical issues, corporate governance and how economic growth impacts ethics. Students may use the course to improve their comprehension of ethical issues which are relevant to their respective fields.

LEARNING OBJECTIVES

- To provide students a contextual understanding of ethics and values in business, personal and professional growth.
- To enable students to know about ethical dilemmas and process of making good ethical decisions.
- To make the students to understand the ethical issues in work place and marketing.
- To enable students to recognize the importance of ethical issues in finance
- To understand the role of corporate governance

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Would become conscious of the value system and its importance in business sustainability.	Quiz/Presentation/ Situation Analysis
2	Make business decisions in ethical way	Quiz/Case Analysis/ Group Discussion
3	Perform their role ethically in various functional areas.	Project/Quiz/ Case Analysis
4	Develop the financial discipline among the students	Quiz/Presentation/ Case Analysis
5	Understand the importance of corporate governance way of functioning in business.	Quiz/Presentation/ Case Analysis/Group Discussion

Course outline and indicative content

Unit I (6 sessions)

Ethics: Introduction – Personal & Professional Ethics, Formation, Values & Ethics in Business; Importance & need of business ethics; moral overconfidence, moral disengagement & justification.

Unit II (6 sessions)

Corporate Culture and Ethics: Leadership, business environment, code of ethics; *Stakeholders, Multi-fiduciary & Obligatory Stakeholders*- Ethical dilemmas – Sources and their resolution; Framework of ethical decision making & the process of making Good Ethical Decisions.

Unit III (6 sessions)

Ethical Issues in HR and Marketing: Ethical issues in the workplace - Discrimination; harassment; Health, Safety Environment (HSE), privacy, work-life balance; Whistle blowing - ethical or unethical- Ethical issues in marketing -relating to consumers – Unethical issues in product development, pricing and advertising.

Unit IV (6 sessions)

Ethical issues in Finance: Issues in Financial Markets - Insider Trading; Issues in Financial Services - Money Laundering & Issues relating to Finance professionals – the role of accountants.

Unit V (6 sessions)

Corporate Governance: Significance of corporate governance, Stakeholder theory; Role of the Board of Directors; E- Governance; Corporate Lobbying.

Case Analysis (Not Exceeding 200 words)

Learning and teaching activities

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

Teaching and learning resources

REFERENCES

1. Fernando, A. C., “Business Ethics”, 2nd Ed., Pearson, New Delhi, 2018.
2. Crane & Matten, “Business Ethics”, 3rd Edition, Oxford; New Delhi, 2015.
3. DeGeorge, R., “Business Ethics”, 7th Ed., Pearson, New Delhi, 2014.
4. Manikutty, S., “Being Ethical – Ethics as the foundation of Business”, Random House India,

Noida, 2013.

5. Barsky, A., Investigating the Effects of Moral Disengagement and Participation in Unethical Work Behaviour, *Journal of Business Ethics*, June 2011, Vol. 104, pp 59-75

JOURNALS

1. *Journal of Business Ethics*
2. *Asian Journal of Business Ethics*
3. Vikalpa, Indian Institute of Management, Ahmadabad
4. *GITAM Journal of Management*

English Daily News Papers

1. *The Economic Times*

2. *Business Standard*

3. *Mint*

MBA II TRIMESTER

Course Code: MMH 714 Course Title: BUSINESS RESEARCH METHODOLOGY

Course description and learning outcomes

INTRODUCTION

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.

LEARNING OBJECTIVES

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

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

S. No.	Learning Outcomes	Assessment
1	Able to interpret, define and formulate research problems, hypothesis that can be tested	A1, A2 and A3
2	Get exposure to critical analysis, problem solving and research skills.	A1, A3, A4
3	Able to apply a range of methods to decide on appropriate research designs and methods to investigate the chosen research problems	A3, A4

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.

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.

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

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.

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.

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

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.

MBA II TRIMESTER

Course Code: MMH 717 Course Title: OPERATIONS MANAGEMENT

COURSE DESCRIPTION AND LEARNING OUTCOMES

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

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

After studying this course, students will be able to:

S.No	Learning Outcome	Assessment
1	Understand the basics of operations management using manufacturing and service examples.	A1
2	Identify the roles and responsibilities of operations managers in different organizational contexts.	A1
3	Apply the planning and control concepts for decision-making	A2
4	Analyse the role of operations in projects	A3
5	Evaluate strategies for improvement in manufacturing and service contexts	A3

COURSE OUTLINE AND INDICATIVE CONTENT

UNIT-I: INTRODUCTION TO OPERATIONS MANAGEMENT (6 Hours)

Introduction to Operations Management- Scope, Need, historical evolution of OM, Goods Vs. Services. Input-Process-Output Model. Need for Operations Strategy.

UNIT-II: DESIGNING OPERATIONS (6 Hours)

Process design, product design, Service delivery systems. Layout Planning - Types of Layout, Implications for layout planning, Layout Design.

UNIT-III: PLANNING AND CONTROL OF OPERATIONS –I (6 Hours)

Facilities Location – Location Decision Relevant Factors, Location Planning Methods. Capacity Planning and Inventory Management.

Unit-IV: PLANNING AND CONTROL OF OPERATIONS –I (6 Hours)

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

V. QUALITY & PROJECT MANAGEMENT (6 Hours)

Introduction to Quality Management, Quality Philosophy, BPR and Continuous Improvement tools - SQC.

Introduction to Project Management, Knowledge areas in the Project Management, Project Environment, Project Life cycle.

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.

Text Book:

Heizer Jay, Barry Render, Chuck Munson & Amit Sachan 2017, *Operations Management – Sustainability & Supply Chain Management*, Pearson, 12th Edition.

SUGGESTED READINGS:

1. B.Mahadevan, 2016, *Operations Management theory and practice*, 3rd Edition, Pearson Education.
2. Lee J. Krajewski, Larry P.Ritzman, Manoj K. Malhotra & Samir K. Srivastava 2016, *Operations Management – Processes and Supply Chains*, 11th Edition, Pearson.
3. Collier/Evans/Ganguly: *OM: A South – Asian Perspective*, 3rd Edition, Cengage Learning India Pvt. Ltd.

MBA II TRIMESTER

Course Code: MMH 722 Course Title: IT FOR MANAGEMENT

Course description and learning outcomes

Electronic based spreadsheet program like MS Excel helps in storing, Organising 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.

LEARNINGOBJECTIVES

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

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

S. No.	Learning Outcome	Assessment
1	Perform basic operations in MS Excel	A5
2	Use different built in functions in Excel	A5
3	Perform What-if analysis for a business situation	A3 & A6
4	Write simple macros in VBA	A3 &A7
5	Understand the importance of Business Analytics	A1

Course outline and indicative content

Unit I

Information Systems and MS Excel: Information Systems in organization, MS Excel as Spreadsheet based DSS, Basic operations in MS Excel: Worksheet Management, Cell referencing, Building formulas, Sorting, Filters, Conditional Formatting, Working with Charts

Unit II

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

Unit III

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

Unit IV

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

Unit V

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

Learning and teaching activities

Classroom Lectures, Application cases, Demonstration, Lab Sessions

Teaching and learning resources

Computer Lab, MS Excel, Textbooks, Ebooks, Reference Materials, Web resources

Trimester-III Courses

S. No.	Course Level	Course	Sessions			Marks			Credits	
			T	P	Total	CA	TEE	Total		
Instructor Lead Courses										
1	MBA703	Foundation	Human Resource Management	3		3	40	60	100	3
2	MBA706	Foundation	Operation Research	3		3	40	60	100	3
3	MMH709	Foundation	Marketing Management	3		3	40	60	100	3
4	MMH712	Foundation	Financial Management	3		3	40	60	100	3
5	MMH715	Foundation	Entrepreneurship	3		3	40	60	100	3
6	MMH718	Foundation	Managerial Communication	3		3	40	60	100	3
7	MMH793	Skill Based	Trimester End VIVA VOCE	--	2	2	--	50	50	1
				18	2	20	240	410	650	19

Professional Competency Development (PCD) Courses offered at GIM and BSMS

1	MMH807	PCD	Value Based	Business English Certificate (BEC)-1 #	2	1	3	-		-	1
2	MMH809	PCD	Value Based	Current Business Affairs (CBA)-1	2		2	50		50	1
				Totals:	2	1	5	50		50	2

Professional Competency Development (PCD) /Contemporary Courses offered at HBS

1	HBA804	Contemporary course	Skill Building	Seminar course	10	*	10			50	1
2	MMH806	PCD	Skill Building	Social Project	2		2	50		50	1
3	HBA805	PCD	Skill Building	Supply Chain Management	2			50		50	1
				Totals:	2			50		100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

The student have to do 6 weeks industry based summer internship at the end of III Trimester during Summer vacation. Students have to submit a project report followed by a Viva Voce whose credits will be shown in the IV Trimester.

Industry based Summer Project (6-weeks) *		Credits
Compulsory skill based	Project Report	1
	Project Viva-voce	1

Summer Project *: Viva and credits will be allotted in 4th Trimester

MBA III TRIMESTER

Course Code: MBA 703 Course Title: HUMAN RESOURCE MANAGEMENT

Course description and learning 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.

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

- 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.

	Learning Outcome	Assessment
1	Understand the fundamentals, evolution & challenges of HRM	A1,A2,A3
2	Explore the role of HRM in procurement of human resources	A2, A3
3	Evaluate training needs, methods of appraisal and perceptual errors	A3
4	Analyze the basic factors in designing the compensation	A1, A3
5	Evaluate the process of integration and separation for quality of work life	A1, A3

Course outline and indicative content

Unit I (6 sessions)

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

Unit II (6 sessions)

Procurement: Job Analysis, Job Design, Human Resource Planning, Recruitment, Selection, Onboarding.

Unit III (6 sessions)

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

Unit IV (6 sessions)

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

Unit V (6 sessions)

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

Learning and teaching activities

Lectures will be supported by group discussion related to the lecture content. This will include case studies, role plays involving hypothetical problems in organizations. Time will also be spent understanding real life work challenges of organizations through field work.

Teaching and learning resources

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

Prescribed Text Book

Gary Dessler & Biju Varkkey, "Human Resource Management", Pearson, New Delhi, 2015 14th edition.

- Edwin B Flippo, "Personnel Management", Tata McGraw Hill Publishing , New Delhi, 1984
- George W Bohlander, Scott A Snell, "Principles of human Resource Management", Cengage Learning, 2017. 16th edition.
- 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
- Harvard Business Review, Harvard Business School Publication USA
- Vikalpa, Indian Institute of Management, Ahmedabad

MBA III TRIMESTER

Course Code: MBA 706 Course Title: OPERATIONS RESEARCH

Course description and learning outcomes

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 Queuing Models, Monte carlo Simulations and Markov Chains process will be covered in *probabilistic* models.

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.

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

	Learning Outcome	Assessment
1	<ul style="list-style-type: none">• Identify the roles and responsibilities of operations managers in different organizational contexts	A1, A2
2	<ul style="list-style-type: none">• Identify and formulate operations research models that represent real world problems	A1, A3
3	<ul style="list-style-type: none">• Understand the mathematical tools that are needed to solve decision making problems	A1, A2
4	Use Excel-Solver software to solve the proposed models.	A2
5	Develop reports that describes the model and the solving technique, analyse the results and propose recommendations to the decision-making processes	A2, A3

Course outline and indicative content

Unit-1 (6 Hours)

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, Exercise problems.

Unit-2 (8 Hours)

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

Unit-3 (6 Hours)

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

Unit-4 (4 Hours)

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-5 (6 Hours)

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.

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. 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 on 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:

Quantitative Techniques in management (5e) – N D Vohra, TMH.

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

MBA III TRIMESTER

Course Code: MMH 709 Course Title: MARKETING MANAGEMENT

Course description and learning outcomes

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

LEARNING OBJECTIVES

- To facilitate understanding of the conceptual framework of marketing and its applications in “the real world”
- To use marketing concepts to make business decisions under various environmental constraints
- To understand the functionality and application of elements of Marketing Mix
- To be able to create a suitable Marketing plan for a product
- To understand a range of common strategies used, with each of the various marketing mix tools: product, pricing, promotion, and distribution

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Have an insight into the basic marketing concepts, the role of marketing in the organization.	Quiz/Presentation/ Situation Analysis
2	Understand issues of marketing with an emphasis on learning to develop responsive marketing strategies that meet customer needs	Quiz/Written Component
3	Get acquainted with the components of marketing mix, stages in new product development	Project/Quiz/Case Analysis
4	Analyse the objectives and methods for pricing products and selecting channel members	Quiz/Written Assignments/ Case Analysis
5	Evaluate the techniques of promotion mix.	Quiz/Written Assignments/ Case Analysis

Course outline and indicative content

Unit I (6 sessions)

Overview of Marketing - Introduction to Marketing - Nature, Scope, Importance of Marketing - Philosophies of Marketing.

Unit II (6 sessions)

Building Customer Value, Satisfaction and Loyalty - Consumer behaviour - factors influencing buyer behaviour - buying process - Segmenting, Targeting and Positioning

Unit III (6 sessions)

Marketing Mix: Elements of the Marketing Mix - Product: Classification of Products - New Product Development - Product Life Cycle

Unit IV (6 sessions)

Price: Factors influencing Pricing - Pricing Objectives - Methods of Pricing - Channels of Distribution: Need - Types of channels

Unit V (6 sessions)

Promotion: Nature and Importance of Promotion - Promotion Mix - Managing Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing - IMC

Learning and teaching activities

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

Teaching and learning resources

9. Philip Kotler, Gary Armstrong and Prafulla Agnihotri, Principles of Marketing, Pearson India, 17th Edition. New Delhi: 2018
10. Philip Kotler and Gary Armstrong, Principles of Marketing, Pearson India, Global Edition, 17th Edition. New Delhi: 2017
11. Rajan Saxena, Marketing Management, Tata-McGraw Hill, Fifth Edition New Delhi :2015
12. Ramaswamy and Namakumari -Marketing Management- Indian Context with Global Perspective McGraw Hill Education; India, Fifth Edition, 2017
13. Ramaswamy and Namakumari -Marketing Management- Indian Context -Global Perspective, Sage Publications India Pvt Ltd; Sixth Edition 2018
14. C. B. Gupta and Dr. N. Rajan Nair, Marketing Management: Text and Cases 15th Edition, S. Chand and Sons 2012
15. N Rajan Nair and Sanjith R Nair, Marketing – Revised Edition, Sultan Chand & Sons – Tb, 2017
16. Indian Journal of Marketing
17. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
18. Vikalpa, IIM, Ahmedabad
19. Management Review, IIM, Bangalore

MBA III TRIMESTER

Course Code: MMH 712 Course Title: FINANCIAL MANAGEMENT

Course description and learning outcomes

In the globalized economy, finance is defined as the provision of money at the time when it is required. Every enterprise irrespective of size and nature needs finance to carry on its operation and to achieve the goals. In fact finance is indispensable today that is rightly said to be the lifeblood of an organization. Without adequate finance, no organization can possibly accomplish its objectives.

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

	Learning Outcome	Assessment
1	Able to understand the functions of financial management	A1,A3
2	Would be able to the analyze various investment and financing decisions	A2
3	Would be able to understand project management	A1,A3
4	Better understanding on cross functional relationship with finance.	A1,A2,A3

Course outline and indicative content

Unit I (6 sessions)

Financial Management: An Introduction to financial Management, Goals of Financial Management -Time Value of Money (NP).

Unit II (6 sessions)

Investment Decisions: Introduction to Capital Budgeting, Importance of capital Budgeting, Complexities in Capital Budgeting, Phases of Capital Expenditure Decisions, Capital Budgeting Process, Techniques of Capital Budgeting - Accounting Rate of Return, Payback Period, Discounted Payback Period, Net Present Value, Internal Rate of Return and Profitability Index - Introduction to Risk Adjusted Capital Budgeting Techniques (NP)

Unit III (6 sessions)

Financing Decisions: Cost of Capital - Cost of Debt, Cost of Preference Shares, Cost of Equity Shares, Cost of Retained Earnings, Weighted Average Cost of Capital; Leverages - Introduction - Types of Leverages - Measurement of Operating Leverage, Financial Leverage and Combined Leverage: Capital Structure - Introduction, Features of Ideal Capital Structure, Factors affecting Capital Structure (NP)

Unit IV (6 sessions)

Liquidity Decisions: Working Capital Management - Introduction - Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Estimation of Working Capital (NP)

Unit V (6 sessions)

Dividend Decisions: Introduction, Forms of Dividends, Types of Dividend Policies, determinants of Dividend Policy -Theories of Dividend Policy - Walter Model, Gordon Model, Modigliani and Miller Model - Bonus Shares and Stock Split

Learning and teaching activities

1. Presentations.
2. Online and offline activities.

Teaching and learning resources

1. Online documents and resources
2. Text books

M. Y. Khan and P.K. Jain , Financial Management , Tata McGraw Hills, New Delhi, 2012.

References

1. Pandey, I.M. Financial Management, Vikas Publications, New Delhi, 2012.
2. Khan M.Y. & Jain P.K. Financial Management, Tata McGraw Hills, New Delhi, 2012.
3. Maheswari, S.N. Financial Management, Sultan Publications, New Delhi, 2013.
4. Prasanna Chandra , Financial Management – Theory and Practice , TMH, 2014.

MBA III TRIMESTER

Course Code: MMH 715 Course Title: ENTREPRENEURSHIP

Course description and learning outcomes

Entrepreneurship is an essential element for economic progress as it manifests its fundamental importance in different ways: a) by identifying, assessing and exploiting business opportunities; b) by creating new firms and/or renewing existing ones by making them more dynamic; and c) by driving the economy forward -through innovation, competence, job creation- and by generally improving the well being of society.

Understanding the challenges and potential of entrepreneurship is significant and quite relevant in the context of the socio-economic structural changes. Entrepreneurship course is very important in management schools. This will help few to start their own ventures. But others will develop the qualities of entrepreneurship like passion and perseverance which will potentially create many corporate entrepreneurs. This course also aims to provide entrepreneurial abilities because business conditions have changed significantly since the advent of new technologies and business started demanding from both CEOs and managers entrepreneurial abilities which are in line with latest and contemporary business models in the era of globalization and disruption. This course includes a description of various concepts like evolution of entrepreneurship, opportunity identification, business plan, family business and social entrepreneurship.

Learning Objectives

- To introduce the concept and process of Entrepreneurship and its role in the society
- To know about opportunity identification and different business model
- To understand the importance and contents of a business plans
- To gain knowledge about the sources of finance
- To know the significance of Family Business and Social Entrepreneurship

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Know the concept and process of Entrepreneurship in the society.	Quiz/Presentation/ Situation Analysis
2	Understand the importance of opportunity identification and different business model	Quiz/Group Discussion/Presentation/Activity
3	To develop business plan with the required contents	Quiz/ Presentation /Group Discussion
4	To understand and analyse the significance of Family Business.	Quiz/Project/ Case Analysis
5	To develop clarity about the importance and contribution of Social Entrepreneurship in the Economy.	Quiz/Project/ Case Analysis

Course outline and indicative content

Unit I (6 sessions)

UNIT-I: Entrepreneurship-Introduction, evolution of entrepreneurship; Theories of Entrepreneurship, Traits of entrepreneurship, entrepreneurial mindset, Entrepreneurial motivation, Types of Entrepreneurship, entrepreneurship and economic development, Corporate Entrepreneurship.

Unit II (6 sessions)

New Venture creation and Business Model: Sources for innovative ideas, opportunity identification, setting-up of new ventures, Incubation, legal aspects of business, acquiring existing business, franchising, developing a business model and contemporary business models.

Unit III (6 sessions)

The business plan: Marketing Plan, Operational Plan, Organizational Plan, Financial Plan and growth plans, Sources of Finance- Financial Institutions-Angel Investors-Venture Capitalist-Institutional Support-DIC, Industrial Estate, MSME,SFC,EDI.

Unit IV (6 sessions)

Family business: Importance, types and responsibilities, Challenges and problems of family business in India , succession planning.

Unit V (6 sessions)

Social Entrepreneurship: Need for social entrepreneurship, Types and significance of social entrepreneurs, Scaling, Measures of success in a social enterprise and live examples of social entrepreneurs.

Case Analysis (not exceeding 200 words)

References:

- 1.Poornima M. Charantimath, "Entrepreneurship Development - Small Business Enterprises", Pearson, New Delhi, 2018.
- 2.Robert Hisrich,M.J.Manimala ,M.P.Peters and D.A.Shepherd "Entrepreneurship"MC Graw Hill Education ,2014/Latest .
- 3.Dr.S.S.Khanka "Entrepreneurship Development ",S.Chand and ComapanyLimited,New Delhi,2017.
- 4.Arya Kumar, "Entrepreneurship: Creating and Leading an Entrepreneurial Organization" Pearson, New Delhi, Latest Edition.

Journals

1. Entrepreneurship Theory and Practice
2. International Journal of Entrepreneurial Behaviour and Research
3. International Journal of Small Business Management
4. International Journal of Entrepreneurship and Innovation Management
5. GITAM Journal of Management

Daily English News Papers

- 1.The Economic Times
- 2.Business Standard
- 3.Mint

MBA III TRIMESTER

Course Code: MMH 718 Course Title: MANAGERIAL COMMUNICATIONS

Course description and learning outcomes

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.

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

	Learning Outcome	Assessment
1	The student will be able to understand and use the models of interpersonal relationships to enhance his/her communicative ability	A1, A2, A3, A4
2	The student will be able to understand the dynamics of power, barriers to communication and interpersonal influence within the context of the organizational hierarchy	A1, A2, A3, A4

Course outline and indicative content

Unit I (6 sessions)

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

Unit II (6 sessions)

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

Unit III (6 sessions)

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

Unit IV (6 sessions)

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

Unit V (6 sessions)

Interpersonal Influence - Interpersonal Influence – The Influence Process – Resistance to Change – Organizational Limitations to Interpersonal Influence **Learning and teaching activities**

Lectures, Case Method, discussions and Presentations

Teaching and learning resources

Text Book

1. Wofford, Gerloff and Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, McGraw Hill, 1977
2. Mukerjee, HS., “Business Communication” Oxford, 2018

Reference Books

1. Bovee & Thill, Business Communication, Pearson Education, 2017
2. Lesikar & Flatley, Basic Business Communication – Skills for Empowering the Internet Generation, 9th Edition, McGraw-Hill, 2018
3. Monippally, M M., Business Communication Strategies, McGraw Hill, 2015

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 Net work, Hyderabad.

Trimester-IV Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH 801	Core	Strategic Management	3		3	40	60	100	3
2		Discipline Elective	Elective-1 *	3		3	40	60	100	3
3		Discipline Elective	Elective-2 *	3		3	40	60	100	3
4		Discipline Elective	Elective-3 *	3		3	40	60	100	3
5		Discipline Elective	Elective-4 *	3		3	40	60	100	3
6		Discipline Elective	Elective-5 *	3		3	40	60	100	3
7	MMH891	Skill Based	Summer Internship Project Report & Viva				-	100	100	1+1
8	MMH894	Skill Based	Trimester end Viva-Voce				-	50	50	1
			Total	18		18	240	510	750	21

Professional Competency Development (PCD) Courses at GIM Visakhapatnam

1	MMH807	PCD	Skill Based	Business English Certificate (BEC)-2#		*	*	-		-	*
2	MMH812	PCD	Value Based	Soft Skills-2		4	4	50		50	2
3	MMH810	PCD	Value Based	Current Business Affairs (CBA)-2	2		2	50		50	2
				Total:	2	4	6	100		100	4

Professional Competency Development (PCD) Courses offered at HBS Hyderabad (Choose out of three)

1	MMH805	PCD	Value Based	Soft Skills-1	1	2	3	50		50	1
2	MMH813	PCD	Value Based	Current Business Affairs (CBA)-3			1	50		50	1
3	MMH814			CMA 1				50		50	1
				Totals:	1	2	4	100		100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous

Electives: Choose any (3+2) from IV trimester and (2+3) from V trimester courses from the list of electives provided to offer in a particular term. There should be a minimum of 20 students enrolled to offer an elective course, otherwise that elective will not be offered at **HBS Exclusively**.

Assessment

Elective *: Choose any 5 courses from the list of 19 electives provided below. There should be a minimum of 20 students enrolled to offer an elective course

BEC#: Credit will be given after receiving certification in VI trimester

Trimester-IV Elective Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits	Campus
				T	P	Total	CA	TEE	Total		
Instructor Lead Courses											
			Finance								
67.	MFM 841	Elective	Financial Markets & Services	3		3	40	60	100	3	GIM
68.	MFM 844	Elective	SAPM	3		3	40	60	100	3	GIM
69.	MFM 853	Elective	FSA	3		3	40	60	100	3	GIM
70.	MFM 856	Elective	CISI – 1	3		3	40	60	100	3	GIM
71.	MFM 859	Elective	Retail Bank Management	3		3	40	60	100	3	GIM
72.	MFM 862	Elective	Securities Market Operations	3		3	40	60	100	3	GIM
73.	HFM 841	Elective	Advanced Financial Statement Analysis	3		3	40	60	100	3	HBS
74.	HFM 842	Elective	Investment Management	3		3	40	60	100	3	HBS
75.	HFM 843	Elective	Corporate Restructuring and Valuation	3		3	40	60	100	3	HBS
76.	HFM 844	Elective	Banking Theory and Practice	3		3	40	60	100	3	HBS
77.	HFM 845	Elective	Behavioural Finance	3		3	40	60	100	3	HBS
78.	HFM 846	Elective	International Financial Reporting Standards	3		3	40	60	100	3	HBS
			Marketing								
79.	MMM 841	Elective	Consumer Behaviour	3		3	40	60	100	3	GIM
80.	MMM 844	Elective	Advertising & Brand Management	3		3	40	60	100	3	GIM
81.	MMM 847	Elective	Sales & Distribution Management	3		3	40	60	100	3	GIM
82.	MMM 850	Elective	Retail Management	3		3	40	60	100	3	GIM
83.	MMM 853	Elective	Digital Marketing	3		3	40	60	100	3	GIM
84.	MMM 856	Elective	Marketing Metrics	3		3	40	60	100	3	GIM
85.	HMM 841	Elective	Sales & Distribution Management	3		3	40	60	100	3	HBS
86.	HMM 842	Elective	Consumer Behavior	3		3	40	60	100	3	HBS
87.	HMM 843	Elective	Customer Relationship Management	3		3	40	60	100	3	HBS
88.	HMM 844	Elective	Rural and Base of Pyramid Marketing	3		3	40	60	100	3	HBS
89.	HMM 845	Elective	Hospitality Marketing	3		3	40	60	100	3	HBS
90.	HMM 846	Elective	Digital Marketing	3		3	40	60	100	3	HBS
			HRM								
91.	MHR 841	Elective	Human Resource Development	3		3	40	60	100	3	GIM
92.	MHR 844	Elective	Employee Welfare and Labour Administration	3		3	40	60	100	3	GIM
93.	MHR 847	Elective	Employment Laws -1	3		3	40	60	100	3	GIM
94.	MHR 850	Elective	Compensation Management	3		3	40	60	100	3	GIM
95.	MHR 853	Elective	Human Resource Value Proposition	3		3	40	60	100	3	GIM

96.	MHR 856	Elective	Performance Management	3		3	40	60	100	3	GIM
97.	HHR 841	Elective	Human Resource Development	3		3	40	60	100	3	HBS
98.	HHR 842	Elective	Compensation Management	3		3	40	60	100	3	HBS
99.	HHR 843	Elective	Global HRM	3		3	40	60	100	3	HBS
100.	HHR 844	Elective	Human Resource Planning & Staffing	3		3	40	60	100	3	HBS
101.	HHR 845	Elective	Human Resource Information Systems	3		3	40	60	100	3	HBS
102.	HHR 846	Elective	Performance Management	3		3	40	60	100	3	HBS
			OPERATIONS								
103.	MOM 841	Elective	Enterprise Resource Planning								GIM
104.	MOM 844	Elective	Logistics and Supply Chain Management	3		3	40	60	100	3	GIM
105.	MOM 847	Elective	Project Management	3		3	40	60	100	3	GIM
106.	MSY 841	Elective	Business Analytics	3		3	40	60	100	3	GIM
107.	MSY 844	Elective	Decision Support System	3		3	40	60	100	3	GIM
108.	MSY 847	Elective	Programming with Python	3		3	40	60	100	3	GIM
109.	HOM 841	Elective	Manufacturing Planning and Control for SCM	3		3	40	60	100	3	HBS
110.	HOM 842	Elective	Logistics Management	3		3	40	60	100	3	HBS
111.	HOM 843	Elective	Improving Business Process	3		3	40	60	100	3	HBS
112.	HOM 844	Elective	Behavioural Operations Management	3		3	40	60	100	3	HBS
113.	HOM 845	Elective	Pricing & Revenue Management	3		3	40	60	100	3	HBS
114.	HOM 846	Elective	Sales & Operations Planning	3		3	40	60	100	3	HBS
			Business Analytics								
115.	MBA 841	Elective	Data Science with R	3		3	40	60	100	3	GIM
116.	MBA 844	Elective	Data Visualization with Tableau and Power BI	3		3	40	60	100	3	GIM
117.	MBA 847	Elective	DBMS & Data Warehousing	3		3	40	60	100	3	GIM
118.	MBA 850	Elective	Marketing Analytics	3		3	40	60	100	3	GIM
119.	MBA 853	Elective	HR Analytics	3		3	40	60	100	3	GIM
120.	MBA 856	Elective	Data Analysis with SAS	3		3	40	60	100	3	GIM
121.	HBS 841	Elective	Business Analytics for Managers	3		3	40	60	100	3	HBS
122.	HBS 842	Elective	E-Commerce and Web Analytics	3		3	40	60	100	3	HBS
123.	HBS 843	Elective	Corporate Intelligence and Decision Making	3		3	40	60	100	3	HBS
124.	HBS 844	Elective	Predictive Analytics	3		3	40	60	100	3	HBS
125.	HBS 845	Elective	Digital Analytics	3		3	40	60	100	3	HBS
126.	HBS 846	Elective	Cloud Computing	3		3	40	60	100	3	HBS

127.	HIB 841	Elective	International Business Laws	3		3	40	60	100	3	HBS
128.	HIB 842	Elective	Management of Multinational	3		3	40	60	100	3	HBS
129.	HIB 843	Elective	Cross Cultural Business	3		3	40	60	100	3	HBS
130.	HIB 844	Elective	Global Marketing Management	3		3	40	60	100	3	HBS
131.	HIB 845	Elective	International Trade Logistics	3		3	40	60	100	3	HBS
132.	HIB 846	Elective	WTO & India	3		3	40	60	100	3	HBS

FINANCE
MBA IV TRIMESTER

Course Code: MMH 801 Course Title: STRATEGIC MANAGEMENT

Course description and learning outcomes

INTRODUCTION

Any change that a business plans to implement has a strategy. The key to any successful strategy is the thoroughness of its formulation and implementation. As managers, there would come a time when strategic decisions will have to be shouldered, which needs to be made on sound judgement. It is imperative that every Management student is exposed to basic methodology of strategic management and the steps taken for rolling out an effective strategy.

It is imperative that every Management student is exposed to basic methodology of strategic management and the steps taken for rolling out an effective strategy. In this changing environment of such gigantic dimensions, this course is aimed at sensitizing the students to the value implications of environment on business and the power of sound strategy.

LEARNING OBJECTIVES

- To understand the concepts of Strategy management modules, comprising of scanning external environment, strategic formulation, implementation and control
- To understand the concept of SWOT and Value Chain Model
- To craft the student vision and mission of company, BCG and Nine-Cell Matrix;
- To acquaint with the students the concepts of Strategy management modules comprising of strategic formulation, implementation and control.
- To know the importance of strategic leadership and supportive culture for business success.

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

	Learning Outcome	Assessment
1	Understand the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.	A1, A2
2	Analyze the main structural features of an industry and develop strategies that Position the firm most favourably in relation to competition and influence Industry structure to enhance industry attractiveness.	A3
3	Know the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organisations.	A3
4	Demonstrate the ability to think critically in relation to a particular problem, Situation or strategic decision through real-world scenarios.	A4
5	Integrate and apply strategic management concepts to industry cases and develop strategies.	A3

Course outline and indicative content

Unit I (6 sessions)

Introduction: Basic concepts of Strategic Management, business Mission, Vision and Objectives.

Unit II (6 sessions)

Environmental Scanning : Environmental scanning & industry analysis, Porters Five Force Model, SWOT, Value Chain Model.

Unit III (6 sessions)

Strategy Formulation: Strategy formulation, business, corporate and functional strategies.

Unit IV (6 sessions)

Strategy Control; Strategic Choice, BCG & Nine-cell Matrix, strategy implementation and control.

Unit V (6 sessions)

Strategic Leadership: Strategic leadership and supportive culture - Patterns of Strategy and suitable case studies.

Case Analysis (Not Exceeding 200 words)

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.

References:

- 1.Thomas L. Wheelen and J. David Hunger, “Concepts in Strategic Management and 2.Business Policy”, Pearson, New Delhi, 2011 (latest edition.)
- 3.Barry J. Witcher&Vin Sum Chau, “Strategic Management Principles & Practice”, Cengage Learning, UK, 2010(latest edition).
- 4.Charles Hill, Steven McShane, “Principles of Management”, Tata McGraw-Hill Education, New Delhi, 2014(latest edition).
- 5.Ricky W. Griffin, “Management”, Cengage Learning, New Delhi, 2014(latest edition).

Journals:

1. Vikalpa, Indian Institute of Management, Ahmedabad
- 2.Journal of General Management, Mercury House Business Publications, Limited
3. Harvard Business Review, Harvard Business School Publishing Co. USA

Daily English News Papers

- 1.The Economic Times
- 2.Business Standard
- 3.Mint

MBA IV TRIMESTER

Course Code: MFM 841 Course Title: FINANCIAL MARKETS & SERVICES

Course description and learning outcomes

The well-developed, smoothly operating financial markets play an important role in contributing to the health and efficiency of an economy. There is a strong positive relationship between financial market development and economic growth. Financial Markets and services subject deals with all transactions related to financial markets and all types of financial products traded in the Financial Markets. It is imperative that every Management student is exposed to various aspects related to financial markets and products traded in.

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

	Learning Outcome	Assessment
1	Understand some important financial instruments and the economic principles underlying their use.	
2	Understand about the Traditional and modern financial markets.	
3	Enhances the knowledge on 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 this market.	
4	Familiarize student for the study in market efficiency and the interaction between government policies and financial market.	
5	Understand what a financial system is and does, and the distinct functions of each component and also able to understand credit rating mechanism and working of mutual funds	

Course outline and indicative content

Unit I (6 sessions)

Structure of Financial System – Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

Unit II (6 sessions)

Financial Services: Concept, Nature and Scope of Financial Services – **Regulatory Framework of Financial Services** – Growth of Financial Services in India – Investment Banking – Types of Investment Banking – Responsibilities of Investment Bankers – Role of investment Bankers in Issue Management – **Regulation of Merchant Banking in India.**

Unit III (6 sessions)

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- Angel Financing-Start Up Funding – Crowd Funding .

Unit IV (6 sessions)

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

Unit V (6 sessions)

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.

Assessment methods 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.

MBA IV TRIMESTER

Course Code: MFM 844 **Course Title:** SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Course description and learning outcomes

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.

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

	Learning Outcome	Assessment
1	To understand the basic concepts of Security Analysis, by calculating returns and risk.	A1
2	To understand the basic concepts of fundamental Analysis and Technical Analysis.	A2
3	To understand the basic concepts of portfolio Analysis and the concepts of mutual Fund portfolio management.	A3
4	Able to value securities	A4
5	Able to Analyse stocks, Able to construct portfolio	A5

Course outline and indicative content

Unit I (6 sessions)

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)

Fundamental Analysis: Economic, Industry and Company analysis.

Unit III (6 sessions)

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)

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)

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

Recommended Books:

1. **Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Publishing House, 2013**

REFERENCES

1. Ranganatham, M., and Madhumathi, R., “Investment Analysis & Portfolio Management”, Pearson, New Delhi, 2012
2. Fisher & Jordon, “Security Analysis and Portfolio Management”, Tata Mc-Graw Hill, New Delhi, 2008

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Quiz (2 best of 3)	Individual	Multiple Choice Online/Written	10
A2. Mid exam	Individual	Written	15
A3. Virtual Trading	Individual	Performance on virtual trading	15
A4. End-term exam	Individual	Written (short/long)	60

Transferrable and Employability Skills

	Outcomes	Assessment
1	Know how to use online learning resources: G-Learn, online journals, etc.	A1 & A2
2	Communicate effectively using a range of media	A2 & A3
3	Apply teamwork and leadership skills	A3
4	Find, evaluate, synthesize & use information	A1 & A2
5	Analyze real world situation critically	A4
6	Reflect on their own professional development	A4
7	Demonstrate professionalism & ethical awareness	A3
8	Apply multidisciplinary approach to the context	A3

Learning and teaching activities

<<Insert learning and teaching activities>>

Teaching and learning resources

<<Insert learning resources including the reading lists>>

End Term Examination - General Marking Criteria

Well Below Expectations	(0-20%)	Little or no relevant material presented. Unclear or unsubstantiated arguments with very poor accuracy and understanding. Little evidence of achievement of the relevant stated learning outcomes of the course unit.
Below Expectations	(20-40%)	Reveals a weak understanding of fundamental concepts with no critical analysis. Produces answers which may contain factual and/or conceptual inadequacies. Provides poorly written answers that fail to address the question, or answers that are too brief to answer the question properly. Provides solutions to calculative questions that demonstrate inadequate analytical skills.
Meets Expectations	(40-60%)	Demonstrates good understanding of the material. Shows a basic knowledge of relevant literature but draws mainly on lecture material. Addresses the questions and demonstrates reasonable writing skills with some ability to structure the material logically. Provides solutions to calculative questions that demonstrate good analytical skills.
Exceeds Expectations	(60-80%)	Demonstrates an ability to integrate the concepts introduced and applies them to problems with some evidence of critical analysis. Shows evidence of reading beyond lecture notes that is appropriately analyzed and evaluated. Provides clear and competent answers to the questions, well written. Clearly presents solutions to calculative questions and demonstrates very good analytical skills.
Well Above Expectations	(80-100%)	Demonstrates the ability to evaluate concepts and assumptions critically and to thoughtfully apply concepts to problems. Demonstrates independent thinking and insight into theoretical issues. Shows evidence of extensive reading beyond the lecture notes and the ability to synthesize and integrate the relevant literature. Writes well and structures the response so as to provide a succinct, coherent and logical answer. Clearly presents solutions to calculative questions and demonstrates excellent analytical skills.

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MBA IV TRIMESTER

Course Code: MFM 853 **Course Title:** FINANCIAL STATEMENT ANALYSIS

Course description and learning outcomes

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 comparables. 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.

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

	Learning Outcome	Assessment
1	To recognize, classify and various financial statements.	A1, A2 & A4
2	To understand and use of financial statements in decision making.	A1,A2, A3 & A4
3	To know the importance and use of ratio analysis.	A1 & A4
4	To analyze various types of financial statements.	A1, A3& A4
5	To know statutory requirements of financial accounting.	A3 & A4

Course outline and indicative content

Unit I (6 sessions)

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 (6 sessions)

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 (6 sessions)

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 (6 sessions)

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. (N.P)

Unit V (6 sessions)

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.

N.P. - Numerical Problems

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.

RECOMMENDED TEXT BOOKS

1. John J.Wild, K.R.Subramanyamm Robert F. Halsey, Financial Statement Analysis 9th Edition, Tata MC Graw Hill, Publishing Company Limited. ISBN 0-07-061592-6.
2. Financial Accounting and Financial statement Analysis, ICFAI University, ISBN:81-7881-623-7.
3. Martin Fridso and Fernando Alvarez, Financial Statement Analysis: A Practitioner's Guide, John Wiley & Sons. 2011.
4. Jennifer Maynard, Financial Accounting, Reporting, and Analysis, Oxford, 2013. ISBN: 978-0-19-960605-4.
5. Lawrence Revsine, Daniel W. Collins, W. Bruce Johnson, and H. Fred Mittelstaedt (Author, Financial Reporting and Analysis, McGraw Hill, 2012. ISBN: 978-0078110863

Journals

1. JournalofInsuranceandRiskManagement,BIMTech,NewDelhi
2. IndianJournalofRiskmanagement,InstituteofManagement,Nirma University of Science and Technology, Ahmedabad
3. GITAMJournalofManagement,GITAMInstituteofManagement, GITAM University,Visakhapatnam
4. Indian Journal of Public Enterprise, Institute of Public Enterprise Research.

MBA IV TRIMESTER

Course Code: MFM 856 **Course Title:** CISI-1-FUNDAMENTALS OF FINANCIAL SERVICES

Course description and learning outcomes

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

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

	Learning Outcome	Assessment
1	To understand the basics of financial market instruments.	A1
2	To understand ethics and integrity in the industry.	A2
3	To understand the basics financial instruments, such as equities, bonds, derivatives.	A3
4	To apply the learning in assessing risk and returns of the instruments.	A4
5	To apply the learning in the CISI module test and obtain certification.	A5

Course outline and indicative content

Unit I (6 sessions)

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

Unit II (6 sessions)

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 (6 sessions)

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 (6 sessions)

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

Unit V (6 sessions)

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

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.

RECOMMENDED TEXTBOOK

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](#).

MBA IV TRIMESTER

Course Code: MFM 859 Course Title: RETAIL BANK MANAGEMENT

Course description and learning outcomes

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 focusing on digitalization 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

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

	Learning Outcome	Assessment
1	Deal with banking transactions, personal or professional with a better understanding	
2	Tackle advisory and investment decisions	
3	Use banking services with clear understanding about the various delivery channels	
4	Develop alacrity of RBI regulations will make them handle various financial services with diligence, ensuring they are on the right side of law	
5	Will be able to successfully integrate as a BFSI professional	

Course outline and indicative content

Unit I (6 sessions)

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

Unit II (6 sessions)

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

Unit III (6 sessions)

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

Unit IV (7 sessions)

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; Introduction to Basel Norms

Unit V (5 sessions)

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

Learning and teaching activities

Will include multiple activities using PPTs, case studies, field study, role plays

Teaching and learning resources

TEXT BOOK1. Padmalatha Suresh & Justin Paul, Management of Banking and Financial Services, 5th impression, Dorling Kindersley (India) Pvt. Ltd., licensees of Pearson, New Delhi, 2014

REFERENCES

1. Rajesh, R., & Sivagnanasithi T., "Banking Theory Law & Practice", Tata McGraw Hill, New Delhi, 2013
2. Dr S Gurusamy, "Banking Theory Law & Practice", Tata McGraw Hill, New Delhi, 2013
3. Agarwal, O. P., "Banking and Insurance",

JOURNALS

1. "Bank Quest", Journal of Indian Institute of Bankers, Mumbai
2. "Prajnan", Journal of National Institute of Bank Management, Pune.

MBA IV TRIMESTER

Course Code: MFM 862 Course Title: SECURITIES MARKETS & OPERATIONS

Course description and learning outcomes

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

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

	Learning Outcome	Assessment
1	Student will understand a general overview of capital markets, financial instruments, and investment process.	A1 & A2
2	Understand the regulations over the Capital market and various departments of SEBI and other regularities involved in financial Markets.	A1 & A2
3	Explore the role of various financial players involved in Issue management Activities.	A1 & A2
4	Understand the trading pattern of OTCEI and NSE	A3
5	Enhance the knowledge on the working conditions and functions of Depositories	A3

Course outline and indicative content

Unit I

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

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

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

Unit IV

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)

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

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, virtual trading, 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.

**MBA IV TRIMESTER
MMH 801-STRATEGIC MANAGEMENT**

INTRODUCTION

Any change that a business plans to implement has a strategy. The key to any successful strategy is the thoroughness of its formulation and implementation. As managers, there would come a time when strategic decisions will have to be shouldered, which needs to be made on sound judgement. It is imperative that every Management student is exposed to basic methodology of strategic management and the steps taken for rolling out an effective strategy.

LEARNING OBJECTIVES

- To understand the concepts of Strategy management modules, comprising of scanning external environment, strategic formulation, implementation and control
- To understand the concept of SWOT and Value Chain Model
- To understand the concepts of BCG and Nine-Cell Matrix

LEARNING OUTCOMES

By the end of the tri-semester, students should be able to:

1. Understand the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.
2. Analyze the main structural features of an industry and develop strategies that Position the firm most favourably in relation to competition and influence Industry structure to enhance industry attractiveness.
3. Demonstrate the ability to think critically in relation to a particular problem, Situation or strategic decision through real-world scenarios.

COURSE SYLLABUS

UNIT-I: Basic concepts of Strategic Management, business Mission, Vision and Objectives.

UNIT-II: Environmental scanning & industry analysis. Porters Five Force Model, SWOT, Value Chain Model.

UNIT-III: Strategy formulation, business, corporate and functional strategies.

UNIT-IV: Strategic Choice, BCG & Nine-cell Matrix, strategy implementation and control.

UNIT-V: Strategic leadership and supportive culture - *Patterns of Strategy* and suitable case studies.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

1. Thomas L. Wheelen and J. David Hunger, "Concepts in Strategic Management and Business Policy", Pearson, New Delhi, 2011 (latest edition)

REFERENCES

1. C. AppaRao, Parvathiswara Rao and B., Sivaramakrishna, K., "Strategic Management and Business Policy", Excel Books, New Delhi, 2008
2. Barry J. Witcher & Vin Sum Chau, "Strategic Management Principles & Practice", Cengage Learning, UK, 2010

JOURNALS

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

MBA IV TRIMESTER

HFM 841: ADVANCED FINANCIAL STATEMENT ANALYSIS

This subject provides a broad framework for using financial statements to evaluate a firm's business operations and to predict its future condition. This course will help students interpret financial statements to gain insights into firms' performance.

UNIT-I : Scope of FSA, Major Financial statements & Other Sources of Information, FSA Framework, Income Statement: Revenue Recognition, Expense Recognition, Non-recurring items & Non-operating items

UNIT-II: Common-size Income statement, Comprehensive Income, IS ratios Balance sheet: Components & format of BS, Current & Non-current classification, Liquidity based presentation, Current Assets & Current Liabilities, Long term Assets, Non-Current Liabilities, Equity, Common-size analysis of Balance Sheet, Cash flow Statement.

UNIT-III : Ratio Analysis - Turnover ratios, Profitability ratios, Leverage ratios, Liquidity ratios, Solvency ratios, Inventory valuation methods –LIFO, FIFO, WA, Specific identification; Periodic & Perpetual Inventory systems,

UNIT-IV: Income taxes - Deferred Taxes-DTL & DTA, Valuation allowance, Temporary differences vs. Permanent differences, Non-current Liabilities - Long term & Short Term, Leases – Operating & Capital Lease.

UNIT-V: - Analysis of Inter-corporate Investments - Investment in securities- Mark-to-market, HTM, Available for sale; Analysis of Marketable securities, **Foreign Currency Translations** - Effects of exchange rates on Financial statements, Temporal method & All-current method, Illustration. Quality of Earnings - Financial reporting quality, Red flags & Accounting warning signs, Accounting scandals.

Text Book

Gerald I. White, Ashwinpaul C. Sondhi, Dov Fried *The Analysis And Use Of Financial Statements.*

Reference Books

1. Financial Statement Analysis, *Thomas Plenborg*, Pearson Publications.
2. Mark Holtzman, *Interpreting and Analyzing Financial Statements*, Pearson Publications.

Journals

1. GITAM Journal of Management, GITAM University.
2. Indian Journal of Commerce, IGNOU, New Delhi.
3. The Journal of Value management, New Delhi.

MBA IV TRIMESTER
HFM 842: INVESTMENT MANAGEMENT

The objective of this course is to impart to the students the knowledge on basic aspects of security analysis and portfolio management.

UNIT-I: Investment - Objectives and Risk - Investment Vs. Specialization Vs. Gambling - Securitized Investments and Non-securitized Investments – calculation of indices – BSE Sensex and NSE Nifty.

UNIT-II: Valuation of Securities - Valuation of Bonds - Bond Intrinsic Value - Valuation of Shares - Equity Valuation Models - Intrinsic Value - Market Value. (NP)

UNIT-III: Fundamental Analysis - Industry Analysis - Investments in Industry - Company Analysis.

UNIT-IV: Technical Analysis – Concept and Tools of Technical Analysis. Technical Analysis Vs. Fundamental Analysis – efficient Market Theory

UNIT-V: Portfolio Management – Introduction - Selection of Optimal Portfolio - Market Portfolio- Markowitz Model - Efficient Portfolio - Efficient Frontier – Sharpe Index Model -Capital Asset Pricing Model (NP)

(A workshop will be organized by external organization for minimum of 3 days on online stock market operations and portfolio management).

Caselet (Not Exceeding 200 Words)

Text Book

Fisher & Jordon., *Security Analysis and Portfolio Management*. Tata McGraw-Hill. New Delhi: 2010.

Reference Books

1. Gangadhar & Ramesh Babu., *Investment Management*. Anmol Publications (P) Ltd. New Delhi: 2008.
2. P. Pandian., *Security Analysis & Portfolio Management*. Vikas Publishing House (P) Ltd. New Delhi: 2008.
3. V.K. Bhalla., *Investment Management*. S.Chand. New Delhi: 2009.
4. V.N.S. Raman., *Investment Principles & Techniques*. Vikas Publishing House (P) Ltd., New Delhi: 2007

Journals

1. Finance India, New Delhi
2. GITAM Journal of Management, GITAM University, Visakhapatnam.
3. Journal of Financial Management and Research
4. Journal of Accounting and Finance, Jaipur.

MBA IV TRIMESTER
HFM 843: CORPORATE RESTRUCTURING AND VALUATION

The objective of this course is to enable the students to understand the financing strategies in valuation and mergers in corporate entities.

UNIT-I: Strategy Formulation –Financial Strategy for Capital Structure- Strategy for Shareholders Value Maximization - Market to Book Value – Economic Value Added (NP)

UNIT-II: Merger and Acquisition Strategy- Merger Process - Corporate restructuring – Types Of Business Combinations – Motives and Benefits of Mergers and Acquisitions - Legal Framework –Strategies in Mergers and Acquisitions – Human Capital Synergies (Theory only)

UNIT-III: Cross border acquisitions, Financing of mergers, Leveraged Buy-outs, Management Buy-Outs - Impact of Mergers and Acquisitions on Stakeholders – Causes for Failure of Mergers and Acquisitions (Theory only)

UNIT-IV: Financial Implication of Mergers and Acquisitions - Significance of share exchange ratio – Significance of P/E ratio and EPS analysis – illustrations (NP)

UNIT-V: Takeovers –Introduction – kinds of takeovers – motives behind takeovers – Defensive Strategies-Sell offs-Spin offs – Buybacks - Golden Parachutes – Green Mails – Poison Pills – White knights - Financial Implications – SEBI guidelines for Takeovers (Theory only)

Case Let (Not exceeding 200 words)

Text Book

I. Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi, 2006.

Reference

1. J.C. Van Horn, *Financial Management*, Pearson Education, New Delhi, 2005
2. Marshal Bansal, *Financial Engineering* Prentice Hall, New Delhi, 2005.
3. P. N. Khandawalla, *Corporate Turnarounds, Mergers, Restructuring & Corporate Control*, Weston et al, New Delhi, 2005.
4. I.M.Pandey, *Financial Management*, Vikas Publishers, New Delhi, 2006.

Journals

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Journal of Management Accounting and Research, Jaipur.
3. Financial Management Review, Mumbai.

MBA IV TRIMESTER
HFM 844: BANKING THEORY & PRACTICE

The objective of this paper is to make the students aware of the principles and practice of banking.

UNIT-I: Introduction Concept and Definition of Banking Relationship between Banker and Customer - Evolution of Banking in India - Functions of Commercial Banks - Types of Banks.

UNIT-II: Regulatory Framework - The Reserve Bank of India Act 1934 - Banking Regulation Act 1949-Functions and Powers of RBI - Maintenance of Liquid Assets / Reserve Funds / Cash Reserves / Statutory Reserves - CRR - SLR - Guidelines and their impact on Banks.

UNIT-III: Credit and Investment Management: Instruments and classification of Credit - Credit Appraisal Techniques - Recommendations of Various Committees on Credit -Tandon Committee Norms- Credit Monitoring Arrangement - Case Laws on COPRA and OMBUDSMAN.

UNIT-IV: Investment (Portfolio) Management by Banks - Balance Sheet - SWOT Analysis: Shifts in Policy Perceptions - CAMEL Rating - Framework for Improving Balance Sheets - Spread Management - Management of Balance Sheet Activities.

UNIT-V: Recent Trends in Banking: Branch Expansion - Banking Liquidation, Amalgamations and Mergers Rural Banking - Priority Sector Lending - Social Banking - Bancassurance - Community Banking - Tele- Banking - e-Banking - Innovations in Risk Management in Banking Sector.

Caselet (Not Exceeding 200 Words)

Activity: Observe recent trends in Banking and analyze bank performance

Text Book

Maheswari, S N and Maheswari S K. *Banking- Law & Practice*. New Delhi: Kalyani Publishers, 2008.

Reference Books

1. Joshi, Vasant C & Vinay V Joshi. *Managing Indian Banks: The Challenges Ahead*. New Delhi: Response Books, 2008.

Journals

1. Journal of Banking & Finance
2. International Journal of Banking, Accounting and Finance (IJBAAF)

MBA IV TRIMESTER
HFM 845: BEHAVIOURAL FINANCE

OBJECTIVE - To help students appreciate the limitations of 'rational' models of investment decision making and help them identify persistent or systematic behavioral factors that influence investment behavior.

UNIT-I: Foundations of Rational Finance – Expected Utility theory- Strategy Modern Portfolio theory – Capital Asset Pricing Model – Efficient Market Hypothesis – Agency Theory – Influence of Psychology

UNIT-II: Heuristics and biases – Anchoring - Irrationality and adaptation – Hyperbolic discounting – Self deception – Prospect theory – Framing & Mental Accounting – Theories of emotion – Emotions & investing - Conformity

UNIT-III: Social influence on investment & consumption – Adaptive market hypothesis - Portrait of Individual investor – Biases in decision making – Behavioural portfolio theory – Implications of Over Confidence & mental accounting in decision making – Influence of emotions

UNIT-IV: Neuro science in financial decision making - Value premium – Excessive volatility & Bubbles – Equity premium puzzle – Behavioural Asset pricing model – Central tenets of Value Investing – Strategies of some well known value investors

UNIT-V: Agency conflicts and Corporate Governance – Behavioural Corporate Finance – Noise and performance in stock markets – Fooled by randomness – Halo effect & company's performance –Challenges in building psychologically smart organisations

Text Book

Prasanna Chandra, Behavioural Finance, McGraw Hill, New Delhi, 2016.

References

Michael M.Pompian, Behavioural Finance and Wealth Management, *Wiley Finance*, 2016

Edwin Burton, Sunit Shah, *Behavioural Finance*, *Wiley Finance*, 2013.

Journals

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Journal of Behavioural Finance

MBA IV TRIMESTER
HFM 846: INTERNATIONAL FINANCIAL REPORTING STANDARDS

The objective of this course is to impart to students the basic aspects of the recent techniques in the area of financial reporting system.

UNIT-I: Introduction: Overview and development of accounting standards in India - Need of Convergence to IFRS - Differences between IFRS and Indian GAAP

UNIT-II: Basic Principles of recognition of revenues IAS 18 – Sale of goods, Rendering of services, Interest, royalties & Dividends.

UNIT-III: Recognition and measurement of Intangible assets, acquired intangible assets and internally generated - IAS 38.

UNIT-IV: Recognition and measurement of Provisions, Contingent Liabilities and Contingent Assets - IAS 37.

UNIT-V: Hedging under currency risk, Financial Instrument recognition and measurement– IAS 39.

Case let (Not Exceeding 200 Words)

Activity: Select a company and bring out the differences between Indian Accounting Standards and IFRS

Text Book

Kaur, Jasmine, *IFRS: A Practical Approach*, New Delhi: Tata McGraw-Hill, 2011.

Reference Books

1. Dr.A.L. Saini, *IFRS for India*, Snow White Publications.2011
2. Kamal Garg, *Accounting Standards and IFRS*, Bharat Law house.2010
3. A.L. Saini, *International Financial Reporting Standards (IFRS) US-GAAP, UK-GAAP and Indian-GAAP* 2011
4. Kamal Garg. *Accounting Standards and IFRS*. Bharat Law House 2010

Journals

1. Journal of Accounting Research
2. Journal of Accountancy
3. The Chartered accountant Journal
4. The Journal of IFRS/US GAAP

Marketing
MBA IV TRIMESTER

Course Code: MMM 841 Course Title: CONSUMER BEHAVIOUR

Course description and learning outcomes

The purpose of this course is to introduce students to consumer behavior in the market place and their impact on marketing strategy. The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under different circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

LEARNING OBJECTIVES

- 1) To understand and apply the key terms, definitions, and concepts used in the study of consumer behavior.
- 2) To explain the influence of psychological factors and information processing on buying decisions.
- 3) To analyse the way learning takes place in the consumer's mind.
- 4) To critically evaluate how social and cultural factors effect a consumer.

	Learning Outcome	Assessment
	On successful completion of this course students will be able to	
1	Understand the determinants of Consumer Behaviour	Quiz/Presentation/ Situation Analysis
2	Study the psychological factors influencing Consumer Behavior.	Quiz/Written Component
3	Apply the concepts of learning and how they impact the consumer's mind.	Project/Quiz/Case Analysis
4	Analyse the role of cultural and social aspects on consumer behavior.	Quiz/Written Assignments/ Case Analysis
5	Evaluate various aspects of purchase behavior – from pre-purchase activities through to post-purchase consumption, evaluation and disposal activities.	Quiz/Written Assignments/ Case Analysis

Course outline and indicative content

Unit I (6 sessions)

Introduction to Consumer Behavior: Determinants of consumer behavior, impact of consumer behavior on segmentation, targeting and positioning.

Unit II (6 sessions)

Psychological Foundations of Consumer Behaviour: Consumer motivation, consumer perception, personality and consumer behavior, information processing, memory organization and function, attitude formation and attitude change.

Unit III (6 sessions)

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

Unit IV (6 sessions)

Social and Cultural Environment: Influence of family, social class and family life cycle, influence of culture and cross culture.

Unit V (6 sessions)

Consumer Decision Processes: High and low Involvement, pre-purchase processes, purchase, post-purchase processes, consumption and evaluation, brand loyalty and repeat purchase behavior.

Case Analysis (Not Exceeding 200 words)

Learning and teaching activities

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

Teaching and learning resources

1. Leon G. Schiffman, Joseph Wisenblit, Consumer behavior, Pearson Education, 12th Edition 2019
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.
5. The Journal of Marketing (JM)
6. The Journal of Marketing Management
7. The Journal of Consumer Marketing
8. The Journal of Marketing Research
9. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
10. Current News – Business News Papers

E- Books and E-Journals

MBA IV TRIMESTER

Course Code: MMM 844 Course Title: ADVERTISING & BRAND MANAGEMENT

Course description and learning outcomes

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 campaigns that help sell the product. In the modern age of large scale production, producers cannot think of pushing sale of their products without advertising them.

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

LEARNING OBJECTIVES

- To understand the concepts and trends in Advertising
- To understand the significance of creativity in development of Ad.
- To learn the application of media strategy
- To learn the basics of branding and brand management

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Understand the concepts and trends in Advertising	Quiz & written test
2	Study the role of creativity in execution of Ad appeals to target customers	Quiz/project Presentation and written test/ Case Analysis
3	Select right media vehicle to achieve good reach and frequency of Ad.	Quiz/Case Analysis/ written test
4	Analyse the significance of effective communication in branding	Quiz/Written test Assignments/ Case Analysis
5	Evaluate the concepts of brand management	Quiz/Written test Assignments/ Case Analysis

COURSE SYLLABUS

UNIT-I: (5-Sessions)

Introduction to Advertising: Objectives, Advertising Agencies, advertising budgets, emerging trends in Advertising.

UNIT-II: (7-Sessions)

Advertising Creativity: Importance of creativity, the creativity process. Creativity Implementation and Evaluation: Advertising appeals, Execution styles Creative tactics: print and electronic media.

UNIT-III: (6-Sessions)

Media Planning and Strategy: Media plan, establishing Media objectives. Developing and Implementing Media strategies: The Media Mix, Target Market Coverage, Geographic Coverage, Scheduling, Reach and Frequency. Evaluation of Media: Broadcast, Print and Support Media.

UNIT-IV: (6-Sessions)

Introduction to Branding: Definition-significance-Need for Marketing Communication in Branding. Communication options: Personal selling, Sales Promotion, Event and Campaign marketing, publicity and Public Relations

UNIT-V: (6-Sessions)

Brand Management: Managing a Brand, PLC of a Brand, Brand equity, Branding strategy, Brand positioning.

Case Analysis (Not Exceeding 200 words)

Learning and teaching activities

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

Teaching and learning resources**TEXT BOOK**

1. George E. Belch, MICHEL A. Belch, Keyoor Purani- "Advertising and Promotion - An Integrated Marketing Communication Perspective", 9th E., Tata McGraw-Hill, New Delhi, 2015

REFERENCE BOOKS

1. Kenneth Clow and Donald Baack, "Integrated Advertisements, Promotion and Marketing Communication", 6th Ed., Prentice Hall of India, New Delhi, 2013
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, "Marketing Management", Pearson 14th Edition New Delhi 2013
3. Larry D. Kelly, Donald W. Jugenheimer, "Advertising Media Planning- A Brand Management Approach", PHI, New Delhi, 2013
4. Kirti Dutta, Brand Management –Principles and Practices, Oxford Higher Education, New Delhi

JOURNALS

1. Indian Journal of Marketing & Journal of Advertising Research
GITAM Journal of Management, GITAM Institute

MBA IV TRIMESTER

Course Code: MMM 847 **Course Title:** SALES & DISTRIBUTION MANAGEMENT

Introduction to the Course

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 salespeople.

Learning Objectives

- To understand the planning and staffing needs in professional sales
- To learn how to manage and motivate a professional sales team, as a Sales manager
- To analyse the key success factors for sales executive performance

	Learning Outcomes On completing the course the student will be able to	Assessment
1	Would be able to understand the planning and staffing needs in professional sales.	Quiz/Presentation/ Assignment work
2	Would learn how to manage and motivate a professional sales team, as a sales manager.	Quiz/Written Component
3	Would be able to analyze the key success factors for sales executive performance.	Project/Quiz/Case Analysis
4	Would learn how to evaluate and motivate distribution channel members	Quiz/Written Assignments/ Case Analysis

Course outline and indicative content

UNIT-I (6 sessions):

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 (6 sessions):

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 (6 sessions):

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 (6 sessions):

Introduction to Distribution Management: Definition, need for Distribution Channels, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

UNIT-V (6 sessions):

Managing Distribution Channels: Managing Channel Information Systems, reasons for Channel Conflicts, Managing Conflict, Managing, Ethical issues in Sales and Distribution Management

Learning and teaching activities

Class Room Lectures and Student Interaction

Case Analysis

Role Play

Students Presentations

Group Discussion
Partial Field Work Assignment
Situation Analysis
Brainstorming

Teaching and learning resources

Text Book

1. Krishna K Havaldar, Vasnt M Cavale(2011) Sales and Distribution Management, 2nd edition, Tata Mcgraw Hill

References

1. Tapan K. Panda & Sunil Sahadev (2011), Sales and Distribution Management 2nd edition Oxford Press.
2. S.L. Gupta, M.K.Rampal (2009) Cases in Sales and Distribution Management, Himalaya Publication house.
3. K.Sridhara Bhat (2011) Sales and Distribution Management, 1st, Himalaya Publication house.
4. S.A.Chunawalla (2012) Sales and Distribution Management, 3rd edition, Himalaya Publication house.
5. Dinesh kumar (2012) Marketing Channels ,Oxford Press.
6. Richard R Still, Edward W Cundiff, Norman & A P Govoni(2011) Sales and Distribution Management, 5th edition, Pearson Publications.
7. Spiro Stanton & Rich (2010) Management of Sales Force, 13th edition, Tata McGraw Hill.
8. Prof. M.V. Kulkarni (2010) Sales and Distribution Management, Everest Publishing House.
9. Anne T Coughlan etal (2011), Marketing Channels, 7th edition, Pearson education.
10. . Mark W Johnston, Greg W Marshall (2009), Sales Force Management, 9th edition, Tata McGraw Hill.
11. Dr.S.L.Guptha (2010), Sales and Distribution Management, 2nd edition, Excel books.
12. Pingali Venugopal (2012) Sales and Distribution Management, Sage Publications.

Journals

1. Indian Journal of Marketing & Journal of Advertising Research
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakahapatnam
3. Harvard Business Review, Harvard Business School Publication Co. USA
4. Vikalpa, Indian Institute of Management, Ahmedabad

MBA IV TRIMESTER

Course Code: MMM 850 Course Title: RETAIL MANAGEMENT

Course description and learning outcomes

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.

LEARNING OBJECTIVES

- To understand the typology of retail industry
- To learn and apply retail knowledge to manage and formulate creative, feasible retail strategies
- To analyse the methodology of retail operations, specifically emphasizing on key activities and relationships

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Understand Retail Concepts for Business Decision Making	Quiz/Presentation/ Situation Analysis
2	Would be able have a comprehensive understanding of legal considerations, and retail site evaluation.	Quiz/Written Component
3	Build strategies for Merchandise Management and pricing strategies,	Project/Quiz/Case Analysis
4	Analyse how carry out Store Management and Store Layout in the most effective way.	Quiz/Written Assignments/ Case Analysis
5	Evaluate the best retail communication mix and Supply Chain Management.	Quiz/Written Assignments/ Case Analysis

Course outline and indicative content

UNIT-I:-Introduction to Retailing- Social and Economic significance, Functions of retailers, Food and General Merchandise Retailers, Types of Ownership, Services Retailing.

UNIT-II:- Retail Channels- Multichannel Retailing Benefits and Challenges, Retail Location Types, Legal Considerations, Retail Site Evaluation, Trade Area Characteristics, Store Sales Estimation.

UNIT-III:-Merchandise Management- Merchandise Planning Process, Brand Alternatives, National Brand and Private Label Merchandise Buying Process, Pricing Strategies, Markdowns, Pricing Techniques.

UNIT-IV:-Store Management– Responsibilities, Recruitment, Selection, Motivation and Compensation of Store Employees, Shrinkage, Store Layout, Store Design Objectives and Elements, Space Management, Visual Merchandising, Customer Service strategic Advantage.

UNIT-V:- Retail Market Strategy- Strategic Retail Planning Process, Retail Communication Mix, Communication Methods, Planning Retail Communication Program, Supply Chain Management in Retail, Product and Information flows, RFID.

Case let (Not Exceeding 200 Words)

Learning and teaching activities

Case Analysis
Field Visit
Research Projects
Problem Solving
Student Presentations

Teaching and learning resources

1. Levy, Weitz & Ajay Pandit, *Retailing Management*. 8th Edition, Tata McGraw Hill: 2013
2. Berman & Evans., *Retail Management – A Strategic Approach*. Prentice Hall of India. Tenth edition
3. Roger Cox & Paul Britain., *Retailing an Introduction*. Pearson Education. Fifth edition. 2006
4. S A Chunawalla., *Contours of Retailing Management*. Himalaya Publishing House. FirstEdition 2006
5. Swapna Pradhan, "Retail Management", Tata McGraw Hill Company, New Delhi, 2017.
6. Piyush Kumar Sinha, "Retail Management", Wiley & Company, New Delhi, 2014
7. Gibson G. Vedammani, "Retail Management", Jaico Publishing, New Delhi, 2013
8. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
9. The Journal of Business & Retail Management research, U.K
10. International journal of Retail & Distribution Management, Emerald
11. Journal of Marketing, India
12. Global Business Review, International Management Institute, New Delhi.
13. . Management Review, IIM, Bangalore

MBA IV TRIMESTER

Course Code: MMM 853 Course Title: DIGITAL MARKETING

Course description and learning outcomes

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

LEARNING OBJECTIVES

1. Identify various strategies to improve search-engine rankings.
2. Develop and implement various types of digital advertising campaigns.
3. Design and implement internet, mobile and email marketing campaign.
4. Explore the reach of social media and social networks for marketing campaign

	Learning Outcome	Assessment
	On successful completion of this course students will be able to	
1	Understand various mobile marketing strategies like click to call, mobile advertising, SMS marketing..	Quiz/Presentation/ Situation Analysis
2	Study the opportunities to outperform competitors, chance of user's sharing your site and referring to friends and family	Quiz/Written Component
3	Analyse the potential to increase search engine ranking, Google page rank, google adwords, ppc,	Project/Quiz/Case Analysis
4	Review and measure effective social media campaigning	Quiz/Written Assignments/ Case Analysis
5	Evaluate Social media strategy	Quiz/Written Assignments

Course outline and indicative content

Unit I (6 sessions)

Introduction

Digital revolution in marketing - technology behind digital marketing – understanding digital customer – Digital marketing for startups

Unit II (6 sessions)

Internet marketing

Micro and macro environments of internet – Internet marketing strategy – the internet and marketing mix – relationship marketing using internet – interactive marketing communications – maintaining and monitoring online presence – B2C & B2B internet marketing.

Unit III (6 sessions)

Email and Mobile marketing

Email strategy and planning – advantages and challenges of email marketing. *Mobile marketing*: the role of mobile in personal communication – mobile messaging channels – mobile commerce – mobile for online marketing – augmented reality – mobile analytics.

Lab: Open source tools for email marketing .

Unit IV (6 sessions)

Strategy & Implementation

Market research: Online research strategies – cost and tools – digital data sources - content marketing strategy- design strategies – search engine optimization – The building blocks of marketing strategy – crafting marketing strategy.

Lab: Web analytics

Unit V (6 sessions)

Social media channels

Social networking – location and social media – tracking social media campaigns- Social media strategy: business challenges – opportunities and threats – online branding.

Learning and teaching activities

Case Analysis

Situation Analysis

Group Discussion

Research Project

Chalk and Talk

Student Presentations

Lab sessions

Teaching and learning resources

20. Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson, 2017.
21. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson, Wiley, 2016.
22. Digital Marketing Insights 2018
23. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, 2017.
24. Digital Marketing by [Seema Gupta](#), Mc GrawHill 2017
25. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston. Internet Marketing Strategy, Implementation and Practice, 3rd Ed. Prentice Hall.
26. Rob Stokes eMarketing: The essential guide to marketing in a digital world. 5th Ed. Quirk eMarketing (Pty) Ltd.
27. Richard Gay, Alan Charlesworth and Rita Esen, Online Marketing, Oxford University Press, 2016.

MBA IV TRIMESTER

Course Code: MMM 856 Course Title: MARKETING METRICS

Course description and learning outcomes

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.

LEARNING OBJECTIVES

- 1) To give students an understanding of measurable functions of Marketing
- 2) To develop quantitative analytical skills needed to Market productively
- 3) To analyze and aid in taking Marketing decisions

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Explain the concepts of marketing accountability and credibility	Examination and quiz
2	Review critically the theoretical and empirical marketing performance literatures	Project report and class room activities on decision making
3	Use key marketing metrics	Case study analysis
4	Demonstrate research, work management, presentation, and collaboration skills	Data analysis assignment , Group Presentation
5	Analyse the importance of metrics generated	Group Presentation

Course outline and indicative content

Unit I (6 sessions)

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 (6 sessions)

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 (6 sessions)

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 (6 sessions)

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 (6 sessions)

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.

Case Analysis

Research Project

Group Presentation

Class room activities

Teaching and learning resources

28. Farris W. Paul (2011), *Marketing Metrics: The Definitive Guide to Measuring Marketing Performance*, New Delhi: Pearson Education.
29. Winston L Wayne (2015), *Marketing Analytics: Data Driven Techniques with Microsoft Excel*, New Delhi: Wiley India.
30. Stephen Sorger (2013), *Marketing Analytics: Strategic Models and Metrics*, USA: CreateSpace Independent Publishing Platform.

Journals

1. Indian Journal of marketing
2. EIKs International Journal of Marketing
3. International Journal of Marketing
4. Journal of Marketing Vista

MBA IV TRIMESTER
HMM 841: SALES AND DISTRIBUTION MANAGEMENT

The objective of this course is to enable the students to understand the importance of Sales Management and various methods of sales and distribution.

UNIT-I: Role of Sales Management in Marketing Management, Recent trends in Sales Management – Selling Process, Theories and Functions of Sales Management.

UNIT-II: Sales Organization, Type of sales Organizational Structures, Analysis of Market and Sales Potential, Sales Quotas, Sales Territories and Sales Budgets.

UNIT-III: Management of Sales Force, Training, Motivating, Compensating and Evaluating Sales Force,

UNIT-IV: Marketing Channels, Structure and Functions, Channel Design, Selecting and Motivating Channel Members, Evaluating Channel, Member Performance.

UNIT-V: Channel Conflicts, Reasons, Managing Channel Conflicts.

Caselet (Not Exceeding 200 Words)

Activity: A field Visit to the channel partner and report writing on its structure and design

Text Book

Krishna K Havaldar, & Vasant M Cavale., *Sales and Distribution Management*. The McGraw-Hill Companies. 2008.

Reference Books

1. Eugene. M.Johnson, David L.Kurty and Eberhard E.Scheuing., *Sales Management*. McGraw Hill International.
2. Matin Khan, *Sales Management*. Excel Books.
3. Richard R.Still, Edeard W.Cundiff and Norman A.P.Govani., *Sales Management Decisions, Policies and Cases*. Prentice Hall. 2008.
4. S.L.Gupta., *Sales and Distribution Management*. Excel Books.

Journals

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Journal of Marketing
3. Journal of Marketing Research, International Management Institute, New Delhi

MBA IV TRIMESTER
HMM 842: CONSUMER BEHAVIOUR

The objective of this course is to develop an understanding on consumer behavior, characteristics, purchase decision-making process, customer relations and its application to marketing strategy.

UNIT-I: Introduction to the Study of Consumer Behaviour – Determinants of Consumer Behaviour – Profile of the Indian Consumer.

UNIT-II: Perception – Nature of perception – perception and Marketing Strategy; Motivation – Motivation Theory and Marketing Strategy; Personality and Emotion.

UNIT-III: Learning and Consumer Behaviour- Behavioural Learning Theories- Classical Conditioning, Instrumental Conditioning, Cognitive Learning Theory, Involvement Theory.

UNIT-IV: Attitude Measurement and Change; Self Concept and Life Style Marketing; Influence of Social and Cultural Factors on Consumer Behaviour – Family, Reference Groups, Cross Cultural Variations in Consumer Behaviour.

UNIT-V: Consumer Decisions Process – Problem Recognition – Information Search – Evaluation Alternative and Selection – Post Purchase Behaviour – Organizational Buyer Behaviour.

Caselet (Not Exceeding 200 Words)

Activity: Each student need to share his/her experiences for any product as consumer using the frame work of consumer behavior.

Text Book

Leon G. Schiffman and Leslie Hazer Kanuk., *Consumer Behaviour*. Pearson Education 2008

Reference Books

1. Henry Assael., *Consumer Behaviour*. Willey India. New Delhi.
2. Jagadish N. Seth, Atul Parvatirao and G. Shainesh., *Customer Relationship Management: Emerging Concepts, tools and applications*. Tata Mc Graw Hill Publications. New Delhi: 2001.

Journals

1. Consumer Behaviour
2. GITAM Journal of Management, GITAM University, Visakhapatnam.
3. Harvard Business Review, Harvard Business School Publication Co., USA
4. Journal of Brand Management, ICFAI

MBA IV TRIMESTER
HMM 843: CUSTOMER RELATIONSHIP MANAGEMENT

The objective of this paper is to provide tools and techniques along with an understanding to the student as to how to manage relationship with customers enhance Lifetime Value of Customers.

Unit I Introduction to CRM- Meaning of CRM, Evolution of relationship marketing, Types of CRM, CRM Models (Gartner's Model, IDIC Model, Payne's Model)

Unit II Customer Loyalty and Retention- Customer retention, Customer Value, Customer Lifetime value, Acquisitions of customer; Cost and Benefit Analysis of CRM, CRM usage in different industry verticals

Unit III Technology and CRM- E-CRM, Differences between CRM and E-CRM, Introduction to data warehousing and data mining; Applications of data warehousing and data mining; CRM Software's available in the market, Evaluation of the software solutions available.

Unit IV CRM implementation- Hard and soft benefits of implementation of CRM, Framework to implement CRM, Choosing an appropriate CRM solution, Integration of CRM with ERP, ROI on CRM

Unit V Assessment of CRM- Measuring ROI of CRM, Challenges in CRM adoption, Reasons for CRM failure

Caselet: (Not exceeding 200 words)

Activity: Prepare a report on CRM technology and practice of any firm

Text Book:

N.H. Mullick, Customer relationship Management, Oxford University Press- 2016

Reference books:

1. William G. Zikmund, Raymond McLeod, Faye W. Gilbert, "Customer Relationship Management", John Wiley & Sons, Singapore
2. Shainesh, G., Jagdish N Sheth, "Customer Relationship Management: A Strategic Perspective", Macmillan India Ltd.
3. Gosney, Customer Relationship Management, Prentice Hall, 2000
4. Ken Burnett, Customer Relationship Management, Pearson Education, 2001
5. John W. Goshney and Thomas P. Boehm, Customer Relationship Management Essentials, Thomson Lear

MBA IV TRIMESTER
HMM 844: RURAL AND BASE OF PYRAMID MARKETING

The objective of this course is to expose students to the emerging trends, challenges, opportunities in rural and BoP markets and enable them to develop insights to address issues prevailing in rural and BoP markets

UNIT-I: Introduction: Components of rural markets, classification of rural markets, rural vs. urban markets. Rural marketing environment – Demographic factors - Social factors, Technological Factors, Economic Factors, Political Factors

UNIT-II: - Rural Consumer Behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour - Characteristics of Rural consumer-, -Rural Marketing Strategies: Segmentation - Targeting- Positioning.

UNIT-III: Product Strategy - Introduction, Marketing Mix Challenges, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services - Branding in Rural India- Brand building in Rural India.

UNIT-IV: Distribution and Communication Strategy: Channels of Distribution, Evolution of Rural Distribution Systems- Rural Distribution Models - Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution- Challenges in Rural Communication- Rural Communication Mix- Designing Rural Communication Strategy

UNIT-V: Marketing to Bottom of Pyramid – The market at BoP -Nature of BoP Market- Economic Pyramid- Twelve principles of innovation for BoP- 4As (Affordability- Availability, Awareness, Acceptability) of BoP Marketing- BoP Market Research- Rural Research Planning- Data Collection Methods- Sampling-Conducting Research- Limitations of Rural Research- Rural Development Issues- Ethical Concerns at BoP.

Caselet (Not exceeding 200 words)

Activity: Prepare a report on successful rural marketing strategies of select firms.

Text Book

C G Krishnamacharyulu, Lalitha Ramakrishnan. *Rural Marketing*. Pearson Education 2010
The Fortune at the Bottom of the Pyramid – Dr. C K Prahalad, 2005 Edition, Wharton School Publishing.

Reference Books

1. Pradeep Kashyap & Siddhartha Raut- *Rural Marketing Biztantra*
2. T.P. Gopal Swamy - *Rural Marketing* - Vikas Publishing House,2/e
3. Balaram Dogra & Karminder Ghuman - *Rural Marketing*, TMH,1/e

Journals

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Journal of Marketing

MBA IV TRIMESTER
HMM 845: HOSPITALITY MARKETING

The objective of this course is to enable students to appreciate the emerging trends in hospitality and to hone distinctive managerial skills for hospitality organization and management.

UNIT-I: Introduction: hospitality service – the distinguishing factor; tourism marketing; growth in hospitality service; 8P's of hospitality and travel marketing; Marketing hospitality and challenges in hospitality sales.

UNIT-II: Hospitality planning and management; Controllable and uncontrollable factors; Segmenting, positioning and channels of distribution.

UNIT-III: Market segmentation-concept, relevance to hospitality industry, market segment groups; the importance of distribution channels.

UNIT-IV: PLC strategies, new product developments, product mix and product line decisions, branding and packaging, price setting-objectives, factors and methods.

UNIT-V: Hospitality markets: Defining the customer, Market opportunities, consumer behaviour: Sales, customer service, advertising and promotion Destination marketing: Electronic and web based: Forces that will impact the future.

Caselet (Not exceeding 200 words)

Activity: Prepare a report on successful hospitality marketing strategies of select firms.

Text Book

Robert D. Reid and David C. Bojanaic. *Hospitality Marketing*. John Wiley and Sons 2009

References

1. Mathews. *Hospitality Marketing*. Pointer Publications
2. David Bowie and Francis Buttle, *Hospitality Marketing*. Elsevier, 2004
3. Philip Kotler. *Marketing for Hospitality and Tourism*. Pearson Education Asia, 2008
4. Bhat. *Hospitality Marketing*. Commonwealth publishers

Journals

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Journal of Marketing
3. Journal of Marketing Research, International Management Institute, New Delhi

MBA IV TRIMESTER
HMM 846: DIGITAL MARKETING

The present course helps students understand how to create consumer demand by using the power of the interconnected, interactive web. While marketing creates and satisfies demand, digital marketing drives the creation of demand using the power of Internet. Students learn the methodologies related to digital marketing and also understand how such methodologies help firms pinpoint the success of campaigns.

UNIT-I: Marketing and the Internet

Introduction-History of the Internet-Internet and Marketing-Meaning and Purpose of Digital Marketing-Building Blocks of marketing strategy-Creating a digital marketing strategy-Importance of Market Research-Online Research Methodologies- Content Marketing Strategy-Strategic building blocks-Content Creation- Content Channel distribution

UNIT-II: Search Marketing

Introduction- Search Engine optimization (SEO)- SEO and key phrases- Search engine friendly website-Link popularity-SEO benefits and challenges-Search Advertising-Bidding and ranking for search ads-Setting up a search advertising campaign-Online Advertising- Running ads online-Targeting and Optimising-Affiliate Marketing and Video Marketing-The future of online advertising.

UNIT-III: Social Media Channels

Introduction- Creating a social media strategy -Social networking-Social media channels- Content Creation-Bookmarking and aggregating-Tracking social media campaigns- Social media risks and challenges-Using social media to solve business challenges

UNIT-IV: Email and Mobile Marketing

Introduction-Email marketing-Email strategy and planning-Mobile Marketing-Role of mobile in personal communication-Mobile messaging channels-Mobile commerce-Mobile Analytics

UNIT-V: Data Analytics and Optimisation

Introduction- Working with data-Tracking and collecting data-Analysing data-Conversion optimisation-Designing tests, Web Analytics

Text Book

eMarketing: The Essential Guide to Marketing in a Digital World, 5th Edition, Rob Stokes, ISBN 978-0-620-50266-5

References

Damian Ryan and Calvin Jones *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*,

HRM

MBA IV TRIMESTER

Course Code: MHR 841 Course Title: HUMAN RESOURCE DEVELOPMENT

Course description and learning outcomes

The corporate world is in the process of transformation driven by human resources and globalization. Organizations have started considering their employees as an inevitable asset – “The Human Capital”.

Human Resource Development (HRD) is a key activity that systematically leads to the growth and development of people in organisations, and makes organisations more effective.

The course focuses on the process of identifying needs, designing and delivering HRD interventions, focus on the role of HRD in designing and implementing appropriate strategies in line with the business goals of their organization.

In addition to HRD Process, it would cover a number of HRD interventions like coaching, mentoring, and counseling. The course will also address the competency mapping framework of HRD, role of HRD in career planning and development, organizational learning process and making organizations a learning organizations. Finally it will discuss

about its role in developing ethical behavior and the future of HRD in Indian organizational context.

This course helps to acquire knowledge regarding how HRD acts as a competitive advantage in this knowledge and competitive world.

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

	Learning Outcome	Assessment
1	Student will be able to understand the importance of Human Resource Development	A1,A2&A4
2	Student can understand HRD interventions and its effects on organisational effectiveness.	A1,A2,A3&A4
3	Students can understand the role of HRD professionals in organisational development	A1,A3&A4
4	At the end student will be able to understand the purposes, relevance and value of specific HRD and management development initiatives of public and private organisations.	A1,&A4

Course outline and indicative content

Unit I (6 sessions)

Human Resource Development: Origin and need for Human Resource Development - macro and micro perspectives of Human Resource Development, approaches to Human Resource Development, HRD matrix.

Unit II (6 sessions)

Planning for HRD: HRD climate, assessing HRD needs, preparing HRD plan, assessing culture of the organisation, structuring the HRD function.

Unit III (6 sessions)

Interventions of Human Resource Development: Performance management, performance appraisal, potential appraisal, coaching, counseling and mentoring, career planning and development.

Unit IV (6 sessions)

HRD in Practice: Human Resource Development experiences in Indian public and private sector industries, Human Resource Development in government and service sectors, Human Resource Development in voluntary organizations.

Unit V (6 sessions)

Human Resource Development Profession: HRD as a profession, duties and responsibilities of HRD Manager, organization of Human Resource Development function, Human Resource Development Audit.

7	Demonstrate professionalism & ethical awareness	A3
8	Apply multidisciplinary approach to the context	A3

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, context related role plays and activities (Designing HRD modules for various levels of employees) will be conducted in the class room.

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.

- Rao, T. V., "Readings in Human Resource Development", Oxford IBH Publishing Ltd., New Delhi, 2013
- Nadler Leonard, "Corporate Human Resource Development", Van Nostrand, Rinhold/ ASTD, New York, 2013
- Rao, T.V., "Human Resource Development Audit", Sage Publications, New Delhi, 2013
- Rao, T.V., "Future of Human Resource Development", Macmillan, New Delhi, 2013

MBA IV TRIMESTER

Course Code: MHR 844 **Course Title:** EMPLOYEE WELFARE & LABOUR ADMINISTRATION

Course description and learning outcomes

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

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

	Learning Outcome	Assessment
1	Understand the concept of employee welfare and various welfare facilities provided by the Central, State Governments and various agencies	A1,A2, & A4
2	Understand different statutory and non-statutory welfare facilities	A1,A2,A3 & A4
3	Notice difference between social security measures in India	A1,A3 & A4
4	understand the State and Central Government labour administrative machinery	A3 & A4

Course outline and indicative content

Unit I (6 sessions)

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

Unit II (6 sessions)

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)

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

Unit IV (6 sessions)

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

Unit V (6 sessions)

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

Learning and teaching activities

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

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,

MBA IV TRIMESTER

Course Code: MHR 847 **Course Title:** EMPLOYEMENT LAWS - I

Course description and learning outcomes

Since the introduction of economic reforms from 1990, Government have liberalized economic policy to attract both national and international investors in large number. A large number of Multi-National Companies (MNC) have availed this opportunity to capture a share in the Indian markets in this competitive environment. Given this present economic scenario, labour laws assumed great importance and relevance and therefore an in-depth knowledge of labour laws is a Sine-Qua-non for Personnel Management. This sharpens the managerial excellence and enables the Personnel Manager's to take right decisions at appropriate times, to avoid litigations of varied nature and help in maintaining industrial peace and harmony.

LEARNING 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 various formats to be submitted to various labour departments

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

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Learn the history of labour legislation and the role of ILO in the development of Labour legislation across the globe	Quiz/Presentation
2	Analyze the concept of Industry, industrial disputes and the role of various authorities in the settlement of disputes	Quiz/Assignment
3	Understand the process of domestic enquiry and registration of trade unions	Quiz/Case Law
4	Learn various wage legislations such as minimum Wages act, Payment of wages act.	Quiz/Assignments/ Case Law
5	Learn various welfare, health and safety facilities provided to the workers as per factories act and contract labour act	Quiz/ Case Presentations

Course outline and indicative content

Unit I (6 sessions)

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

Unit II (6 sessions)

The Industrial Disputes Act, 1947 - Concept of Industry, Industrial Disputes, Role of conciliation, arbitration, and judiciary in the settlement of industrial disputes- Strike, lockout, layoff and retrenchment

Unit III (6 sessions)

UNIT-III: The Industrial Employment (Standing Orders) Act, 1946 and Trade Unions Act, 1926 – Standing Orders, Certification of Standing Orders, Domestic Enquiry – Registration of trade Unions and their Privileges and immunities

Unit IV (6 sessions)

Unit IV: The Minimum Wages Act, 1948 and Payment of Wages Act, 1936 - Different modes of Minimum Wages, Fixation of Minimum Wages – Deductions under Payment of Wages Act

Unit V (6 sessions)

UNIT-V: The Factories Act, 1948 and the Contract Labour (Regulation and Abolition) Act, 1970 – Concept of factory, occupier, Licensing of factories, Health, safety and Welfare Measures – Concept of Contractor, Contract Labour, Prohibition and Regulation of Contract Labour

Learning and teaching activities

Case Law Analysis

Chalk and Talk

Student Presentations

Teaching and learning resources

1. Padhi, P. K., "Labour & Industrial Laws", Prentice Hall India, New Delhi, 2017
2. Sinha, Sinha & Sekhar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson, New Delhi, 2017
3. Mishra, S. N., "Labour & Industrial Laws", Central Law Publications, 2018

JOURNALS

1. Labour Law Reporter
2. Personnel Today
3. Human Capital

MBA IV TRIMESTER

Course Code: MHR 850 **Course Title:** COMPENSATION MANAGEMENT

Course description and learning outcomes

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.

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

	Learning Outcome	Assessment
1	Explain the various types of wages and the concepts related to pay	A1, A2, A4
2	Differentiate between the various components of wages of non executives and executives	A1,A2,A4
3	Examine the different methods of wage fixation and preparation of pay roll	A1,A3,A4
4	Calculate the DA and other components of wages and salaries	A1, A3, A4

Course outline and indicative content

Unit I (6 sessions)

Compensation: Meaning; 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)

Wage Structure: Basic; Dearness Allowance; Variable Dearness Allowance (V.D.A.) and Calculation of V.D.A.; Incremental System; Fringe Benefits; Preparation of Pay-Roll.

Unit III (6 sessions)

Executive Remuneration: Concept; 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)

Wage Fixation: Wage curves; Wage determination process; Methods of Wage Fixation for Employees- Collective Bargaining; Wage Boards; Pay Commissions; Adjudication, Principles & Procedures for Preparation of Remuneration for Consultants and Other Outsourcing Agencies

Unit V (6 sessions)

Role of HR department in Compensation Administration; important recommendations of National Commission on Labour – II; impact of globalization on compensation.

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 xlearn.

TEXT BOOK

Singh, B.D., Compensation & Reward management. Excel books. New Delhi: 2014.

REFERENCES

Aswathappa, K ., Human Resources & Personnel Management. Tata Mc Graw Hill Publishing Limited. New Delhi: 2014.

Sharma,A.M., Understanding wage systems in India. Himalaya Publishing House. Mumbai: 2014.

Report of National commission on labour-II.Government of India. New Delhi: 2014.

JOURNALS

GITAM Journal of Management,

GITAM Journal of Management, GITAM University, Visakhapatnam

Harvard Business Review, New Delhi.

HRM Review, Hyderabad Human Capital, New Delhi Personnel To-day,

Kolkata NHRD Review, New Delhi.

MBA IV TRIMESTER

Course Code: MHR 853 Course Title: HR VALUE PROPOSITION

Course description and learning outcomes

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.

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

	Learning Outcome	Assessment
1	Understands what is HR Value proposition and its relevance in achieving the goals of the company	A1, A2,A4
2	Analyse the elements of value proposition	A1,A2,A4
3	Develop the skill of creating value proposition through HR	A1,A3,A4
4	Understand the role of HR for value proposition	A1, A3,A4

Course outline and indicative content

Unit I (6 sessions)

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)

External and Internal: External business realities; Technology; Economic and Regulatory Issues; workforce demographics external stakeholders; investors, customers; Internal Factors; Line managers and HR; Employees and HR.

Unit III (6 sessions)

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)

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)

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

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 xlearn.

MBA IV TRIMESTER

Course Code: MHR 856 Course Title: PERFORMANCE MANAGEMENT

Course description and learning outcomes

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.

Learning 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.

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

	Learning Outcome	Assessment
1	Student will be able to understand the basic aspects of Performance Management	A1
2	Student will be exposed to key tools of Performance Management which helps in practice.	A1 & A2
3	After completion of this course students will be able to describe how to best implement a performance management system and performance appraisal methods.	A3
4	In turn they will be able to describe the various methods of employee development.	A3 & A4
5	To diagnose the need for Performance Appraisal and methods of development	A1,A2 & A3

Course outline and indicative content

Unit I (6 sessions)

Performance Management: Concept and objectives, prerequisites, dimensions of Performance Management, factors affecting Performance Management, Performance Management and Performance Appraisal.

Unit II (6 sessions)

Performance Management Model, importance, Performance Management Systems (PMS) - introduction, strategies, Assessment of performance needs – objectives, characteristics, Goal Setting Theory, Expectancy Theory.

Unit III (6 sessions)

Performance Management Process, prerequisites, performance planning, goal setting levels; corporate and individual, key result areas, key performance areas.

Unit IV (6 sessions)

Performance Managing: Objectives, importance, characteristics, process, need for performance standard, performance measurement/assessment, review, need for employee development, methods of development.

Unit V (6 Sessions)

Integrated Performance Management and the concept of Maturity Alignment – 360 degree appraisal; high performance teams: concept – characteristics, determinants, building and leading high performance teams.

Learning and teaching activities

- Group Discussions
- Students Presentations
- Situation Analysis
- Role Playing
- Brainstorming

Teaching and learning resources

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

MBA IV TRIMESTER
HHR 841: HUMAN RESOURCE DEVELOPMENT

The objective of this course is to provide the students with a basic understanding of the concepts, strategies and systems of human resource development in organizations.

UNIT-I: Human Resource Development: Concept, origin and need for Human Resource Development; Macro and Micro Perspectives of Human Resource Development; Approaches to Human Resource Development; Systems Approach to Human Resource Development; Contribution of Sub-systems to organizational performance; HRD Matrix.

UNIT-II: Interventions of Human Resource Development: Performance Management, Performance Appraisal, Potential appraisal, Coaching, Counseling and Mentoring, Career Planning and Development; Organizational Development process; Organizational Development interventions.

UNIT-III: Training and Development: Need for training; Concept of Learning and Learning principles; Training Process; Training Need Analysis; Training methods; Evaluation of Training; Methods of Evaluation; Executive Development.

UNIT IV: HRD in Practice: Human Resource Development Experiences in Indian Public and Private Sector Indian Industries; Human Resource Development in Government and Service Sectors; Human Resource Development in Voluntary Organizations.

UNIT-V: Human Resource Development Profession: HRD as a Profession; Duties and Responsibilities of HRD Manager; Organization of Human Resource Development function; Human Resource Development Audit, Future of Human Resource Development.

Caselet (Not Exceeding 200 Words)

Activity: Draw the distinction between training and development and study the identification of training needs in an organization

Text Book

T V.Rao. *Readings in Human Resource Development*. Oxford IBH Publishing Ltd. New Delhi: 2008.

Reference Books

1. Rao, T.V.(et.al): *HRD in the New Economic Environment*, Tata McGraw-Hill Pub.Pvt,Ltd., New Delhi , 2003.

Journals

1. HRD Network Journal

MBA IV TRIMESTER
HHR 842: COMPENSATION MANAGEMENT

The objective of this course is to train the HR students in the process of Compensation and Reward Management.

UNIT-I: Introduction: Nature of compensation - Types of compensations, compensation responsibilities. Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation - Base to pay - Individual Vs Team rewards, Perceptions of pay Fairness -Legal constraints on pay systems.

UNIT-II: Managing Compensation: Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, Compensation as a retention strategy

UNIT-III: Variable Pay and Executive Compensation: Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans

UNIT-IV: Unit Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.

UNIT-V : Managing Employee Benefits: Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, creating a work life setting

Caselet (Not Exceeding 200 Words)

Activity: Select an organization of your choice and study various methods of compensation

Text Books

1. BD Singh. *Compensation & Reward Management*, Excel Books, 2009
2. George T. Milkovich, Jerry M. Newman & Barry A. Gerhart, *Compensation*, McGraw-Hill, 2010

Reference Books

1. Joseph J. Martocchio, *Strategic Compensation*, Pearson Education, 2004

Journals

1. Compensation & Benefits Review-The Journal of Total Compensation Strategies
2. Journal of Educational Administration

**MBA IV TRIMESTER
HHR 843: GLOBAL HUMAN RESOURCE MANAGEMENT**

The objective of this course is to equip the students with basic concepts of Global Human Resource Management including various HR processes and high-performance Human Resource practices.

UNIT-I: International Human Resource Management - Concept, Scope and Significances; Approaches to International Human Resource Management; Differences between domestic and International HR activities; Organizational Structure of Multinational Corporations;

UNIT-II: Recruitment and Selection Criteria for International Assignments; Culture – Theories of Culture and its impact on organizations.

UNIT-III: Training and Development in Global Scenario; Methods of Training; Management Development in International assignments; Process of Expatriation and Repatriation

UNIT-IV: Compensation; Multinational Corporations and Compensation System; Performance Management in MNCs

UNIT-V: Labour Relations in Multinational Corporations; Issues and Challenges of IHRM.

Caselet (Not Exceeding 200 Words)

Activity: Select a company of your choice and study Recruitment and Selection Criteria for International Assignments

Text Book

Peter J. Dowling, Denise E. Welch. *International Human Resource Management*. Thomson. New Delhi: 2006.

Reference Books

1. Anne-Wil Harzing Joriz Van Ruysseveldt., *International Human Resource Management*. Sage Publications. New Delhi: 2006.
2. Charles M. Vance Yongsun Paik. *Managing a Global Workforce*. Prentice – Hall. New Delhi: 2007.
3. Gary P. Ferraro. *The Cultural Dimension of International Business*. Pearson Education.2007.

Journals

1. Harvard Business Review, Harvard Business School Publication Co., USA
2. GITAM Journal of Management, GITAM University, Visakhapatnam
3. Journal of Cross Cultural Management

MBA IV TRIMESTER
HHR 844: HUMAN RESOURCE PLANNING & STAFFING

The objective of the course is to develop among students an understanding of the concepts, policies, strategies and practices of Human Resource planning and staffing.

UNIT-I: Introduction to Human Resource Planning – Objectives, Significance – Demand Forecasting and Process of HRP.

UNIT-II: Job Analysis, Description and Job Evaluation – Job Rotation, Promotion and Transfer.

UNIT-III: Strategic Human Resource Planning – HRIS – Career and Succession Planning.

UNIT-IV: Staffing Concept, Objectives and Significance – Recruitment, Sources, Types and Recent Trends in Recruitment Practices.

UNIT-V: Selection – Importance, Types of Selection – Process of Selection – Placement and Induction.

Caselet (Not Exceeding 200 Words)

Activity: Study the induction programme by selecting a company of your choice

Text Book

Bhattacharyya, Dipak Kumar. *Human Resource Planning*. New Delhi: Excel Books, 2009.

Reference Books

1. Cascio. *Managing Human Resources*. New Delhi: McGraw-Hill. 2006.
2. Saiyadain, Mirza S & Tripti Pande Desai. *Emerging Issues in Human Resource Management*. New Delhi: Excel Books, 2007.
3. Noe & Raymond. *Fundamentals of Human Resources 2/e*. New Delhi: McGraw-Hill, 2005.
4. Jyothi, P. & D.N. Venkatesh. *Human Resource Management*. New Delhi: Oxford University Press, 2006.

Journals

1. Harvard Business Review, Boston, USA
2. Indian Management, New Delhi
3. Indian Journal of Industrialization, New Delhi
4. Indian Journal of Training & Development, New Delhi
5. Vikalpa, IIM, Ahmedabad
6. GITAM Journal of Management, GITAM University, Visakhapatnam

MBA IV TRIMESTER
HHR 845: HUMAN RESOURCE INFORMATION SYSTEM

The objective of this course is to enable the students to understand the importance of packaged solutions in HR domain.

UNIT-I: Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials

UNIT-II: Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software;

UNIT-III: HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control;

UNIT-IV: HR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Behavioral Patterns of HR & other Managers and their place in information processing for decision making;

UNIT-V: Security, Size & Style of Organizations & HRIS: Security of Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome? Orientation & Training Modules for HR & other functionaries

Caselet (Not Exceeding 200 words)

Activity: Visit SAP and Oracle enterprise solutions websites and compare their HR modules. Write a note.

Text Book

C.S.V. Murthy. *Managing Information Systems: Text and Applications*, Himalaya Publications, 2011

Reference Books

1. Dr. Michael , *The Agenda: What Every Business Must Do to Dominate the Decade*, Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142
2. Michael Armstrong , *A Handbook of Human Resource Management Practice*, Kogan Page

Journals

1. Human Resource Management Journal

**MBA IV TRIMESTER
HHR 846: PERFORMANCE MANAGEMENT**

The objective of the course is to enable the students to understand Performance Management as a method to measure and improve the effectiveness of people in the workplace.

UNIT-I: Performance Management: Concept and Objectives – Prerequisites – Principles and Characteristics – Dimensions of Performance Management – Factors affecting Performance Management – Performance Management Vs. Performance Appraisal.

UNIT-II: Performance Management Model – Importance – Performance Management System (PMS) - Introduction – Strategies - Assessment of Performance Needs – Objectives– Characteristics – Goal setting Theory – Goal Setting Levels; corporate and individual – Expectancy Theory.

UNIT-III: Performance Management Process: – Prerequisites – Performance Planning – Key Result Areas – Key Performance Areas.

UNIT-IV: Performance Managing: Objectives – Importance – Characteristics – Process - Need for Performance Standard – Performance Measurement/Assessment – Review – Need for employee development – Methods of Development – Coaching – Counseling and Mentoring

UNIT-V: Integrated Performance Management and the concept of maturity alignment - 360 degree appraisal - Balance Score Card – Competency Mapping – High Performance Teams: Concept – Characteristics – Determinants – Building and Leading High Performance Teams.

Caselet (Not Exceeding 200 Words)

Activity: Critically evaluate the Process of Performance Appraisal by Selecting an Organization of your choice

Text Book

A. S. Kohli & T.Deb. *Performance Management*. Oxford University Press. New Delhi: 2008

Reference Books

1. Herman Aguinis., *Performance Management*. Pearson. New Delhi: 2008.
2. Kurt Verweire & Lutgartvan Denberghe., *Integrated Performance Management*. Sage Publications. New Delhi: 2005.

Journals

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

OPERATIONS

MBA IV TRIMESTER

Course Code: MOM 841 **Course Title:** ENTERPRISE RESOURCE PLANNING

Course description and learning outcomes

In this technology driven world, the viability of a business lies in how well their enterprise-wide data is integrated. Enterprise Resource Planning (ERP) systems are customized applications that efficiently integrated at a across a global enterprise and are available almost near real time, from any of its locations. Understanding the fundamentals of ERP theory and practice including evolution of ERP systems, process mapping, the ERP lifecycle, ERP functionality, and audit & risk issues is crucial to accurate quick decision making in business.

LEARNING OBJECTIVES

- To understand the steps and activities in the ERP life cycle and describe the typical functionality in an ERP system
- To provide fundamental knowledge regarding the concepts and structure of ERP systems
- To understand the skill requirement for implementation of ERP in a business enterprise

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

S.No.	Learning Outcome	Assessment
1	Understand the concepts in ERP.	A2 & A4
2	Understand different modules in an ERP system	A2& A4
3	Perform need analysis	A3
4	Compare and contrast different ERP implementation strategies	A2 & A4
5	Understand the trends in ERP	A1

Course outline and indicative content

Unit I

ERP Concepts: Enterprise System – evolution of ERP, tangible and intangible benefits; emerging trends in adoption of ERP, key issues and risks in ERP

Unit II

Business Modules in an ERP Package: Finance, manufacturing, human resources, plant maintenance, materials management, quality management, sales and distribution, ERP market, SAP AG, People soft, Baan, JD Edwards, Oracle, QAD,SSA.

Unit III

Need Analysis: Competitive environment analysis, Gap analysis, cost elements, feasibility analysis, ERP industries verticals, ERP architecture, ERP software, ERP package evaluation criteria, package life cycle, functional requirement specification, request for proposal, vendor selection, ERP consultants.

Unit IV

ERP Implementation Lifecycle: Implementation methodology, implementation strategies-transition, big bang, phased, parallel, process line, hybrid- implementation approaches.

Unit V

Organizational Transformational Model of ERP Success: Cross functional, organizational and industrial impacts, capability maturity framework, future directions and trends in ERP.

Learning and teaching activities

Classroom Lectures, Case Analysis

Teaching and learning resources

MBA IV TRIMESTER

Course Code: MOM 844 **Course Title:** LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course description and learning outcomes

INTRODUCTION

Globalization has expanded markets beyond their national borders and has re-defining the way supply and demand is managed. Global companies are driven by markets across continents, intensifying competition and price-wars. To control manufacturing costs, new production centres are built anywhere across the globe where raw materials and labour costs are low. Vendors are sourced from across the globe to supply the right quality, quantity of raw material and of course at right price, which calls for dynamic procurement strategy.

LEARNING OBJECTIVES

- To acquaint students on the importance of Logistics and supply chain management in current business operations
- To create awareness on optimum resource utilization with strategic supply chain decision making

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

S. No.	Course outcomes	Assessment
1	Can understand the Tier Suppliers, Vendors and end uses contribution in Value chain.	A1, A2
2	Could enhance the knowledge of value added service and gap management for effective and smooth Supply chain within the frame of suitable Logistics	A1, A2, A3 and A4

Course outline and indicative content

UNIT-I:

Understanding the Logistics and Supply Chain: Introduction to Logistics – definition, scope, functions; logistics for business excellence; introduction to supply chain – supply chain links, role of logistics in supply chain, drivers and metrics in supply chain, designing the supply chain network, online sales and distribution network, factors influencing the network design.

UNIT-II:

Impact of Uncertainty in Network: Globalization and supply chain, risk management in global supply chain, demand forecasting in supply chain, role of information technology in forecasting

UNIT-III:

Coordination in supply chain: Collaborative planning and replenishment strategies, CPFR, managing uncertainties in inventory.

UNIT-IV:

Impact of Replenishment Policies in Safety Inventory: Role of information technology in Inventory Management, transportation in supply chain.

UNIT-V:

Risk Management in Transportation: Internal supply chain management.

Case Analysis (Not Exceeding 200 words)

Learning and teaching activities

Class room teaching , Power point presentation , application real life situation , Assignments etc.,

MBA IV TRIMESTER

Course Code: MOM 847 Course Title: PROJECT MANAGEMENT

COURSE DESCRIPTION AND LEARNING OUTCOMES

Project management is becoming more important in today's world. Mastery of key tools and concepts could give a significant competitive advantage in the marketplace. This course is designed to:

- Provide experience in using the concepts, techniques, and decision tools available to project managers.
- Enlarge a basic understanding of the importance of work breakdown structures and networks to planning, scheduling, and controlling projects.
- Create an awareness of potential conflicts and problems that can occur on projects.
- Identify appropriate behavior for successfully managing a project.

After studying this course, students will be able to:

S.No	Learning Outcome	Assessment
1	Demonstrate an understanding of the project environment, life cycle, and the project selection and approval process.	A1
2	Demonstrate the role of the Project Manager in the successful initiation and completion of a project.	A1
3	Apply knowledge skills in forming and developing a project team.	A2
4	Develop and integrate core management plans needed for a project.	A3

COURSE OUTLINE AND INDICATIVE CONTENT

INTRODUCTION (5 Sessions)

Definition, Projects and Operations, Project Management- Project Management Body of Knowledge (PMBOK). Application area Knowledge, standards and Regulations, Understanding the Project Environment. Importance of Project management. Project Life Cycle-Project Initiation; Project planning, Project Execution, Monitoring and Control, Project Closure.

UNIT-II: PROJECT SCOPE MANAGEMENT (6 Sessions)

Conceptual development, the scope statement, Work Breakdown Structure (WBS)-Development of WBS, Organizational Breakdown Structure. Project Communications Management.

UNIT-III: PROJECT PLANNING (8 Sessions)

Project Network Analysis-PERT/CPM, Time estimates in Critical Path Analysis, Floats, and Project Time – Cost Trade – off. Project Time Management

UNIT-IV: PROJECT RISK MANAGEMENT (6 Sessions)

Risk Management Process, Contingency Planning, Project Cost Management, Project Quality Management.

UNIT-V: LEADERSHIP & PROJECT MANAGEMENT (5 Sessions)

Leaders vs. Managers, Traits of effective project leaders, Project Champions, Project Stakeholder Management, Project Human Resource Management.

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 Text Book:

Clifford F.Gray, Erik W. Larson, Gautam V.Desai, *Project Management: The Managerial Process*, 2010, Tata McGraw – Hill 6th Edition.

SUGGESTED READINGS:

1. Jack R. Meredith & Samuel J.Mantel, 2010, *Project Management: A Managerial Approach*, 7th edition, Wiley India Edition.
2. Rory Burke, *Project Management: Planning and control Techniques*, 4th edition 2010, John Wiley & Sons.
3. Pinto Jeffrey K, *Project Management-Achieving Competitive Advantage*, Indian edition, Pearson.
4. Richman, Larry, *Project management step-by-step. New York: AMACOM, 2008.*

MBA IV TRIMESTER

Course Code: MSY 841 Course Title: BUSINESS ANALYTICS

Course description and learning outcomes

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.

LEARNING OBJECTIVES

- To provide an understanding on different analytical methods
- To provide hands on experience in using Excel as analytic tool
- To provide hands on experience in using a data mining tool

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

S.No.	Learning Outcome	Assessment
1	Use Excel as a descriptive analytics tool	A5 & A6
2	Use Excel as a predictive analytics tool	A5 & A6
3	Use solver to solve optimization problems	A5 & A7
4	Use a data mining tool to perform basic data mining tasks	A3
5	Understand the significance of Big Data	A1

Course outline and indicative content

Unit I

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 II

Predictive Analytics: Trend lines and Regression Analysis, Forecasting Techniques, Monte Carlo simulation – Concept, Usage in Excel

Unit III

Prescriptive Analytics: Linear Optimization – Concept, Applications, Integer Optimization, Solver in Excel

Unit IV

Data Mining – Concept, Data Mining Techniques – Classification, Clustering, Association Mining, Market Basket Analysis

Unit V

Big Data: Concept of Big Data, Significance & Business Applications of Big Data, Introduction to Apache Hadoop

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

MBA IV TRIMESTER

Course Code: MSY 844 Course Title: DECISION SUPPORT SYSTEM

Course description and learning outcomes

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.

LEARNING OBJECTIVES

1. Acquaint the students with the concept of decision support systems
2. Understand the usage of DSS in an Organization

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

S.No	Learning Outcome	Assessment
1	Understand the characteristics of DSS	A1
2	Propose appropriate managerial models that help to analyse different business scenarios	A3
3	Understand the development process of DSS	A2
4	Understand the usage of different IT concepts in decision making	A4
5	Understand Group DSS	A4

Course outline and indicative content

Unit I

Decision Concept: Steps, Decision Support System-components, characteristics, classification & application.

Unit II

Models: Modelling process, types of models – optimization, simulation, heuristic, descriptive, predictive; model base, modeling languages, model directory, model base management system, model execution, integration and command processing, model packages

Unit III

Development Process: Software, hardware and data acquisition, model acquisition, dialog development, integration, testing and validation, training and implementation.

Unit IV

Decision Engineering: Decision making software, decision theory, expert systems, business intelligence, artificial intelligence.

Unit V

Group DSS: DSS in E-business era, integrating with functions, Impact and future of DSS.

Learning and teaching activities

Classroom Lectures, Application Cases

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources

MBA IV TRIMESTER

Course Code: MSY 847 **Course Title:** PROGRAMMING WITH PYTHON

Course description and learning outcomes

Python is an object-oriented interpreted programming language with simple to use syntax and is part of the open source foundation. It uses dynamic typing systems with automatic memory management. It is gaining popularity based on its easy and efficiency of data management, especially for Big Data analytics.

LEARNING OBJECTIVES

- To understand the syntax of Python programming
- To understand object oriented programming concepts like classes and objects
- To understand how Python could be used for data analytics.

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

S.No.	Learning Outcome	Assessment
1	Understand the basic concepts in Python	A1
2	Understand the usage of functions in Python	A5, A6
3	Explore and use Python for front-end design.	A3
4	Use Python for database programming	A7
5	Use Python for creating web application	A7

Course outline and indicative content

Unit I

Introduction, installation and using Python, Data Types, Conditional loops, Arrays

Unit II

Input and Output, Defining and Using Functions, Functional modules

Unit III

Internet Programming, Multithreaded programming, GUI Programming using Tkinter

Unit IV

Database programming, COM Programming,

Unit V

Web Application programming

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

MBA IV TRIMESTER
HOM 841: MANUFACTURING PLANNING AND CONTROL FOR SCM

Manufacturing Planning & Control for Supply Chain Management is a comprehensive course covering both basic and advanced concepts and applications for students. The course provides students an understanding of supply chain planning and control key elements and decision tools that assist in effective planning and execution.

UNIT-I: - Manufacturing Planning and Control (MPC):- MPC system defined and Framework-Sales Operations Planning:-Sales and operations planning in the firm and its process-Advanced sales and operations planning:- Mathematical Programming approaches.

UNIT-II: - Master Production Scheduling (MPS):-MPS activity, Master Production scheduling –Assemble –to-order Environment-Master Production Schedule stability-Managing MPS.

UNIT-III: - Material Resource Planning (MRP):- MRP in manufacturing planning and control-Record processing- Technical Issues-Using the MRP system-Advanced MRP:- Determining manufacturing order quantities-Buffering Concepts.

UNIT-IV: - Capacity planning:-Role of Capacity planning in MPC systems-Capacity planning and control techniques-Scheduling capacity and material simultaneously- Management and capacity planning/utilization.

UNIT-V: - Production Activity Control: - Framework for Production activity control-techniques-Advanced Scheduling:-Basic scheduling-Advanced procedures-Just-in-Time in Manufacturing Planning and Control-Example- Applications-Managerial implications.

Text Book

F. Robert Jacobs, William L. Berry, D. Clay Whybark, Thomas E. Vollman, *Manufacturing Planning and Control for Supply Chain Management* APICS/CPIM Certification Edition

References

1. Douglas M. Lambert : *Supply Chain Management - Processes, Partnerships, Performance* : 3rd ed., Douglas M. Lambert, Editor Copyright – 2008
2. John T Mentzer: *Supply Chain Management*, Sage Publications, 2008 Donal Waters: *Global Logistics*, Kogan Page, 2009
3. F. Robert Jacobs, William L. Berry, D. Clay Whybark, Thomas E. Vollman, *Manufacturing Planning and Control for Supply Chain Management* APICS/CPIM Certification Edition

Journals

1. International Journal of Operations and Quantitative Management, USA
2. Journal of Applied Mathematics and Stochastic Analysis, Hindawi
3. Journal of Operations and supply chain management.
4. International Journal of Supply Chain and Operations Resilience

MBA IV TRIMESTER
HOM 842: LOGISTICS MANAGEMENT

This course provides students an overview of logistics management in organizations based on the concept of supply chain management (SCM) and make them understand the several strategic, tactical, and operational techniques used in improving the distribution of goods and services by companies worldwide.

UNIT-I: - Logistical operations integration:-The work of Logistics, Integrated logistics, Operating objectives, Logistical Performance cycles-**Demand Forecasting:** - General Forecast considerations, the forecast process, Forecast techniques

UNIT-II: - Inventory - Strategy and Management: - *Inventory Strategy*:Inventory functionality and principles, Definitions, Inventory cost & impact, Inventory planning Accommodating uncertainty, *Inventory Management:* - Inventory management policies, Reactive/Planned inventory systems, Distribution requirement planning, Management Processes

UNIT-III: - Transportation - Infrastructure and Management:-*Transportation Infrastructure*:Transport functionality and principles, Transport modes & carriers, suppliers of transportation services –*Transportation Management*:Basic transport economics and Pricing , Transport Decision Making

UNIT-IV: - Warehousing - Management and Material Handling:- *Warehouse Management*:Storage functionality and principles, warehouse strategy, layout & operations -*Material Handling*:Material handling, considerations, equipment & automated handling

UNIT-V: Packaging and Information: - *Packaging*:Perspectives, Damage protection, Material handling efficiency/utility, channel integration, Alternative materials, *Information*:Information functionality LIS and principles, Information architecture, bar coding & EDI

Text Book

Bowersox and Closs, Logistical Management, the integrated Supply Chain Process, TMH

Reference

1. Sunil Chopra and Peter Meindl: *Supply chain Management: Strategy, Planning and Operation*, Third edition, Pearson, 2009.
2. Martin Christopher : *Logistics & Supply Chain Management: creating value-adding networks*, FT Press / Prentice Hall / Pearson Education, 2005,

Journals:

1. International Journal of Operations and Quantitative Management, USA
2. Journal of Applied Mathematics and Stochastic Analysis, Hindawi
3. Journal of Operations and supply chain management.
4. International Journal of Supply Chain and Operations Resilience

MBA IV TRIMESTER
HOM 843: IMPROVING BUSINESS PROCESSES

The Course will help the students understand how organizations optimize their underlying processes to achieve more efficient results. It focuses on designing and managing business processes to support the strategic objectives of the organization.

UNIT-I. Operations Strategy & Management, Competencies that support Firm strategy and tradeoffs to be managed, Operations frontier, Strategic Fit, Process view of Organizations, VCAP Framework

UNIT-II. Process Mapping, Workflow, Key Process Flow Measures, Little s Law, Introduction to throughput accounting, Linkage between Operational and Financial Measures.

UNIT-III. Flow time Analysis, Throughput , Managerial levers to reduce flow time and improve throughput, Critical path, Work content of activities, Capacity Analysis, Bottleneck resources, Resource view of operations

UNIT-IV. Inventory control, Managerial levers to reduce inventory, Flow measures under variability, Safety inventory, Safety capacity, Safety time, Service operations, Introduction to queuing

UNIT-V. Process variability, Process control, Control charts, Capability of processes, Lean Management, Six Sigma, Implementing a continuous Improvement project

Text Book:

Managing Business Process Flows – Ravi Anupindi & Sunil Chopra

Journals:

1. International Journal of Operations and Quantitative Management, USA
2. Journal of Applied Mathematics and Stochastic Analysis, Hindawi
3. Journal of Operations and supply chain management.
4. International Journal of Supply Chain and Operations Resilience
5. Journal of Operations Management
6. Journal of supply chain management
7. Supply Chain Management: An International Journal; Emerald Insight.
8. Journal of Business Logistics
9. Journal of Operations Management
10. Supply Chain Management Review
11. Journal of Purchasing and Supply Management

MBA IV TRIMESTER
HOM 844: BEHAVIOURAL OPERATIONS MANAGEMENT

Objective

To understand the behavioral perspective on operations, intellectual added value of such a perspective and the basic elements of behavioral operations research.

Unit 1: Introduction to Behavioural Operations management, Behavioural economics and Behavioural Operations, Complementary role of modeling and experiments.

Unit 2: Envisioning motivation and Performance in Work Design, Reference dependence and prospect theory, Immediacy, salience and Prospect theory, Ambiguity and Complexity effects, Regret Theory

Unit 3: Intertemporal choices in Project based organisations, Social preference, Reciprocity and relationships, Group identity, Motivation and group performance

Unit 3: Impulsiveness and Emotions, Individual decision making biases, Heuristics and Biases, Process and Perception, Affect Heuristic,

Unit 4: Fair process, Outcome justice vs procedural justice, Operationalisation of fair process, Limits of fair process, Sharing the Risk and Supply Chain Negotiator-

Unit 5: Behavioural OM models of culture, Culture and its effects on human groups, Modeling culture, Micro-models of culture for behavioural OM, Behaviour Assessment Test on Conflict Management.

Recommended Text Books:

- Behavioural Operations Management by Christoph H. Loch and Yaozhong Wu NOW publishers Inc, USA
- The Handbook of Behavioral Operations Management - Social and Psychological Dynamics in Production and Service Settings Edited by Elliot Bendoly, Edited by Wout van Wezel, and Edited by Daniel G. Bachrach, Oxford University Press

Journals:

- Journal of Operations Management

MBA IV TRIMESTER
HOM 845: PRICING & REVENUE MANAGEMENT

The objective of this course is to provide students the necessary background, quantitative models, fundamental insights, and data analysis skills that will allow them to identify and exploit opportunities for profit maximization in a variety of business contexts.

UNIT-I: - Introduction to Pricing & Revenue Management: - Challenges of pricing, Traditional pricing approaches, Pricing Theories, Pricing decision, Scope and Process, Price response with competition.

UNIT-II: - Price Optimization and Differentiation:- Price – Response function, Price response with competition, Incremental costs, Economies of price differentiation, Volume discounts, Price differentiation, variable pricing, Simulation game scenario-1.

UNIT-III: - Revenue Management: - Levels of revenue management, Revenue management strategy, booking control, Tactical revenue management, Revenue management effectiveness measurement, Dynamic pricing.

UNIT-IV:- Capacity Allocation and Network Management:- Capacity allocation with multiple fare classes and dependent demands, Measuring capacity allocation effectiveness, Virtual nesting, Network bid pricing.

UNIT-V:- Mark Down Management and Customized Pricing:- Markdown Optimization, Markdown sensitivity, Optimal customized prices calculation, Bid response, Extensions and variations, Simulation game scenario-2.

Text Book:

Pricing and Revenue Optimization by Robert L. Phillips. Stanford Business Book, 2005.

References:

The Theory and Practice of Revenue Management by K. Talluri and G. Van Ryzin. Kluwer Academic Publishers, 2004.

Journals

International Journal of Operations and Quantitative Management, USA

Journal of Applied Mathematics and Stochastic Analysis, Hindawi

Journal of Operations and supply chain management.

International Journal of Supply Chain and Operations Resilience

Journal of Operations Management

MBA IV TRIMESTER
HOM 846: SALES & OPERATIONS PLANNING

The objective of this course is to provide students the necessary skills that will allow them to use sales and operations planning to manage supply and demand maximise profitability in supply chains with predictable variability.

UNIT-I: - Introduction to Sales and Operations Planning: - Need for operations planning and control, S&OP benefits, S&OP fit, Structure and logic of S&OP, Make-To-Stock view, Make-To-Order view, Finish-To-Order view, Seasonal product view, Operations plan choices- level, chase or hybrid.

UNIT-II: - Sales and Operations Planning Process:- Demand forecasting and its dovetailing with operations planning, sales forecasting, lean manufacturing interaction with S&OP, Demand/Supply strategies, Time zones, S&OP process.

UNIT-III: - Sales and Operations Planning Implementation: - S&OP implementation path, Assign responsibilities, Establish families, subfamilies and capacity resource planning, Aggregate operations planning, MRP & MPS , Operations scheduling.

UNIT-IV: - Sales and Operations Planning Development:- Develop supply/capacity reports, S&OP addition to supply planning, financial planning & new products, Continuous improvement, Distribution planning, ERP.

UNIT-V: - Advanced Concepts in Sales and Operations Planning:- Multiple- Site, Multi business S&OP, Multiple Sales/Marketing units, Multiple plants, Global S&OP, Combination families, Field inventories, Operations planning insights from the TOC school of thought, S&OP for non physical products.

Text Book:

Sales and Operations Planning: The How-to Handbook, T. F. Wallace 3rd ed.

References:

World Class Sales & Operations Planning: A Guide to Successful Implementation and Robust Execution, Donald H. Sheldon 1st Edition.

Journals

- International Journal of Operations and Quantitative Management, USA
- Journal of Applied Mathematics and Stochastic Analysis, Hindawi
- Journal of Operations and supply chain management.
- International Journal of Supply Chain and Operations Resilience
- Journal of Operations Management

BUSINESS ANALYTICS

MBA IV TRIMESTER

Course Code: MBA 841 Course Title: DATA SCIENCE WITH R

Course description and learning outcomes

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.

LEARNING OBJECTIVES

1. Understand the programming concepts of R
2. Gain hands on experience in working with R

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

S.No.	Learning Outcome	Assessment
1	Understand the elements of R programming and write basic programs in R language	A1, A5
2	Write programs in R using control structures	A5
3	Perform data visualization with R	A6
4	Perform statistical analysis in R language	A7
5	Perform machine learning tasks in R language	A3

Course outline and indicative content

Unit I

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

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

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

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

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

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

MBA IV TRIMESTER

Course Code: MBA 844 **Course Title:** DATA VISUALIZATION WITH TABLEAU AND POWER BI

Course description and learning outcomes

Data Visualization is the presentation of data in a pictorial or graphical format. Today analysts are required to deal with large amount of data. Visualization helps in presenting the data in pictorial or graphical format. Such visual representation will help in providing better insights to the decision maker. Tableau and Power BI are popular visualization tools to create visual data.

OBJECTIVES

- To understand the concept and benefits of visualization
- Understand the usage of different visual encoding
- Provide hands on working with Tableau and Power BI tool

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

S.No.	Learning Outcome	Assessment
1	Understand and design data visuals with different visual encodings	A1
2	Create different types of charts and maps in Tableau	A6
3	Customize the presentation with different elements in Tableau	A3
4	Create different types of charts and maps in Power BI	A5
5	Create dashboards in Power BI	A7

Course outline and indicative content

Unit I

Introduction to Visualization: Concept and importance of data visualization, Choosing appropriate visual encodings – ordering of items, number of distinct values, structure of visualization, Positioning - Placement and Proximity, Graphs and Layouts, Colors, Size, Text and Typography, Shape, Lines

Unit II

Charts in Tableau: Introduction to Tableau, Connecting to Data Source: Text Files, Excel, Access, other databases, merging multiple data sources, Univariate Charts, Bivariate Charts, Multivariate Charts and Maps

Unit III

User defined fields and Customization: Using predefined fields, calculating percentages, applying if-then logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text, aggregate data, Customization in Tableau

Unit IV

Data Visualization with Power BI: Introduction to Power BI, Primary tools of Power BI, Reports in BI, Charts in BI, Slicers, Map Visualizations

Unit V

Dashboards and Customization with Power BI: Dashboard Vs reports, Creating a dashboard, Dashboard Tiles, Pinning Tiles, Custom Visualization

Learning and teaching activities

Classroom Lectures, Application cases, Demonstration, Lab Sessions

Teaching and learning resources

Computer Lab, Tableau, Microsoft Power BI, Textbooks, Ebooks, Reference Materials, Web resources

MBA IV TRIMESTER

Course Code: MBA 847 Course Title: DBMS & DATA WAREHOUSING

Course description and learning outcomes

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.

LEARNING OBJECTIVES

1. Understand different concepts in DBMS and Data warehousing
2. Understand the concept of OLAP
3. Gain hands on experience in working with SQL

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

S.No.	Learning Outcome	Assessment
1	Understand the concepts of DBMS	A1
2	Writes queries in SQL	A3
3	Design data warehouse schema	A2
4	Understand the concept of OLAP and its functions	A4
5	Work with SQL Analytical functions	A3

Course outline and indicative content

Unit I

Database: Concept of database and DBMS, Components of DBMS, Relational data model, Entity relational model, Integrity constraints and Keys, Normalization

Unit II

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

Data warehousing: Concept, Features of data warehouse, Data warehouse Architecture, Meta data, Data Marts, ETL Process, Dimensional Modeling

Unit IV

OLAP in Data Warehouse: Concept of OLAP, Multidimensional Analysis, OLAP functions, OLAP Applications, OLAP Models – MOLAP, ROLAP, HOLAP, DOLAP, OLAP Design Considerations.

Unit V

SQL Analytic Functions: Introduction, Query partition clause, Order By clause, Windowing clause, Analytics Functions

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

MBA IV TRIMESTER

850: MARKETING ANALYTICS

Course description and learning outcomes

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.

LEARNING OBJECTIVES

1. To give students an understanding of measurable functions of Marketing
2. To develop quantitative analytical skills needed to Market productively
3. To analyse and aid in taking Marketing decisions

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

S.No.	Learning Outcome	Assessment
1	Understand different metrics and its usage	A1
2	Use metrics for product and portfolio management	A2
3	Use metrics for assessing profits and margins	A3
4	Use metrics for understanding the effectiveness of advertisements	A4
5	Use metrics for assessing the impact of promotions	A4

Course outline and indicative content

Unit I

Introduction to Metrics: 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

Product and Portfolio Management: 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

Margins and Profits: 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

Advertising Media and web metrics: Advertising Impressions, gross rating, points and opportunities to see, Cost per thousand impressions, Reach net reach and frequency, hare 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

Promotion: 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.

Learning and teaching activities

Classroom Lectures, Application Cases

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources

MBA IV TRIMESTER

Course Code: MBA 853 **Course Title:** HR ANALYTICS

Course description and learning outcomes

We are on the threshold of most exciting and promising phase of the evolution of human resources and human capital management. Today there is a shift of the attention towards predictability. The course is designed to study about predictive management, that is, managing today and tomorrow. It is also known as HCM: 21. It is holistic predictive management model and operating system for human resources function. HCM: 21 is a four-phase process that starts with scanning the market place and ends with an integrated measurement system. In the middle it addresses workforce and succession planning in a new way and shows how to optimize and synchronize the delivery of HR services.

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.

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

S.No.	Learning Outcome	Assessment
1	Understand the significance of HCM	A1
2	Understand HCM Model	A2
3	Understand the concepts of work force planning	A2
4	Assess the employee engagement levels	A3
5	Understand the metrics and use it for predictive analytics	A4

Course outline and indicative content

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.

Learning and teaching activities

Classroom Lectures, Application Cases

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources

MBA IV TRIMESTER

Course Code: MBA 856 **Course Title:** DATA ANALYSIS WITH SAS

Course description and learning outcomes

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

LEARNING OBJECTIVES

- 1) To understand the importance of SAS in Analytics
- 2) Provide hands on working with SAS

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

S.No.	Learning Outcome	Assessment
1	Understand the usage of SAS for Data Analysis	A1
2	Use Proc SQL to work with database	A6
3	Create SAS macros	A3
4	Use Statistics in SAS	A5
5	Use SAS to explore data	A7

Course outline and indicative content

Unit I

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

Proc SQL: Introduction to Proc SQL, Retrieving and selecting data from table, Retrieving and selecting data from multiple tables, Concatenating query results

Unit III

SAS Macros: Introduction, Macro Functions, SQL clauses for Macros, The %Macro statement, Conditional statement

Unit IV

Statistics in SAS: Descriptive statistics, Hypothesis testing, parametric and Non-Parametric tests, Statistical procedures for different statistics

Unit V

Data Exploration: Data Preparation, Data Cleaning, Data type conversion, Missing value treatment, Data summarization

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

MBA IV TRIMESTER
HBS 841: BUSINESS ANALYTICS FOR MANAGERS

The objective of the course is to make students understand the importance of Business Analytics and its application to analyze data effectively to drive rapid, precise and profitable decisions to provide strategic advantage for business firms. Students will learn to identify, evaluate and capture business analytic opportunities that create value.

UNIT-I: Introduction to Business Analytics: The Paradigm shift-Data-to-Insight-Business Intelligence-to-Business Analytics-Levels of Intelligence- The Business Analytics Cycle-Objective- Data-Introduction to Analytic Tools and Methods-Implementation- Requirements for Integrating Business Analytics.

UNIT-II: Data Mining and Data Analytics-Data Mining in a Nut Shell-Introduction to Data Mining-Predictive Analytics-Forecasting-Optimization-Simulation-Data Mining to Data Analytics-Network Analytics-Text Analytics.

UNIT-III: Descriptive, Predictive and Prescriptive Analytics- Introduction-Understanding Analytics-Identifying right type of Analytics-Operational benefits of data analytics.

UNIT-IV: Customer Analytics- Introduction- Knowing Thy Customer- Targeting Customers-Predicting Customer Behavior- Gaining Competitive Advantage.

UNIT-V: Social and Operational Analytics-Introduction-Customer Satisfaction-Mining Online Buzz-Inventory Management-Marketing Optimization-Predictive Maintenance-Human Resources and Workforce Management.

Lab:

Developing Business Models using: MS EXCEL, SPSS and XL Miner

Text Book

David ROI Hardoon and Galit Shmueli *Getting Started with Business Analytics: Insightful Decision Making*, , CRC Press.

Reference Books

1. R.N.Prasad and Seema Acharya *Fundamentals of Business Analytics*, , Wiley Publications
2. Jiawei Han, Micheline Kamber, Jian Pei *Data Mining: Concepts and Techniques*, 3rd Edition, , Morgan Kaufmann Publishers.
3. Alex Berson, Stephen Smith *Data Warehousing, Data Mining & OLAP*, 3rd Edition, , Tata McGraw Hill, India.

E-Journals

1. <http://www.dashboardinsight.com/articles/new-concepts-in-business-intelligence/unstructured-data-101-practical-application.aspx>
2. <http://www.webopedia.com/TERM/E/ERP.html>

MBA IV TRIMESTER
HBS 842: E-COMMERCE AND WEB ANALYTICS

The proposed course provides a platform for students to understand how online marketing space is undergoing a constant shift with the rise of new technologies, services and increased marketing tactics. Students learn how web analytics adds value to e-commerce sites enabling firms to make faster and better decisions.

UNIT-I: Overview of Electronic Commerce-Electronic Markets and Information Systems-Business Models-Benefits and Limitations of Electronic Commerce-E-market Places

UNIT-II: Internet Consumer Retailing-E-tailing Business Models-Online Travel and Tourism-Job Market-Real Estate, Insurance and Stock Trading-Online Security.

UNIT-III: Market Research and Advertisement- Consumer Decision Making Process-Internet Marketing-Web Advertising-Software Agents in Marketing and Advertising

UNIT-IV: Electronic Payment Systems-The Payment Revolution-Smart Cards- E-Checking-B2B Electronic Payments.

UNIT-V: Introduction to Web Analytics-History of Web Analytics-Data Collection-Search Analytics-E-mail and Multi Channel Marketing-Website Experimentation and Testing.

Text Book

Efraim Turban, David King, Jae Lee *Electronic Commerce: A Managerial Perspective*, , Pearson Education, 4th Edition.

E-Journals

1. <http://www.journals.elsevier.com/electronic-commerce-research-and-applications/>
2. <http://www.emeraldinsight.com/doi/abs/10.1108/17440081211222618>
3. <http://www.emarketingandcommerce.com/section/e-commerce>

MBA IV TRIMESTER
HBS 843: CORPORATE INTELLIGENCE AND
DECISION MAKING

The proposed course allows students to have keen understanding of the contemporary developments in the application, tools and techniques in the area of business intelligence. The course provides an experiential learning, featuring through discussion of concepts and application of analytics cases that explain how business firms manage their data and derive useful knowledge for efficient decision making.

UNIT-I: Introduction to Decision Making-Data Information and Knowledge-Decision Support Systems-Representation of Decision Making Process-Developing a Decision Support System.

UNIT-II: Data Warehousing-Introduction-Data Warehouse Architecture-Cubes and multidimensional Analysis-Mathematical Models

UNIT-III: Data Mining-Data Preparation-Data Exploration-Regression-Time Series-Classification-Association

UNIT-IV: Business Intelligence and Technology-Target Databases-Data Warehouses-Marts and Stores-Building a solid Corporate Intelligence Structure.

UNIT-V: Business Intelligence Applications-Marketing Models-Logistic and Production Models-Data Envelopment Analysis.

Text Book

Carlo Vercellis, *Business Intelligence: Data Mining and Optimization for Decision Making*, Wiley Publications.

E-Journals

1. <http://www.palgrave-journals.com/ejis/journal/v23/n4/full/ejis201417a.html>
2. <http://www.bizjournals.com/bizjournals/how-to/technology/2013/02/trust-your-web-analytics-for-better.html?page=all>

MBA IV TRIMESTER
HBS 844: PREDICTIVE ANALYTICS

The proposed course provides a platform for the students to understand how organizations must leverage their data to better understand their customers to remain competitive. The course provides various tools and techniques of predictive analytics involving real world business data to optimize business performance to a variety of levels of Industries.

Unit I: Overview of Predictive Analytics: What is Predictive Modeling? Supervised and Unsupervised Learning, Parametric and Non-Parametric Models, BI, Predictive Analytics Vs BI, Predictive Analytics Vs Statistics, Predictive Analytics Vs Data Mining, Who uses Predictive Analytics? Challenges in using Predictive Modeling.

Unit II: Predictive Analytics processing steps: Business Understanding, Defining data for Predictive Modeling, Defining the Target Variable, Defining measures of Success for Predictive Modeling, doing Predictive Modeling Out-of-order, Case Studies. Understanding the Predictive Analytics Life Cycle

Unit III: Data Understanding: Single Variable Summaries, Data Visualization: in one dimension, in two or more dimensions, Data Preparation: Variable Cleaning, Feature Creation, Example. Item Sets and Association Rules: Terminology, Parameter Settings, How the data is organized, Measures of interesting rules, Deploying Association Rules, Problems with Association Rules.

Unit IV: Descriptive Modeling: Data Preparation Issues, Principle Component Analysis (PCA), Clustering algorithms, Interpreting Cluster Models.

Unit V: Predictive Modeling: Decision Trees, Logistic Regression, Neural Networks, K-Nearest Neighbour, Naïve Bayes, Linear Regression, Assessing Predictive Models, a predictive modeling approach to text mining, Model Deployment: Considerations, Cases Studies of Predictive Analytics in HR, Marketing, Health Care, Sports etc.

Text book

1. Alberto Cordoba, Understanding the Predictive Analytics Lifecycle (Wiley and SAS Business Series)
2. Dean Abbott, Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst
3. Jac Fitz-enz and John Mattox II, Predictive Analytics for Human Resources (Wiley and SAS Business Series)
4. Vince Reynolds, Analytics: Data Analytics for Business Insights, Predictive Analysis, Statistics and More.

MBA IV TRIMESTER
HBS 845: DIGITAL ANALYTICS

The proposed course allows students to understand how Analytics can be applied to create new incremental value for business with the digital experiences from website, social networks, and mobile applications. Students learn the concepts of building a digital analytics organization that considers analyses as part of the decision making process.

UNIT-I: Introduction to Digital Analytics- Creating Business Value-Definition-Digital Analytics for Big Data-Analytics Value Chain.

UNIT-II: Building an Analytics Organization-Selecting Analytics Tool-Tool Deployment-Methods and Techniques for Digital Analysis.

UNIT-III: Digital Data-Business and Technical Definitions-Planning-Collecting-Data Governance-Testing and Verifying Data.

UNIT-IV: Optimization and Testing-Creating a Testing Plan-Multivariate Testing-Types of optimization testing-Digital Data Science.

UNIT-V: Competitive Intelligence-Types-Tools and Methods-Process for Digital Competitive Intelligence-Integration of Digital Behavior and Competitive Intelligence.

Text Book:

Judah Philips, *Building a Digital Analytics Organization*, Pearson Education Ltd.

Journals:

1. www.digitalanalyticsjournal.com/
2. www.digitalanalyticsassociation.org/peer_reviewed_journals
3. www.analytics-magazine.org/

MBA IV TRIMESTER
HBS 846: CLOUD COMPUTING

The proposed course allows students to get familiarized with various dimensions of cloud computing including evolution, fundamentals and benefits with respect to the current industry trends. The course provides a platform for identification of business requirements for choosing cloud providers and an architectural approach to design cloud solution for the industry.

UNIT-I: Introduction to Distributed computing- Traditional Utilities- Creation of Internet- Computing Trends and Evolution-Next Big Thing: The “Cloud”.

UNIT-II: Introduction to Cloud Computing-Definition-Properties and characteristics of cloud computing-Benefits-Organizational scenario of cloud-Cloud Architecture-Cloud supporting services.

UNIT-III: Cloud Providers-Benefits of cloud infrastructure providers-Set up procedure-Comparison of platform service providers-Virtualization.

UNIT-IV: Databases and File Systems in cloud-Cloud security-Data migration and streaming-Performance monitoring in cloud.

UNIT-V: Private cloud computing platforms-Cloud Content Delivery Network (CDN) services-Mobile Cloud Computing-Cloud Analytics.

Text Book:

Rishabh Sharma *Cloud Computing-Fundamentals, Industry Approach and Trends*, Wiley Publications.

Journals:

1. www.journalofcloudcomputing.com/
2. www.cloudcomputing.ieee.org/publications

INTERNATIONAL BUSINESS

MBA IV TRIMESTER

HIB 841: INTERNATIONAL BUSINESS LAWS

The objective of the course is to introduce the students with various aspects of international law for facilitating international trade and in specific international sales, IPR's, taxation and dispute resolution.

UNIT-I: Introduction to Law: Meaning of Law, Law and Society, Systems of Law, Development of Law, Sources of Law, Legal Environment of International Business.

UNIT-II: International Business Law: Law relating to international trade in India, International Sales Contract, Contracts related to Credit, carriage and insurance, international legal conventions, conflict of Laws and Contracts, contracts retailing to consultancy and technology transfer - Joint ventures, FDI.

UNIT-III: Intellectual Property Law: Law relating to Intellectual property – copyright, patent, trade mark and designs, emerging Law and international commitments, Impact of Law and trade contracts.

UNIT-IV: International Litigation and dispute Resolution: Provisions in contracts- Litigation- Jurisdiction – applicable Law, recognition Enforcement, ADRs – Types, International Conventions, and Law in India, Process and Procedure for settlement of Disputes

UNIT-V: International Taxation and other matters: Indian Law Governing taxation of foreign income, avoidance of double taxation treaties, anti dumping and countervailing duties, product liability, environmental law and international sales.

Caselet (Not Exceeding 200 Words)

Activity: Select an industry and study the impact of TRIPS on it.

Text Books

1. Motiwal O.P, *International Trade Law and Practice*. Bhowmik and Company, New Delhi 2009

Reference Books

1. Leo D'arcy, Carole Murray and Barbara Clave Schmitthoff. *Export Trade The Law and Practice of International Trade* Sweet & Maxwell Limited, 2011
2. Richard Schaffer and others, *International Business Law and its Environment* South western Cengage learning, USA, 2009

Journals

1. Foreign Trade Review, IIFT, New Delhi
2. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.

MBA IV TRIMESTER
HIB 842: MANAGEMENT OF MULTINATIONAL CORPORATIONS

The objective of the course is to provide to the students an understanding of the different management styles that are relevant for managing and framing strategies for MNCs.

UNIT-I: International Management: Trends, challenges and opportunities; Different schools of thought of international management.

UNIT-II: Growth and Development of MNCs: Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles – Strategic Issues involved.

UNIT-III: Comparative Management : Importance and scope; Methods of comparative management; management styles and practices in US, Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

UNIT-IV: International Business Strategy: Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

UNIT-V: Indian Perspectives and Policy: Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIIs.

Caselet (Not Exceeding 200 Words)

Activity: Study the management practices of Indian firms and U.S firms and bring out the differences

Text Book

Christoppher Bartlett and Sumantra Ghoshal, *Transnational Management: Text and Cases*. Tata McGraw-Hill, New Delhi, 2011

Reference Books

1. Arvind V. Phatak, Rabi S. Bhagat, Roger Kashlak, *International Management: Managing in a Diverse and Dynamic Global Environment* Tata McGraw Hill, New Delhi, 2009

Journals

1. Foreign Trade Review, IIFT, New Delhi
2. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.

MBA IV TRIMESTER
HIB 843: CROSS CULTURAL BUSINESS MANAGEMENT

The objective of this course is to enable the students to appreciate the relevance of culture in management of MNCs and the key areas to be focused in negotiating with different countries.

UNIT-I: Introduction: Concept of Culture for a Business Context. Importance of culture, Cross-cultural management: Perspectives on cross cultural management Cross-cultural competence: concept and framework.

UNIT-II: Culture and Global Management. Cultural issues in globalization. Emerging trends in the area of cross cultural management studies with special reference to globalization and its impact.

UNIT-III: Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC High Performance Winning Teams and Cultures; Culture Implications for team building.

UNIT-IV: Cross Culture – Negotiation & Decision Making: Process of Negotiation and Needed Skills & Knowledge, Getting to know each other: understanding the work culture of countries, Profiling of: U.S.A, France, Germany, Japan, China and Korea.

UNIT-V: Corporate Culture: The nature of organizational cultures diagnosing the as-is condition; designing the strategy for a culture change building; successful implementation of culture phase; measurement of ongoing improvement.

Caselet (Not Exceeding 200 Words)

Activity: Select one Indian firm and an MNC of the same industry and study its performance

Text Book

Deresky Helen, *International Management: Managing Across borders and Cultures*, Prentice hall, Noida, 2008

Reference Books

1. Marie- Joelle, Browaeys, *Understanding Cross – Cultural Management*, Pearson, 2010
2. Madhavan Shobhana, *Cross Cultural Management*, Oxford University Press, New Delhi, 2011.

Journals

1. International Journal of cross cultural management.
2. Cross Cultural Management: An International Journal
3. European *Journal of Cross-Cultural Competence and Management*

MBA IV TRIMESTER
HIB 844: GLOBAL MARKETING MANAGEMENT

The objective of the course is to provide the students an understanding of the importance of brand management, Market segmentation & advertising, for framing strategies for international markets.

UNIT-I: Global Marketing Strategies: Market Selection, Entry & Expansion Strategies - International Marketing Research, Decision Making Process for International Markets Marketing Strategies of MNCs, Marketing Channels and Distribution Decisions, International Retailing.

UNIT-II: Product Strategy for International Markets: Standardization v/s. Adaptation in International markets, Managing products in International Markets, Building brands in International Markets, Brand Equity, Positioning and Repositioning in International Markets, Pricing Strategies, Promotion Strategies, Global e-Marketing.

UNIT-III: Introduction to Brand Management- Historical Evolution of Branding- Brand names and its basis- Application of Branding –Management’s Philosophy & Brand-Maslow’s hierarchy of needs- Brand functions- Branding Products- Branding services –CRM in Brand Management- Brand loyalty- True brand loyalty - Spurious Brand Loyalty- Brand Equity- Customer Based Brand Equity.

UNIT-IV: Segmentation & its usage in Advertising - Market Targeting and Positioning Brands across Borders - Brand Building- Positioning Maps-choosing a Positioning-Communicating and Delivering the chosen Positioning-Integrated Marketing Communications to Build Brand- Modern International Brand Building Strategies

UNIT-V: Brand Extensions-Brand Extension fit-Brand Ambassador & Celebrity Endorsements in Brand Building- Brand co-creation- Managing Brands Over Time- Managing Brands across Geographical Boundaries- Finance based brand equity- Measuring brand equity-Role of advertisements in Brand Building.

Caselet (Not Exceeding 200 Words)

Activity: Select an international brand and study its marketing strategies.

Text Books

1. U C Mathur, *Brand Management Text & cases* Macmillan publishers India ltd, 2006
2. Jean-Pierre Jennet & H.David Hennessey., *Global Marketing Strategies*, Wiley India. New Delhi, 2005.

Reference Books

1. Aaker, David A., *Building Strong Brands*, Free Press, New York, 2011

Journals

1. Foreign Trade Review, IIFT, New Delhi
2. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam.

MBA IV TRIMESTER

HIB 845: INTERNATIONAL TRADE LOGISTICS

The objective of this course is to familiarize the students with the concepts of International transportation, Ware housing and practical applications of international trade logistics.

UNIT-I : Marketing Logistics: Concept, Significance and Objectives, Relevance of Logistics in International Business; System Elements; Key Logistics Functions, Supply Chain Management: Principles of SCM; Difference between SCM and Logistics; SCM for Improved Customer Service and Enhanced global Competitiveness.

UNIT-II : International Transportation: International Transport System, Choice of Mode – Rail, Road, Air and Sea – Evolution and Perspectives of Indian Shipping Industry; Problems UN Convention on Shipping, Freight Structure and Practices; Linear Operations; Tramp Operations Chartering Principles and Practices – Air Transportation Advantages; Carrier-consignee Liabilities, Total Cost Concept.

UNIT-III: Ware Housing: Inventory Management – Concepts and Application; Significance and Types of Ware Housing Facilities; Total Cost Approach – Containerization: CPS and Inland Container Depots, Dry Ports, Multi Model Transportation and CONCOR; Problems and Prospects.

UNIT-IV: Role of Ports: Port Organization and Management Responsibilities of Port Trust, Growth and Status of Ports in India, Carriage of Goods – Legal Aspects; Port Services Pricing.

UNIT-V : Role of Intermediaries: Shipping Agents; C & F Agents, Ship Owner and Shipper Consultation Arrangements; Stevedores and Long Shore man – Freight Forwarders; Cargo Booking Centers; Terminal Operators.

Caselet (Not Exceeding 200 Words)

Activity: Select a port and study its management.

Text Book

David Pierre, Stewart Richard, *International Logistics – The Management of International Trade Operations*, Cengage, USA, 2010.

Reference Books

1. Mangan John, Lalwani Chandra, Butcher Tim, *Global Logistics & Supply Chain Management*, John Wiley & sons, UK, 2008

Journals

1. The Journal of Commerce
2. Commercial Carrier Journal
3. Material Handling & Logistics Magazine

MBA IV TRIMESTER

HIB 846: WTO AND INDIA

The objective of this course is impart to the students an understanding of the provisions of GATT while exposing them to the mechanism of WTO with reference to the Indian environment of International trade.

UNIT-I: Evolution of GATT, GATT – Provisions – Its Working; GATT 1994 – Uruguay Round-Protocol to the GATT 1994.

UNIT-II: W.T.O. Establishment of W.T.O. – Organization Structure – Functions of W.T.O. – Principles of W.T.O. Dispute Settlement Body and Trade Policy Review Body.

UNIT-III: W.T.O. Agreements, Trade Related Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS) Multi Lateral Agreements on Investments.

UNIT-IV : Agreement on Trade in Services, Issues relating to E-Commerce, Removal of Quantitative Restrictions, Agreement on Textiles and Clothing, Effect on Agriculture, Effect on Pharmaceutical Industry, Effect on Other Products like Leather Products, Gems and Jewellery etc.

UNIT-V : W.T.O. Dispute Settlement Mechanism – Council for Trade in Goods, Council for Trade in Services, Council for Trade Related Aspects, W.T.O. and Anti-Dumping Measures – Types of Dumping - Objectives, Effects of Dumping on Importing and Exporting Countries, Various Anti-Dumping Measures.

Caselet (Not Exceeding 200 Words)

Activity: Select an industry and study the impact of WTO

Text Book

Thakur Kumar Anil, *WTO & India*, Deep & Deep Publications, New Delhi, 2007

Reference Books

1. M.B.Rao, *W.T.O. and International Trade*, Vikas Publishing house, Noida, 2001.
2. Krugman R Paul, Maurice Obstfeld, *International Economics – Theory & Policy*, Dorling Kindersley, India, 2009

Journals

1. The World Trade Review
2. The Global Studies Journal
3. European Journal of International Law

Trimester-V Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1		Elective	Elective-1 *	3		3	40	60	100	3
2		Elective	Elective-2 *	3		3	40	60	100	3
3		Elective	Elective-3 *	3		3	40	60	100	3
4		Elective	Elective-4 *	3		3	40	60	100	3
5		Elective	Elective-5 *	3		3	40	60	100	3
6	MMH892 Core	Skill Based	Trimester end Viva				-	50	50	1
Totals:				15	4	15	200	350	550	16

Professional Competency Development (PCD) Courses at GIM Visakhapatnam

1	MMH811	PCD	Skill Based	Business Simulation		4	4	50		50	2
2	MMH807	PCD	Skill Based	Business English Certificate (BEC)-3		2					2
Totals:						6	4	50		50	4

Professional Competency Development (PCD) Courses offered at HBS Hyderabad

1	MMH811	PCD	Skill Based	Business Simulation		4	4	50		50	1
2	HBA815	PCD	Skill Based	CMA-2 (or)		2		50		50	1
3	HBA817	PCD	Skill Based	Entrepreneurship NEN certificate		2		50		50	1
Totals:						6	4	100		100	2

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

Elective*:

Elective *: Choose any (2+3) courses from the list of electives provided to offer in a particular term. There should be a minimum of 20 students enrolled to offer an elective course, otherwise that elective will not be offered at **HBS Exclusively**.

Trimester-V Elective Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits	Campus
				T	P	Total	CA	TEE	Total		
Instructor Lead Courses											
68.			Finance								
69.	MFM 842	Elective	FRM	3		3	40	60	100	3	Vizag
70.	MFM 848	Elective	IFM	3		3	40	60	100	3	Vizag
71.	MFM 851	Elective	Corporate Valuation	3		3	40	60	100	3	Vizag
72.	MFM 854	Elective	Financial Derivatives	3		3	40	60	100	3	Vizag
73.	MFM 857	Elective	CISI - 2	3		3	40	60	100	3	Vizag
74.	MFM 860	Elective	Insurance Management	3		3	40	60	100	3	Vizag
75.	HFM 847		Financial Engineering & Risk Management	3		3	40	60	100	3	HBS
76.	HFM 848		International Banking and Finance	3		3	40	60	100	3	HBS
77.	HFM 849		Derivatives	3		3	40	60	100	3	HBS
78.	HFM 850		Banking Technology Management	3		3	40	60	100	3	HBS
79.	HFM 851		Income Tax Law & Practice	3		3	40	60	100	3	HBS
80.	HFM 852		Financial & Credit Analysis	3		3	40	60	100	3	HBS
Marketing											
81.	MMM 842	Elective	Rural Marketing	3		3	40	60	100	3	Vizag
82.	MMM 845	Elective	Services Marketing	3		3	40	60	100	3	Vizag
83.	MMM 848	Elective	Marketing Research	3		3	40	60	100	3	Vizag
84.	MMM 851	Elective	Customer Relationship	3		3	40	60	100	3	Vizag
85.	MMM 854	Elective	B2B Marketing	3		3	40	60	100	3	Vizag
86.	MMM 857	Elective	Global Marketing	3		3	40	60	100	3	Vizag
87.	HMM 847		Services Marketing	3		3	40	60	100	3	HBS
88.	HMM 848		Retail Management	3		3	40	60	100	3	HBS
89.	HMM 849		Global Marketing	3		3	40	60	100	3	HBS
90.	HMM 850		Product & Brand Management	3		3	40	60	100	3	HBS
91.	HMM 851		Marketing Research	3		3	40	60	100	3	HBS
92.	HMM 852		B-to-B Marketing	3		3	40	60	100	3	HBS
HRM											
93.	MHR 842	Elective	Employment Laws - II	3		3	40	60	100	3	Vizag
94.	MHR 845	Elective	Industrial Relations & Statutory Compliance and Drafting	3		3	40	60	100	3	Vizag
95.	MHR 848	Elective	Global Human Resource	3		3	40	60	100	3	Vizag
96.	MHR 851	Elective	Strategic Human Resource	3		3	40	60	100	3	Vizag

97.	MHR 857	Elective	HR & Technology	3		3	40	60	100	3	Vizag
98.	MHR 860	Elective	Change Management	3		3	40	60	100	3	Vizag
99.	HHR 847		Employment Laws	3		3	40	60	100	3	HBS
100.	HHR 848		Industrial Relations	3		3	40	60	100	3	HBS
101.	HHR 849		Strategic Human Resource Management	3		3	40	60	100	3	HBS
102.	HHR 850		Recruitment & Selection	3		3	40	60	100	3	HBS
103.	HHR 851		Learning & Development	3		3	40	60	100	3	HBS
104.	HHR 852		Leadership & Team Building	3		3	40	60	100	3	HBS
			OPERATIONS								
105.	MOM 842	Elective	Materials Management	3		3	40	60	100	3	Vizag
106.	MOM 845	Elective	Total Quality Management	3		3	40	60	100	3	Vizag
107.	MSY 842	Elective	E – Business	3		3	40	60	100	3	Vizag
108.	MSY 845	Elective	Software Project Management	3		3	40	60	100	3	Vizag
109.	MOM 848	Elective	Business Process Re-	3		3	40	60	100	3	Vizag
110.	MSY 848	Elective	Artificial Intelligence	3		3	40	60	100	3	Vizag
111.	HOM 847		Service Operations Management	3		3	40	60	100	3	HBS
112.	HOM 848		Supply Management	3		3	40	60	100	3	HBS
113.	HOM 849		Supply Chain Analytics	3		3	40	60	100	3	HBS
114.	HOM 850		Operations Strategy	3		3	40	60	100	3	HBS
115.	HOM 851		Total Quality Management	3		3	40	60	100	3	HBS
116.	HOM 852		Supply Chain Management Planning & Execution	3		3	40	60	100	3	HBS
			BUSINESS ANALYTICS								Vizag
117.	MBA 842	Elective	Data Science with Python	3		3	40	60	100	3	Vizag
118.	MBA 845	Elective	Big Data Analytics with Hadoop	3		3	40	60	100	3	Vizag
119.	MBA 848	Elective	Data Mining for Analytics	3		3	40	60	100	3	Vizag
120.	MBA 851	Elective	Financial Analytics	3		3	40	60	100	3	Vizag
121.	MBA 854	Elective	Web Analytics	3		3	40	60	100	3	Vizag
122.	MBA 857	Elective	Artificial Intelligence	3		3	40	60	100	3	HBS
123.	HBS 847		Big Data Big Analytics	3		3	40	60	100	3	HBS
124.	HBS 848		Data Mining for Business	3		3	40	60	100	3	HBS
125.	HBS 849		Marketing Analytics	3		3	40	60	100	3	HBS
126.	HBS 850		Data Science for Business	3		3	40	60	100	3	HBS
127.	HBS 851		Data Analysis And Modeling	3		3	40	60	100	3	HBS
128.	HBS 852		Enterprise Analytics	3		3	40	60	100	3	
			INTERNATIONAL BUSINESS								
129.	HIB 847		International Trade and Policy	3		3	40	60	100	3	HBS
130.	HIB 848		EXIM Policy and	3		3	40	60	100	3	HBS
131.	HIB 849		Global Strategic Management	3		3	40	60	100	3	HBS
132.	HIB 850		Forex Management and	3		3	40	60	100	3	HBS
133.	HIB 851		International Business	3		3	40	60	100	3	HBS

134.	HIB 852		Global HRM	3		3	40	60	100	3	HBS
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MBA V TRIMESTER

Course Code: MFM 842 Course Title: FINANCIAL RISK MANAGEMENT

Course description and learning outcomes

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.

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

	Learning Outcome	Assessment
1	Addresses how to control for market and credit risks.	A1
2	To understand the basic concepts of Liquidity, Operational and Legal risks.	A2
3	To recognize various aspects of Financial Risk Management.	A1 & A2
4	To be able to analyse and understand the need for the Financial Risk Management.	A3
5	To understand value at risk, Monte Carlo simulation, scenario analysis, stress testing, credit value at risk, and credit derivatives.	A3 & A2

Course outline and indicative content

Unit I (6 sessions)

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).

Unit II (6 sessions)

Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures.

Unit III (6 sessions)

Risk & Forecasting issues in asset prices (exchange rates & interest rates), ARMA processes in generating currency forecasts and using in decision making. Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian forex markets, forwards and non-deliverable forwards, cross-currency risk analysis. (N.P)

Unit IV (6 sessions)

Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach -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 (6 sessions)

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. 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.

N.P. - Numerical Problems

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 BOOK

1. John Marthinsen (2009), Risk Takers: Uses and Abuses of Financial
2. Derivatives, 2nd Edition, Pearson Education.
3. Angelo Corelli, Understanding Financial Risk Management, Routledge, ISBN 0415746183
4. [Aaron Brown](#), Financial Risk Management For Dummies (Paperback) ISBN 8126561386
5. [J A Batten](#), [T A Fetherston](#), Financial Risk and Financial Risk Management (Hardcover) Emerald Group Publishing, ISBN 0762308583

MBA V TRIMESTER

Course Code: MFM 848 **Course Title:** INTERNATIONAL FINANCIAL MANAGEMENT

Course description and learning outcomes

Globalization has made a tremendous impact through out the world in past few years, which has led to an increase in global transactions and foreign trade. Multi-National Companies (MNC) and transnational companies hold strong positions in different channels of globalization. They account for all foreign direct investment and account for one third of world trade. Students aspiring to work with MNC should have a strong foundation on the basics of international financial management and management of MNCs.

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

	Learning Outcome	Assessment
1	To familiarize the structure, direction and growth of international finance	A1, A2
2	To understand the fundamentals of foreign exchange markets, currency exposures and their functioning	A2
3	To understand and acquire the skills required for international financing decision making	A1
4	To understand the different international financial instruments	A1, A3
5	To evaluate international projects and their capital budgeting techniques.	A3

Course outline and indicative content

Unit I (6 sessions)

International Finance: Finance function in a global context, global financial markets, and International Monetary System - introduction to IDR - sovereign risk - willful defaults.

Unit II (6 sessions)

Foreign Exchange Market: Structure, mechanism of currency trading, exchange rate quotations, forward contracts, interest arbitrage, exchange rate regimes and the foreign exchange market in India (NP).

Unit III (6 sessions)

Management of Currency Exposure: Measurement of exposure and risk, managing transaction exposure, operating exposure, short-term financial management in multinational corporation (NP).

Unit IV (6 sessions)

International Financing Decision: Evaluating borrowing options, funding avenues in global corporate markets, international equity financing, introduction to ADRs, GDRs, Private Equity, understanding International transferring.

Unit V (6 sessions)

International Project appraisal: Problems and issues in foreign investment analysis, methods of Capital Budgeting, NPV and APV methods (NP).

Learning and teaching activities

Case Analysis
Situation Analysis
Chalk & Talk
Student Presentations

Teaching and learning resources

TEXTBOOK

Prakash G. Apte, "International Finance", Tata McGraw Hill Publication, New Delhi, 2013

REFERENCES

1. Madhu Vij, "International Financial Management", Excel Books, New Delhi, 2014.

2. Jain P.K., "International Financial Management", Macmillan, New Delhi, 2010

JOURNALS

1. Indian Journal of Public Enterprise, Institute of Public Enterprise Research
GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be
University), Visakhapatnam

MBA V TRIMESTER

Course Code: MFM 851 **Course Title:** MERGERS & ACQUISITION AND VALUATION

Course description and learning outcomes

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.

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

	Learning Outcome	Assessment
1	To understand the concepts of valuation and to evaluate various valuation techniques	A1, A2
2	To understand the concepts of Merger and Acquisition and to evaluate the financial implications of M&A	A1, A2
3	To understand the benefits, and regulations of M&A	A1
4	To apply the techniques learnt to value a company	A3
5	To understand the concepts of value creation from Divestitures	A3

Course outline and indicative content

Unit I (6 sessions)

Context of Valuation: Concept of value, need for valuation and myths of valuation, Approaches to Valuation.

Unit II (6 sessions)

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)

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)

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)

Takeover Strategies and Defensive Strategies: Value creation from divestitures, sources of value creation using divestitures and managing divestitures.

Learning and teaching activities

Case Analysis
Situation Analysis
Chalk & Talk
Student Presentations

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

1. Strategic Management Journal, John Wiley & Sons
2. GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam

MBA V TRIMESTER

Course Code: MFM 854 **Course Title:** FINANCIAL DERIVATIVES

Course description and learning outcomes

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. 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)

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

	Learning Outcome	Assessment
1	Understand the workings of derivative products like Forwards, Futures & Options	A1, A2
2	Understand how risk measurement is done in financial markets	A1, A2
3	Understand and calculate the pricing of financial derivatives	A3
4	Understand how derivative products can be used to hedge risks	A4
5	Analyze risk exposure of a business and recommend suitable financial derivative product	A3

Course outline and indicative content

Unit I (6 sessions)

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 (6 sessions)

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 (6 sessions)

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 (6 sessions)

Options trading Strategies - Spreads (Bull Spreads, Bear Spreads and Butterfly Spreads) - Combinations (Straddles, Strangles, Strips and Straps)

Unit V (6 sessions)

Swaps Markets: Structure, currency, interest-rate, equity and commodity Swaps- pricing of swaps - pricing simulations. (N.P. - Numerical Problems)

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 Shankarshan Basu " 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

MBA V TRIMESTER

Course Code: MFM 857 **Course Title:** CISI – 2 INTERNATIONAL INTRODUCTION TO SECURITIES & INVESTMENTS

Course description and learning outcomes

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

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

	Learning Outcome	Assessment
1	To understand the basics of financial services industry.	A1
2	To understand the basic economic environment.	A2
3	To understand the basic financial services industry.	A3
4	To apply the learning in managing investment funds.	A4
5	To apply the learning in the CISI module test and obtain certification.	A5

Course outline and indicative content

Unit I (6 sessions)

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)

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)

Bonds-characteristics, types, duration, YTM, Derivatives –features, types, futures, options, swaps.

Unit IV (6 sessions)

Investment Funds-Mutual funds-Open/closed, REITs, ETFs; Financial services Regulation- financial crime, insider trading and Ethics

Unit V (6 sessions)

Other Financial Products- features, types, retirement plans, mortgages, loans and Life assurance.

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Quiz (2 best of 3)	Individual	Multiple Choice Online/Written	10
A2. Mid exam	Individual	Written	15
A3. Virtual Trading	Individual	Performance on virtual trading	15
A4. End-term exam	Individual	Written (short/long)	60

Transferrable and Employability Skills

	Outcomes	Assessment
1	Know how to use online learning resources: G-Learn, online journals, etc.	A1 & A2
2	Communicate effectively using a range of media	A2 & A3

3	Apply teamwork and leadership skills	A3
4	Find, evaluate, synthesize & use information	A1 & A2
5	Analyze real world situation critically	A4
6	Reflect on their own professional development	A4
7	Demonstrate professionalism & ethical awareness	A3
8	Apply multidisciplinary approach to the context	A3

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.

RECOMMENDED TEXTBOOK

CISI: International Introduction to Securities & Investment

REFERENCES

Capital Markets, Fifth Edition

Institutions, Instruments, and Risk Management by [Frank J. Fabozzi](#)

INTRODUCTION TO FUTURES AND OPTIONS MARKETS (3RD EDITION) by John Hull

ALL ABOUT DERIVATIVES by **Michael Durbin**.

MBA V TRIMESTER

Course Code: MFM 860 Course Title: INSURANCE MANAGEMENT

Course description and learning outcomes

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 is very crucial in Management education. It emphasizes both the business and managerial aspects of risk and insurance management and then numerous consumer applications on the concept of risk management and insurance transaction. The value of insurance lies in the protection it affords from losses arising from risk control failures or from other causes. This course is designed to:

- Develop the students' critical awareness of the contemporary debates relevant to risk and insurance management using financial market examples.
- Understand and apply insurance management concepts and techniques to analyze real financial market environment and case activities.
- Analyze and use appropriate risk management techniques for various situations.

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

	Learning Outcome	Assessment
1	To recognize, classify and assess risk exposures in various situations	A1, A2, & A4
2	To use appropriate risk management techniques for various situations	A1 & A4
3	To understand how the basic principles apply to both life and general insurance	A2, A3 & A4
4	To analyze various products offered by the insurance companies and its operations	A1, A3 & A4
5	To know the concept and applications of reinsurance.	A3 & A4

Course outline and indicative content

Unit I (6 sessions)

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.

Unit II (6 sessions)

Insurance: Basic characteristics of Insurance, requirements of an insurable risk, types of insurance business, insurance as contract, essential elements, fundamental principles of insurance, insured documents.

Unit III (6 sessions)

Life Insurance: Types of life insurance, principles of Life Insurance, policy options, condition & privilege, nomination, assignment, product pricing.

Unit IV (6 sessions)

General Insurance: Types of General Insurance, principles of General Insurance, laws related to General Insurance, rating making in General Insurance.

Unit V (6 sessions)

Reinsurance: Nature of Reinsurance, Analysis of Factors that influence results, reinsurance in insurance sectors, functions of reinsurance, Advantages of reinsurance, Areas of the application of reinsurance, forms of reinsurance.

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.

TextBook

GeorgeE.Rejda,“PrinciplesofRiskManagement&Insurance”,Pearson,New Delhi,2014

References

1. Scott Harington, “Risk Management & Insurance”, TataMcGraw-Hill Education, New Delhi,2014
2. RichardJones,“RiskBasedManagement”,GulfPub,2014
3. RakeshAgarwal,“GeneralInsuranceAgents”,K.M.RaiMittakforMittalPublications,2013

Journals

5. JournalofInsuranceandRiskManagement,BIMTech,NewDelhi
6. IndianJournalofRiskmanagement,InstituteofManagement,Nirma University of Science and Technology, Ahmedabad
7. GITAMJournalofManagement,GITAMInstituteofManagement, GITAM University,Visakhapatnam
8. Indian Journal of Public Enterprise, Institute of Public Enterprise Research.

MBA V TRIMESTER

Course Code: MMM 842 Course Title: RURAL MARKETING

Course description and learning outcomes

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 redesigning 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 Marketing.

- Rural Market: Definition, understanding of rural consumers, rural marketing mix, role of information technology in rural India.
- Rural Marketing Environment: Defining rural India, evolution of rural marketing, rural market structure - demographic environment, physical environment, economic environment and technological environment.
- Rural Consumer Behaviour: Consumer buying behaviour models, factors affecting consumer buying behaviour, characteristics of rural consumers, consumer buying process, opinion leadership, brand loyalty.
- 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.
- Pricing: Pricing strategy, Internal influences, pricing objectives, external influences, pricing strategies, marketing entry strategies, distribution strategy channels of distribution, behaviour of the channel and communication strategy.

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

	Learning Outcome	Assessment
1	To recognize, classify rural markets.	A1, A2 & A4
2	To understand and significance of rural marketing environment.	A1, A2, A3 & A4
3	To know the importance of rural consumer behaviour.	A1 & A4
4	To analyze segmentation targeting and positioning in rural markets.	A1, A3 & A4
5	To evaluate pricing and distribution channels in rural markets.	A3 & A4

Course outline and indicative content

Unit I (6 sessions)

Rural Market: Definition, understanding of rural consumers, rural marketing mix, role of information technology in rural India.

Unit II (6 sessions)

Rural Marketing Environment: Defining rural India, evolution of rural marketing, rural market structure - demographic environment, physical environment, economic environment and technological environment.

Unit III (6 sessions)

Rural Consumer Behaviour: Consumer buying behaviour models, factors affecting consumer buying behaviour, characteristics of rural consumers, consumer buying process, opinion leadership, brand loyalty.

Unit IV (6 sessions)

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.

Unit V (6 sessions)

Pricing: Pricing strategy, Internal influences, pricing objectives, external influences, pricing strategies, marketing entry strategies, distribution strategy
- channels of distribution, behaviour of the channel and communication strategy.

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.

RECOMMENDED TEXT BOOKS

1. Pradeep Kashyap, "Rural Marketing", Pearson, New Delhi, 2014
2. Ashraf Imam, Massoumeh Nasrollah, Zadeh and Aph, "Rural Marketing", 2013
3. Mathur, U., "The Rural Marketing Book", 2012
4. Sanal Kumar, "Rural Marketing", Sage Publications, New Delhi, 2012
5. Journal of Marketing, India
6. Journal of Marketing Research, India
7. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MBA V TRIMESTER

Course Code: MMM 845 **Course Title:** SERVICES MARKETING

Course description and learning outcomes

The turn of this century has seen profound changes in the global economy, where Services have played a crucial part. Services contribute to about 60% of the Indian economy and are continuously growing. IT, ITES, Telecommunication, Banks and Financial Institutions, Tourism are some of those which have contributed significantly to the development of the economy. Marketing of Services is not similar to marketing of goods. This was understood and it was deemed necessary to provide fundamentals of marketing Services which would help managers to tackle the challenges of marketing services and enhancing the marketing skills pertaining to service sector, which basing on the current trends is, the need of the day. This course is designed to:

- Develop the students' critical awareness on the services marketing, application and design the market plan,
- Analyze the factors contributing to customer satisfaction, minimise time and provide quick and quality service.

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	recognize, classify the role of services	A1, A2 & A4
2	understand demand management in services	A1, A2, A3 & A4
3	know the importance of new service development and delivery	A1 & A4
4	analyze service quality management.	A1, A3 & A4
5	implement service blue print.	A3 & A4

Course outline and indicative content

Unit I (6 sessions)

Meaning of services, Service, Role of service sector in Indian Economy, Difference between goods and services, Consumer behavior in services, Customer expectation and perception of the service.

Unit II (6 sessions)

Service Strategy, Market segmentation, GAPS model of service quality, Demand Management in services.

Unit III (6 sessions)

Service development and design-Service Product, Customer value hierarchy, new service development process evidence in services, Delivering services through intermediaries Distribution channel in services

Unit IV (6 sessions)

External Marketing, Service quality management- SERVQUAL, Pricing in services.

Unit V (6 sessions)

Service Process -Service blueprint, Role of physical evidence, Internal Marketing .

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.

Case Analysis (not exceeding 200 words)

TEXTBOOK

1. ValarieA.Zeithml&MaryJoBitner,"ServicesMarketing",TataMcGraw Hill, New Delhi,2014

REFERENCES

1. Christopher Lovelock, "Services Marketing", Pearson, New Delhi,2014
2. Christian Gronroos, "Services Management and Marketing",McMillan, New Delhi,2014.

JOURNALS

1. The Journal of ServiceResearch
2. Journal of Marketing Management,ICFAI
3. GITAM Journal ofManagement,GITAMInstituteofManagement, GITAM University,Visakhapatnam

MBA V TRIMESTER

Course Code: MMM 848 Course Title: MARKETING RESEARCH

Course description and learning outcomes

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.

LEARNING OBJECTIVES.

The objective of this course is to give an overview of marketing research concepts & principles, and focus on enabling the students to apply the key concepts to practical business situations.

Apply research in solving marketing problems.

Application of research in taking marketing decisions

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	familiarize the students with the concepts of Marketing Research	Examination & Quiz
2	emphasize on qualitative research and its implications	Project Report and decision making case studies
3	focus on applicability of marketing research concepts decision making and learn group decision making	Case Studies and Group Presentation

Course outline and indicative content

Unit I (6 sessions)

Marketing research Dynamics-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 (6 sessions)

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 (6 sessions)

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 (6 sessions)

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 (6 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

Field work

Learning and teaching activities

Project Report writing

Case studies

Presentation

Teaching and learning resources

Sunanda Easwaran, Shamila J. Singh, Marketing Research Concepts, Practices and Cases, Oxford, New Delhi 2013.

Nigel Bradley, Marketing Tools and Techniques, Oxford, New Delhi.

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

MBA V TRIMESTER

Course Code: MMM 851 **Course Title:** CUSTOMER RELATIONSHIP MANAGEMENT

INTRODUCTION

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. The goal of the system is to track, record, store in database, and then determine the information in a way that increases customer relations

LEARNING OBJECTIVES

- To understand the basic concepts of Customer Relationship Management
- To learn the software tools applied to maintain CRM
- To know the influence of marketing channels
- To learn implementation of CRM

LEARNING OUTCOMES

1.

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Learn the relationship between loyalty, retention to CRM	Quiz & written test
2	Understand the process of CRM in different industries	Quiz/project Presentation and written test
3	To learn the skills of tools used in CRM	Computer Lab/project Presentation and written test/
4	Understand the impact of distribution and communication channels on CRM.	Quiz/ written test/ Case Analysis
5	To understand the barriers and challenges in implementation of CRM	Quiz & written test

COURSE SYLLABUS

Unit I: Introduction to CRM (7-Sessions)

Need for CRM, benefits of CRM, CRM model, Customer life time value, Customer Retention, Determinants of 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: CRM Process (6-Sessions)

Process of CRM, CRM process in retailing, CRM in services marketing: Quality dimensions and service gaps. CRM in Business organisations (B2B), Features & advantages of e-CRM; CRM Cycle.

Unit III: Tools and techniques in CRM (5-Sessions)

Data and its importance in CRM: 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 IV: CRM & Marketing channels (7-Sessions)

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 V: Implementation of CRM: (5-Sessions)

Elements of CRM System, CRM implementation – Barriers and Challenges
Case Let (Not Exceeding 200 Words)

Learning and teaching activities

Case Analysis
Situation Analysis
Brainstorming
Group Discussion
Software Skills
Chalk and Talk
Student Presentations

Teaching and learning resources

- V.Kumar, Werner.J.Reinartz., Customer Relationship Management- A Data based Approach. Wiley India Edition.2014
- Mallika Srivatsava - CRM - Vikas Publications

REFERENCES:

- Alex Berson, Stephen Smith, Kurt Thearling., Building Data Mining Applications for

CRM. Tata McGraw Hill: 2014.

- Mohammed, H.Peeru and A.Sagadevan., Customer Relationship Management. Vikas Publishing house. Delhi: 2013.
- Paul Greenberge., CRM-Essential Customer Strategies for the 21st Century. Tata McGraw Hill: 2013..

JOURNALS:

- GITAM Journal of Management, GITAM University, Visakhapatnam
- Harvard Business Review, Harvard Business School Publication Co., USA
- Marketing Mastermind

MBA V TRIMESTER

Course Code: MMM 854 Course Title: B2B MARKETING

Course description and learning outcomes

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.

LEARNING OBJECTIVES

- To understand the basic concept of B2B marketing
- To assess industrial buyer behavior, business marketing segmentation, branding, business marketing strategy

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Understand B2B Marketing Concepts for Business Decision Making	Quiz/Presentation/ Situation Analysis
2	Study the organizational buyer's decision process and influences that shape buying decisions.	Project/Quiz/Case Analysis
3	Get an overall exposure to various B2B Models of various businesses.	Quiz/Written Component
4	Analyze strategies adopted by B2B formats concerning segmentation, targeting and positioning and other Communication aspects of B2B Businesses.	Project/Quiz/Case Analysis
5	Evaluate promotional strategies that would drive B2B Sales.	Quiz/Presentation/ Situation Analysis

Course outline and indicative content

UNIT-I: 6 Sessions

Introduction to B2B Marketing: Differences between business marketing and consumer marketing, market structure, Environment of Business Marketing.

UNIT-II: 6 Sessions

Organizational Buying and Buyer Behaviour: Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, influences that shape the buying decision process.

UNIT-III: 6 Sessions

B2B Marketing Strategy: Strategy making and strategy management process, tools for designing strategy – Managing Products for Business Markets-Managing Services for Business Markets-Managing Business

Market channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.

UNIT-IV: 6 Sessions

B2B Marketing STP: Market Segmentation, basic framework of segmentation, choosing target segments and positioning-Pricing strategies for Business Markets.

UNIT-V: 6 Sessions

Business Marketing Communications- Advertising and Sales Promotion-Managing Personal selling process-Marketing performance measurement.

Learning and teaching activities

Case Analysis
Field Visit
Research Projects
Problem Solving
Student Presentations

Teaching and learning resources

14. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, "Business Marketing Management: B2B", 10th Ed., Cengage Learning India Pvt. Ltd., New Delhi, 2012
15. Robert Vitale, Waldemar Pfoertsch and Joseph Giglierano, "Business to Business Marketing", Pearson Publications, New Delhi, 2011
16. James C Anderson and Seshadri, D. V. R., "Business Market Management (B2B): Understanding, Creating and Delivering Value", 3rd Ed., Pearson Publications, New Delhi, 2011
17. Armstrong, Gary and Philip Kotler, "Principles of Marketing", Prentice Hall, New Delhi, 2006
18. Harvard Business Review, Harvard Business School Publication Co. USA
19. Vikalpa, Indian Institute of Management, Ahmedabad
20. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MBA V TRIMESTER

Course Code: MMM 857 Course Title GLOBAL MARKETING

Course description and learning outcomes

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. In an increasingly global economy, businesses need to employ marketing strategies that can advantageously position them in a competitive world market. Learn the strategies to becoming a player on the global stage.

• **LEARNING OBJECTIVES**

- To gain a comprehensive understanding of global competitive marketing core concepts
- To know how to gain entry to global markets
- To analyse how global competitive marketing strategies can affect a company's future performance.
- To get acquainted with export procedure and documentation

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

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Understand the various entry strategies to enter new global markets	Quiz/Presentation/ Situation Analysis
2	Comprehend the importance of Global Marketing Research and Information	Quiz/Written Component
3	Get acquainted with the Different Markets and the Criteria for grouping.	Quiz/Case Analysis
4	Analyse how modification of product, price and channels are required to operate in a global market.	Quiz/Written Assignments/ Case Analysis
5	Evaluate the export documentation procedure required to operate globally.	Assignments/Presentations

Course outline and indicative content

Unit I (6 sessions)

Unit 1: Globalisation: Scope and Objectives – Multinational Corporations
– Entry strategies-Environmental factors affecting global business: Economic Environment- Cultural Environment- Political Environment- Legal Environment – Regional Integration.

Unit II (6 sessions)

Perspectives of Global Markets: Global Marketing Research and Information-Information Requirements of Global Markets- Organization for Global Market Research-Global Marketing Information System

Unit III (6 sessions)

Segmenting the Global Market- Segmenting Basis and Process- Global Markets and Criteria for Grouping Countries.

Unit IV (6 sessions)

Global Marketing Decisions: Product Policy and Planning- Global Pricing Strategies- Global Channels of Distribution.

Unit V (6 sessions)

Global Advertising- Multinational Sales Management and Foreign Sales Promotion- Export Procedure and Documentation- Special Economic Zones.

Learning and teaching activities

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

Teaching and learning resources

31. Masaaki Kotabe, Kristiaan Helsen, Global Marketing Management by 7th Edition
Publisher: Wiley, 2016
32. Svend Hollensen Global Marketing 7th Edition Publisher: Pearson; 2016
33. Philip R. Cateora , John Graham , Mary C Gilly International Marketing 17th Edition
34. McGraw-Hill Education; 17 edition 2015
35. Warren J.Keegan., Global Marketing Management Pearson; 8 edition 2013 (latest).
36. Global Business Review, International Management Institute, New Delhi
37. International Journal of Global Business And Competition
38. GITAM Journal of Management,GITAM Institute of Management, GITAM University, Visakhapatnam
39. Current News – Business News Papers
40. E- Books and E-Journals

MBA V TRIMESTER

Course Code: MHR 842 **Course Title** EMPLOYMENT LAWS – II

Course description and learning outcomes

In the present economic scenario, labour laws assume great importance and relevance and therefore an in-depth knowledge of labour laws is a Sine-Qua- non for Personnel Management. Understanding the basics required to sharpen managerial excellence enables Personnel Manager to take right decisions at appropriate times, which would avoid litigations of varied nature and help in maintaining industrial peace and harmony.

LEARNING 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 various formats to be submitted to various labour departments

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

	Learning Outcome	Assessment
	On successful completion of this course, students will be able to	
1	Learn various provisions of payment of bonus act and equal remuneration act	Quiz/Presentation
2	Learn various benefits available under ESI Act.	Quiz/Assignment
3	Understand the provisions of PF Act and maternity benefit act	Quiz/Case Law
4	Learn the method of claiming compensation by a workman for any injury suffered in the course of employment and the amount of gratuity payable to an employee on retirement	Quiz/Assignments/ Case Law
5	Learn the salient features of Child labour Act and AP Shops and Establishments Act	Quiz/ Case Presentations

Course outline and indicative content

Unit I (6 sessions)

UNIT-I:

Unit I: The Payment of Bonus Act, 1965 and, the Equal Remuneration Act, 1976- Concept of Bonus, Bonus Formula. Principle of Set on and Set off – The main features of equal remuneration act

Unit II (6 sessions)

Unit II: The Employees State Insurance Act, 1948 – Meaning of Employee, Benefit Period and Contribution period, Benefits and ESI Court

Unit III (6 sessions)

Unit III: The Employees Provident Fund and Miscellaneous Provisions Act, 1952 and the Maternity Benefit Act, 1961 - Legal rules relating to PF, Board of Trustees, Advisory Boards, Pension Scheme and EDLIS - The salient features of Maternity Benefit act.

Unit IV (6 sessions)

Unit IV: The Employees Compensation Act, 1923 and the Payment of Gratuity Act, 1976 – Concept of Employee, disablement, liability of employer and commissioners – main provisions of gratuity act

Unit V (6 sessions)

Unit V: The Child Labour (Prohibition & Regulation) Act, 1986 and the A.P. Shops & Establishments Act, 1988 – Definition of Child, Provisions relating to Employment of Child Labour – Meaning of Shop, establishment and Facilities for employees employed in shops and establishments in AP.

Learning and teaching activities

Case Law Analysis

Chalk and Talk

Student Presentations

Teaching and learning resources

1. Padhi, P. K., "Labour & Industrial Laws", Prentice Hall India, New Delhi, 2017
2. Sinha, Sinha & Sekhar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson, New Delhi, 2017
3. Mishra, S. N., "Labour & Industrial Laws", Central Law Publications, 2018

Journals

4. Labour Law Reporter
5. Personnel Today
6. Human Capital

MBA V TRIMESTER

Course Code: MHR 845 **Course Title** INDUSTRIAL RELATIONS & STATUTORY COMPLIANCE AND
DRAFTING

Course description and learning outcomes

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 un-certainties caused by structural developments in the industry. This course gives insights to students in understanding the dynamics of industrial climate and the mechanisms supporting good industrial relations.

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

	Learning Outcome	Assessment
1	Recognize the dynamics of industrial relations in organizations	A1, A2,A4
2	Examine the causes of poor industrial relations in organizations	A1, A3,A4
3	Describe the different mechanisms for maintaining good industrial relations	A1, A3,A4
4	Discuss the statutory compliances in an organization to maintain good industrial relations	A3,A4
5	Knowledge of drafting various forms for compliance	A3, A4

Course outline and indicative content

Unit I (6 sessions)

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 (6 sessions)

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 (6 sessions)

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 (6 sessions)

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 (6 sessions)

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.

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 xlearn.

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

MBA V TRIMESTER

Course Code: MHR 848 **Course Title** GLOBAL HUMAN RESOURCE MANAGEMENT

Course description and learning outcomes

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.

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

	Learning Outcome	Assessment
1	Student will be able to understand concepts of 'Global Human Resource Management'	A1,A2&A4
2	Student can understand effect of 'Culture' in global excellence.	A1,A2,A3&A4
3	Students can understand the Issues and Challenges arises in Global Context and leverage the diversity for organisational development	A1,A3&A4
4	At the end student will be able to understand regarding Best HR practices in Global context	A1,&A4

Course outline and indicative content

Unit I (6 sessions)

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 (6 sessions)

Recruitment and selection criteria for international assignments, culture - theories of culture and its impact on organisations.

Unit III (6 sessions)

Training and development, methods of training, management development in international assignments, process for repatriation.

Unit IV (6 sessions)

Compensation; multinational corporations and compensation system; performance management in MNCs.

Unit V (6 sessions)

Labour Relations in multinational corporations; issues and challenges of IHRM.

Assessing 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.

- Peter J. Dowling, Denise E. Welch., **International Human Resource Management**. Thomson, India: 2006.
- 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.

MBA V TRIMESTER

Course Code: MHR 851 **Course Title** STRATEGIC HUMAN RESOURCE MANAGEMENT

Course description and learning outcomes

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.

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

	Learning Outcome	Assessment
1	Student will be able to understand the relationship of HR strategy with other functional and overall corporate strategy	A1,A2 &A4
2	Student can understand how to formulate HR strategy	A1,A2,A3&A4
3	Student can understand and apply different models to develop strategies, where different HR practices requires	A1, A3&A4
4	At the end student can understand the strategic role of specific HR systems	A1, A3&A4
5	Student will be able to evaluate and audit different practices of HR	A3 & A4

Course outline and indicative content

Unit I (6 sessions)

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)

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)

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)

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)

Systems of high-performance human resource practices; Human resource Evaluation; Measures of Evaluation; HR Audit.

Learning and teaching activities

Lectures will be supported by active class room participation, presentations and group discussion related to the lecture content. Case analysis and discussion, context related role plays and activities (Strategy formulation activity, HR planning group activity) will be conducted in the class room.

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.

MBA V TRIMESTER

Course Code: MHR 857 Course Title HR ANALYTICS

Course description and learning outcomes

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:

	Learning Outcome	Assessment
1	Explain the significance of human capital metrics in creating value proposition for the organization	A1, A2,A4
2	Analyze the application of analytics to make various HR decisions	A1,A2, A3,A4
3	Create a business playbook	A3
4	Design a HRIS based on organization needs	A1, A3
5	Implement HRIS in an organization using concepts of Project management	A1, A4

Course outline and indicative content

Unit I (6 sessions)

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 (6 sessions)

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.

Unit III (6 sessions)

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 (6 sessions)

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 (6 sessions)

Designing HRIS: HRIS architecture- two tier, three tier, N-tier architecture with ERP; Cloud computing; Planning system implementation; System development Life cycle (SDLC) phases – need analysis, logical design, physical design, vendor selection, assessing system feasibility; ERP life cycle; project management in HRIS – IT perspective, HR perspective, investments in HRIS cost benefit analysis, implementation costs, estimating indirect benefits.

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Quiz (2 best of 3)	Individual	Multiple Choice Online/Written	10
A2. Mid exam	Individual	Written	15
A3. Case / Project /Assignment	Groups* or Individual	Presentations/Report/Assignment with Q&A/Viva	15
A4. End-term exam	Individual	Written (short/long)	60

Transferrable and Employability Skills

	Outcomes	Assessment
1	Know how to use online learning resources: G-Learn, online journals, etc.	A1 & A2
2	Communicate effectively using a range of media	A2 & A3
3	Apply teamwork and leadership skills	A3
4	Find, evaluate, synthesize & use information	A1 & A2
5	Analyze real world situation critically	A4
6	Reflect on their own professional development	A4
7	Demonstrate professionalism & ethical awareness	A3
8	Apply multidisciplinary approach to the context	A3

Learning and teaching activities

- Lecture method of teaching concepts
- Case methodology to make the student practice application of concepts.
- Group discussions and role play methods 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, company websites, ebooks from GIM library will be uploaded for the student in xlearn.

Reference books:

1. JAC Fitzeng: The New HR Analytics
2. Kavangah (2011), Human Resource Information systems: Basics, Applications and Future Direction, New Delhi: Sage Publications
3. Badgi (2012), Practical Guide to Human Resource Information Systems, New Delhi : PHI.
4. Rajesh Ray (2010), Enterprise Resource Planning, New Delhi: Tata McGraw Hill.
5. Ashok K Gupta (2008), Developing Human Resource Information System, New Delhi: Daya Publishing House.
6. Goyal, D.P. (2011), Enterprise Resource Planning a Managerial Perspective, New Delhi: Tata McGraw Hill.

MBA V TRIMESTER

Course Code: MHR 860 Course Title CHANGE MANAGEMENT

Course description and learning outcomes

This course is designed to provide students with a conceptual framework addressing the strategic importance of managing change and organizational development. This course also focuses on how to plan and implement change in various contemporary business settings. Effective change management maximizes the congruence between organizational vision, mission, goals, people, culture and reward systems. Managing successful change requires an understanding of the systematic interrelationships among these factors. Within this context of complex organizations, student will be able to examine the role of change agents at various levels of the organization.

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

- Understand the dynamics and issues in implementing change strategy or an OD Intervention.
- Understand why people resist change and learn techniques for overcoming resistance to change.
- Formulate the strategies and tactics for organizational change and OD Interventions.

	Learning Outcome	Assessment
1	Understand the major theories and perspectives concerning organizational development and change.	A1,A2,A3
2	Understand the application of theories and perspectives concerning managing change in the context of diverse organization (small, medium, large).	A2, A3
3	Analyse ways for effective change management	A3
4	Analyse the challenges for OD specialist by understanding the various OD Models.	A1, A3
5	To diagnose the need for organizational change and OD interventions	A1, A3

Course outline and indicative content

Unit I (6 sessions)

Organizational Change – Introduction - Forces of change - Planned internal change - Planned external change - Types of change.

Unit II (6 sessions)

Models of Change – Characteristics - Systems Model - Lewin's Force Field Analysis - Continuous Change Process Model - Change and its impact - Resistance to change.

Unit III (6 sessions)

Organizational Culture and Change - Corporate culture - A systematic approach to making change - Ten keys to effective Change Management.

Unit IV (6 sessions)

Organizational Development – Characteristics - Assumptions of OD - Model of OD - Action Research.

Unit V (6 sessions)

OD Interventions - Selecting OD intervention - Classification of OD interventions - OD interpersonal interventions - OD Team Development interventions - OD Intergroup Development interventions

Learning and teaching activities

Lectures, experiential exercise, role play, videos, power point presentations, guest lectures will comprise the delivery of the course. 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. Required handouts will be distributed in the class. Required text books, journals and magazines will be prescribed.

Prescribed Text Book

**Robert A Patton, James McCalman, “Change Management – A Guide to Effective Implementation”
3rd Edition, SAGE South Asia Edition**

REFERENCES

- Radha R. Sharma, “Change Management”, Tata McGraw Hill, New Delhi, 2010
- Nilakant and Ramanarayan, “Change Management”, Response Books, New Delhi, 2008
- Kirpatrick, D. L., “Managing Change Effectively”, Butterworth, New Delhi, 2002
- Kavitha Singh, "Organization Change and Development", Excel Books, 2017

JOURNALS

- Stanford Social Innovation Review Stanford University
- Harvard Business Review, Harvard Business School, USA
- Vikalpa, Indian Institute of Management, Ahmedabad

MBA V TRIMESTER

Course Code: MOM 842 Course Title MATERIALS MANAGEMENT

Course description and learning outcomes

INTRODUCTION

The cost of materials is a significant component in the over –all cost of production in manufacturing & services. To keep costs low, purchase of material, storage and inventory control becomes essential. Materials management is in fact a bridge between optimal acquisition of input materials and the eventual smooth transfer into output of products and services. Prudent management of materials becomes thus a core activity. The various concepts and techniques of Materials management would benefit contemporary as well as the evolving futuristic organizations, for their stability and prosperity. This would also facilitate meeting global competitiveness effectively for organisations.

LEARNINGOBJECTIVES

1. To understand the basic concepts of Materials Management for enhancing competitiveness in organizations
2. To recognize the fundamental concepts of various decision making tools used in the Materials Management
3. To understand the framework of Inventory Control in Organisations
4. To acquire skills in formulating Materials management strategy

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

S. No.	Learning Outcomes	Assessment
1	Understands the overview of materials management	A1, A2
2	Able to forecast demand and sourcing of material	A1, A2,
3	Able to plan for the material and can estimate the budget	A3, A4
4	Able to manage the stores	A3, A4
5	Understands the organization and appraisal systems	A4

Course outline and indicative content

UNIT-I:

Materials management An Overview: Strategic importance of materials management and its relationship with various functional managements, purchase, stores and inventory control functions.

UNIT-II:

Materials Forecasting & Sourcing: Demand forecasting, sourcing of materials, vendor developing and sellers relationship.

UNIT-III:

Materials Planning and Control: Materials planning and budgeting, functions of inventory, Inventory systems and modelling, process of inventory and spare parts management.

UNIT-IV:

Stores management: Stores functions, material codification, materials standardization, location of stores, stores security and loss function and stores accounting.

UNIT-V:

Materials Management - Organization & Appraisal: Materials management organization, M.I.S for Materials management, Materials management control and its performance appraisal.

Case Analysis (Not Exceeding 200 words)

Learning and teaching activities

Classroom Teaching, Assignments, Power Point Presentations, Industrial Visits etc.

Teaching and learning resources

E-Books, E-Library, Industrial Journals etc.

MBA V TRIMESTER

Course Code: MOM 845 Course Title TOTAL QUALITY MANAGEMENT

Course description and learning outcomes

INTRODUCTION

Quality has become synonymous with organizational survival in the present competitive era. Focus slowly has shifted from sellers' markets to buyers' market. Customers have become highly discerning as they have a wide choice in selecting the products and services. Total Quality Management (TQM) has emerged as the differentiating factor to instill confidence with an integrated approach in dealing with the situation. Knowledge of TQM can be utilized to benefit contemporary as well as the evolving futuristic organizations, for their stability and prosperity.

LEARNINGOBJECTIVES

1. To understand the basic concepts of TQM for enhancing competitiveness of organizations
2. To recognize the fundamental concepts of various total quality tools needed in both manufacturing and services
3. To understand the quality improvement framework in operations and services
4. To acquire skills in formulating Total Quality strategy

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

S. No.	Course Outcomes	Assessment
1	Understands on quality management philosophies and frameworks.	A1, A2
2	Can apply control charts for fixing the lower and upper control limits	A1, A2
3	Can apply quality control tools wherever it is necessary	A3 and A4
4	Understands the need for ISO	A3, A4
5	Can apply various quality control techniques	A3, A4

Course outline and indicative content

UNIT-I:

Introduction to Quality, philosophy of TQM, history of TQM, TQM framework, role of TQM leader, focusing on customers.

UNIT-II:

Acceptance sampling, sampling plans, statistical quality control-introduction, control charts.

UNIT-III:

Design of experiments, quality control tools, methods, quality circles, benchmarking.

UNIT-IV:

Leadership and strategic planning, continuous improvement, quality function deployment, standardization, need for ISO 9000 system, advantages, clauses of ISO 9000, implementation of ISO 9000.

UNIT-V:

Quality cost and auditing, Just in Time (JIT), Taguchi methods, Kaizen, Six Sigma, empowering of employees.

Case Analysis (Not Exceeding 200 words)

Learning and teaching activities

Classroom Teaching, Assignments, Power Point Presentations, Industrial Visits etc.

Teaching and learning resources

E-Books, E-Library, Industrial Journals etc.

MBA V TRIMESTER

Course Code: MSY 842 Course Title E-BUSINESS

Course description and learning outcomes

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.

LEARNING 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.

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

S.No.	Learning Outcome	Assessment
1	Understand different Models, types of E-Commerce & types of Networks	A1
2	Understand the concepts of M-Commerce	A2
3	Comprehend the procedure for Internet Shopping & Online Advertising Methods	A3
4	Evaluate the security measures in e-shopping	A3
5	Evaluate the opportunities and risk factors involved in conducting E-Business	A4

Course outline and indicative content

Unit I

Introduction to E-Commerce: Types of e-commerce, Benefits & Limitations of e-commerce.

Unit II

Introduction to M-Commerce: Benefits & limitations of m-commerce, consumer perspective, business model of Electronic Marketing - B2B, B2C.

Unit III

On line Advertising Methods: Electronic payment system, security schemes in electronic payment systems, security measures in the electronic payment system-firewall.

Unit IV

Encryption: Decryption and Digital Signature Electronic Credit Card System on the Internet – Smart Card.

Unit V

Introduction to E-Business Technologies: Evaluating the current e-business technologies, aiding the development of e-business tactics.

Learning and teaching activities

Classroom Lectures, Application Cases, Lab Sessions

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab

MBA V TRIMESTER

Course Code: MSY 845 Course Title SOFTWARE PROJECT MANAGEMENT

Course description and learning outcomes

Typically project management is used for organizing and to optimize usage of resources within the target constraints. With the explosion of software to manage business, Software Project Management has come of age to effectively manage software projects. Software project management helps to understand, plan, measure and control the project within the given target.

LEARNING OBJECTIVES

- Acquaint the student with the overall process involved in software project management
- Provide the necessary skills in dealing with software projects.

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

S.No.	Learning Outcome	Assessment
1	Understand the process involved in software project management	A1
2	Evaluate and develop methodology required for a given software project	A2
3	Estimate software effort and perform activity planning for a project	A3
4	Evaluate risks involved in a project	A4
5	Prepare a project plan and the means to execute it	A3

Course outline and indicative content

Unit I

Introduction to Software Project Management: Software project features, problems with software projects, need for software project management, evaluation of different projects-technical evaluation, cost-benefit analysis and evaluation techniques, risk evaluation, project selection, project planning - an overview of stepwise project planning.

Unit II

Managing Human Resources: Role of project manager, building a project team, dealing with issues, project development models - Waterfall model, V- process, Spiral Model and Agile Development Model, software prototyping, incremental models, object oriented model, selecting the appropriate model.

Unit III

Software Effort Estimation: Software effort estimation technique, function point analysis, COCOMO model, activity planning, project scheduling, network planning model, creating activity network, identifying critical activities, identifying critical path.

Unit IV

Risk Management: Risk identification, risk assessment, risk planning, risk management, resource allocation - identifying resources requirements, scheduling resources.

Unit V

Project Monitoring and Control: Evaluate progress of project, cost monitoring, project control, software quality assessment, significance of software quality, software quality metrics, quality management, software testing -introduction to testing tools.

Learning and teaching activities

Classroom Lectures, Application Cases, Projects

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources

MBA V TRIMESTER

Course Code: MOM 848 **Course Title** BUSINESS PROCESS REENGINEERING

Course description and learning outcomes

Business process reengineering (BPR) is an approach to change management in which the related tasks required to obtain a specific business outcome are radically redesigned. An important goal of BPR is to analyze workflows within and between enterprises in order to optimize end-to-end processes and eliminate tasks that do not provide the customer with value.

Learning Objectives

1. Understands the evaluation of Business Process Re-engineering
2. Understands concepts and approaches of Business Process Re-engineering.

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

S. No.	Learning Outcomes	Assessment
1	Understand the importance of BPR and how to integrate IT in the BPR Process. Able to apply BPR	A1,
2	Analysing the existing process and redesigning	A1, A2
3	Apply various models of BPR	A3, A4
4	Application of BPR in various functional areas	A3, A4
5	Solve case in real life situations using BPR	A4

Course outline and indicative content

UNIT I

Introduction: Nature, Significance & Fundamentals of BPR, Overview of BPR, Need and Benefits of business process re-engineering; BPR and Information Technology - Relationship between BPR and Information Technology, Role of information technology (IT) Major issues in process redesign.

UNIT II

Business Vision and Process Objectives: Process of redesigning, measuring existing processes, Role of information technology (IT) and identifying IT levers.

UNIT III

BPR Methodology and Implementation: Reasons for implementation of BPR, Different steps to be taken for BPR implementation, Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, BPR Model, Performance Measurement of BPR.

UNIT IV

Typical BPR Activities within Phases: Change management, Performance management. Lean Manufacturing and Environment; Enterprise Resource Planning - Need Characteristics and Benefits of ERP; Functional Information System - Marketing, Production, Material Management, Accounting and Finance, HRM.

UNIT V

Practical: Case studies on BPR. Discussion on how actually BPR works in the organization. Study any organization which implemented BPR.

Learning and teaching activities

Classroom Lectures, Application Cases, Projects

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources

MBA V TRIMESTER

Course Code: MSY 848 Course Title ARTIFICIAL INTELLIGENCE

Course description and learning outcomes

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.

LEARNING OBJECTIVES

- To understand the strategies of state space.
- To understand AI Knowledge representation.
- To understand expert systems, machine learning and fuzzy logic.

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

S.No.	Learning Outcome	Assessment
1	Understand the concept of Propositional and Predicate Calculus	A1
2	Apply state space search	A2
3	Apply Recursion based search	A3
4	Perform Logic programming using Prolog	A3
5	Understand Expert Systems and fundamentals of Machine Learning.	A4

Course outline and indicative content

Unit I

Introduction to the Propositional and Predicate Calculus, Inference Rules and use for Predicate Calculus Expression

Unit II

Graph Theory, Strategies for State Space Search and Control Strategies, Heuristic Search, Monotonicity and Informedness

Unit III

Recursion based search, Pattern-Directed search, AI Challenge Knowledge Representation, Problem reduction and game playing,

Unit IV

Logic Concepts and Logic Programming, Prolog Programming, Expert System and Applications, Uncertainty measurement: Probability Theory, Fuzzy Set and Fuzzy Logic

Unit V

Machine Learning Paradigms, Artificial Neural Networks, Introduction to Intelligent Agents, Natural Language Processing.

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

MBA V TRIMESTER

Course Code: MBA 842 Course Title DATA SCIENCE WITH PYTHON

Course description and learning outcomes

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.

OBJECTIVES

1. Understand the analytics features of python
2. Get hands on experience in build data applications with python

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

S.No.	Learning Outcome	Assessment
1	Understand the language elements of Python	A1
2	Understand the OOP concepts in Python	A1
3	Write programs in python	A5
4	Use python for data analysis	A3, A6
5	Use python for data visualization	A7

Course outline and indicative content

Unit I

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

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

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

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

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

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

MBA V TRIMESTER

Course Code: MBA 845 Course Title BIG DATA ANALYTICS WITH HADOOP

Course description and learning outcomes

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

LEARNING OBJECTIVES

1. To acquaint the students with the concepts of big data
2. To provide hands on experience in working with Hadoop

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

S.No.	Learning Outcome	Assessment
1	Understand the concept of big data and the process of big data analytics	A1
2	Write programs in Hadoop Mapreduce	A6
3	Write programs in APACHE PIG	A3, A5
4	Work with APACHE Hive	A7
5	Understand the components in APACHE HBase	A1

Course outline and indicative content

Unit I

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

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

Introduction to Apache PIG: PIG Components & Execution, PIG data types, Data models in PIG, Programming in PIG

Unit IV

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

APACHE HBase: Introduction, Architecture and components, Run modes, configuration, data models, HIVE data loading techniques, Introduction to Apache Spark

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

MBA V TRIMESTER

Course Code: MBA 848 Course Title DATA MINING FOR ANALYTICS

Course description and learning outcomes

Data mining refers to collection of techniques to analyze large dataset to identify interesting and relevant patterns which may prove useful for an organization. Also known as Knowledge Discovery in Database (KDD) process, data mining is a vital tool for any business to gain competitive edge.

LEARNING OBJECTIVES

- 1) To acquaint the students with the concept of data mining
- 2) To give a hands on experience in working with a data mining tool.

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

S.No.	Learning Outcome	Assessment
1	Understand the concept of data mining and its benefits	A1
2	Perform classification using data mining tool	A3
3	Perform association analysis using a data mining tool	A3
4	Perform clustering using a data mining tool	A3
5	Understand usage of data mining in different business areas	A2 & A4

Course outline and indicative content

Unit I

Introduction to Data Mining: Concept, Data mining tasks, KDD process, Benefits of data mining

Unit II

Classification Techniques: Basic concept of classification problem, Decision tree method, Rule based classifier, Nearest neighbor classification, Bayesian classifier, Evaluating classifiers

Unit III

Association Analysis: Concept of association, Frequent itemset generation, Rule generation, Sequence Mining, Evaluating association patterns – Confidence and Support metrics

Unit IV

Cluster Analysis: Concept of clustering, Types of clustering techniques, K-means, Agglomerative Hierarchical Clustering, Prototype based clustering, Density based clustering, Outlier detection in clusters, Cluster Evaluation

Unit V

Data mining Applications: Data mining applications in the area of Marketing and Finance, Web Mining, Text Mining

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab, Weka

MBA V TRIMESTER

Course Code: MBA 851 Course Title: FINANCIAL ANALYTICS

Course description and learning outcomes

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.

LEARNING OBJECTIVES

- To understand different financial statistics and their usage
- Understand financial securities
- Understand trading strategies

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

S.No.	Learning Outcome	Assessment
1	Perform financial statistics for a given finance data	A1
2	Perform financial security analysis for a given finance data	A2
3	Perform time series analysis of a financial data	A4
4	Gauge the market sentiment by using different techniques	A3
5	Get insight to the trading strategies	A3

Course outline and indicative content

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

Learning and teaching activities

Classroom Lectures, Application Cases

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, MS Excel, R package

MBA V TRIMESTER

Course Code: MBA 854 Course Title: WEB ANALYTICS

Course description and learning outcomes

The World Wide Web along with social media produces huge amount of data every day. This data may provide lot of insight on not only the user's usage behavior but his/her tastes, preferences and thoughts. Web Analytics is a field in data analytics that will help in understanding user's attitudes and characteristics and help a business in targeting the potential customer.

LEARNING OBJECTIVES

- 1) Understand the concept of web analytics
- 2) Understand clickstream and emerging analytics like social, mobile and video
- 3) Understand the application of web analytics metrics

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

S.No.	Learning Outcome	Assessment
1	Understand the usage of different metrics for web analytics	A1, A2
2	Perform clickstream analysis	A3
3	Perform web analytics	A3
4	Perform Social Analytics	A3
5	Understand the principles of an Analyst	A1, A4

Course outline and indicative content

Unit I

Introduction to Web Analytics: Concept of web analytics, Importance and benefits of Web Analytics, Selecting a web analytic tool, Web Metrics – Visits and Visitors, Time on page and Time on site, Bounce Rate, Exit Rate, Conversion rate, Engagement, Attributes of metrics, Strategic elements related to web metrics – diagnosing root cause, leveraging customer reports, macro view of the site's performance

Unit II

Clickstream Analysis and KPI's: Understanding the web metrics of a web site, Producing web analytics report, Foundational Analytical strategies – Segmentation, Focus on Customer Behaviour, Different Clickstream Analysis, Web analytics challenges, Actionable outcome KPIs, understanding the conversion rates, measuring macro and micro conversions, quantifying economic value, measuring success for non – economic website

Unit III

Leveraging Qualitative Data, Testing and Experimentation: Lab Usability Studies, Usability Alternatives, Surveys, Web-enabled emerging user research options, Testing – A/B Testing, Multivariate Testing, Actionable Testing ideas, Controlled Experiments, Creating and Nurturing a testing culture, Competitive Intelligent Analysis – CI data sources, types and secrets, web traffic analysis, search and keyword analysis

Unit IV

Emerging Analytics: Social Analytics – Data challenge, content democracy evolution, twitter revolution, analyzing offline customer experiences, analyzing mobile customer experiences,

Measuring the success of blogs, Quantifying the impact of Twitter, Analysing performance of videos, Hidden web analytics traps – accuracy or precision, Dealing with data quality, Building action dashboard, Nonline marketing opportunity and multichannel measurement, Behaviour Targeting, Challenges in Online data mining and Predictive Analytics

Unit V

Principles of an Analyst: Understanding the context, Comparing KPIs over time, measuring latent conversions, understanding the search analytics, Multitouch Campaign Attribution Analysis, Multichannel Analytics.

Learning and teaching activities

Classroom Lectures, Application Cases

Teaching and learning resources

Textbooks, Ebooks, Reference Materials, Web resources, Web Analytics Tool

MBA V TRIMESTER

Course Code: MBA 857 Course Title: ARTIFICIAL INTELLIGENCE

Course description and learning outcomes

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.

LEARNING OBJECTIVES

- To understand the strategies of state space.
- To understand AI Knowledge representation.
- To understand expert systems, machine learning and fuzzy logic.

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

S.No.	Learning Outcome	Assessment
1	Understand the concept of Propositional and Predicate Calculus	A1
2	Apply state space search	A2
3	Apply Recursion based search	A3
4	Perform Logic programming using Prolog	A3
5	Understand Expert Systems and fundamentals of Machine Learning.	A4

Course outline and indicative content

Unit I

Introduction to the Propositional and Predicate Calculus, Inference Rules and use for Predicate Calculus Expression

Unit II

Graph Theory, Strategies for State Space Search and Control Strategies, Heuristic Search, Monotonicity and Informedness

Unit III

Recursion based search, Pattern-Directed search, AI Challenge Knowledge Representation, Problem reduction and game playing,

Unit IV

Logic Concepts and Logic Programming, Prolog Programming, Expert System and Applications, Uncertainty measurement: Probability Theory, Fuzzy Set and Fuzzy Logic

Unit V

Machine Learning Paradigms, Artificial Neural Networks, Introduction to Intelligent Agents, Natural Language Processing.

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

Trimester-VI Courses

S. No.	Course Code	Course Type	Course Level	Course	Sessions		Marks				Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH841 To MMH856	Elective	Contemporary	Contemporary -2 *	2	2	4	50 + 50		100	2
2	MMH893	Core	Skill Based	Venture Planning/ Research Papers/ Project Report & Viva Voce	1	1	2	-	100	100	2
3	PCDs			PCD	10		10	500		500	10
			Totals:		16		16	300	200	500	14

Professional Competency Development (PCD) Courses

1	MMH803 To MMH812	PCD	Value/Skill Based PCD Courses				50 X 10 =		50 X 10 =	10
			Totals:				500		500	10

PCDs COURSES (Campus Specific) offered at GIM

Sl No.	Subject	Credits	Trimester	Type /Specific
1	BEC	1+1	III & V	Campus Specific
2	CBA	1+1	III, IV	Campus Specific
3	OBT	1	I	Campus Specific
4	YOGA	1	I	Campus Specific
5	Social Project	1	II	Campus Specific
6	Book Review	1	II	Campus Specific
7	Business Simulation	2	V	Campus Specific
8	Open Electives	1+1	VI	Campus Specific
	Total	12 *		

- The student has to earn a minimum of ten credits out of 12 credits in PCDs to be shown in VI Trimester

Key: T = Theory classes, P= Practical, TEE - Term end evaluation, CA - Continuous assessment

Contemporary *: Choose any 2 courses of the five Contemporary courses offered from the below list.

***MOE means Management Open Elective Courses offered only to MBA.**

MOE 803 & MOE 806 codes are to be given for any two courses chosen by the student from MOOCS, BSE & NSE certifications. A student who studied CMA 1, CMA2 will study CMA3 instead of MOE 803 or MOE 806 at HBS Exclusively

Trimester-VI Professional Competency Courses offered at HBS

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Led Courses										
1	MMH803	Value Based	Outbound Training (OBT)		2	2	50		50	1
2	MMH806	Value Based	Social Project		2	2	50		50	1
3	MMH809	Value Based	Current Business Affairs (CBA)-1	2		2	50		50	1
4	MMH807	Skill Based	Business English Certificate (BEC)-2		2	2	50		50	-
5	MMH810	Value Based	Current Business Affairs (CBA)-2	2		2	50		50	1
6	MMH811	Skill Based	Business Simulation		4	4	50		50	1
7	MMH813	Skill Based	Current Business Affairs -3	2		2	50		50	1
8	HBA814	Skill Based	CMA 1	2		2	50		50	1
9	HBA815	Skill Based	CMA2	2		2	50		50	1
10	HBA816	Skill Based	CMA3	2		2	50		50	1
11	HBA817	Skill Based	NEN Certificate course	2		2	50		50	1

Note: Professional Competency Development Courses (PCD) offered in each trimester, of which the student needs to secure a minimum of **10 credits**. In case, the student is able to obtain more credits than required, the PCD Grade Point will be calculated with the highest marks secured out of best 10 credits courses.

Trimester-VI Contemporary Courses offered

S. No.	Course Code	Course Type	Course	Sessions			Marks			Credits	CAMPUS
				T	P	Total	CA	TEE	Total		
14.	MMH841	Elective	CSR & Sustainable Development	2		2	50		50	2	GIM & HBS
15.	MMH842	Elective	Social Innovation	2		2	50		50	2	GIM & HBS
16.	MMH860	Elective	Behavioral Economics	2		2	50		50	2	GIM & HBS
17.	MMH844	Elective	Technology Management	2		2	50		50	2	GIM & HBS
18.	MMH846	Elective	Environmental Sciences	2		2	50		50	2	GIM & HBS
19.	MMH847	Elective	Intellectual Property Systems	2		2	50		50	2	GIM & HBS
20.	MMH861	Elective	Technological Entrepreneurship	2		2	50		50	2	GIM & HBS
21.	MMH849	Elective	Alternate Dispute Resolution	2		2	50		50	2	GIM & HBS
22.	MMH857	Elective	Alternative Investments	2		2	50		50	2	GIM & HBS
23.	MMH858	Elective	Financial Metrics	1	2	2	50		50	2	GIM & HBS
24.	MMH852	Elective	Contemporary HR Practices	2		2	50		50	2	GIM & HBS
25.	MMH859	Elective	HR in Knowledge Management	2		2	50		50	2	GIM & HBS
26.	MMH854	Elective	Psychometrics	2		2	50		50	2	GIM & HBS
14	MMH856	Elective	HR Metrics	2		2	50		50	2	GIM & HBS
15	MMH855	Elective	Performance Management	2		2	50		50	2	HBS
16	MMH845	Elective	Change Management	2		2	50		50	2	HBS

PROFESSIONAL COMPETENCY DEVELOPMENT COURSES (MMH803 TO MMH812)

Professional Competency Development Courses (PCD) consists of eight Courses spread over all the six trimesters. PCD comprises of:

1. Outbound Training Programme (OBT)
2. Yoga & Meditation
3. Book Review
4. Current Business Affairs (CBA)
5. Soft Skills
6. Social Project
7. Business Simulation
8. Business English Certificate (BEC)

The total credits offered under PCD are 16. 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 VI trimester only. The credits will not be reflected in case the student fails to secure pass grade.

The student is required to acquire 10 credits out of the 16 available credits (MPRBA 601 to 612) to be eligible for the award of the degree. In case the student is able to secure more than 10 credits, for calculation of CGPA, the best grade points of 10 credit courses will be considered.

In case the student does not secure minimum pass grade point (in securing 10 credits), he/she is required to appear along with the following batch of students. Reappearing for PCD courses is not allowed in the case of OBT, Yoga & Meditation, Capstone and BEC.

MMH803: OUT BOUND TRAINING (OBT)

INTRODUCTION

Alone we can do so little; together we can do so much. ~ Helen Keller

In today's corporate world, developing teamwork skills in the workplace has become a necessity. Teamwork is one of the most important essences of a successful organization. Absence of teamwork can lead to a lot of problems in the organization. It has been observed by organizations and institutions that working as teams gives better results than working individually. Effective teamwork brings success to the entire team and organization as well. Henry Ford - one of the legends of the automobile industry said, "If everyone is moving forward together, then success takes care of itself".

Working as a team, to successfully achieve the goals and objectives, requires effective team communication strategies. Teamwork includes communication, understanding and coordination among team members along with mutual trust. In a team, every individual's contribution is important. Everyone has something to contribute. But in a good team, every individual gives for the cause of the team. A team depends as much on individual creativity as it does on collective thought.

LEARNING OBJECTIVES

- To appreciate the importance of working in teams
- Becoming an effective team member
- Improving interpersonal communication skills

LEARNING OUTCOME

After participation in the Out Bound Training the student

1. Would be able to identify one's own strengths and weaknesses and use for self development
2. Develops confidence levels and commitment towards achieving tasks

ACTIVITY STRUCTURE

Team building activities make it possible for everyone in the team to participate and allow them to better understand each other's strengths and weaknesses. To enhance and appreciate teamwork, students would be divided into teams and various activities will be conducted. The activities will be conducted over a three day period at a location outside the Institute. An external agency will be deputed to conduct these activities and assess the student on various parameters.

The total assessment would be for 50 marks.

MMH804: 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.

LEARNING OBJECTIVES:

- To introduce yoga practice to the student at young age.
- To help students maintain good health.

LEARNING 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.

MMH805 & MMH812: SOFT SKILLS

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

LEARNING OBJECTIVES

- To understand and enhance social skills
- To develop logical reasoning and quantitative abilities
- To help build greater confidence when interacting with people
- To build on the ability to make a positive first impression
- To help improve the overall appearance

LEARNING 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 & Logical)

ACTIVITY STRUCTURE

Students would be focusing on the following major activities under this Course:

- a) Grooming & etiquette
- b) Introspection, self awareness and self introduction
- c) CV writing
- d) Facing interviews
- e) Training in aptitude and employability tests

Guidance on the above issues would be given by an expert and Faculty would be guiding them through one-to-one interaction. Assessing them on their performance would be done by the Faculty.

The assessment would be for 50 marks.

MMH806: SOCIAL PROJECT

INTRODUCTION

In a large democracy like India, social issues or concerns are many within various commUNITies. Some of them could be common, some unique and depends on the surroundings/environment that the commUNITY is exposed to. Even though there could be interventions from governmental and non- governmental bodies, some of these persist, which the commUNITY wishes would vanish. This course, Social Project is designed as a study that can take social concerns, research the facts, constraints, alternatives and recommend implementable solutions that can alleviate the concern within a commUNITY. Students are expected to go into the commUNITY to identify the perennial problem and see the best way to resolve them, by interacting with commUNITY members, NGOs and other governmental bodies.

LEARNING OBJECTIVES

1. To understand the concerns of a commUNITY.
2. To pick a concern that can add maximum value to the commUNITY
3. Analyze, organize and prioritize constraints/concern.
4. Recommend a solution that is implementable.

LEARNING OUTCOMES

On completing this course the student

1. Will be able to empathize with the social concern within the commUNITY.
2. Will be able to assess and gather relevant information.
3. Will be proud that they have made a difference to the commUNITY.

ACTIVITY STRUCTURE:

Before the course starts, students are assigned a specific faculty mentor, who will be their point of contact for the social project. As this course is a self- study assessment of concerns within the commUNITY. Students are expected to go out into the commUNITY to assess problems and work with their faculty mentor to finalize the project and submit a report to earn credits.

MMH807: 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.

LEARNING 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

LEARNING OUTCOMES

Upon completion of this course, students will -

1. Learn to confidently communicate in English at the workplace
2. Acquire the following Business English skills in accordance with their BEC Levels:
3. BEC Preliminary: read reports, charts and advertisements; write short email or memo; understand short conversations; give short presentations.
4. 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.
5. 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

1. BEC is offered at three levels namely, BEC Preliminary, BEC Vantage and BEC Higher, based on four skills - Reading, Writing, Listening and Speaking.
2. BEC Preliminary is a lower intermediate level and is meant for candidates having limited confidence in their usage of English.
3. BEC Vantage is at intermediate level and is suitable for candidates who have fluency in English.
4. 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.

MMH808: BOOK REVIEW

INTRODUCTION

Reading maketh a full man; conference a ready man; and writing an exact man - Francis Bacon.

Communication is the basis of our lives and we would in this day and age, be handicapped without it. Communication is a vital element for successful career in the corporate world. Effective Communication is significant for managers in the organizations so as to perform the basic functions of management. Communication is one of the activities that managers devote a great part of their time. Communication can be improved through extensive reading and writing.

Despite the deep penetrating reach of the visual media, books have a definite edge over other mediums of communication and entertainment. Reading is an activity that is both fun and enlightening. It can help us be more knowledgeable and successful. Reading as a habit has always nurtured a wholesome sense of well-being. Avid readers tend to have a better grasp on realities and are known to be better judges of people. However, it has been seen that, with the advent of technology, reading is an activity that many people don't engage in very much. A national survey in USA revealed that 50% of the population hasn't read a book in the last six months!

Reviewing a book after reading enhances the analytical writing which hones the critical thinking. It assesses the ability to articulate and support complex ideas, construct and evaluate arguments, and sustain a focused and coherent discussion. Written Communication involves expressing oneself clearly, using language with precision; constructing a logical argument; note taking, editing and summarising; and writing reports.

LEARNING OBJECTIVES

- Experience the pleasure and inculcate the habit of reading
- Enhance the critical thinking ability of the students
- Master the art of communicating using good writing skills

LEARNING OUTCOMES

After completion of book review the student

1. Will be able to debate, evaluate and assess the ideas.
2. Will improve the overall communication skills.

ACTIVITY STRUCTURE

A general/management book would be given to the student to read. The student is expected to critically analyse, present his/her arguments leading to a conclusion of the writings through this review.

The assessment would be for a total of 50 marks.

MMH809 & MMH810: CURRENT BUSINESS AFFAIRS (CBA)

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.

LEARNING OBJECTIVES

- Improve reading habit
- To create awareness on current business matters
- Improve critical thinking on business issues
- Equip students with knowledge and skill to succeed in job interviews

LEARNING 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

1. Newspapers:
2. Economic Times
3. Mint
4. Business Line
5. The Hindu

MAGAZINES

1. Business World
2. Business India
3. India Today
4. Business Today

MMH811: 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.

LEARNING OUTCOMES

By the end of the tri-semester, students should be able to:

1. Demonstrate understanding of the underlying principles of marketing, management, finance, and accounting and the interrelatedness and impact of these areas on business strategy.
2. Demonstrate problem-solving skills involving quantitative and statistical analysis
3. 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.

MBA IV TRIMESTER

HBA 814: CMA 1: External Financial Reporting and Planning Budgeting

Introduction: The objective of this course is to acquaint students with the concepts of Financial Reporting methods and tools of Planning Budgeting and forecasting and their application in industry and help students to prepare for the CMA US Exam

Unit-1 Financial Statements

Balance sheet, Income statement, Statement of changes in equity, Statement of cash flows

Unit-2 Recognition, measurement

Valuation, and disclosure, Asset Valuations , Valuation of liabilities, Income taxes (applies to Assets and Liabilities subtopics), Leases (applies to Assets and Liabilities subtopics), Equity transactions, Revenue recognition, Income measurement, US GAAP – IFRS differences

Unit-3 Planning

Strategic planning, Budgeting concepts, Budgeting methodologies, Annual profit plan and supporting schedules, Top level planning and analysis

Unit-4 Budget

Budgeting Role, Budget short term objectives, Budget performance, Budgeting process, Budget communication process, Budget resource allocation, Budget standards, Corporate Goal Congruence

Unit-5 Budget Methodologies

Annual/master budgets, project budgeting, activity based budgeting, zero, based budgeting, continuous (rolling) budgets, flexible budgeting, functional budgets i.e Production budget, Sales budget, Cash budget

Text Book:

CMA Part-1 cmapass.com

Journals:

Strategic Management by IMA

MBA V TRIMESTER

HBA 815: CMA 2: Cost Accounting and Internal Audit & Control

Introduction: The objective of this course is to acquaint students with the concepts of Cost Accounting and their application in industry and equipped with importance of Internal control and Audit which will help students to prepare for the CMA US Exam

Unit-1 Performance Management

Cost and variance measures , Management by exception, Use of standard cost systems, Analysis of variation from standard cost expectations, Responsibility centers and reporting segments, Product profitability analysis, Business unit profitability analysis, Customer profitability analysis, Return on investment, Residual income, Investment base issues, Key performance indicators (KPIs), Balanced scorecard

Unit-2 Costing System

Cost behavior and cost objects, Actual and normal costs, Standard costs, Absorption (full) costing, Variable (direct) costing, Joint and byproduct costing, Fixed and variable overhead expenses, Plant wide versus departmental overhead; Determination of allocation base, location of service department costs, Job order costing, Process costing, Activity based costing, Life cycle costing

Unit-3 Business Process Improvement

Value chain analysis , Value added concepts, Process analysis, Activity based management; Continuous improvement concepts, Best practice analysis, Cost of quality analysis, Efficient accounting processes, Supply Chain Management , Lean manufacturing, Enterprise resource planning (ERP), Theory of constraints and throughput costing, Capacity management and analysis

Unit-4 Internal controls and Audit

Governance risk and compliance, Internal auditing, Systems controls and security measures

Text Book:

CMA Part-1 cmapass.com

Journals:

Strategic Management by IMA

MBA VI TRIMESTER

MMH 816 - CMA 3:Strategic Financial Management

Introduction: The objective of this course is to acquaint students with the concepts of Strategic Financial Management and their application in industry and familiarize with importance of ethics which will help students to prepare for the CMA US Exam

Unit-1 Decision Analysis

Cost/volume/profit analysis , Breakeven analysis, Profit performance and alternative operating levels, Analysis of multiple products

Unit-2 Marginal Analysis

Sunk costs, opportunity costs and other related concepts, Marginal costs and marginal revenue, Special orders and pricing, Make versus buy, Sell or process further , Add or drop a segment, Capacity considerations

Unit-3 Pricing

Pricing methodologies, Target costing, Elasticity of demand , Product life cycle considerations, Market structure considerations

Unit-4 Risk Management , Enterprise risk

Types of risk, Risk identification and assessment, Risk mitigation strategies, Managing risk

Unit-5 Professional Ethics

Ethical considerations for management accounting and financial management professionals, Ethical considerations for the organization

Text Book:

CMA Part 2 cmapass.com

Journals:

Strategic Management by IMA

CONTEMPORARY COURSES

MMH841: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.

LEARNING 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.

LEARNING 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:

New Corporate Responsibilities in the Digital Economy - Climate Change: Understanding climate change, Green House Effect, United Nations Framework Convention on Climate Change, managing climate change, clean development mechanisms.

UNIT-IV:

A New Paradigm: How Social Movements Shape Corporate Social Responsibility After the Financial Crisis.

UNIT-V:

Corporate Social Responsibility in the Post-Financial Crisis Era: CSR Conceptualizations and International Practices in Times of Uncertainty.

TEXT BOOK

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

REFERENCES

1. Srivastava, A., Kothari, A., "Churning the Earth - the making of Global India", Viking, 2012
2. Biswas, S.C., Gandhi Theory and Practice Social Impact and Contemporary Relevance, Indian Institute of Advanced Studies, Simla, 1969
3. Moon, J., "The Contribution of Corporate Social Responsibility to Sustainable Development", John Wiley & Sons Ltd, InterScience 15, 2007

JOURNALS

1. Journal of Business Ethics

MMH842: 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.

LEARNING 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.

LEARNING 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-I:

Market failure, recognizing problems/opportUNITies, future of the world.

UNIT-II:

Social Innovation - introduction, stages, sustenance.

UNIT-III:

Social Innovation in Government, Public Sector, Private Sector, CSR.

UNIT-IV:

Social Entrepreneurship - meaning, business model, scaling, sustaining.

UNIT-V:

Cases related to Social Innovation in the commUNITY.

TEXT BOOK

1. "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

1. http://www.addmecop.eu/home/european/library/literature/Social_Innovator_020310.pdf
2. <http://www.sbs.ox.ac.uk/centres/skoll/research/Documents/Social%20Innovation.pdf>
3. <http://www.ngobiz.org/picture/File/Social%20Enterpeuneur-The%20Case%20of%20Definition.pdf>
4. <https://www.ashoka.org>

JOURNALS

1. Stanford Social Innovation Review Stanford University
2. Online Magazine <http://changemaking.ashoka.org/>

MMH 860:- 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.

Learning Objectives:

- To learn the rational and cognitive decision making and Decision Fatigue.
- To know perception basis and inertial effects.
- It understand the concepts of Behavioural finance and advanced behavioural economic concepts.

Learning 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: Neuroeconomics –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

MMH844: 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.

LEARNING 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

LEARNING 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

1. Tarik Khalil, "Technology Management", Tata McGraw Hill, New Delhi, 2013

REFERENCES

1. Krishnamacharyulu, C. S. G., & Lalitha Rama Krishnan, "Management of Technology - Text & Cases", Himalaya Publishing House, Mumbai, 2011
2. Rastogi, P.N., "Management of Technology", Response Books, Sage Publications, New Delhi, 2011
3. Robert Szakonyi, "Technology Management", Viva Books Private Limited, New Delhi, 2013

JOURNALS

1. Indian Journal of Industrial Relations
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMH846: ENVIRONMENTAL SCIENCES

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.

LEARNING 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

LEARNING 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

1. Pretty, J. et al, (2007), "The Sage Handbook of Environment and Society", New Delhi, Sage

REFERENCES

1. Russo, M.V. (2008). "Environmental Management: Readings and Cases". New Delhi, Sage.
2. Srivastava, A., & Kothari, A., (2012), "Churning the Earth: The Making of Global India", Penguin, New Delhi, 2012

JOURNALS

1. Vikalpa, Indian Institute of Management, Ahmedabad
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMH847: 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.

LEARNING OBJECTIVES

- To understand the basic concepts like IPR, Patents Trademarks and Copyrights
- To understand the process of patent registration

LEARNING 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- Patents: Main features, registration of patents - Indian Patent Act; Trade Marks- Importance and kinds of Trade Marks, passing off, and Industrial Designs- Copyrights: Meaning, importance of copyrights, universal copyright convention international society on copy rights.

Unit II : IP Systems in USA, China and India and Multilateral IP Systems.

Unit-III : Political Economy and IP: Political Economy, Cultures and IP Impact.

Unit IV – Managing IP assets, valuation and internationalization, commercialization and profiting from IP Management issues like Privacy.

UNIT-V:

Emerging Issues: Geographical indications, traditional knowledge, plant varieties and farmers' Rights, and case studies on Basmati Rice, Neem and Turmeric.

TEXT BOOK

1. Wadehra, B. L., "Law relating to Intellectual Property", Universal Law Publishing Co., New Delhi, 2012.
2. Understanding and Profiting from Intellectual Property: Strategies Across Borders, 2nd Edition, Deli Yang, Palgrave Macmillan, 2013

REFERENCES

1. Sople, V. V., "Managing Intellectual Property", Prentice Hall, Mumbai, 2012
2. Anurag K. Agarwal; Business and Intellectual Property; Business Books IIMA; Random House; New Delhi 2010

JOURNALS

1. Vikalpa, Indian Institute of Management, Ahmedabad
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMH 861 – Technological Entrepreneurship

Introduction

This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation and technology in the entrepreneurial process. It is not about small business or life style businesses but instead the development of growth oriented businesses - whether for-profit or not-for-profit. Entrepreneurship is both a way of thinking and of doing. It involves "building something from nothing" and successful entrepreneurs know how to manage and mitigate uncertainty and risk. The course content is relevant to those individuals thinking about starting a business or who are already in business - large or small, those who are interested in commercialising their own innovations or of others, and those who advise entrepreneurs or engage in policy making in the entrepreneurship area

Learning Objectives

- To learn the concepts and importance of Value Creation ,Competence and New Knowledge Acquisition
- To enable students thinking abilities for Venture Idea Generation
- To make the students to understand the way to Develop and Implement the Technology Business Plan
- To enhance the knowledge about Venture Valuation and Venture Exit

Learning Outcomes

On completion of this course the students would be able to

- Would understand the need and significance of dynamic competence and Competence Enhancement
- Would develop a Creative venture idea with the acquired new knowledge
- Could be ready to present technology business plan for financial support with the required contents.
- **Ready to** prepare venture valuation for the proposed new venture

Dynamic Competence, Competence Enhancement, Technological Competence, Creativity; New Knowledge Acquisition

Syllabus

Unit 1: Technology Entrepreneurship – Trends, Opportunities and Challenges; The Technology Entrepreneur – Who? Character Traits, Opportunity Orientation, Self Efficacy – Five Pillars of Technology Entrepreneurship: Value Creation, Lean Startup, Customer Discovery and Validation, Business Model Canvas, Entrepreneurial Method.

Unit 2: Opportunity Emergence – Discovery, Knowledge, Discontinuity, Bold Innovation; Competence – Dynamic Competence, Competence Enhancement, Technological Competence,

Creativity; New Knowledge Acquisition – Knowledge, Open Innovation, Networks, Alliances, Purchasing Knowledge,

Unit 3: Venture Idea Generation – Venture Types (B2C, B2B, B2G)- Idea Generation Process – Idea Development Process – Market/Product/Service Development

Unit 4: Protecting Intellectual Property – Legal Structure and Equity Distribution – Developing and Implementing the Technology Business Plan – Capital and Capital Sources

Unit 5: Venture Launch – Marketing and Selling Products – Venture Valuation and Venture Exit; Emerging Futures – Climate Change, Energy, Robotics, Artificial Intelligence, Internet of Things.

Text Books:

- Technological Entrepreneurship: Technology-Driven vs Market-Driven Innovation, Ian Chaston, Palgrave MacMillan, 2017.
- Technology Entrepreneurship: Taking Innovation to the Marketplace, Thomas N. Duening, Robert D. Hisrich and Michael A. Lechter, Academic Press, 2nd Edition, 2015.

Reference Books:

1.Essentials of Entrepreneurship and Small Business Management, Norman M Scarborough and Jeffrey R Cornwall, Pearson, 8th Edition, 2016

2.From Science to Startup: The Inside Track of Technology Entrepreneurship, Anil Sethi, Copernicus Books, 2016.

MMH849: 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.

LEARNING 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

LEARNING 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

1. Avatar Singh, "Law of Arbitration and Conciliation", Eastern Book Company, Lucknow, 2011

REFERENCES

1. Rao, P.C., "Alternative Dispute Resolution", UNITED India Publications, New Delhi, 2001

JOURNALS

1. IUP Journal of Alternative Dispute Resolution
2. The Business Law Reports
3. Labour Law Reporter
4. Digest of Supreme Court Cases

MMH 857 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.

MMH 858 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

LEARNING 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

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MMH852: 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.

LEARNING 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

LEARNING OUTCOMES

After completion of the course, the student is able to learn

1. The meaning and the models of employee engagement
2. The concept of Emotional Intelligence and its role in organizational effectiveness.
3. The new concept of E-work, Work Force Diversity and Quality of Work life Balance.

COURSE SYLLABUS

UNIT-I:

HRM in the present era: Meaning importance and scope of employee engagement, Models of employee engagement; Building blocks of employee engagement.

UNIT-II:

Emotional intelligence; Meaning and importance of Emotional Intelligence; Functions of Emotional Intelligence, Role of Emotional Intelligence in organizational effectiveness.

UNIT-III:

E-Work ; Meaning and importance of E-work; The Micro and Macro levels of E-work. E-work and Indian Scenario.

UNIT-IV:

Managing workforce diversity: importance of workforce diversity in MNCs; Modes of managing work force diversity; Role of culture and the role of HR manager;

UNIT-V:

Quality of Work Life: Meaning and importance of Quality of Work Life; Human, Technological and Organizational approach to Quality of Work Like; Quality Work Life in Indian Contest:

TEXT BOOK

1. Mirza Saiyaddin, Contemporary issues in HRM, Himalaya Publishing House 2013

REFERENCE BOOKS

1. G.R. Jones; J. M. George; Contemporary Management; TATAMc. Graw Hill, 2010

JOURNALS

1. Human Capital
2. Personnel Today
3. HRD Net Work

MMH 859 : HR IN KNOWLEDGE MANAGEMENT

Objectives:

- The objective of the course is to prepare HR managers to participate in the organizational knowledge management efforts and facilitate management of knowledge.
- The course using case studies of many organizations shows the various aspects of KM and how the three aspects, Strategy, technology and HRM need to be aligned together to manage knowledge management.

Unit 1. Introduction to knowledge management • Understanding the significance of KM through a discussion on theories of the firm • Understanding the history, and the close relationship of KM with other concepts • Understanding the three major inputs viz. strategy, people and IT for a successful KM system .

Unit 2. Understanding knowledge • Understanding the difference between data, information and knowledge • Understanding the various types of knowledge viz. tacit and explicit • the consequences of knowledge types on managing knowledge

Unit 3. Knowledge management and organization design • Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design • Understanding how organization structure can affect knowledge management

Unit 4. Knowledge management and culture • Why and how culture affects knowledge? • Why should individual “share” knowledge and how organizational culture can help mitigate individual’s fears

Unit 5. Knowledge management, strategy and HRM • Understanding the need to align individual needs with organization • How HRM can design reward systems to facilitate KM • Using “organizational routines” for managing knowledge

Text books:

- Knowledge Management Text & Cases, Waman S Jawadekar, Tata McGraw-Hill

References:

- Knowledge Management, Sudhir Warier: Vikas Publishing House.
- Web Warehousing & Knowledge Management, Mattison: Tata McGraw-Hill.
- Knowledge management: An Evolutionary view, Berra Fernandez: PHI.
- Knowledge Management, Fernando: Pearson.
- Knowledge Management, B.Rathan Reddy: Himalaya.
- Knowledge Management, Tapan K Panda: Excel.
- Knowledge Management systems, Barnes: Cengage.

MMH854: 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.

LEARNING OBJECTIVES

- To facilitate a theoretical and applied understanding of human behavior at work.
- To equip the HR manager to scientifically assess behavior at work using the methods
- To standardized tools of psychometry.

LEARNING 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; Illusions and embedded figures; Thresholds.

UNIT-II:

Test Construction: Item Writing; Item Analysis; Reliability; Validity; Norm Development.

UNIT-III:

Abilities: Assessment of General Abilities - Intelligence, Aptitudes; Assessment of Special Abilities; Standard Progressive Matrices; David's Battery of Differential Abilities; Emotional Quotient.

UNIT-IV:

Personality: Assessment of Values and Interests; Assessment of Interpersonal Behavior; Self-report inventories; Use of semi-projective and projective techniques; Qualitative Methods. 16 Personality Factor Scale; Multiple Personality Type Indicator; Thematic Apperception Test.

UNIT-V:

Assessment of Abnormal Functioning: Substance Abuse; Stress; Anxiety; Depression and disease-prone personality; CAGE; Presumptive Stressful Life Events Scale; General Health Questionnaire-28; Beck Depression Inventory.

TEXT BOOK

1. Furr, R.M. & Bacharach, V.R. (2014). Psychometrics: An Introduction. Thousand Oaks: Sage.

REFERENCE BOOKS

1. Anastasi, A. (1997). Psychological testing. New York: MacMillan. 2013
2. Ciminero, A.R. (1986). Handbook of behavioral assessment. New York: John Wiley. 2013
3. Kaplan, R. & Saccuzzo (2007). Psychological testing. Wadsworth: Cengage 2013

JOURNALS

1. Psychological Assessment
2. Journal of Psychopathology and Behavioral Assessment

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.

OBJECTIVES:

- 1) To understand the Concepts of predictive analytics and HCM: 21.
- 2) To analyse predictive management model and its process and HCM:21 process
- 3) To make a detailed study of case studies from Government and private companies.

LEARNING OUTCOMES:

- 1) Understand the metrics and use it for predictive analytics
- 2) Understand the application of HCM model

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.

TEXTBOOK

Jac Fitz-Enz. (2010), *The New HR Analytics: Predicting the Economic Value of your Company's Human Capital Investment*, USA: Amacom.

REFERENCE BOOKS

- 1) Smith, T. (2013), *HR Analytics: The What, Why and How*, USA: CreateSpace Independent Publishing Platform.
- 2) Jac Fitz-Enz. (2014), *Predictive Analytics for Human Resources*, New Delhi: Wiley India.
- 3) Laurie Bassi (2012), *HR Analytics Handbook*, USA: McBassi and Company.

JOURNALS

1. Information Technology, New Delhi,
2. Computers Today, New Delhi