

**GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT
GITAM 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. 2016-17 Admitted Batch)

Website : **www.gitam.edu**

2016

CONTENTS

S.No.	Particulars	Page No.s
1.	Regulations	2 - 25
2.	First Trimester	26 - 42
3.	Second Trimester	43 - 56
4.	Third Trimester	57 - 70
5.	Fourth Trimester	71 - 114
6.	Fifth Trimester	115 - 157
7.	Sixth Trimester	158 - 208

Master of Business Administration (MBA)
Program Code: MPRBA
REGULATIONS
(W.e.f. 2016-17 admitted batch)

1.0 ADMISSION

- 1.1 Admission into MBA Program of GITAM University is governed by GITAM 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.

4.1 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.

4.2 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.

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

4.4 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.

4.5 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

- 4.6. The curriculum of the six trimester MBA program is designed to have a total of 241 credits. However for the award of MBA degree, the students has to earn a minimum of 123 credits only as shown in Table 1

Table 1: Course Structure

Nature of Course	No. of Courses	Total Credits	Percentage
a) Foundation/general courses	15	45	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

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

Trimester-wise Programme Structure

Trimester-wise Programme Structure

4.7 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	3
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	Organizational Behavior	3		3	40	60	100	3
5	MMH713	Foundation	Financial Accounting and Analysis	3		3	40	60	100	3
6	MMH 716	Foundation	Business Statistics	3		3	40	60	100	3
7	MMH731	Foundation	IT for Management		2	2	100	--	100	1
8	MMH791	Skill Based	Trimester-end Viva-voce					50	50	1
			Totals:	18	2	20	280	470	750	20

Professional Competency Development (PCD) Courses

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

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 Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH702	Foundation	Managerial Communication	3		3	40	60	100	3
2	MMH705	Foundation	Cost & Management Accounting	3		3	40	60	100	3
3	MMH708	Foundation	Business Laws	3		3	40	60	100	3
4	MMH711	Value Based	Ethics and Values in Business	3		3	40	60	100	3
5	MMH714	Skill Based	Business Research Methodology	3		3	40	60	100	3
6	MBA702	Skill Based	Operations Research	3		3	40	60	100	3
7	MMH792	Skill Based	Trimester-end Viva-voce					50	50	1
			Totals:	18		18	240	410	650	19

Professional Competency Development (PCD) Courses

1	MMH805	PCD	Skill Based	Soft Skills-1		4	4	50		50	2
2	MMH806	PCD	Value Based	Social Project *				50		50	1
				Totals:		4	4	100	0	100	3

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.

Trimester-III Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH703	Value Based	Gandhian Thought and Management	3		3	40	60	100	3
2	MMH706	Foundation	Operations Management	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	Skill Based	Entrepreneurship	3		3	40	60	100	3
6	MBA703	Foundation	Human Resource Management	3		3	40	60	100	3
7	MMH793	Skill Based	Year end Viva-voce					100	100	2
			Totals:	18		18	240	460	700	20

Professional Competency Development (PCD) Courses

1	MMH807	PCD	Value Based	Business English Certificate (BEC)-1 #		*	*	-		-	*
2	MMH808	PCD	Value Based	Book Review *				50		50	1
3	MMH809	PCD	Value Based	Current Business Affairs (CBA)-1	2		2	50		50	2
4	MMH812	PCD	Value Based	Soft Skills		4	4	50		50	2
				Totals:	2	4	6	150		150	5

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

Book Review *: Students to review an assigned book given in Tri-2 and provide a report in Tri-3. BEC#: Credit will be given after receiving certification in VI trimester

Industry based Summer Project (6-weeks) *		Credits
Compulsory skill based	Project Report	2
	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	MBA801	Skill Based	Strategic Management	3		3	40	60	100	3
2		Elective	Elective-1 *	3		3	40	60	100	3
3		Elective	Elective-2 *	3		3	40	60	100	3
4		Elective	Elective-3 *	3		3	40	60	100	3
5		Elective	Elective-4 *	3		3	40	60	100	3
6		Elective	Elective-5 *	3		3	40	60	100	3
7	MMH891	Skill Based	Summer Internship Project Report & Viva				-	100	100	2+1
8	MMH894	Skill Based	Trimester end Viva-Voce				-	50	50	1
			Totals:	18		18	240	510	750	22

Professional Competency Development (PCD) Courses

1	MMH807	PCD	Skill Based	Business English Certificate (BEC)-2 #		*	*	-		-	*
2	MMH810	PCD	Value Based	Current Business Affairs (CBA)-2	2		2	50		50	2
				Totals:	2		2	50		50	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
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MFM841	Elective	Financial Institutions and Markets	3		3	40	60	100	3
2	MFM844	Elective	Financial Services	3		3	40	60	100	3
3	MFM847	Elective	Retail Bank Management	3		3	40	60	100	3
4	MFM850	Elective	Corporate Valuation	3		3	40	60	100	3
5	MFM853	Elective	Advanced Financial Management	3		3	40	60	100	3
6	MMM841	Elective	Consumer Behaviour	3		3	40	60	100	3
7	MMM844	Elective	Advertising & Brand Management	3		3	40	60	100	3
8	MMM847	Elective	Sales & Distribution Management	3		3	40	60	100	3
9	MMM850	Elective	Retail Management	3		3	40	60	100	3
10	MMM853	Elective	Digital Marketing	3		3	40	60	100	3
11	MHR841	Elective	Human Resource Development	3		3	40	60	100	3
12	MHR844	Elective	Employee Welfare & Labour Administration	3		3	40	60	100	3
13	MHR847	Elective	Employment Laws - I	3		3	40	60	100	3
14	MHR850	Elective	Compensation Management	3		3	40	60	100	3
15	MHR853	Elective	HR Value Proposition	3		3	40	60	100	3
16	MOM841	Elective	Enterprise Resource Planning	3		3	40	60	100	3
17	MOM844	Elective	Logistics & Supply Chain Management	3		3	40	60	100	3
18	MSY841	Elective	Business Analytics	3		3	40	60	100	3
19	MSY844	Elective	Decision Support System	3		3	40	60	100	3

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	2
			Totals:	15	4	15	200	400	600	17

Professional Competency Development (PCD) Courses

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

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
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MF842	Elective	Security Analysis & Portfolio Management	3		3	40	60	100	3
2	MF845	Elective	Financial Derivatives	3		3	40	60	100	3
3	MF848	Elective	International Financial Management	3		3	40	60	100	3
4	MF851	Elective	Insurance Management	3		3	40	60	100	3
5	MF854	Elective	Fixed Income Markets	3		3	40	60	100	3
6	MMM842	Elective	Rural Marketing	3		3	40	60	100	3
7	MMM845	Elective	Services Marketing	3		3	40	60	100	3
8	MMM848	Elective	Marketing Metrics	3		3	40	60	100	3
9	MMM851	Elective	Customer Relationship Management	3		3	40	60	100	3
10	MMM854	Elective	E-Marketing	3		3	40	60	100	3
11	MHR842	Elective	Employment Laws-2	3		3	40	60	100	3
12	MHR845	Elective	Industrial Relations	3		3	40	60	100	3
13	MHR848	Elective	Global Human Resource Management	3		3	40	60	100	3
14	MHR851	Elective	Strategic HRM	3		3	40	60	100	3
15	MHR854	Elective	Drafting - Statutory Compliance Forms	3		3	40	60	100	3
16	MOM842	Elective	Materials Management	3		3	40	60	100	3
17	MOM845	Elective	Total Quality Management	3		3	40	60	100	3
18	MSY842	Elective	E-Business	3		3	40	60	100	3
19	MSY845	Elective	Software Project Management	3		3	40	60	100	3

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 *	4		4	50 + 50		100	4
2	MMH893	Core	Skill Based	Venture Planning/ Research Papers/ Project Report				-	150	150	3
3	MOE803*	Open	Skill Based	open electives	3		3	100	--	100	3
4	MOE806*	Open	Skill Based	open electives	3		3	100	--	100	3
5	MMH896	Core	Skill Based	Project Viva				-	50	50	2
			Totals:		10		10	300	200	500	15

*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. 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

1	MMH803 To MMH812	PCD	Value/ Skill Based PCD Courses				50 *	10	50 *	10	10
			Totals:				500		500		10

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 Professional Competency Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH803	Value Based	Outbound Training (OBT)		2	2	50		50	1
2	MMH804	Value Based	Yoga & Meditation		2	2	50		50	1
3	MMH805	Skill Based	Soft Skills -1		2	2	50		50	2
4	MMH806	Value Based	Social Project		2	2	50		50	1
5	MMH807	Skill Based	Business English Certificate (BEC)-1		2	2	50		50	-
6	MMH808	Value Based	Book Review	2		2	50		50	1
7	MMH809	Value Based	Current Business Affairs (CBA)-1	2		2	50		50	2
8	MMH807	Skill Based	Business English Certificate (BEC)-2		2	2	50		50	-
9	MMH810	Value Based	Current Business Affairs (CBA)-2	2		2	50		50	2
10	MMH811	Skill Based	Business Simulation		4	4	50		50	2
11	MMH807	Skill Based	Business English Certificate (BEC)-3		2	2	50		50	2
12	MMH812	Skill Based	Soft Skills-2		2	2	50		50	2

Note: Professional Competency Development Courses (PCD) offered are for 16 credits, 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

S. No.	Course Code	Course Type	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
1	MMH841	Elective	CSR & Sustainable Development	2		2	50		50	2
2	MMH842	Elective	Social Innovation	2		2	50		50	2
3	MMH843	Elective	Managing Non-Governmental Organization	2		2	50		50	2
4	MMH844	Elective	Technology Management	2		2	50		50	2
5	MMH845	Elective	Change Management	2		2	50		50	2
6	MMH846	Elective	Environmental Sciences	2		2	50		50	2
7	MMH847	Elective	Intellectual Property Rights	2		2	50		50	2
8	MMH848	Elective	Managing Small & Medium Enterprises	2		2	50		50	2
9	MMH849	Elective	Alternate Dispute Resolution	2		2	50		50	2
10	MMH850	Elective	Personal Tax Planning	2		2	50		50	2
11	MMH851	Elective	Stock Markets & Operations	1	2	2	50		50	2
12	MMH852	Elective	Contemporary HR Practices	2		2	50		50	2
13	MMH853	Elective	Information Technology Law	2		2	50		50	2
14	MMH854	Elective	Psychometrics	2		2	50		50	2
15	MMH855	Elective	Performance Management	2		2	50		50	2
16	MMH856	Elective	HR Analytics	2		2	50		50	2

4.8 OPEN ELECTIVES

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

Each course has 3 credits. Credits will be shown in VI Trimester only. The courses will be chosen from Moocs, Course era, University offered open electives, BSE., & NSE certification courses out of which two courses are to be selected by the student. In case of student who got placement can choose any two courses from Moocs, Course Era, BSE & NSE.

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

- 7.1. 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.
- 7.2. 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 on payment 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. Evaluation

- 8.1 The assessment of the student's performance in each course shall be based on continuous evaluation (40 Marks) and Trimester-end examination (60 Marks).
- 8.2 A student has to secure an aggregate of 40% in the 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 (ie 40%) in the theory component at the trimester-end examination.
- 8.3 The marks for each component of assessment are as shown in the Table 2.

Table -2 Assessment Procedure

S. No.	COMPONENT OF ASSESSMENT	MARKS ALLOTTED	TYPE OF ASSESSMENT	SCHEME OF EVALUATION
1	Theory/Practical	40	Continuous Evaluation	i) Fifteen (15) marks for mid trimester examinations ii) Fifteen marks (15) for Assignment/Seminar/ Mini-project/ Research paper /Field Projects/ Viva-Voce/Workshop presentations/case analysis/ GDs iii) Ten (10) marks for two Quizzes carrying 5 marks each.
		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 (ITM)	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)	100	Continuous Evaluation	i) Project report carries 50 marks ii) Project viva voce carries 50 marks
4	Social Project/ minor project	50	Continuous Evaluation	i) 30 marks for project report ii) 20 marks for viva voce
5	Research paper / venture planning / project report	150	Continuous Evaluation	i) 100 marks for report submission ii) 50 marks for viva voce

S. No.	COMPONENT OF ASSESSMENT	MARKS ALLOTTED	TYPE OF ASSESSMENT	SCHEME OF EVALUATION
6	Year end viva voce	100	Continuous Evaluation	i) Student will be examined on the comprehensive knowledge on the course he/she studies in that year.
7	Comprehensive Viva-voce	50	Continuous Evaluation	i) Student will be examined on the comprehensive knowledge on the entire course he/she studies up to 5 trimesters.

- Two Quizzes of 5 marks each (surprise or scheduled) - This is designed to check student's preparedness and self-learning, which is one of the cornerstone of strong foundation. Three quizzes will be conducted for each Course and marks of two best quizzes will be considered. No repeat quizzes will be conducted for absentees.
- Class Attendance - 100% Attendance is a reflection of one's commitment, discipline, time management that facilitates continuous learning.
- Presentations - 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 - Application of theoretical knowledge to practical real-world problems, not only provides an end-solution, but reinforces confidence and zeal to take up bigger challenges. Field or industry projects help groom students to working environment.
- Viva-voce - This is designed to test comprehensive knowledge gained and articulation style.
- Research Papers - Research is the lifeblood of an educational institution, whose results contribute to the growth of the economy. Students are provided an opportunity to work with faculty in their desired discipline and generate research project/papers that can be published.
- Workshops - 2 to 6 days workshops can be conducted as per the requirement of the Course
- Computer application - Usage of application or Developing a program, model, portal, application may be used for evaluation

8.2 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.

8.3 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 to be answered).	5 X2= 10 marks
2.	Section B : Five Essay type questions (either or choice Questions from each unit)	5 X8 = 40 marks
3.	Section C : One Caselet (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 to be answered).	5X 4 = 20 marks
2.	Section B : Problems/Theory (Five out of Eight to be answered)	5X 8 = 40marks
	Total	60 marks

8.4 Viva-Voce:

Trimester-end viva-voce will be arranged at the end of I, II & IV trimesters, and comprehensive viva-voce will be arranged at the end of the III & V trimesters. The contents, marks and the composition of Board of each Viva-Voce shall be as follows:

I, II & IV Trimester end: Viva voce on the course studied during the trimester and industrial visits, of the respective trimesters: 50 marks. Viva-voce examination board will consist of Class Coordinator and one senior Faculty from the Institute.

III & V Trimester end: Comprehensive Viva on all the courses of study, industrial visits and projects: 100 marks. Viva-voce examination board will consist of one external Professor/Executive from the industry, one senior Faculty from the Institute and Programme Coordinator/Assistant Programme Coordinator/Principal/Vice-Principal.

8.5 Project/Internship Seminar/Presentation:

The evaluation board will consist of Principal, Project Guide from the Institute, One External Professor/one Senior Executive from Industry and the Programme Coordinator/Assistant Programme Coordinator.

9.0 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.

9.1 Supplementary Examination

After the announcement of the term end results, Supplementary Examination is conducted before the completion of next trimester, by fulfilling the conditions specified.

10.0 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.

11.0 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.

12.0 GRADING SYSTEM

- 12.1 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	--

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

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

13.0 GRADE POINT AVERAGE

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

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

Where

C = number of credits for the course,

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

- 13.2 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.
- 13.3 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	$\geq 8.0^*$
First Class	≥ 6.5
Second Class	≥ 5.5
Pass	≥ 5.0

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

14.0 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.

- 14.1 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.

14.2 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.

15. 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 fulfil 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

16.0 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

Trimester - I

Trimester-I Courses

S. No.	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH701	Core	Foundation	Management Theory & Practice	3		3	40	60	100	3
2	MMH704	Core	Foundation	Business Environment	3		3	40	60	100	3
3	MMH707	Core	Foundation	Managerial Economics	3		3	40	60	100	3
4	MMH710	Core	Foundation	Organizational Behavior	3		3	40	60	100	3
5	MMH713	Core	Foundation	Financial Accounting and analysis	3		3	40	60	100	3
6	MMH 716	Core	Foundation	Business Statistics	3		3	40	60	100	3
6	MMH731	Core	Foundation	IT for Management		2	2	40	60	100	1
7	MMH791	Core	Skill Based	Trimester-end Viva-voce					50	50	1
			Totals:		18	2	20	280	470	750	20

Professional Competency Development (PCD) Courses

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

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

OBT *: Grades based on three days continuous assessment during outdoor event.

MMH701: MANAGEMENT THEORY AND PRACTICE

INTRODUCTION

This course focuses on the fundamental concepts, functions and skill of management. It is designed to enhance students' understanding of effective management; to focus on a thorough and systematic coverage of relevant management theory and practice; to cover fundamental management skills and abilities required to run companies and organizations successfully; and to review the foundations of modern management thought.

LEARNING OBJECTIVES

- To understand the evolution of management thought and its relevance in decision making.
- To highlight the detailed concepts of four basic functions which form the basis of Management
- To arouse participants' interest in the field of Management and its related areas
- To promote group interaction through class discussion.

LEARNING OUTCOMES

On completion of this course the students would be able to

1. Understand theoretical aspects and its application to modern management practice by learning from management cases.
2. Demonstrate critical thinking when presented with managerial issues and problems
3. Understand the importance of Professional Management for effective utilization of resources in organizations.

COURSE SYLLABUS

Unit I:

Introduction to management: Nature and scope of Management, Management process, Management thoughts.

Unit II:

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

Unit III:

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

Unit IV:

Leading: Nature and scope, styles of Leadership; Co-ordination, types of interdependence.

Unit V:

Controlling: Process of controlling, making controlling effective, techniques of controlling.

TEXT BOOK

1. Heinz Weilrich, Mark V. Cannice & Harold Koontz, Management a Global and Entrepreneurial Perspectives. Tata McGraw-Hill Education, New Delhi. 2014.

REFERENCES

1. Harold Koontz, "Essentials of Management", 8th Ed., Tata McGraw-Hill Education, New Delhi, 2014
2. Charles Hill, Steven McShane, "Principles of Management", Tata McGraw-Hill Education, New Delhi, 2014
3. Ricky W. Griffin, "Management", Cengage Learning, New Delhi, 2014

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

MMH704: BUSINESS ENVIRONMENT

INTRODUCTION

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, struggling to take strides in the service industry, providing multinational companies with unparalleled opportunities. With liberalization and privatization taking place in almost all major sectors of the economy, the nature and extent of the role of the state is undergoing fundamental changes; these are excellent portents. In this changing 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 planning and policies of the state, economic trends and balance of payments. Knowing the major legal environment concepts and acts in addition to corporate governance is also to be discussed in this course. Though any business is an economic activity what business ethics and social responsibilities of business should to be addressed, that is introduced in this course.

OBJECTIVES

- 1) To make the students understand different facets of Indian Business Environment
- 2) To enable them to apply the unique advantages offered by Indian Business Environment and improve upon its shortcomings.

LEARNING OUTCOMES

- 1) To familiarize students with the nature of business environment and its components.
- 2) To facilitate students to develop conceptual framework of business environment and generate interest in international business.

Unit I:

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

Unit II:

Overview of Socio-cultural and Technological environment - Society and Business, CSR, Culture - beliefs, values, customs and its impact on business, Technological change, Technological factors in business, Internet of Things (IOT).

Unit III:

Economic Environment - Basic philosophies of Capitalism and Socialism with their variants, Concepts of Mixed Economy, Public?Private Partnership, balance of payments and recent trends; Exchange rate movements and the impact on BOP; Globalization , WTO-Trade Blocs.

Unit IV:

Indian Policy Environment- A brief review of industrial policies since independence, Industrial Policy of 1991 and New Economic Policy and latest trends , Fiscal Policy and Budget, Monetary and Credit Policy, FII Policy, Policy on FDIs, India's Trade Policy-bilateral and multilateral trade agreements, EXIM Policy.

Unit V:

Legal Environment - Special features of The SICA (Special Provisions) 1985 and The Companies Act 2013, BIFR, Consumer Protection Act, 1986, Investor Protection and Role of SEBI , Competition Commission of India (CCI), FEMA, Environment Protection Act,1986, International Disputes settlement mechanism- Dumping and Anti-dumping measures, TRIPS, TRIMS and GATS.

Text Book

1. Pual, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi Worthington, Ian and Britton, Chris , "The Business Environment", Pearson Education Ltd, New Delhi.
2. A.C. Fernando, Indian Economy, Pearson Education Ltd, New Delhi, 2016

Reference Books:

1. Cherunilam, Francis, "Business Environment?Text & Cases", Himalaya Publishing House, New Delhi, 2015
2. K.Aswathappa, "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
3. Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand & Co. Ltd., New Delhi.
4. Misra&Puri.,Indian Economy, Himalaya Publishing House. NewDelhi :2015

5. Joshi & Kapoor, Business Environment, Kalyani Publishers, New Delhi, 2015

Journals

1. Indian Management, AIMA, NewDelhi
2. Management Review, IIM, Bangalore
3. Vikalpa, IIM, Ahmedabad
4. India Today
5. The Hindu
6. Business World

MMH707: MANAGERIAL ECONOMICS

INTRODUCTION

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.

LEARNING OBJECTIVES

- To understand the key economic concepts which are used for effective decision making.
- To understand and apply demand and supply analysis to business decisions.
- To know the basics of market morphology and identify the different market structures.
- To understand basic macroeconomic concepts which are relevant to business environment.

LEARNING OUTCOMES:

On completion of this course the student

1. Will be able to apply Economic Concepts for Business Decision Making
2. Would be able to apply the market forces in Decision Making
3. The student will get acquainted with the Different Markets and the Pricing Decisions.
4. To illustrates how macro economics contributes to business management.

COURSE SYLLABUS

Unit I:

Economics - Introduction, Managerial Economics scope, importance of Managerial Economics.

Unit II:

Demand and Supply Analysis: Demand, meaning, determinants, Law of Demand, demand schedule, supply - meaning, determinants of supply,

determination of equilibrium using demand and supply, elasticity of demand, types of elasticity, demand forecasting, Methods of demand forecasting.

Unit III:

Production and Cost Analysis: Production - meaning, production function, one variable production function (Short Run), Isoquants (Long Run), Cost concepts, economic costs, deriving cost curves, short run cost functions, long run cost functions, economies of scale.

Unit IV:

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 and Externalities.

Unit V:

Macroeconomics- National Income-Concepts of national income, methods of calculating national income, Monetary Policy and Fiscal Policy; Inflation-causes-demand pull and cost push inflation, measures to control inflation, business cycles -phases of business cycles and measures to control business cycles.

TEXT BOOK

1. Geetika,P.Ghosh,P.R.Choudhury,Managerial Economics, McGraw Hill Education Private Limited,New Delhi,2014.

REFERENCES

1. YogeshMaheswari,Managerial Economics, PrenticeHall,New Delhi, 2014.
2. Dominick Salvatore, „SeventhEdition,Adapted Version, Oxford Publication New Delhi, 2014.
3. Paul G. Keat, Phil K. Y. Young, Sreejata Banerjee, "Managerial Economics", Pearson,New Delhi, 2012.

JOURNALS

1. Economic and Political Weekly,Sameesha Trust,Mumbai
2. GITAM Journal of Management,GITAM Institute of Management, GITAM University, Visakhapatnam
3. Indian Journal of Economics,Academic Foundation,New Delhi

MMH710: ORGANIZATIONAL BEHAVIOR

INTRODUCTION

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.

LEARNING OBJECTIVES

- Gain an overall perspective on human behaviour in the work place
- Demonstrate the importance of interpersonal skills in the work place
- To gain an overall perspective on the impact of culture and change on individual performance
- To understand the nature of conflict and its resolution
- To understand and manage work stress

LEARNING OUT COMES :

1. The student will be able to understand the Psychological Dynamics of work behaviour at the Individual, Group and Organizational Levels.
2. The student will be able to apply Motivational Strategies at the work place.
3. Will be able to understand Organizational Culture and its significance.
4. Will be able to handle Conflict and Change in the Organization.
5. Will be able to understand what causes stress and how he can manage it.

COURSE SYLLABUS

Unit I:

The Individual: What is Organizational Behavior? Ability - physical ability, intelligence. Attitude -Major Job Attitudes - Job Satisfaction.

Unit II:

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

Unit III:

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

Unit IV:

The Organization System: Organizational Culture: Culture's functions, creating a culture, how employees' learn culture.

Unit V:

Organizational Change: Forces for change, planned change, and resistance to change, managing organizational change, work stress and its management.

TEXT BOOK

1. Robbins, S. P., Judge, T., & Vohra, N., "Organizational Behavior" 15th Ed., Pearson Education, New Delhi, 2014

REFERENCES

1. Sushma Khanna (editor), "UdaiPareek's Understanding Organizational Behavior" 3rd Edition, Oxford University Press, 2013
2. Nelson, Quick & Khandelwal, "ORGB - An Innovative Approach to Organizational Behavior, A South Asian Perspective", CENGAGE Learning, New Delhi, 2013
3. McShane & Von Glinow, "Organizational Behavior" 4th Ed., McGraw Hill, New Delhi, 2012

JOURNALS

1. Vikalpa, Indian Institute of Management, Ahmedabad
2. Harvard Business Review, Harvard Business School Publication Co. USA
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMH713: FINANCIAL ACCOUNTING AND ANALYSIS

INTRODUCTION

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.

LEARNING OBJECTIVES

- To understand the basic concepts of Accounting
- To analyse the components and prepare financial statements
- To analyse the main features, create and maintain a firm's accounting information using Tally software.
- To analyse the financial statements of a company.

LEARNING OUTCOMES

On completion of this course, Student should be able to

1. Understand preparation of Journals and Ledgers.
2. prepare Trail Balance with adjustment.
3. prepare Final Accounts of trading concern.
4. understand the features of tally
5. analyse financial statements using ratio analysis.

COURSE SYLLABUS

Unit I:

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:

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:

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:

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:

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)

(A workshop on Application of Tally Accounting Software will be organized for a week by external agencies. It will be assessed for 10 marks as a part of internal assessment)

TEXT BOOK

1. Maheswari S. N., and Maheswari S. K., "Accounting for Management", Vikas Publishing House, New Delhi, 2014.

REFERENCES

1. S.P. Jain &Narang, "Financial Accounting - I, Kalyani Publishers, 2014
2. Hanif and Mukarjee, "Financial Accounting", Tata McGraw Hill Ltd., New Delhi, 2011
3. Tulsian P.C., "Financial Accounting", Volume I, Pearson Education, New Delhi: 2013
4. Narayanaswamy, R., "Financial Accounting - A Management Perspective", PHI, New Delhi, 2013.

MMH716 BUSINESS STATISTICS

INTRODUCTION

Business statistics (BS) are the tools exhaustively used in research to convert a problem or situation into mathematical expressions for analysis. Most of the activities in BS deal with forecasting, analysing and drawing conclusions from the data. These techniques provide valuable tools for business decision making and solving Management problems.

LEARNING OBJECTIVES

1. To understand and introduce students to the various methods/tools used in Business Statistics.
2. To use BS tools to analyse, interpret, evaluate data and draw conclusions for the business problem.

COURSE SYLLABUS

Unit I:

Introduction to Statistics: Measures of Central tendency- Uses, merits and demerits, Averages for ungrouped and grouped data, Mean, Median, Mode, combined mean,

Unit II:

Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Variance, Standard Deviation, Co-efficient of variation.

Unit III:

Introduction to Correlation: Types of correlation, measures of correlation - Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient;

Unit IV:

Introduction to Regression: Simple linear regression, scatter graphs, least squares method, forecasting and use of linear regression equations in forecasting.

Unit V:

Introduction to Probability and Probability Distribution: Concepts of Probability, Additive Theorem and Multiplication Theorem; Binomial, Poisson and Normal Distributions.

TEXT BOOK

1. Richard I. Levin, David. S. Rubin, Sanjay Rastogi & Masood Husain Siddique, "Statistics for Management", 7th Ed., Pearson Education Publication, Delhi, 2013

REFERENCES

1. Levine, Stephan, Krehbiel & Berebson, "Statistics for Managers - using Microsoft Excel", Prentice Hall of India Private Limited, New Delhi, 2007
2. Richard I. Levin, David S. Rubin, "Statistics for Management", Prentice Hall of India Private Limited, New Delhi, 2007
3. Srivastava, T. N., & Shailaja Rego," Statistics for Management", Tata McGraw Hill, New Delhi, 2008

JOURNALS

1. Journal of Applied Quantitative Methods, Association for Development through Science and Education, Romania
2. Journal of Applied Statistics, Routledge, Taylor & Francis Group, UK
3. International Journal of Operations and Quantitative Management, College of Business, Prairie View A & M University of USA

MMH731: IT FOR MANAGEMENT

INTRODUCTION

Information Technology has emerged as a vital tool for any business organisation. It helps in performing different managerial tasks with ease and perfection. 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.

LEARNING OBJECTIVES

- Get acquainted with the concept of information technology and its role in an organisation
- Gain hands on experience in working with MS Excel

LEARNING OUTCOMES

1. Understand and apply different formulas and functions in MS Excel
2. Perform data analysis in MS Excel
3. Solve basic optimization problems using Solver Add-in
4. Apply the features of excel in solving business problems

SYLLABUS

Unit I:

Elements of Information Technology: Concept of Information Technology and Information Systems, Role of Information Systems in an organization, Decision Support Systems (DSS), MS Excel as Spreadsheet based DSS - Features of MS Excel, Uses of MS Excel

Unit II:

Basics of MS Excel: Worksheet Management, Cell referencing, Range - Naming and Building formulas, Autosum feature in Excel, Basic operations in Excel - Sorting, Filters, Conditional Formatting, Working with Charts

Unit III:

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

Unit IV:

Data Analysis with MS Excel: Correlation, Regression - Linear, Exponential, Power curve, Multiple regression, Analysis of Variance - One - way Anova, Two - way Anova, What - if Analysis - Data Tables, Scenario Manager, Goal Seek, Creating Pivot Tables and Pivot Charts

Unit - V:

Working with Solver: Optimization with Solver, Determining Optimal Product Mix, Scheduling HR workforce, Transportation problem, Capital Budgeting, Introduction to Macros - Concept, Recording a Macro

TEXT BOOK

1. Gross Debra, "Succeeding in Business with Microsoft Excel 2013: A Problem Solving Approach", Cengage Learning, New Delhi, 2014

REFERENCES

- i) Paul McFedries, "Excel 2013 Formulas and Functions", Pearson Education, New Delhi, 2013
- ii) Dodge Mark, Stinson Craig, "Microsoft Excel 2013 Inside Out", Prentice Hall of India, New Delhi, 2013
- iii) Guy Hart Davis, "How to do everything with Microsoft Office Excel", Tata McGraw Hill, 2010
- iv) Lisa Miller, "MIS Cases: Decision Making with Application Software", Pearson Education, New Delhi, 2011
- v) Giridhar Joshi, "Management Information Systems", Oxford University Press, New Delhi, 2013

JOURNALS

- i) Information Technology, New Delhi,
- ii) Computers Today, New Delhi

Trimester - II

Trimester-II Courses

S. No.	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH702	Core	Foundation	Managerial Communication	3		3	40	60	100	3
2	MMH705	Core	Foundation	Cost & Management Accounting	3		3	40	60	100	3
3	MMH708	Core	Foundation	Business Laws	3		3	40	60	100	3
4	MMH711	Core	Value Based	Ethics and Values in Business	3		3	40	60	100	3
5	MMH714	Core	Skill Based	Business Research Methodology	3		3	40	60	100	3
6	MBA 702	Core	Skill Based	Operations Research	3		3	40	60	100	3
7	MMH792	Core	Skill Based	Trimester-end Viva-voce					50	50	1
			Totals:		18		18	240	410	650	19

Professional Competency Development (PCD) Courses

1	MMH805	PCD	Skill Based	Soft Skills-1		4	4	50		50	2
2	MMH806	PCD	Value Based	Social Project *				50		50	1
			Totals:			4	4	100		100	3

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.

MMH702 : MANAGERIAL COMMUNICATION

INTRODUCTION

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.

Learning Objectives:

- To gain an overall perspective on the nature of human relationships and its impact on communication
- To understand the psychological underpinnings of human communication

Learning Outcomes:

1. The student will be able to understand and use the models of interpersonal relationships to enhance his/her communicative ability
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

COURSE SYLLABUS

UNIT I:

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

UNIT II:

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

UNIT III:

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

UNIT IV:

Barriers - Power Differences - Language - Defensiveness - Gateways-
Interpersonal Trust - Listening - Feedback - Nonverbal Communication-
NondirectiveCounselling

UNIT V:

InterpersonalInfluence-InterpersonalInfluence-TheInfluence Process-
ResistancetoChange-OrganizationalLimitationstoInterpersonal Influence
Caselet (Not Exceeding 200words)

Text Book

1. Wofford, Gerloff and Cummins, Organizational Communication-The
Keystone to Managerial Effectiveness, McGraw Hill, 1977

Reference Books

1. Bovee & Thill, Business Communication, Pearson Education, 2007
2. Lesikar & Flatley, Basic Business Communication-Skills for Empowering
the Internet Generation, 9th Edition, McGraw-Hill, 2007
3. Monippally, MM., Business Communication Strategies, McGraw
Hill, 2006

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.

MMH705: COST & MANAGEMENT ACCOUNTING

INTRODUCTION

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.

LEARNING OBJECTIVES

- To understand the cost elements and concepts of cost
- To understand the objectives, advantages and limitations of budgetary control
- To understand the structural analysis of financial statements for the purpose of computation of different ratios

LEARNING OUTCOMES

After completion of the course the student

1. Would be able to prepare Cost Sheet
2. Would be able to prepare different budgets.
3. Would be able to analyze Financial Statements

COURSE SYLLABUS

Unit I:

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:

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. (NP)

Unit III:

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:

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:

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)

TEXT BOOK

1. Jain, S. P., &Narang, K. L., "Cost and Management Accounting", Kalyani Publishers, New Delhi, 2014

REFERENCES

1. Khan and Jain, "Cost Accounting", McGraw Hill, New Delhi, 2014
2. Maheswari, S. N., "Management Accounting", Sultan Chand Publications, New Delhi, 2013
3. Chakravarthy, S. K., "Cost and Management Accounting", New Central Book Agency Ltd., Calcutta, 2013

JOURNALS

1. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
2. Indian Journal of Commerce, IGNOU, New Delhi
3. The Management Accountant, Kolkata

MMH708: BUSINESS LAWS

INTRODUCTION

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

LEARNING OUTCOMES

After completion of the course the student

1. Would Learn the importance of contracts in Business Transactions
2. Would be able to know different legislations dealing with business and commerce like Sales of Goods Act, Partnership Act and an elementary knowledge of Company Law.

COURSE SYLLABUS

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:

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

Unit III:

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

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:

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.

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

MMH711: ETHICS AND VALUES IN BUSINESS

INTRODUCTION

Ethics and responsibility in Management has received critical focus in the wake of the recent financial crisis rocking the global economy. It is believed by many that in the own interest of business, importance be given to ethical functioning. Business decisions often concern complicated situations that are neither totally ethical nor totally unethical. The need for imparting sound ethics and a responsible mindset in the future leaders is considered as one of the important aspects of Management education. Decision making, when facing ethical dilemmas that arise in a wide range of contemporary business practices, is crucial, and is enabled through moral reasoning and understanding ethical norms of individual and organisation.

LEARNING OBJECTIVES

- To provides students a contextual understanding of ethical/unethical issues in business
- To stimulate thinking on ethical issues, and professional challenges encountered in business
- To enable students to recognize and manage ethical issues and to formulate their own standards of integrity and professionalism

LEARNING OUTCOMES

On completion of this course

1. The students would become conscious of the value system and its importance
2. The student will be able to easily grasp the various issues in his profession from an ethical view point
3. Would enable the student to take future decisions, in personal and professional life, with a clear understanding about the ethical implication of this on him, his firm, and the society at large.

COURSE SYLLABUS

Unit I:

Ethics: Definition, formation; moral overconfidence; moral disengagement; Indian Values - fairness, renunciation, liberal giving, dedication, truth, non-violence and forbearance

Unit II:

Corporate Culture and Ethics: Leadership, business environment, ethical dilemmas, code of ethics.

Unit III:

Fairness in the workplace: Discrimination; harassment; working conditions - HSE, privacy, work-life balance; whistle blowing - ethical or unethical?

Unit IV:

Marketing: Unethical issues in pricing and advertising; issues due to globalisation.

Unit V:

Corporate Governance: Stakeholder theory; role of accountants; Insider Trading - ethical or unethical, E- Governance-Money Laundering- International Treaties - Corporate Lobbying.

TEXT BOOK

1. Richard T. DeGeorge, "Business Ethics", 7th Ed., Pearson, New Delhi, 2014

REFERENCES

1. Manikutty, S., "Being Ethical - Ethics as the foundation of Business", Random House India, Noida, 2013
2. Worden, S., The Role of Religious and Nationalist Ethics in Strategic Leadership: The Case of J. N. Tata, Journal of Business Ethics, October 2003, Vol.47, Issue 2, pp 147-164
3. 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

MMH714: BUSINESS RESEARCH METHODOLOGY

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

To interpret, define and formulate research problems and, formulate hypotheses that can be tested

To provide exposure to critical analysis, problem solving and research skills

To enable students to understand the rationale for using a particular qualitative and quantitative research method

To enable students to understand and apply a range of methods and to be able to decide on appropriate research designs and methods to investigate their chosen research problems

COURSE SYLLABUS

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.

TEXT BOOK

1. C.R. Kothari, "Research Methodology", Revised 2nd Ed., New Age International Publishers, New Delhi, 2012

REFERENCES

1. Naval Bajpai, "Business Research Methods", Pearson, New Delhi, 2013
2. William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, "Business Research Methods" South West, 2012.
3. Donald R Cooper, Pamela S Schindler, J K Sharma, "Business Research Methods" 11th Ed.,

MBA702 OPERATIONS RESEARCH

INTRODUCTION

Operations Research is a widely accepted discipline that deals with the application of advanced analytical methods to help make better decisions. This method helps to derive optimal or near-optimal solutions to complex decision-making problems. Gaining an insight into the structures and processes that Operations Research can offer and the practical utility of these techniques in Business would be an asset to the future managers.

LEARNING OBJECTIVES

- To understand the mathematical models used in Operations Research
- To apply these techniques constructively to make effective business decisions

COURSE SYLLABUS

Unit I:

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.

Unit II:

Linear Programming Problem: Introduction, mathematical formulation of LPP, general Linear Programming problem, Graphical Solution of LPP, Canonical and Standard Forms of LPP, solving LPP by Simplex Method.

Unit III:

Transportation & Assignment Problems: Introduction of transportation problems, procedures of finding basic feasible and optimal solution - NW corner rule, minimum cost method, Vogel's Approximation, MODI method, Assignment Problem - introduction, solving of Assignment problem by Hungarian Algorithm.

Unit IV:

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

Unit V:

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.

TEXT BOOK

1. J. K. Sharma, "Operations Research Theory and Applications", Laxmi Publications, New Delhi, Latest Edition.

REFERENCES

1. Dr. S. D. Sharma, "Operations Research", Kedar Nath Ram Nath & Co, 2012
2. Franks S. Buknick Mcleavey, Richard Mojena, "Principles of Operation Research for Management", AITBS Publishers, 2012
3. Frederick S. Hillier & Gerald J. Lieberman, "Introduction to Operations Research -Concepts and Cases", McGraw Hill, New Delhi, 2010

JOURNALS

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
2. International Journal of Operations and Quantitative Management, College of Business, Prairie View A&M University, USA
3. Journal of Applied Statistics, Routledge, Taylor & Francis Group, UK

Trimester- III

Trimester-III Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH703	Value Based	Gandhian Thought and Management	3		3	40	60	100	3
2	MMH706	Foundation	Operations Management	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	Skill Based	Entrepreneurship	3		3	40	60	100	3
6	MBA703	Foundation	Human Resource Management	3		3	40	60	100	3
7	MMH793	Skill Based	Year end Viva-voce					100	100	2
			Totals:	18		18	240	460	700	20

Professional Competency Development (PCD) Courses

1	MMH807	PCD	Value Based	Business English Certificate (BEC)-1 #		*	*	-		-	*
2	MMH808	PCD	Value Based	Book Review *				50		50	1
3	MMH809	PCD	Value Based	Current Business Affairs (CBA)-1	2		2	50		50	2
4	MMH812	PCD	Value Based	Soft Skills		4	4	50		50	2
				Totals:	2	4	6	150		150	5

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

Book Review *: Students to review an assigned book given in Tri-2 and provide a report in Tri-3. BEC#: Credit will be given after receiving certification in VI trimester

Industry based Summer Project (6-weeks) *		Credits
Compulsory skill based	Project Report	2
	Project Viva-voce	1

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

MMH703: GANDHIAN THOUGHT & MANAGEMENT

INTRODUCTION

Mahatma is regarded as a great CEO of management and the management principles that he reflects are an inherent part of modern management practices. He believed in 'do as you say' and in today's organizations people honour and follow leaders whose words are no different than their actions. He believed in 'lead by example' and many managers of today follow this principle of Gandhi. Great brands command emotional connect with its customers. These great brands build on the impeccable platform of transparency and truthfulness. Great leaders build great teams with members who complement each other. Organizations with great teams have potent force to conquer the markets. It is a fact engaged employees are more productive and more likely to stay with the organization. Mahatma Gandhi exhibited this lesson long ago during the freedom movement. There are many priceless management principles in Mahatma's life which are applicable even in the management of organization today.

LEARNING OBJECTIVES

- To provide students a contextual understanding of Gandhian thought
- To analyse Gandhian thought and its influence on Management

LEARNING OUTCOMES

On completing this course the student

1. Would be able to understand Gandhian perspective towards the management
2. Would be able to apply Gandhian Thought in the contemporary business environment

COURSE SYLLABUS

Unit I:

Foundations of Gandhian Thought: Religious Foundation - Psychological Foundation - Ethical Foundation - Economic Foundation - Compare and Contrast with other management theories.

Unit II:

Self management: Balance body and mind - Self control - Character building - Emotional maturity - Management by principles of natural justice.

Unit III:

Essentials of Leadership: Qualities of Gandhi for leadership - Communication and information flow - Management by 'say-no' - Experiments of Dandi-march and non-cooperation movement.

Unit IV:

Ethics in strategic management: Characteristics of Gandhian Strategy - Dynamism - Experiments of Satyagraha and Non-violence.

Unit V:

Gandhian philosophy for contemporary management: Application of Gandhism for Conflict-Transformation and sustainable culture, Conflict management, Conflicts of democracy - Relevance of Gandhi's Ahimsa Satyagraha today.

TEXT BOOK

1. Ram Pratap, Gandhian Management- the paragon of higher order management, Jaico Publishing House, 2012.

REFERENCES

1. R K Sapru, Administrative theories and management thought, PHI Learning Private Ltd. Delhi, 2013. (for unit one)
2. Ravindra Kumar, Gandhian Thought - new world, new dimensions, Kalpaz publications, New Delhi, 2008. (for unit fifth)
3. Jana Anand, Gandhi's Leadership - the oceanic circle beyond time and geography, BaratiyaVidyaBhavan, Mumbai 1999.
4. Alan Axelrod, Gandhi CEO, Sterling, New York, 2010

JOURNALS

1. Human Capital
2. Harvard Business Review
3. Australian Journal of Management

MMH706: OPERATIONS MANAGEMENT

INTRODUCTION

Operations Management is a discipline that focuses on converting input into value-added output, by optimising the resources used in the process of value addition. Decision making processes based on operations management techniques has become imperative for managers in every walk of life. These have been time tested in developed economies and are also rapidly expanding in scope. Providing fundamentals of operations management would benefit managers and organisation to take stable and well-grounded decisions.

LEARNING OBJECTIVES

- To understand the basic concepts of Operations Management for enhancing competitiveness of organizations
- To recognize the fundamental concepts of various decision making techniques required in Planning, Scheduling and Control of production and operations functions in both manufacturing and services.
- To understand the frame work of productivity improvements in operations
- To acquire skills in formulating operations strategy

LEARNING OUTCOMES

After completion of course the student is able to

1. Differentiate the various types of manufacturing systems.
2. Identify the roles and responsibilities of operations managers in different organisational contexts
3. Identify the operations management aspects of your own work
4. Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organisation

COURSE SYLLABUS

Unit I:

Production & Operations management: Scope of production & Operations Management, types of manufacturing systems & service operations.

Unit II:

Production, Planning and Control (PPC): Stages in PPC, aggregate planning, basics of Project Management and concept of Maintenance Management.

Unit III:

Plant Location: Location models, types of layouts and plant capacity.

Unit IV:

Basic Concepts of Productivity: Work study, method Study and work measurement.

Unit V:

Basic Concepts of Materials Management: Basic concepts of quality management and world class manufacturing practices and systems.

TEXT BOOK

1. Aswathappa K., &Sridhara Bhat K., "Production & Operations Management", Himalaya Publishing House, New Delhi, 2014

REFERENCES

1. Adam. E. Everett, Ebert. J. Ronald Jr., "Production & Operations Management", Prentice Hall of India Pvt. Ltd., New Delhi, 2013
2. Geither Norman, "Production & Operations Management", The Dryden Press, Chicago, 2013

JOURNALS

1. International Journal of Operations and Quantitative Management, USA
2. Journal of Applied Mathematics and Stochastic Analysis, Hindawi
3. LaghuUdyogSamachar, A Journal of Small Scale Industries, New Delhi
4. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMH709:MARKETING MANAGEMENT

INTRODUCTION

How good is a product or service, if they cannot be sold to the prospective customer? 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.

LEARNING OBJECTIVES

- 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 OUTCOMES

The student will be able to

1. Develop strategies of product, price, place and promotion for the sustenance and growth of the product during the life-cycle of a product.
2. Understand the application of technology to market the product and protect the interests of society.

COURSE SYLLABUS

Unit I:

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

Unit II:

Building Customer Value, Satisfactions & loyalty - Consumer behaviour - factors influencing buyer behaviour - buying process - Segmenting, Targeting & Positioning

Unit III:

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

Unit IV:

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

Unit V:

Promotion : Nature and Importance of promotion - Promotion Mix - Managing Advertising, Sales Promotion, Personal Selling, Public Relations & direct marketing - IMC

Case let (Not Exceeding 200 words)

TEXT BOOK

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha- Marketing Management. Pearson- 14th Edition. New Delhi: 2007.

REFERENCES

1. Armstrong, Gary and Philip Kotler., Principles of Marketing. Prentice Hall. New Delhi 2012.
2. Etzel., Marketing Concepts & Cases. Tata Mc Graw Hill, Latest.
3. Ramaswamy & Namakumari-Marketing Management- 4th Edn-2013

JOURNALS

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
2. Vikalpa, IIM, Ahmedabad
3. Management Review, IIM, Bangalore

MMH712: FINANCIAL MANAGEMENT

INTRODUCTION

Managers are constantly under pressure to effectively and efficiently manage all components of working capital, realizing that cash is the lifeblood of any entity. This is by no means easy to achieve in a competitive and dynamic business world. It is therefore important that students who are the forthcoming managers are to be equipped with the latest strategies to achieve effective working capital management. Gaining advanced knowledge of working capital management and dividend decisions would be beneficial for every business.

LEARNING OBJECTIVES

- To understand the concept of cash management, working capital, receivables and inventory management
- To understand the basic concept, factors and issues of dividend policy
- To apply the budgeting and inventory management techniques in the preparation of cash budget

LEARNING OUTCOMES

After completion of the course the student

1. Would be able to understand Components of Working Capital Management
2. Would be able to manage different components of WCM
3. Would be able to prepare Cash Budget.

COURSE SYLLABUS

Unit 1:

Financial Management : An Introduction Meaning and Definition of financial Management, Goals of Financial Management, Finance Functions, Organisation of finance function, Interface between Finance and other business functions, Time Value of Money.

Unit 2:

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

Unit - 3 :

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

Unit 4:

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

Unit 5:

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 - Legal, procedural and Tax Aspects of Dividend Policy.

Recommended Textbook:

1. M.Y. Khan & P.K. Jain., Financial Management. Tata McGraw Hill. New Delhi: 2012

REFERENCES (All Latest Editions)

1. Pandey, I. M., "Financial Management", Vikas Publications Print, New Delh, 2012
2. Khan, M. Y., & Jain, P. K., "Financial Management", Tata McGraw Hill, New Delhi, 2012
3. Maheswari, S. N., "Financial Management", Sultan Publications, New Delhi, 2013

JOURNALS

1. Chartered Financial Analyst - ICFAI - Hyderabad
2. Journal of Accounting and Finance - Research Development Association, Jaipur
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMH715: ENTREPRENEURSHIP

INTRODUCTION

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 recent socio-economic structural changes. It has recently been claimed that if the managers and businessmen of many of our firms were to adopt entrepreneurial behaviour when developing their strategies, firms would be facing a much brighter future than otherwise.

LEARNING OBJECTIVES

- To understand the Entrepreneurship and its role in the society
- To understand the process of Entrepreneurship & preparing business plans
- To gain knowledge about the Entrepreneurship Development Institutions of Government
- To appreciate the issues of Family Business and Social Entrepreneurship

LEARNING OUTCOMES

On completion of this course the student

1. Would understand the need and significance of Entrepreneurship in the Economy
2. Would develop Entrepreneurial Competencies
3. Could develop Business Plan with the required contents.
4. Understand contribution of family business and Social Entrepreneurship in the Economy.

COURSE SYLLABUS

Unit I:

Introduction - meaning of entrepreneurship, evolution of entrepreneurship; Theories of Entrepreneurship; Entrepreneurship and the environment, entrepreneurial mindset, motivation for entrepreneurship; Corporate Entrepreneurship.

Unit II:

Sources for innovative ideas, opportunity identification, setting-up new ventures, acquiring existing business, franchising, legal aspects, developing a business model.

Unit III:

Elements of business plan, developing Marketing Plan, sources of finance, growth plans.

Unit IV:

Family businesses importance, types and responsibilities. success, pitfalls and strategies, succession planning.

Unit V:

Social Entrepreneurship, introduction, definition, importance, significance of social entrepreneurs, Scaling and live examples of social entrepreneurs.

TEXT BOOK

1. Donald F. Kuratko, "Entrepreneurship: Theory, Process, Practice", 9th Edition, Cengage Learning, New Delhi, 2014

REFERENCES

1. Bill Bolton, John Thompson, "Entrepreneurs: Talent, Temperament and Opportunity", 3rd Ed., Routledge, 2013
2. Poornima M. Charantimath, "Entrepreneurship Development - Small Business Enterprises", Pearson, New Delhi, 2012
3. Arya Kumar, "Entrepreneurship: Creating and Leading an Entrepreneurial Organization" Pearson, New Delhi, 2012

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

MBA703: HUMAN RESOURCE MANAGEMENT

INTRODUCTION

Success in today's competitive business environment is increasingly a function of effective management of its resources, particularly human resources, which are the most valuable assets of an organisation. The efficiency and quality of service of an organisation depends on its employee's enthusiasm and satisfaction with their jobs, which are directly related to their sense of being treated fairly. To become a successful manager it is imperative to understand human sensitivities and factors that motivate individuals. Human Resource Management course provides the basic tools required as an HR professional in an organisation.

LEARNING OBJECTIVES

- To introduce the basic concepts, functions and practices of Human Resource Management.
- To create an awareness of the roles, responsibilities and functioning of Human Resource Department
- To understand the challenges faced by HR Managers in the present dynamic business environment

LEARNING OUTCOMES

After completion of the course the student

1. Would be Able to understand the operational and Managerial functions of HR
2. Would be Able to analyze the challenges faced by HR Managers in the present information era.

COURSE SYLLABUS

Unit I:

Fundamentals of HRM: The nature and challenges of HRM - from mechanics to social responsibility, managing HR.

Unit II:

Procuring: Job analysis and job design, human resource planning, recruitment and selection, roles and responsibilities of HR managers.

Unit III:

Developing: Analyzing training needs and designing the training program, methods of training, difference between training & development, performance appraisal, roles and responsibilities of HR managers.

Unit IV:

Compensation and Maintenance: Basic factors in determining pay rates, basic, supplementary and executive remuneration, safety and health, roles and responsibilities of HR managers.

Unit V:

Integration and Separation: Quality of work life, collective bargaining, separation process, roles and responsibilities of HR managers.

TEXT BOOK

1. Edwin B Flippo, "Personnel Management", Tata McGraw Hill Publishing Co., New Delhi, 1984

REFERENCES

1. Gary Dessler & Biju Varkkey, "Human Resource Management", Pearson, New Delhi, 2013
2. John H. Bernardin, "Human Resource Management - An Experiential Approach", Tata McGraw Hill, New Delhi, 2013
3. Mirza, S. Saiyadain, "Human Resource Management", Tata McGraw Hill, New Delhi, 2013

JOURNALS

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

Trimester - IV

Trimester-IV Courses

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MBA801	Skill Based	Strategic Management	3		3	40	60	100	3
2		Elective	Elective-1 *	3		3	40	60	100	3
3		Elective	Elective-2 *	3		3	40	60	100	3
4		Elective	Elective-3 *	3		3	40	60	100	3
5		Elective	Elective-4 *	3		3	40	60	100	3
6		Elective	Elective-5 *	3		3	40	60	100	3
7	MMH891	Skill Based	Summer Internship Project Report & Viva				-	100	100	2+1
8	MMH894	Skill Based	Trimester end Viva-Voce				-	50	50	1
			Totals:	18		18	240	510	750	22

Professional Competency Development (PCD) Courses

1	MMH807	PCD	Skill Based	Business English Certificate (BEC)-2 #		*	*	-		-	*
2	MMH810	PCD	Value Based	Current Business Affairs (CBA)-2	2		2	50		50	2
				Totals:	2		2	50		50	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 Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MFM841	Elective	Skill Based - Finance	Financial Institutions and Markets	3		3	40	60	100	3
2	MFM844	Elective	Skill Based - Finance	Financial Services	3		3	40	60	100	3
3	MFM847	Elective	Skill Based - Finance	Retail Bank Management	3		3	40	60	100	3
4	MFM850	Elective	Skill Based - Finance	Corporate Valuation	3		3	40	60	100	3
5	MFM853	Elective	Skill Based - Finance	Income Tax Law and Practice	3		3	40	60	100	3
6	MMM841	Elective	Skill Based - Mrktg	Consumer Behaviour	3		3	40	60	100	3
7	MMM844	Elective	Skill Based - Mrktg	Advertising & Brand Management	3		3	40	60	100	3
8	MMM847	Elective	Skill Based - Mrktg	Sales & Distribution Management	3		3	40	60	100	3
9	MMM850	Elective	Skill Based - Mrktg	Retail Management	3		3	40	60	100	3
10	MMM853	Elective	Skill Based - Mrktg	Digital Marketing	3		3	40	60	100	3
11	MHR841	Elective	Skill Based - HR	Human Resource Development	3		3	40	60	100	3
12	MHR844	Elective	Skill Based - HR	Employee Welfare & Labour Administration	3		3	40	60	100	3
13	MHR847	Elective	Skill Based - HR	Employment Laws - I	3		3	40	60	100	3

Trimester-IV Elective Courses

S. No.	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
14	MHR850	Elective	Skill Based - HR	Compensation Management	3		3	40	60	100	3
15	MHR853	Elective	Skill Based - HR	HR Value Proposition	3		3	40	60	100	3
16	MOM841	Elective	Skill Based - Ops Mgmt	Enterprise Resource Planning	3		3	40	60	100	3
17	MOM844	Elective	Skill Based - Ops Mgmt	Logistics & Supply Chain Management	3		3	40	60	100	3
18	MSY841	Elective	Skill Based - Systems	Business Analytics	3		3	40	60	100	3
19	MSY844	Elective	Skill Based - Systems	Decision Support System	3		3	40	60	100	3

MBA801: 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

Add Local and International cases shall be discussed.

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

MFM841: FINANCIAL INSTITUTIONS AND MARKETS

INTRODUCTION

Financial system of any economy in the world is divided into specialized and un specialized financial institutions, financial markets and financial institutions for smooth transfer of funds. Financial institutions (FIs) are specialized business organizations that are acting as mobilizes and depositories of savings and as purveyors of credit or finance. Financial markets are the centre or arrangements that provide facilities for buying and selling of financial claims and services.

Purpose of this course is to provide the student un understanding of the working of financial markets and institutions specifically in India and how they are playing in development of financial sector in India. The course provides practical understanding of different financial instruments and services which are key payers in overall development of Indian economy.

Leaning Objective :

- To make the student aware of the various financial institutions and markets that
- To facilitate the student to acquire operational knowledge about their performance in the economy , their role and importance to business.

Leaning Outcomes

1. The students get fundamentals of Indian financial systems and its payers and instruments.
2. The student acquires knowledge about money market and its operations
3. The student get understanding about function of central bank and investment banks
4. The student understand importance of mutual funds industry

Course Syllabus

Unit I:

Financial system - Introduction; Structure of Financial System - Financial Institutions - Financial Markets and Instruments - Capital Markets and Money Markets - New Issue Markets - secondary Market - Stock exchanges in India; Listing of securities - registration of Brokers.

Unit II:

Commercial Banks - Theoretical basis of banking operations; Role of Commercial Banks; Growth and structure of Banking; Bank performance - Profitability - Management of NPAs and other performance indicators - Innovations in Banking Sector - Participation Certificates - interbank operations and diversifications in banking.

Unit III:

Money markets - Call Money Market in India - Participation and Size of Call money market - call rates. Treasury bills market - nature and features of different treasury bills - commercial bills market - Introduction to Bills of exchange - Size of bills market in India - Bill market rates.

Unit IV:

Investment Banking - Need and Growth of Investment banking in India - Different types of investing banks in India - Functions and role of investment banking in India - case studies.

Unit V:

Mutual Funds - Meaning, Origin, Types, Importance of mutual funds in India, key operations of mutual funds Industry - Future prospects of Mutual Funds Industry in India - Micro finance - Need and growth in India - Role of micro finance institutions in India.

Case let (not exceeding more than 200 words)

Text Book

1. L M Bhole, Financial Institutions and Markets, Tata McGraw Hill, New Delhi, 2012

Reference

1. Gordon and Natarajan, Financial Institutions and Markets, Himalaya Publishing House, New Delhi, 2007.
2. Jeff Madura, Financial Institutions and Markets, Cengage Learning New Delhi, 2007.
3. Anthony Saunders and M M Cornett, Financial Markets and Institutions, Tata McGraw Hill, New Delhi, 2010

Journals

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Finance and Development, IMF, Washington, USA
3. Finance India, IIF, Delhi
4. Journal of Accounting and Finance, Jaipur

MF844: FINANCIAL SERVICES

INTRODUCTION

Financial Institutions are vital organs of an economy. Their primary function is to mobilize savings and allocate them to businesses, leading to economic growth. The services offered by financial institutions vary some focusing on retail, merchants or venture capital. Recognising the significance of financial services to Indian economy, it is considered important to introduce this Course to provide the fundamentals of various financial services offered.

LEARNING OBJECTIVES

- To understand the various services offered by financial institutions
- To understand the management of IPOs and FPOs
- To acquaint with basic concepts of financial services and its providers
- To acquire the skills of evaluation of factoring and leasing transactions

LEARNING OUTCOMES

After completion of course the student

1. Would be able to understand different services of Financial Institutions
2. Would be able to evaluate IPOs and FPOs

COURSE SYLLABUS

Unit I:

Financial Services: Concept, Nature and Scope of Financial Services - Regulatory Frame Work of Financial Services - Growth of Financial Services in India

Unit II:

Merchant Banking: Definition & Meaning- Origin and growth of Merchant Banking in India - Types - Functions of Merchant Bankers - Role of Merchant Bankers in Issue Management Activities - Problems and scope of Merchant Banking in India.

Unit III:

Venture Capital and Private Equity: Growth of Venture Capital, problems & prospects of Venture Capital, types and norms of Private Equity in India, recent trends in Private Equity.

Unit IV:

Credit Rating - Meaning, Functions - Initial Public Offer (IPO) Rating - Credit rating system in India - process of credit rating - features and advantages.

Unit V:

Factoring Meaning - Types of Factoring Arrangements - Evaluation of factoring Vs In-House management - Factoring in the Indian Context - Leasing - Types of Leases - Evaluation of Leasing Option Vs. Borrowing - Hire purchase Vs leasing - Case studies. (NP).

TEXT BOOK

1. Khan, M. Y., "Financial Services", Tata McGraw Hill, New Delhi, 2013

REFERENCES

1. Batra, G. S., "Financial Services & Markets", Deep & Deep Publications Pvt. Ltd., New Delhi, 2010
2. Khan, M. Y., "Indian Financial System", Tata McGraw Hill, New Delhi, 2012
3. Siddaiah T., "Financial Services", Pearson Publications, 2014

JOURNALS

1. Finance India, New Delhi.
2. Chartered Financial Analyst, ICFAI, Hyderabad.
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MF847: RETAIL BANK MANAGEMENT

INTRODUCTION

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

LEARNING OBJECTIVES

- To understand the basic functions and services associated with banking
- To recognize various aspects and needs of customers and banking
- To be able to analyse and understand the need for the various regulations associated with banking

LEARNING OUTCOMES

After completion of course the student

1. Would be able to deal with banking transactions, personal or professional with a better understanding
2. Would be able to tackle investment decisions with respect to Portfolio Management
3. Would develop clarity of RBI regulations will make them handle various financial services with diligence, ensuring they are on the right side of law

COURSE SYLLABUS

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

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

Unit V:

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

Case let

TEXT BOOK

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

JOURNALS

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

MF850: CORPORATE VALUATION

INTRODUCTION

The primary objective of a firm is to maximise 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 maximising shareholders' value will prove beneficial to managers as well as organisations.

LEARNING OBJECTIVES

- To understand the concepts of valuation and to evaluate various valuation techniques
- To understand the concepts of Merger and Acquisition and to evaluate the financial implications of M&A
- To understand the concepts of value creation from Divestitures
- To apply the techniques learnt to value a company

LEARNING OUTCOMES

After going through this course the student

1. Would be able to evaluate various Investment Proposals
2. Would be able to evaluate Mergers and Acquisitions

COURSE SYLLABUS

Unit I:

Context of Valuation: Concept of value, need for valuation and myths of valuation, Approaches to Valuation.

Unit II:

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:

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:

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:

Takeover Strategies and Defensive Strategies: Value creation from divestitures, sources of value creation using divestitures and managing divestitures.

TEXT BOOK

1. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill, New Delhi, 2013

REFERENCES

1. 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 University, Visakhapatnam

MF853: ADVANCED FINANCIAL MANGEMENT

INTRODUCTION

Managers are constantly under pressure to effectively and efficiently manage all components of working capital, realizing that cash is the lifeblood of any entity. This is by no means easy to achieve in a competitive and dynamic business world. It is therefore important that students who are the forthcoming managers are to be equipped with the latest strategies to achieve effective working capital management. Gaining advanced knowledge of working capital management and dividend decisions would be beneficial for every business.

LEARNING OBJECTIVES

- To understand the concept of cash management, working capital, receivables and inventory management
- To understand the basic concept, factors and issues of dividend policy
- To apply the budgeting techniques in the preparation of cash budget

COURSE SYLLABUS

Unit I:

Investment Decision: Capital budgeting decision under conditions of risk and uncertainty, risk adjusted discount rate, certainty equivalent, sensitivity technique, probability distribution approach. (NP)

Unit II:

Leverages: Introduction to leverages, types of leverages, calculation of financial leverage and operating leverage, calculation of composite leverage, financial break-even point; EBIT and EPS analysis. (NP)

Unit III:

Cash Management: Motives for holding cash and marketable securities, factors determining cash needs, determining the optimum cash balance (NP). Inventory Management: Objectives of Inventory Management, costs associated with inventory, techniques of Inventory Management, ABC analysis and JIT approach. (NP)

Unit IV:

Receivables Management: Objectives of Receivables Management, meaning of receivables, factors influencing size of receivables, credit policy, credit terms and collection policies (NP).

Unit V :

Value Based Management (VBM) :Methods and Key Premises of VBM, Concept of EVA, Components of EVA, Measuring EVA, Concept of MVA, Concept of CVA and calculation of CVA.(NP)

TEXT BOOK

1. Khan, M. Y., & Jain, P. K., "Financial Management", Tata McGraw Hill, New Delhi.

REFERENCES

1. Pandey, I. M., "Financial Management", Vikas Publications Print, New Delh
2. Sharma R.K., & Shashi K. Gupta, "Financial Management", Kalyani Publications, Ludhinana
3. Maheswari, S. N., "Financial Management", Sultan Publications, New Delhi.

JOURNALS

1. Chartered Financial Analyst - ICFAI - Hyderabad
2. Journal of Accounting and Finance - Research Development Association, Jaipur
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMM841: CONSUMER BEHAVIOR

INTRODUCTION

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

LEARNING OBJECTIVES

- To understand and apply the psychological processes that intervenes between marketing mix and consumer purchase behavior
- To understand and apply a knowledge base that enables critical assessment of current and future research technologies
- To understand and apply a "toolbox" of psychological principles applicable to marketing strategy

LEARNING OUTCOMES

On completing the course the student

1. Would understand the application of the psychological processes that intervenes between marketing mix and consumer purchase behavior.
2. Would learn the "toolbox" of psychological principles applicable to marketing strategy

COURSE SYLLABUS

Unit I:

Introduction to Consumer Behaviour: Determinants of consumer behaviour, impact of consumer behaviour on segmentation, targeting and positioning.

Unit II:

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

Unit III:

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

Unit IV:

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

Unit V:

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

TEXT BOOK

1. Schiffman L.G and Kanuk L.L, "Consumer Behaviour", Pearson Education, New Delhi, 2014

REFERENCES

1. Kumar, "Conceptual Issues in Consumer Behavior: The Indian Context", Pearson Education, New Delhi, 2013
2. Hawkins, Best and Coney, "Consumer Behavior", TMH, New Delhi, 2012
3. Jay D Lindquist and M Joseph Sirgy, "Shopper, Buyer and Consumer Behaviour", Second Edition, Biztantra, New Delhi, 2013

JOURNALS

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

MMM844: ADVERTISING AND BRAND MANAGEMENT

INTRODUCTION

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. Simply put, advertising is telling and selling the product. 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.

LEARNING OBJECTIVES

- To understand the concepts and trends in Advertising
- To learn planning and measurement of Advertising
- To analyze the brand equity and branding strategies

LEARNING OUTCOMES

After completing the course the student

1. Would understand the concepts and analysis the trends in Advertising, planning and measurement of Advertising effectiveness
2. Could analyze the brand equity and branding strategies and apply these strategies in developing marketing communication programmes

COURSE SYLLABUS

Unit I:

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

Unit II:

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

Unit III:

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:

Advertising Effectiveness: Testing Process: Concept testing, Pre-finished copy testing, Post testing of finished Ads, Social, ethical, and economic aspects of Advertising, Digital Advertising and its effectiveness

Unit V:

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

Case Analysis

TEXT BOOK

1. Belch M A and Belch G E- "Advertising and Promotion - An Integrated Marketing Communication Perspective", 9th E., Tata McGraw-Hill, New Delhi, 2014

REFERENCES

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 MithileshwarJha, "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

JOURNALS

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

MMM847: SALES & DISTRIBUTION MANAGEMENT

INTRODUCTION

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

1. Would be able to understand the planning and staffing needs in professional sales.
2. Would learn how to manage and motivate a professional sales team, as a sales manager.
3. Would be able to analyze the key success factors for sales executive performance.

COURSE SYLLABUS

Unit I:

Sales Management: Definition, objectives of Sales Management, sales executive as coordinator, Theories of Selling.

Unit II:

Sales Related Policies & Strategies: Product policies, distribution policies, pricing policies, formulating personal selling strategy.

Unit III:

Organizing the Sales Effort: The effective sales executive, the sales organization, sales department relations.

Unit IV:

Sales Force Management: Personnel Management in the selling field, recruiting, selecting, motivating & compensating, controlling, evaluating and supervising sales personnel; planning, executing and evaluating sales training programs; managing expenses of sales personnel.

Unit V:

Controlling the Sales Effort: The Sales budget, quotas, sales territories, sales control and cost analysis.

TEXT BOOK:

1. Richard R. Still, "Sales Management", Pearson Education, New Delhi, 2014

REFERENCES:

1. Krishna K. Havaladar, "Sales and Distribution Management", McGraw Hill Publishing Company, New Delhi, 2013
2. Tapan K. Panda, "Sales & Distribution Management", Oxford University Press, 2014
3. William L. Cron, "Sales Management", Wiley India Pvt. Ltd, 2013

JOURNALS:

1. Journal of Marketing, India
2. Journal of Marketing Research, India
3. International journal of Retail & Distribution Management, Emerald
4. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMM850: RETAIL MANAGEMENT

INTRODUCTION

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 emphasising on key activities and relationships

LEARNING OUTCOMES

On completing this course the student

1. Would be able to understand how the consumers' decision process affects retailers.
2. Could Develop a retail strategy that appeals to a specific target market, which includes Location, layout/design, merchandising, pricing, and promotions.
3. Would be able to understand how changes in operational variables (e.g., price, COGS, demand, expenses) affect profit.

COURSE SYLLABUS

Unit I:

Introduction to Retailing: Drivers of retail change in India, evolution of Retail in India, the strategic retail planning process - Retail as a career.

Unit II:

Retail Store Locations & Formats: Types of locations, evaluating a site for locating a retail store, types of retailers - store based, non store based, services retailing; types of ownership, multichannel retailing.

Unit III:

Merchandise Management: Factors affecting merchandising, merchandise planning, buying merchandise, Retail Store Operations, SCM in retail.

Unit IV:

Retail Pricing: Elements of retail price, retail pricing policies & strategies - a comparison of mark ups & mark downs.

Unit V:

Retail Communication: Retail Marketing Mix - STP approach, Retail Communication Mix, gap management in retailing, Day branding, Retail metrics - Performance evaluation

Case Analysis

TEXT BOOK:

1. Swapna Pradhan, "Retail Management", Tata McGraw Hill Company, New Delhi, 2014

REFERENCES:

- Piyush Kumar Sinha, "Retail Management", Wiley & Company, New Delhi, 2014
- Levy & Weitz, "Retail Management", Tata McGraw Hill Company, New Delhi, 2013
- Gibson G. Vedomani, "Retail Management", Jaico Publishing, New Delhi, 2013

JOURNALS:

1. The Journal of Business & Retail Management research, U.K
2. International journal of Retail & Distribution Management, Emerald
3. Journal of Marketing, India
4. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMM853: DIGITAL MARKETING

INTRODUCTION

The world is fast becoming digital. Digital Marketing is undergoing exceptional growth globally. It helps in staying ahead of competition. This course will help the student create and implement effective Internet Marketing and will allow him / her to strongly position themselves in the organisation. Emphasis in this course is placed on developing practical digital marketing. Digital Marketing has become extremely important and is considered to be the future of marketing.

LEARNING OBJECTIVES

1. To learn how to develop an effective e-commerce website.
2. Identify various strategies to improve search-engine rankings.
3. Develop and implement various types of advertising campaigns.
4. Design and implement internet and email marketing campaign.
5. Exploit the reach of social media and social networks for marketing campaign.

LEARNING OUTCOMES

Skills acquired after completion of the course:

1. Implement various mobile marketing apps like click to call, mobile advertising, SMS marketing .
2. Create opportunities to outperform competitors, chance of user's sharing your site and referring to friends and family.
3. Potential to increase search engine ranking, google page rank and less need to advertise offline.

COURSE SYLLABUS

Unit I:

Introduction to E-Commerce and Internet Marketing, Building E-Commerce Website, Lab Sessions

Unit II:

SEO and Increasing website traffic, Advertising Campaign, Advertising on Search Engines, Lab Sessions

Unit III :

Advertising on Social Networking Sites Youtube and video advertising, Lab Sessions

Unit IV:

Affiliate marketing, Blog advertising and marketing, Lab Sessions

Unit V:

Podcast Advertising ,Generating Leads and converting them to business, Lab Sessions

Unit VI:

Web Analytics , E-mail Marketing, Mobile Marketing, Lab Sessions

TEXT BOOK

1. Eric Greenberg and Alexander Kates, Strategic Digital Marketing, McGraw Hill Education, 2014

REFERENCES

1. Michael R. Solomon and Tracy Tuten, Social Media Marketing, Pearson, 2015.
2. Catherine Juon, Dunrie Greiling & Catherine Buerkle, Internet Marketing Start to Finish, Pearson, 2012.
3. David Amerland, Google Semantic Search, Pearson, 2013.
4. Efraim Turban and David King, Electronic Commerce, Pearson, 2012.

MHR841: HUMAN RESOURCE DEVELOPMENT

INTRODUCTION

Employees are the main assets of an organisation. Employee competencies and motivation are critical for organisational success. Human resource development is a discipline within HR, focusing on building competencies, career path and rewarding employees and thereby motivating them. It is important to inculcate different competencies in budding managers through various HRD concepts and practices.

LEARNING OBJECTIVES

- To introduce the basic concepts and practices of human resource development
- To create awareness and understanding of the roles, responsibilities, strategies and functioning of human resource department for the development of an organization
- Recognize different competencies which will influence the career and organisational development

LEARNING OUTCOMES

After completion of course the student is able to

1. Understand the role of human resource development within organizations
2. Understand the purposes, relevance and value of specific management development initiatives and programmes

COURSE SYLLABUS

Unit I:

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:

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

Unit III:

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

Unit IV:

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:

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

TEXT BOOK

1. Rao, T. V., "Readings in Human Resource Development", Oxford IBH Publishing Ltd., New Delhi, 2013.

REFERENCES

1. Nadler Leonard, "Corporate Human Resource Development", Van Nostrand, Reinhold/ASTD, New York, 2013
2. Rao, T.V., "Human Resource Development Audit", Sage Publications, New Delhi, 2013
3. Rao, T.V., "Future of Human Resource Development", Macmillan, New Delhi, 2013

JOURNALS

1. Harvard Business Review, Harvard Business School Publication Co. USA
2. Human Capital, HR Information Services, New Delhi
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MHR844: EMPLOYEE WELFARE & LABOR ADMINISTRATION

INTRODUCTION

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.

LEARNING OBJECTIVES

- To understand the concept of employee welfare and various welfare facilities
- To understand various agencies responsible for providing welfare facilities
- To understand the implications of violation of any provision of law
- To understand the State and Central Government labour administrative machinery

LEARNING OUTCOMES

On completing the course the student

1. Would be able to understand labour welfare aspects in India
2. Would understand the Indian legal environment which are protecting the workforce in Indian industry

COURSE SYLLABUS

Unit I:

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

Unit II:

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

Unit III:

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

Unit IV:

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

Unit V:

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

TEXT BOOK

1. Sharma A. M., "Aspects of Labour Welfare and Social Security", Himalaya Publishing House, Mumbai, 2014

REFERENCES

1. Vaid K. N., "Labour Welfare in India", Sri Ram Centre for IR and HR, New Delhi, 2014.
2. Dr.SubbaRao, P., "Labour Welfare and Social Security", Himalaya Publishing House, Mumbai, 2013

JOURNALS

1. Indian Journal of Industrial Relations
2. Personnel Today
3. Labour Law Journal
4. Labour Law Reporter
5. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MHR847: EMPLOYMENT LAWS - I

INTRODUCTION

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

LEARNING OUTCOMES

After completion of the course the student

1. Learns various provisions of Factories Act, Contract Labour Act, etc., that are meant for the welfare of the workmen.
2. Understands the philosophy and objectives behind the enactment of various Labour Legislations by the Government of India and states.

COURSE SYLLABUS

Unit I:

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

Unit II:

The Industrial Disputes Act, 1947.

Unit III:

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

Unit IV:

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

Unit V:

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

1. Labour Law Reporter
2. Labour Law Journal

MHR850: COMPENSATION MANAGEMENT

INTRODUCTION

One of the most complex assignments in any organization is to lay down a sound wage system and its implementation. It is a dynamic field that involves many workable principles and procedures. Over a period of years the new and system has taken different shape and acquired a multi dimensional character due to the rapidly changing technology and socio-economic transformation of the society. Employees always expect a just and equal pay for the services they render to the organization. It gave rise to innumerable disputes; particularly with regard to the relative pay to be assigned to certain employments. As a result different patterns of wage fixation began to assume an important.

LEARNING OBJECTIVES

- To provide an overview of the wage systems
- To understand wage concepts and theories
- To impart knowledge of Executive compensation and CEOs compensation

LEARNING OUTCOMES

On completing this course

1. Student will be able to understand the compensation function
2. Student will be able to analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

COURSE SYLLABUS

Unit I:

Compensation- Meaning, Scope and Significance, Concepts of Wage: Salary, Earnings, Take-Home pay, C.T.C, Types of Wages, Time Rate and Piece Rate.

Unit II:

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

Unit III:

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:

Wage Fixation, 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:

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

CASELET (Not Exceeding 200 Words)

TEXT BOOK

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

REFERENCES

1. Aswathappa, K ., Human Resources & Personnel Management. Tata Mc Graw Hill Publishing Limited. New Delhi: 2014.
2. Sharma, A.M., Understanding wage systems in India. Himalaya Publishing House. Mumbai: 2014.
3. Report of National commission on labour-II. Government of India. New Delhi: 2014.

JOURNALS

1. GITAM Journal of Management,
2. GITAM Journal of Management, GITAM University, Visakhapatnam
3. Harvard Business Review, New Delhi.
4. HRM Review, Hyderabad
5. Human Capital, New Delhi
6. Personnel To-day, Kolkata
7. NHRD Review, New Delhi.

MHR853: HR VALUE PROPOSITION

INTRODUCTION

HR practices generally deal with people performance, information and work because they create an infrastructure that affects, employees, customers, line managers and investors. When HR practices align with strategies, organizational goals are met and sustained. The concept of HR identified four roles that HR professionals play in an organization; Employee champion administrative expert, change agent and strategic partner. When HR professionals play these roles effectively, that result in outcomes than on activities. It is observed that 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.

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

1. Understands what is HR Value proposition and its relevance in achieving the goals of the company
2. Learns how to implement the best HR Value Proposition in MNCs.

COURSE SYLLABUS

Unit I :

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 :

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 :

HR Practices and HR Value Proposition; Flow of people; Flow of Performance Management; Flow of information and Flow of work.

Unit IV :

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, HR leader; HR Competencies.

Unit V :

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

Text Book :

1. Dave Ulrich and W. Brockbank, The HR Value Proposition; Harvard Business review press; New Delhi, 2013.

References:

1. Dave Ulrich; Human Resource Champions HBR Press; 1995
2. Dave Ulrich, W. Brockbank; Competencies for the New HR; Society for HRM, University of Michiga Press : 2005.

MOM841: ENTERPRISE RESOURCE PLANNING

INTRODUCTION

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 customised applications that efficiently integrate data 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 life cycle, 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

LEARNING OUTCOMES

On completing the course the student could

1. Examine systematically the planning mechanisms in an enterprise, and identify all components in an ERP system and the relationships among the components.
2. Understand production planning in an ERP system, and systematically develop plans for an enterprise.
3. Use methods to determine the correct purchasing quantity and right time to buy an item, and apply these methods to material management.
4. Understand the difficulties of a manufacturing execution system, select a suitable performance measure for different objectives, and apply priority rules to shop floor control.

COURSE SYLLABUS

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.

TEXT BOOK

1. Alexis Leon, "Enterprise Resource Planning Demystified", Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2014

REFERENCES

1. Mahadeo Jaiswal and Ganesh Vanapalli, "Enterprise Resource Planning", Macmillan India Ltd., Chennai 2014
2. Vinod Kumar Grag and Venkitakrishnan N. K., "Enterprise Resource Planning - Concepts and Practice", Prentice Hall of India, New Delhi, 2013
3. Joseph A Brady, Ellen F Monk & Bret Wagner, "Concepts in Enterprise Resource Planning", Thompson Course Technology, USA, 2013

JOURNALS

1. Journal of Enterprise Resource Planning Studies, IBIMA Publishing, U.S.A
2. Information Technology and Cyber Laws, New Delhi

MOM844: LOGISTICS & SUPPLY CHAIN MANAGEMENT

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

LEARNING OUTCOMES

After completing this course the student

1. Can understand the Tier Suppliers, Vendors and end users contribution in Value chain.
2. Could enhance the knowledge of Value added service and gap Management for effective and smooth Supply chain within the frame of suitable Logistics.

COURSE SYLLABUS

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.

TEXT BOOK

1. Sunil Chopra, "Supply Chain Management", Pearson Publications, New Delhi, 2014

REFERENCES

1. Sridhra Bhatt, "Logistics and Supply Chain Management", Himalaya Publishers, Mumbai, 2014
2. Agarwal, D. K., "Logistics and Supply Chain Management", Macmillan Publishers, New Delhi, 2013

JOURNALS

1. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
2. Vikalpa, Indian Institute of Management, Ahmedabad
3. ICFAI Journal of Supply Chain

MSY841: BUSINESS ANALYTICS

INTRODUCTION

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. Data warehouse and data mining are popular data analysis tools for generating knowledge from data. In this context, the objective of the course is to provide an understanding of the key technologies of business analytics i.e., data warehousing and data mining concepts. It also provides an opportunity to apply the relevant tools to build data mining solution as a business intelligence solution for a given business task.

LEARNING OBJECTIVES

- The objective of the course is to acquaint the students with the concept of business analytics and to provide skills in data warehousing and data mining techniques.

LEARNING OUTCOMES

After completing this course the student could

1. Understand the concept of data warehouse and its significance in data management & analytics
2. Understand the concept of multi dimensional analysis, model data cubes and tables for online analytical processing
3. Use a data mining tool for data analysis and generate useful data patterns

COURSE SYLLABUS

Unit I:

Introduction to Business Analytics and Data warehouse: Concept of Business Analytics and Business Intelligence Systems, concept of data warehouse, characteristics of data warehouse, data warehouse architecture, data pre processing, tools for extraction, clean up and transformation

Unit II:

Online Analytical Processing: Concepts of OLTP and OLAP, multidimensional analysis - MOLAP, ROLAP, Data Warehouse development - Data Cubes, Fact tables, Dimension Tables, Dimension Schema, Star Schema and Snow flake Schema.

Unit III:

Introduction to Data Mining: Concept, KDD process, benefits of data mining, steps in data mining, data mining for business problems.

Unit IV:

Data Mining Tasks: Market Basket Analysis, predictive models, cluster analysis, text mining, web mining, selecting and using the right technique.

Unit V: Big Data: Concept of big data, significance, business applications of big data, introduction to Apache Hadoop, business performance management - performance measurement, metrics, KPIs and business activity monitoring (BAM).

TEXT BOOK:

1. Jiawei Han, Micheline, "Data Mining: Concepts and Techniques", Morgan Kaufmann Publishers (Elsevier), New Delhi, 2014

REFERENCES

1. Prasad, R. N., & Seema Acharya, "Fundamentals of Business Analytics", Wiley India, New Delhi, 2014
2. Alex Berson, Stephen J. Smith, "Data Warehousing, Data Mining & OLAP", Tata McGraw Hill Ltd., New Delhi, 2014
3. Express Learning, "Data Warehousing and Data Mining", Pearson Education, New Delhi, 2012

MSY844: DECISION SUPPORT SYSTEMS

INTRODUCTION

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

" The objective of the course is to acquaint the students with the concept of decision support systems and its usage in an organization.

LEARNING OUTCOMES

After completing this course the student could

1. Understand and identify the informational needs of an organization
2. Propose appropriate managerial models that help to analyse different business scenarios, develop feasible solutions, interpret results, and suggest possible decisions
3. Perform computerized analysis that helps to enhance management decision making processes for major functional areas in an organization

COURSE SYLLABUS

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, modelling 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.

TEXT BOOK

1. George M. Marakas, "Decision Support System", Prentice Hall International Paperback Edition, Delhi, 2014

REFERENCES

1. Efraim Turban and Jay E. Aronson, "Decision Support Systems and Intelligent Systems", Prentice Hall International, 2013
2. Janakiraman, V.S., and Sarukesi, K., 'Decision Support Systems', Prentice Hall of India, New Delhi, 2013
3. Lofti, 'Decision Support System and Management', McGraw Hill Inc., International Edition, New Delhi, 2013

JOURNALS

1. Decision Support Systems and Electronic Commerce, Elsevier Publisher, USA
2. International Journal of Decision Support Systems, Inder Science Publisher, UK

Trimester - V

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	2
			Totals:	15	4	15	200	400	600	17

Professional Competency Development (PCD) Courses

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

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 Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MFM842	Elective	Skill Based - Finance	Security Analysis & Portfolio Management	3		3	40	60	100	3
2	MFM845	Elective	Skill Based - Finance	Financial Derivatives	3		3	40	60	100	3
3	MFM848	Elective	Skill Based - Finance	International Financial Management	3		3	40	60	100	3
4	MFM851	Elective	Skill Based - Finance	Risk & Insurance Management	3		3	40	60	100	3
5	MFM854	Elective	Skill Based - Finance	Fixed Income Markets	3		3	40	60	100	3
6	MMM842	Elective	Skill Based - Mrktg	Rural Marketing	3		3	40	60	100	3
7	MMM845	Elective	Skill Based - Mrktg	Services Marketing	3		3	40	60	100	3
8	MMM848	Elective	Skill Based - Mrktg	Marketing Metrics	3		3	40	60	100	3
9	MMM851	Elective	Skill Based - Mrktg	Customer Relationship Management	3		3	40	60	100	3
10	MMM854	Elective	Skill Based - Mrktg	E-Marketing	3		3	40	60	100	3
11	MHR842	Elective	Skill Based - HR	Employment Laws-2	3		3	40	60	100	3
12	MHR845	Elective	Skill Based - HR	Industrial Relations	3		3	40	60	100	3
13	MHR848	Elective	Skill Based - HR	Global Human Resource Management	3		3	40	60	100	3

S. No.	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
14	MHR851	Elective	Skill Based - HR	Strategic HRM	3		3	40	60	100	3
15	MHR854	Elective	Skill Based - HR	Drafting - Statutory Compliance Forms	3		3	40	60	100	3
16	MOM842	Elective	Skill Based - Operations	Materials Management	3		3	40	60	100	3
17	MOM845	Elective	Skill Based - Operations	Total Quality Management	3		3	40	60	100	3
18	MSY842	Elective	Skill Based - Systems	E-Business	3		3	40	60	100	3
19	MFM845	Elective	Skill Based - Systems	Software Project Management	3		3	40	60	100	3

MFM 842: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

INTRODUCTION

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. These days, organisations 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.

LEARNING OBJECTIVES

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

COURSE SYLLABUS

Unit I:

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:

Fundamental Analysis: Economic, Industry and Company analysis.

Unit III:

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

Unit IV:

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:

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

TEXT BOOK

1. V.K. Bhalla, "Investment Management", S.Chand & Company Pvt. Ltd., New Delhi, 2014

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
3. Edwin J Elton, Martin J Gruber, Stephen J Brown & William N Goetzmann, "Modern Portfolio Theory and Investment Analysis", Wiley, New Delhi, 2014.

JOURNALS

1. Harvard Business Review, Harvard Business School Publication Co. USA
2. Vikalpa, Indian Institute of Management, Ahmedabad
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MF845: FINANCIAL DERIVATIVES (enclosure 10)

INTRODUCTION

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, hence a pre-requisite to take this course. Those who plan to become financial analysts in organisations need to manage client funds more efficiently by hedging the financial risk exposure.

LEARNING OBJECTIVES

- 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)

LEARNING OUTCOMES

On completing this course the student would be able to

1. Have a hands on exposure of trading with Forwards, Futures & Options Trading
2. To understand and evaluate different swaps

COURSE SYLLABUS

Unit I:

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:

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:

Options trading Strategies - Spreads (Bull Spreads, Bear Spreads and Butterfly Spreads) - Combinations (Straddles, Strangles, Strips and Straps)

Unit IV :

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.

Unit V:

Swaps Markets: Structure, currency, interest-rate, equity and commodity Swaps-pricing of swaps -pricing simulations.

TEXT BOOK

1. Ranganatham, M., &Madhumathi, R., "Derivatives and Risk Management", Pearson, New Delhi, 2014

REFERENCES

1. Gupta, S. L., "Financial Derivatives, Theory, Concepts & Problems", PHI Learning Pvt. Ltd., New Delhi, 2013
2. Kevin, S., "Commodity and Financial Derivatives", Pearson, New Delhi, 2014(Latest Edition).
3. John C Hull and Shankarshan Basu " Options and futures and other derivatives" ninth edition, 2015, Pearson Publishers.

JOURNALS

1. Harvard Business Review, Harvard Business School Publication Co. USA
2. Vikalpa, Indian Institute of Management, Ahmedabad
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MF848: INTERNATIONAL FINANCIAL MANAGEMENT

INTRODUCTION

Globalization has made a tremendous impact throughout 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.

LEARNING OBJECTIVES

- To familiarize the structure, direction and growth of international finance
- To understand the fundamentals of foreign exchange markets, currency exposures and their functioning
- To understand and acquire the skills required for international financing decision making
- To evaluate international projects and their capital budgeting techniques.

LEARNING OUTCOMES

After completing this course the student

1. Would be able to understand Foreign Exchange Markets and their Risk
2. Would be able to evaluate International Projects

COURSE SYLLABUS

Unit I:

International Finance: Finance function in a global context, global financial markets, International Monetary System - introduction to IDR- sovereign risk - willful defaults.

Unit II:

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:

Management of Currency Exposure: Measurement of exposure and risk, managing transaction exposure, operating exposure, short-term financial management in multinational corporation (NP).

Unit IV:

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:

International Project appraisal: Problems and issues in foreign investment analysis, methods of Capital Budgeting, NPV and APV methods (NP).

TEXT BOOK

1. Prakash G. Apte, "International Finance", Tata McGraw Hill Publication, New Delhi, 2013

REFERENCES

1. MadhuVij, "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
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam.

MF851: INSURANCE MANAGEMENT

INTRODUCTION

Risk is part of any business endeavour, 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 the numerous consumer applications on the concept of risk management and insurance transaction.

LEARNING OBJECTIVES

- To recognize, classify and assess risk exposures in various situations
- To use appropriate risk management techniques for various situations
- To understand how the basic principles apply to both life and general insurance
- To understand the various products offered by the insurance companies and its operations

LEARNING OUTCOMES:

At the end of the course, student should be able to:

1. Identify and categorise the various risks face by an organization;
2. Explain the various risk control measures available
3. Suggest ways to finance risk.
4. Apply the insurance mechanism in risk management.

COURSE SYLLABUS

Unit I:

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:

Insurance: Basic characteristics of Insurance, requirements of an insurable risk, types of insurance business, insurance as contract, essential elements, fundamental principles of insurance, insurance documents.

Unit III:

Life Insurance: Types of life insurance, principles of Life Insurance, policy options, condition & privilege, nomination, assignment, product pricing.

Unit IV:

General Insurance: Types of General Insurance, principles of General Insurance, laws related to General Insurance, rating making in General insurance.

Unit V:

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.

TEXT BOOK

1. George E. Rejda, "Principles of Risk Management & Insurance", Pearson, New Delhi, 2014

REFERENCES

1. Scott Harington, "Risk Management & Insurance", Tata McGraw-Hill Education, New Delhi, 2014
2. Richard Jones, "Risk Based Management", Gulf Pub, 2014
3. Rakesh Agarwal, "General Insurance Agents", K. M. Rai Mittak for Mittal Publications, 2013

JOURNALS

1. Journal of Insurance and Risk Management, BIMTech, New Delhi
2. Indian Journal of Risk management, Institute of Management, Nirma University of Science and Technology, Ahmedabad
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
4. Indian Journal of Public Enterprise, Institute of Public Enterprise Research

MF854: FIXED INCOME MARKETS

INTRODUCTION

A robust financial system requires multiple channels of financing, wherein fixed income markets play a significant role. It is the largest of all financial markets in the world today. India's fixed income securities market has been evolving steadily since the economic reforms. The Fixed Income Markets course offers the basic foundation of bond market and valuation. Moreover, this course provides clear understanding about the shifts in the yield curve, different trading strategies need to be adopted. Hence, this course will be useful to students those who plan to become financial analysts in organisations need to manage client funds more efficiently by hedging the financial risk exposure through fixed income securities.

LEARNING OBJECTIVES

- To understand the basic concepts of Fixed Income Markets.
- To understand the pricing mechanism of fixed income securities
- To understand the effective ways of constructing bond portfolio.

LEARNING OUTCOMES

On completing this course the student

1. Would be able to understand evaluation of fixed income securities
2. Would be able construct and evaluate bond portfolios

COURSE SYLLABUS

Unit - I :

Introduction to fixed income markets: Introduction, Instruments, Players, Markets - Money Market Instruments, The Government Bond Market (Primary and Secondary Market), Market Regulations, Interface with Banking system and other financial markets, Trading, Clearing and Settlement Systems.

Unit - II :

Pricing fixed income securities: Bond Instruments and Interest Rates Risk, Duration, Modified Duration and Convexity, Macaulay duration, Relationship between duration, yield, coupon and maturity, Basis Point Value (BPV), Convexity Measure.

Unit - III :

Yield Curve Analysis: Yield Curve, Different types of yield curve, YTM curve, Par yield curve, Zero coupon (spot) yield curve, Forward curve, Yield curve and yield curve theories, Econometric forecasting of the yield curve, Benchmark curve, Interpreting the Yield Curve/ZCYC.

Unit - IV :

Forward Rate Agreements, Interest Rate Swaps, Interest Rate Futures. Introduction to Bonds - Bond Features, Types of Bonds, Bond pricing and Yield, Accrued Interest, Day Count Conventions, Clean and Dirty Bond Prices, Bond / Yield Relationship, Bond price in continuous time, Treasury Bills.

Unit - V :

Constructing the bond portfolio: Passive and active bond portfolio management, Market timing strategies, Timing bets on interest rate level, Timing bets on specific changes in the yield curve, Bullet, barbell, ladder and Butterfly strategies, Concept of Value at Risk, VAR Calculation.

TEXT BOOK

1. Frank J. Fabozzi " Hand Book of Fixed Income Securities" 7th Edition Mc Graw Hills.

Reference

1. N. Ghosh., Management Control systems. Prentice Hall of India. New Delhi., 2014
2. Dr. Sushila Madam., Management Information and Control Systems. Taxmann Allied Pvt Ltd, New Delhi, 2014
3. Subash Sharma., Management Control Systems- Text and Cases, Mc Graw Hill Publishing Co, New Delhi, 2014.
4. Suresh Sundaresan, Fixed Income Markets and Their Derivatives, Academic Press.

Journals

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Management Accountant, ICWAI, Chennai
3. Indian Journal of Commerce, New Delhi.

MMM842: RURAL MARKETING

INTRODUCTION

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.

LEARNING OBJECTIVES

- To acquaint the students to an overview of rural markets and its environment
- To learn the characteristics of rural consumers
- To analyse rural markets through marketing mix

LEARNING OUTCOMES

On completion the student will be able to

1. Differentiate the rural market environment from the urban and semi-urban markets
2. Understand the factors influencing the rural consumer behavior and their brand loyalty
3. Apply the marketing concepts suitable to the rural markets.

COURSE SYLLABUS

Unit I:

Rural Market: Definition, understanding of rural consumers, rural marketing mix, role of information technology in rural India.

Unit II:

Rural Marketing Environment: Defining rural India, evolution of rural marketing, rural market structure - demographic environment, physical environment, economic environment and technological environment.

Unit III:

Rural Consumer Behaviour: Consumer buying behaviour models, factors affecting consumer buying behaviour, characteristics of rural consumers, consumer buying process, opinion leadership process, brand loyalty.

Unit IV:

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:

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.

TEXT BOOK

1. Pradeep Kashyap, "Rural Marketing", Pearson, New Delhi, 2014

REFERENCES

1. Ashraf Imam, Massoumeh Nasrollah, Zadeh and Aph, "Rural Marketing", 2013
2. Mathur, U., "The Rural Marketing Book", 2012
3. Sanal Kumar, "Rural Marketing", Sage Publications, New Delhi, 2012

JOURNALS

1. Journal of Marketing, India
2. Journal of Marketing Research, India
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMM845: SERVICES MARKETING

INTRODUCTION

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.

LEARNING OBJECTIVES

- To introduce and apply skills for the 7 Ps of services marketing and design the market plan
- To analyse the factors contributing to customer satisfaction in a service organisation
- To create a service process that would minimise time loss and provide quick service, thereby reducing the waiting time and enhance customer satisfaction

LEARNING OUTCOMES

On completion of this course

1. The students will be able to understand services marketing, application and design the market plan,
2. Analyze the factors contributing to customer satisfaction, minimise time and provide quick and quality service.

COURSE SYLLABUS

Unit I:

New perspectives on Marketing in the service economy, the traditional marketing MIX, The extended services marketing Mix for managing customer interface, consumer behaviour in the service context.

Unit II:

Market segmentation in services, planning and developing service product - core and supplementary elements, new service development.

Unit III:

Designing and managing service process, pricing and revenue management.

Unit IV:

Promoting services and educating customers, balancing demand and productive capacity.

Unit V:

Improving service quality and productivity - SERVQUAL and GAP analysis, managing people for service advantage.

Case Analysis

TEXT BOOK

1. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, "Services Marketing", Pearson, New Delhi, 2014

REFERENCES

1. Valaries A. Zeithl & Mary Jo Bitner, "Services Marketing", Tata McGraw Hill, New Delhi, 2014
2. Christopher Lovelock, "Services Marketing", Pearson, New Delhi, 2014
3. Christian Gronroos, "Services Management and Marketing", McMillan, New Delhi, 2014

JOURNALS

1. The Journal of Service Research
2. Journal of Marketing Management, ICAI
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MMM 848 : MARKETING METRICS

INTRODUCTION

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

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

LEARNING OUTCOMES

On completion of this course the student would be able to

1. Explain the concepts of marketing accountability and credibility.
2. Review critically the theoretical and empirical marketing performance literatures.
3. Use key marketing metrics.
4. Demonstrate research, work management, presentation, and collaboration skills

COURSE SYLLABUS

Unit I:

Introduction to Marketing Research: Nature and scope of marketing research, role of research in marketing. Planning for Market Research: Defining the market research problem, hypotheses generation, sample, types and sources of data, data collection methods

Unit II :

Meaning and need of Metrics, opportunities Metrics Performance and Accountability, Share of heart ,Minds and Markets-Market share, Relative Market share and Market concentration, Brand Development Index and Category Development Index, Market & Brand Penetration, Share of Requirements, Heavy Usage Index

Unit III:

Margins and Profits-Margins ,Prices and Channel Margins ,Average Price per unit and Average Price per statistical unit, Variable costs and Fixed Costs, Marketing Spending , Break Even analysis and contribution Profit Based Sales targets.

Unit IV:

Product and Pricing Strategies-: Introduction to Product Management, various metrics for Product Management - trial repeat volume, penetration, compound annual growth rate, Fair Share Draw, Brand Equity Metrics, segment utilities; pricing strategies, introduction to various pricing methods, various metrics useful in pricing - price premium, reservation price, percent good value, optimal pricing.

Unit V:

Advertising Media Metrics : Introduction, various metrics used to measure advertisement effectiveness- Impressions, Gross Rating Points, Net Reach, Average Frequency, Rich Media Display Time, Share of Voice, Cost per Click, Cost per Order.

Case Analysis

TEXT BOOK:

1. Paul W. Farris, Neil T. Bendle, Philip E. Pfeifer, David J. Reibstein, "Marketing Metrics: The Definitive Guide to Measuring Marketing Performance", 2nd Ed., Pearson, New Delhi, 2014

REFERENCES:

1. SunandaEaswaran, Sharmila J. Singh, "Marketing Research Concepts, Practices and Cases", Oxford University Press, New Delhi, 2013
2. Beri, G. C., "Marketing Research", Tata McGraw Hill, New Delhi, 2013
3. William G. Zikmund and Barry J. Babin, "Marketing Research", Cengage Learning, New Delhi, 2013

JOURNALS:

1. Journal of Management Research, Faculty of Management Studies, University of Delhi, New Delhi
2. Electronic Journal of Business Research Methods, Cass School of Business, City University London, UK
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

Master of Business Administration GIM GITAM University

MMM851: 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 databases, and then determine the information in a way that increases customer relations

LEARNING OBJECTIVES

- To provide tools and techniques to the students along with an understanding as how to manage relationship with customers, and enhance Lifetime Value of Customers.

LEARNING OUTCOMES

On completion of this course the student would be able

1. To understand and analyze customer relationship management,
2. To use tools and techniques along with an understanding as how to manage relationship with customers, and enhance lifetime value of customers.

COURSE SYLLABUS

Unit I:

Introduction and significance of Customer Relationship Management: CRM Emerging Concepts; Need for CRM; Customer Retention, Customer Loyalty, Customer Value, CRM Applications; CRM Model.

Unit II:

CRM Process: Introduction and Objectives of CRM Process; E-CRM; CRM Cycle, CRM process in different industries.

Unit III:

CRM Architecture: IT Tools in CRM; Introduction to Data Warehousing, Data Mining, and Benefits of CRM Technology.

Unit IV:

Impact of CRM on Marketing Channels- Role and significance of channels in CRM, Factors affecting CRM through channels, Major challenges facing CRM through channels.

Unit V:

Implementation of CRM-Elements of CRM System, CRM implementation- Barriers.

Case Let (Not Exceeding 200 Words)

TEXT BOOK:

- V.Kumar, Werner.J.Reinartz., Customer Relationship Management- A Data based Approach. Wiley India Edition.2014

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.
- Mallika Srivatsava - CRM - Vikas Publications.

JOURNALS:

- Gitam Journal of Management, GITAM University, Visakhapatnam
- Harvard Business Review, Harvard Business School Publication Co., USA
- Marketing Mastermind

MMM854: E -Marketing

INTRODUCTION

E-Marketing is the fastest growing and most exciting branch of marketing today. As the world becomes ever more connected, keeping up with developments and trends is vital for marketers trying to reach new customers - who are more discerning, fragmented and cynical than ever. Technology and software are changing at such a high rate that it seems almost impossible to keep up with trends. Products and services are evolving and adapting to the online sphere. The web is constantly shifting, growing and changing - everything is fleeting.

LEARNING OBJECTIVES

- To understand the basic concepts of E-marketing.
- To acquaint the students with emerging business models, personalization techniques, competition, pricing and new product development in the digital world.

LEARNING OUTCOMES

On completion of this course the student would be able

1. To understand the basic concepts of E-Marketing.
2. To acquaint and understand the emerging business models, personalization techniques, competition, pricing and new product development in the digital world.

COURSE SYLLABUS

Unit I:

E-Marketing: Past Present and future, Strategic E-Marketing and performance metrics, the E-Marketing plan

Unit II:

E-Marketing Environment: A world of E-Marketing Opportunities, Ethical and legal issues.

Unit III:

E-Marketing Strategy: E-Marketing Research, Consumer Behaviour online, Segmentation and targeting strategies, Differentiation and positioning strategies

Unit IV:

E-Marketing Management: Product-The Online Offer, Pricing-The online value, The internet for distribution, Payment modes : Electronic and Non- Electronic

Unit V:

E-Marketing Communication Tools: E-Marketing Communication, Internet Advertising, Marketing Public Relations, New Digital Media.
Case Let (Not Exceeding 200 Words)

Case Analysis

TEXT BOOK:

- Judy Strauss & Raymond Frostr., E-Marketing, Prentice Hall of India. 5th Edition 2014.

REFERENCES:

- Judy Strauss, Adel EI-Ansary & Raymond Frost, E-Marketing, 4th Edition Prentice Hall of India 2014.
- Judy Strauss, Adel EI-Ansary & Raymond Frost, E-Marketing, 4th Edition Prentice Hall of India 2014.

JOURNALS:

- GITAM Journal of Management, GITAM University, Visakhapatnam
- Harvard Business Review, Harvard Business School Publication Co., USA
- Marketing Mastermind

MHR842: EMPLOYMENT LAWS - II

INTRODUCTION

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 the documentation that needs to be submitted to various labour departments

LEARNING OUTCOMES

After completion of the course the student

1. Learns various provisions of Factories Act, Contract Labour Act, etc., that are meant for the welfare of the workmen.
2. Understands the philosophy and objectives behind the enactment of various Labour Legislations by the Government of India and states.

Learns the filing of various documents in Labour Department as per the statutory compliance.

COURSE SYLLABUS

Unit I:

The Payment of Bonus Act, 1965 and, the Equal Remuneration Act, 1976.

Unit II:

The Employees State Insurance Act, 1948.

Unit III:

The Employees Provident Fund and Miscellaneous Provisions Act, 1952 and the Maternity Benefit Act, 1961.

Unit IV:

The Employees Compensation Act, 1923 and the Payment of Gratuity Act, 1976.

Unit V:

The Child Labour (Prohibition & Regulation) Act, 1986 and the A.P. Shops & Establishments Act, 1988.

TEXT BOOK

1. Padhi, P. K., "Labour & Industrial Laws", Prentice Hall India, New Delhi, 2014

REFERENCES

1. Sinha, Sinha & Sekhar, "Industrial Relations, Trade Unions and Labour Legislation", Pearson, New Delhi, 2013
2. Mishra, S. N., "Labour & Industrial Laws", Central Law Publications, 2012

JOURNALS

1. Labour Law Reporter
2. Personnel Today
3. Human Capital
4. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MHR845: INDUSTRIAL RELATIONS

INTRODUCTION

The major causes for industrial relationship conflicts are terms of employment (Wages, Dearness Allowance, Bonus and fringe benefits), working conditions (Working Hours, Health, Welfare), non employment (Lay off, Lock out, Retrenchment and Dismissal), personal issues (Discipline, and Promotion), and recognition of Trade Unions. The means adopted by the parties to achieve their objectives vary from simple negotiation to economic warfare which may sometimes adversely affect the community interest. When the community interest is affected, the State cannot remain a silent and helpless spectator therefore intervenes in different ways to resolve the conflict within the frame work of law.

LEARNING OBJECTIVES

- To understand the basic concepts like Industrial Relations, Trade Union, Employer's Organizations Industrial Dispute Code of Discipline, Code of Conduct, and harmonious relations
- To understand the key actors and their role in IR
- To understand the causes for grievance and managing grievance
- To understand the impact of technology and globalization on IR, recent trends in IR

LEARNING OUTCOMES

On completing this course the student

1. Would be able to understand the basic aspects of the laws relating to Trade Unions, Standing Orders and Industrial Disputes
2. Would be able to interpret and apply these laws

COURSE SYLLABUS

Unit I:

Industrial Relations Concept and Scope: Importance, key actors in IR, approaches to IR, factors affecting IR, prerequisites for successful IR.

Unit II:

Trade Union Concept: Functions of Trade Unions in India, problems of Trade Unions and their role in IR, employers organizations - functions and their role in IR, the role of State in IR and different types of interventions, code of discipline and its objectives, unfair labour practices.

Unit III:

Grievance concept: Causes, managing grievances and grievance redress procedure, Industrial conflicts/disputes, classification of industrial disputes, causes and consequences, methods of resolution of conflicts/disputes - conciliation, arbitration and adjudication, dispute settlement machinery, managing discipline, process of domestic enquiry.

Unit IV:

Collective bargaining(CB): Concept, pre-requisites of CB, CB at different levels, workers participation in Management and its objectives, levels and forms of participation, joint management committees and their functions, Tripartisiam - ILC and SLC.

Unit V:

IR strategy: Globalization and IR, technology and IR and emerging trends in IR.

TEXT BOOK

1. VenkataRatnam, C. S., "Industrial Relations", Oxford University Press, 2014

REFERENCES

1. Singh, B. D., "Industrial Relations - Emerging Paradigms", EXCEL BOOKS, New Delhi, 2013
2. Memoria&Memoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2013

JOURNALS

- 1 Indian Journal of Industrial Relations
- 2 Human Capital
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MHR848 : GLOBAL HUMAN RESOURCE MANAGEMENT

INTRODUCTION

In this 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.

LEARNING OBJECTIVES

- To understand the basic concepts of 'Global Human Resource Management'
- To understand the effect of 'culture' in global excellence
- To identify the issues and challenges arising in global context
- To acquire knowledge regarding best HR practices in global context

LEARNING OUTCOMES

On completing this course the student

- Would be able to understand the concepts of Human Resource Management in Global perspective
- Could face the issues & challenges of HR in Global context

COURSE SYLLABUS

Unit I:

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:

Recruitment and selection criteria for international assignments, culture - theories of culture and its impact on organisations.

Unit III:

Training and development, methods of training, management development in international assignments, process for 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.

TEXT BOOK

1. Peter J. Dowling and Denise E. Welch, "International Human Resource Management", Thomson, India, 2014

REFERENCES

1. Anne-WilHarzingJoriz Van Ruysseveldt, "International Human Resource Management", Sage Publications, New Delhi, 2014.
2. Charles M. Vance Yongsun Paik, "Managing a Global Workforce", Prentice- Hall India, New Delhi, 2013
3. Aswathappa, K., and Sadhna Dash, "International Human Resource Management", Tata McGraw Hill Publishing Company Limited, New Delhi, 2013

JOURNALS

1. GTAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
2. HRM Review, the ICFAI University Press, Hyderabad
3. Human Capital

MHR851: STRATEGIC HUMAN RESOURCE MANAGEMENT

INTRODUCTION

It has become a cliché that employees are among the firm's most valued assets. Though this statement is often not seen in organizational practice, studies show that human resources remain among the firm's most vital and difficult to manage.

This course helps to develop a framework for the practice of SHRM, exploring how managers human resource practices that support the strategic objectives of their firms

LEARNING OBJECTIVES

- To know, how does the management of organization's human resources contributes to the sustained effectiveness of the organization?
- To discuss the impact of various approaches to managing human resources, and explore how it can act as source of sustained competitive advantage.

LEARNING OUTCOMES

On completion of this course

1. Student will be able to understand the relationship of HR strategy with overall corporate strategy
2. At the end student can understand the strategic role of specific HR systems

COURSE SYLLABUS

Unit I:

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:

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:

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:

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:

Systems of high - performance human resource practices; Human resource Evaluation; Measures of Evaluation; HR Audit.

TEXT BOOK:

1. Jeffrey A. Mellow., Strategic Human Resource Management. Thomson South Western, Singapore, 2014.

REFERENCE BOOKS :

1. Charles R. Greer., Strategic Human Resource Management - A General Managerial Approach. Pearson Education (Singapore) Pvt. Ltd.2013
2. RajibLochanDhar., Strategic Human Resource Management.Excel Books. New Delhi.2013
3. TanujaAggarwala., Strategic Human Resource Management. Oxford University Press. New Delhi.2013

JOURNALS:

1. GITAM Journal of Management, GITAM University, Visakhapatnam,
2. Harvard Business Review, Harvard Business School Publication Co., USA
Personnel Today

MHR854: Drafting - Statutory Compliance Forms

INTRODUCTION

Industrial Law in India is of recent vintage and has evolved in consonance in the increased awakening of the working class in terms of its rights industrial relations which is an inseparable part of the personnel function encompasses the complex web of relations, between employers, workers and the government and the instrumentality represented by labour legislation, Labour legislation and industrial adjudication, that regulates employment relationship in its integrated processes. The escalating expectations of workers, the gradual contraction of managerial powers, increasing strife and indiscipline coupled with worker-militancy un-certainties caused by structural developments in the industry of industrial relation climate today. In this background the subject of industrial discipline without which the orderly conduct of economic activity would adversely affected assumes great importance.

LEARNING OBJECTIVES

1. To introduce the concepts of industry, industrial dispute and resolution of these disputes
2. To highlight the importance of industrial discipline for an orderly growth of industry
3. To sensitize on to the process of domestic enquiry

LEARNING OUTCOMES

After completion of the course the student could

1. Analyses the procedure for conducting Domestic enquiry in case an employee commits any act of misconduct has specified in various Labour Legislations.
2. Understand the concepts of dismissal, discharge, suspension and retirement.

COURSE SYLLABUS

Unit I:

The Concept of industry; Evolution and definition of Industry; Industrial dispute; Modes of resolving disputes.

Unit II:

Definition of misconduct; act that constitute misconduct; the procedure for disciplinary action. The main provisions of Industrial employment (Standing Orders) Act, 1946.

Unit III:

Domestic enquiry; the concept importance and the principles governing domestic enquiry and the process of conduction domestic enquiry.

Unit IV:

Principles of Natural Justice; The concept importance and role of principles of Natural Justice; Consequences of non-compliance with the principles.

Unit V:

Important provisions of Labour Laws: Section 2A; 11-A and 17-B under the industrial disputes act;.

TEXT BOOK

1. P.K. Padhi; Labour and Industrial Laws; Prentice Hall; 2014.

REFERENCES

1. S.N. Mishra; Labour and Industrial Laws, Central Law Publications; New Delhi 2013
2. H.L. Kumar; Law relating to disciplinary proceedings in industries; Universal Law Publications, New Delhi, 2013

JOURNALS

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

MOM842: MATERIALS MANAGEMENT

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.

LEARNING OBJECTIVES

- To understand the basic concepts of Materials Management for enhancing competitiveness in organizations
- To recognize the fundamental concepts of various decision making tools used in the Materials Management
- To understand the frame work of Inventory Control in Organisations
- To acquire skills in formulating Materials management strategy

LEARNING OUTCOMES

On completion of this course the student

1. Would be able to Demonstrate an understanding of basic concepts and ideas related to Management.
2. Could Demonstrate their abilities in Key areas such as Purchase Management and Inventory Control.

COURSE SYLLABUS

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.

TEXT BOOK

1. Tony Arnold, J. R., Stephen N. Champam and Lloyd M. Clive, "Introduction to Materials Management", 6th Ed., Pearson, New Delhi, 2014

REFERENCES

1. Aswathappa, K., &Sridhara Bhat, K., "Production & Operations Management", Himalaya Publishing House, New Delhi, 2014
2. Buffa S. Elewood, Sarin K Rakesh, "Modern Production", John Wiley & Sons, New Delhi, 2013
3. Geither Norman, "Production & Operations Management", The Dryden Press, Chicago. 2013

JOURNALS

1. International Journal of Operations and Quantitative Management, USA
2. Journal of Applied Mathematics and Stochastic Analysis, Hindawi
3. LaghuUdyogSamachar, A Journal of Small Scale Industries, New Delhi

MOM845: TOTAL QUALITY MANAGEMENT

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 instil 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.

LEARNING OBJECTIVES

- To understand the basic concepts of TQM for enhancing competitiveness of organizations
- To recognize the fundamental concepts of various total quality tools needed in both manufacturing and services
- To understand the quality improvement framework in operations and services
- To acquire skills in formulating Total Quality strategy

LEARNING OUTCOMES

On completion of this course the student

1. Would Develop an understanding on quality management philosophies and frameworks.
2. Would Develop in-depth knowledge on various tools and techniques of quality management.
3. Would learn the applications of quality tools and techniques in both manufacturing and service industry.

COURSE SYLLABUS

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, 5S methods, quality circles, bench marking.

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.

TEXT BOOK

1. Dale H. Besterfield, Glen H. Besterfield, Hemant Urdhwarshie and Carol Besterfield, "Total Quality Management", 3rd Ed., Pearson, New Delhi, 2014

REFERENCES

1. Tapan K. Bose, "Total Quality Management", Pearson, New Delhi, 2014
2. Evans and Lindsay, "Quality Control and Management", Cengage, New Delhi, 2013

JOURNALS

1. TQM Journal
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MSY842: E-BUSINESS

INTRODUCTION

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

- The objective of the course is to make the student understand the significance of E-Business and how it can be used by any business for getting competitive edge.

LEARNING OUTCOMES

On completion of this course the student

1. Would Understand different Models, types of E-Commerce & types of Networks
2. Would Comprehend the procedure for Internet Shopping & Online Advertising Methods
3. Will be aware of how to take security measures in e-shopping
4. Would be able to evaluate the opportunities and risk factors involved in conducting E-Business

COURSE SYLLABUS

Unit I:

Introduction to E-Commerce: What is 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.

TEXT BOOK

1. Efraim Turban, David King, Jae Lee, Tin-Peng Liang, "Electronic Commerce 2010", Pearson Education, New Delhi, 2014

REFERENCES

1. Ravi Kalakota and Andrew B. Whinston, "Electronic Commerce; A Manager's Guide", Pearson Education, New Delhi, 2014
2. Steve Hedley, "Statute on IT & E-Commerce", 4th Ed., Oxford University Press, 2014
3. David Whitley, E-Commerce, Tata Mc-Graw Hill, New Delhi, 2013

JOURNALS

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam

MSY845: SOFTWARE PROJECT MANAGEMENT

INTRODUCTION

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

- The objectives of the course is acquaint the student with the overall process involved in software project management and provide the necessary skills in dealing with software projects.

LEARNING OUTCOMES

On completion of this course the student

1. Would Understand the concept of software projects
2. Could Evaluate and develop methodology required for a given software project
3. Would Estimate software effort and perform activity planning for a project
4. Can Prepare a project plan and the means to execute it

COURSE SYLLABUS

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.

TEXT BOOK

1. Bob Hughes & Mike Cotterell, "Software Project Management", Tata McGraw Hill, New Delhi, 2014

REFERENCES

1. Kiern Conway, "Software Project Management: From Concept to Deployment", Wiley India, New Delhi, 2014
2. Joel Henry, "Software Project Management: A real world guide to success", Pearson Education India, New Delhi, 2014
3. Dr. Sanjay Mohapatra, "Software Project Management", Cengage Learning, New Delhi, 2014

JOURNALS

1. Information Technology, New Delhi,
2. Computers Today, New Delhi

Trimester - VI

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 *	4		4	50 + 50		100	4
2	MMH893	Core	Skill Based	Venture Planning/ Research Papers/ Project Report				-	150	150	3
3	MOE803*	Open	Skill Based	open electives	3		3	100	--	100	3
4	MOE806*	Open	Skill Based	open electives	3		3	100	--	100	3
5	MMH896	Core	Skill Based	Project Viva				-	50	50	2
			Totals:		10		10	300	200	500	15

*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. 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

1	MMH803 To MMH812	PCD	Value/ Skill Based PCD Courses				50 *	10	50 *	10
			Totals:				500		500	10

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 Professional Competency Courses

S. No.	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
1	MMH803	PCD	Value Based	Outbound Training (OBT)		2	2	50		50	1
2	MMH804	PCD	Value Based	Yoga & Meditation		2	2	50		50	1
3	MMH805	PCD	Skill Based	Soft Skills -1		2	2	50		50	2
4	MMH806	PCD	Value Based	Social Project		2	2	50		50	1
5	MMH807	PCD	Skill Based	Business English Certificate (BEC)-1		2	2	50		50	-
6	MMH808	PCD	Value Based	Book Review	2		2	50		50	1
7	MMH809	PCD	Value Based	Current Business Affairs (CBA)-1		2	2	50		50	2
8	MMH807	PCD	Skill Based	Business English Certificate (BEC)-2		2	2	50		50	-
9	MMH810	PCD	Value Based	Current Business Affairs (CBA)-2		2	2	50		50	2
10	MMH811	PCD	Skill Based	Business Simulation		4	4	50		50	2
11	MMH807	PCD	Skill Based	Business English Certificate (BEC)-3		2	2	50		50	2
12	MMH812	PCD	Skill Based	Soft Skills-2		2	2	50		50	2

Note: Professional Competency Development Courses (PCD) offered are for 16 credits, 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

S. No.	Course Code	Course Type	Course	Sessions			Marks			Credits
				T	P	Total	CA	TEE	Total	
Instructor Lead Courses										
1	MMH841	Elective	CSR & Sustainable Development	2		2	50		50	2
2	MMH842	Elective	Social Innovation	2		2	50		50	2
3	MMH843	Elective	Managing Non-Governmental Organization	2		2	50		50	2
4	MMH844	Elective	Technology Management	2		2	50		50	2
5	MMH845	Elective	Change Management	2		2	50		50	2
6	MMH846	Elective	Environmental Sciences	2		2	50		50	2
7	MMH847	Elective	Intellectual Property Rights	2		2	50		50	2
8	MMH848	Elective	Managing Small & Medium Enterprises	2		2	50		50	2
9	MMH849	Elective	Alternate Dispute Resolution	2		2	50		50	2
10	MMH850	Elective	Personal Tax Planning	2		2	50		50	2
11	MMH851	Elective	Stock Markets & Operations	1	2	2	50		50	2
12	MMH852	Elective	Contemporary HR Practices	2		2	50		50	2
13	MMH853	Elective	Information Technology Law	2		2	50		50	2
14	MMH854	Elective	Psychometrics	2		2	50		50	2
15	MMH855	Elective	Performance Management	2		2	50		50	2
16	MMH856	Elective	HR Analytics	2		2	50		50	2

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 essence 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 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.

Master of Business Administration GIM GITAM University

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.

LEARNINGOUTCOMES

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.

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:

Sustainable Development: Stakeholder engagement - concept and practice, its relevance in achieving triple bottom line.

Unit IV:

Regulatory guidelines regarding CSR and its impact; the role of Non Government Organizations (NGO) in CSR.

Unit V:

Investigating corporate social irresponsibility.

TEXT BOOK

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
2. Vikalpa, Indian Institute of Management, Ahmedabad

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 1:

Market failure, recognizing problems/opportunities, future of the world.

Unit 2:

Social Innovation - introduction, stages, sustenance.

Unit 3:

Social Innovation in Government, Public Sector, Private Sector, CSR.

Unit 4:

Social Entrepreneurship - meaning, business model, scaling, sustaining.

Unit 5:

Cases related to Social Innovation in the community.

TEXT BOOK

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/>

MMH843: MANAGING NON-GOVERNMENTAL ORGANIZATIONS

INTRODUCTION

In the current development scenario, many multilateral organizations are working in association with State Governments through community based organizations. These community based organizations who have mostly worked in informal structures are now going in for formal registration and/or adopting formal structures to meet the demands of projects undertaken by them. However expertise to manage the processes involved in formalization of organizations is very limited. NGO Management mainly focuses on the management of the organization, setting up of the goals and objectives of NGO activities, thorough understanding of the organizational framework of NGOs, and distribution of portfolios among its members.

LEARNING OBJECTIVES

- To provide the basic managerial concepts to NGO workers
- To help enhance the skills of end users at various levels of management

LEARNING OUTCOMES

After completion of the course the student is

1. Able to learn the role played by Community based organizations in the development of people engaged in Informal Sector.
2. Would be able to Analyze the organizational structure of NGOs and funding of these NGOs.

COURSE SYLLABUS

Unit I:

NGOs: Concept and meaning, types of NGOs, voluntary organisations and Government linkages; registration of NGOs - Society Registration Act, 1860 and AP Society Registration Act, 2001

Unit II:

Managing NGOs - functional and operational aspects, selection of project area and priorities, assessment of external environment, social survey or community survey and preparation of beneficiary profiles, programme identification, formulation & implementation

Unit III:

Promotion of NGOs: Using various channels - social media, advertising, websites; funding: nature and strategies of fund rising, local donors, contributions from Central, State, semi-Government and international sources.

Unit IV:

Measurement of NGOs Performance - financial measures of performance and non-financial measures of performance.

Unit V:

NGOs and Management of Relationship, a framework for managing relationship - NGO relation with communities, NGO relations with Government, NGO and Business Sector, NGO and International Development Agencies.

TEXT BOOK

1. Rajesh K. Jha, "Managing Non-Profit Organizations", Pearson Edition, New Delhi, 2012

REFERENCES

1. Pruthi, R. K., "NGOs in the New Millennium", Sage Publications, New Delhi, 2006
2. Poorna Chandra, "NGOs in INDIA - Role Guidelines and Performance Appraisal", Akansha Publishing House, New Delhi, 2005
3. Goel V.P., "Schemes for NGOss in Development", Mangal Deep Publications, Jaipur, 2005

JOURNALS

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

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

MMH845 : CHANGE MANAGEMENT

INTRODUCTION

In a changing world, progress is rarely achieved only by 'reasonable' man. Leadership, vision, and inspiration are essential for success in handling change. The course attempts to enable the students to understand the key 'ingredients' for successful change. Also, the course exposes the student to a range of concepts and techniques to help them handle change more effectively.

LEARNING OBJECTIVES

- To gain an understanding of the process of change and its impact
- To gain a perspective of organizational culture and change
- To understand the systematic approach to change management
- To understand 'Organization Development' & OD Interventions

LEARNING OUTCOMES

The student will be able to

1. Understand change and its consequences
2. Understand organisational culture and its change consequences
3. Appreciate the process of organisational development and OD interventions

COURSE SYLLABUS

Unit I:

Organizational Change: Introduction, forces of change, planned internal change, planned external change, types of change.

Unit II:

Models of Change: Characteristics, Systems Model, Lewin's Force Field Analysis, Continuous Change Process Model, change and its impact, resistance to change.

Unit III:

Organizational Culture and Change: Corporate culture, a systematic approach to making change, ten keys to effective Change Management.

Unit IV:

Organizational Development: Characteristics, assumptions of OD, Model of OD Action Research.

Unit V:

OD Interventions: Selecting an OD intervention, classification of OD interventions, OD interpersonal interventions, OD team development interventions, OD intergroup development interventions.

TEXT BOOK

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

REFERENCES

1. Radha R. Sharma, "Change Management", Tata McGraw Hill, New Delhi, 2012
2. Nilakant and Ramanarayan, "Change Management", Response Books, New Delhi, 2012
3. Kirpatrick, D. L., "Managing Change Effectively", Butterworth, New Delhi, 2012

JOURNALS

1. Stanford Social Innovation Review Stanford University
2. Harvard Business Review, Harvard Business School, USA
3. Vikalpa, Indian Institute of Management, Ahmedabad

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 RIGHTS

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.

Unit II:

Conventions: TRIPs Agreement, Patent Cooperation treaty, role of WIPO in management of IPRS.

Unit III:

Patents: Main features, registration of patents - Indian Patent Act; Trade Marks - Importance and kinds of Trade Marks, passing off, and Industrial Designs.

Unit IV:

Copyrights: Meaning, importance of copyrights, universal copyright convention international society on copy rights.

Unit V:

Emerging Issues: Geographical indications, traditional knowledge, plant varieties and farmers' Rights, and case studies on Basmati Rice, Neem and Turmeric.

TEXT BOOK

1. Wadehra, B. L., "Law relating to Intellectual Property", Universal law Publishing Co., New Delhi, 2012

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

MMH848 : MANAGING SMALL & MEDIUM ENTERPRISES

INTRODUCTION

The small and medium enterprises sector is an important segment of Indian economy. It accounts for 95 per cent of industrial units, with 40 per cent of output in the manufacturing sector providing employment to over 20 million people and contributing 40 per cent of the total exports. This sector covers a wide spectrum of industries categorized under small and medium units. This sector acts as a nursery for the development of entrepreneurial talent and has maintained its pace of growth over the years, thus contributing significantly in supporting the overall economic development of the country.

LEARNING OBJECTIVES

- Highlight the importance of medium and small enterprises in the economy
- Discuss the opportunities available for small and medium enterprises
- To understand the management concepts in small and medium scale industries

LEARNING OUTCOMES

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

1. Understand the role, status and issues of MSME in the India
2. Develop business case on local enterprise
2. Demonstrate effective oral and written presentation to narrate challenges faced by the sector in India

COURSE SYLLABUS

Unit I:

Definition of small and medium enterprises, concept, characters, factors, structure, economic importance, barriers and opportunities.

Unit - II:

Organization structure - ownership pattern, financing, working capital management, taxation benefits and policies, rural industries, ancillary industries, industrial estates.

Unit - III:

Setting up of small scale industries and preparation of business plan, location of an enterprise, incentives and subsidies available.

Unit - IV:

Strategic management, Financial Management, Marketing Management, Production Management and Human Resource Management in the small and medium enterprises.

Unit - V:

The Small and Medium Sector in the context of WTO and global competitiveness; family business, social entrepreneurship.

TEXT BOOK

1. Vasanth Desai, "Small Scale Industries and Entrepreneurship", Himalaya Publishing House, New Delhi, 2014

REFERENCES

1. Bhatia, B. S., &Batra, C.S., "Entrepreneurship and Small Business Management", Deep & Deep Publishers, New Delhi, 2014
2. Khanka, "Entrepreneurship Development", Sultan Chand & Company, New Delhi, 2014

JOURNALS

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

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 clasp.

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

MMH850: PERSONAL TAX PLANNING

INTRODUCTION

Income tax is subject matter of everyone in India. There is a lot demand for professional tax planner in our country. The objective of this course is to acquaint the student with basic personal tax planning procedure and filing of the return.

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completion of the course

1. Student would be able to calculate Personal Tax
2. Student would able to pay tax after various exemptions
3. Student is able to file Tax Returns

COURSE SYLLABUS

Unit I :

introduction to Indian Income Tax Act, 1961, - basic concepts of Income tax- incidence of tax -Indian income and foreign income- introduction to exempted incomes-income tax authorities powers-responsibilities.

Unit II :

introduction to various types of tax heads -introduction to income from salary- definition of salary -feature of salary-components of salary- exempted salary.

Unit III :

introduction to income from salary-basics calculation of various types of salary components- calculation of allowances and perquisites -(NP)

Unit IV :

Computation of income from salary - format of presentation of income from salary calculation of taxable income under various components of salary - calculation of taxable income under salary (NP).

Unit V :

Computation of tax liability - exemptions under section 80- Tax planning - Tax rates - calculation of tax liability --filing of returns - ITR forms- online return filing (NP).

Recommended Book:

1. V.P Gaur, D.B. Narang, Puja Gaur and Rajeev Puri, "Income Tax Law and Practice" assessment year 2017-18.

References:

1. G.K Singania, Tax man series "Income Tax Law and Practice" assessment year 2017-18.

MMH851 : STOCK MARKETS & OPERATIONS

INTRODUCTION

The course is designed to impart the knowledge on basic aspects of stock markets and their operations.

LEARNING OBJECTIVES

- To make the student understand and practice the stock markets and their operations. Students will be exposed to virtual trading mechanism.

LEARNING OUTCOMES

On completion of this course

1. Student is able to understand functions of BSE/NSE
2. Student is able to trade and analyze various stocks

UNIT-I

Securities Exchange- Structured markets- investors interests-SEBI guidelines- Bombay Stock Exchange BSE - National and stock exchange- BSE and NSE operations.

UNIT-II

Listing on the stock exchange- Introduction- listing requirements- eligibility- NRI investment- capital market open to foreign funds- listing agreement.

UNIT-III

Stock Market Operations and functions - Specified Groups- Customer's Orders- Trading Ring- Block Book- Contract Note.

UNIT-IV

Trading in the stock market - Trading and Settlement -Speculative Traders Vs. Genuine Investors- Types of Speculators- Brokers charges.

Unit-V

Delivery/payment - settlement procedure- National trade comparison and reporting system- emerging role of stock exchanges.

Text Books:

1. Dr. V.A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House, Mumbai, 2013

REFERENCE BOOKS:

1. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi, 2013

JOURNALS

1. GITAM Journal of Management, College of Management Studies, GITAM
2. Finance India, Indian Institute of Finance, New Delhi.
3. Vikalpa, IIM, Ahmedabad.
4. Finance and Development, Washington
5. Chartered Financial Analyst, ICFAI, Hyderabad
6. Journal of Accounting and Finance, Jaipur
7. Journal of Financial Management and Analysis, Mumbai
8. The Journal of Applied Finance, ICFAI, Hyderabad.

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; TATA Mc. Graw Hill, 2010

JOURNALS:

1. Human Capital
2. Personnel Today
3. HRD Net Work

MMH853: INFORMATION TECHNOLOGY LAW

INTRODUCTION

In this age of information revolution, this Law guides aspiring business managers through the complex legal issues involved in doing business in an e-business world. Today's students use technology everyday for a wide variety of functions. Yet, many are unaware of the history of these technologies and how they impact business and law. Familiarising Management students with the legal implications of the use of computers and internet for a variety of business functions would be beneficial when managing roles and organisations.

LEARNING OBJECTIVES

- To illustrate how the laws have been interpreted and applied.
- To help students develop analytical skills with excerpts from actual legal cases.
- To prepare students to be effective in complying complex technology Laws.

LEARNING OUTCOMES

After completion of the course the student

1. Learns the Legal Aspects of Internet
2. Understands the skills to apply law in relation to Internet cases both civil and criminal.

COURSE SYLLABUS

Unit I:

Overview of internet and worldwide web: history and concept of the internet and www; the interaction of technology, business and law in a networked environment.

Unit II:

Computer crimes and fraud: Meaning, scale and nature of computer crimes; measures to prevent computer crimes; meaning and type of computer fraud.

Unit III:

Hacking, pornography and harassment: the problem in perspective relating to hacking; the rule in R vs Gold; the jurisdiction issue in hacking; introduction to pornography; sexual grooming of children by e-mail or in chat rooms; threatening e-mails.

Unit IV:

Right to Privacy; importance of right to privacy; sources of right to privacy; common law torts for right to privacy.

Unit V:

The Information Technology Act of India: main provisions of the Act; digital signature dispute settlement mechanism.

TEXT BOOK

1. David Brainbridge, "Introduction to Computer Law", Pearson Education, New Delhi, 2010

REFERENCES

1. Ferrera, Reder, Et al. "Cyber Law - Text and Cases", Cengage Learning, New Delhi 2012
2. NandanKamat, "Law on Information Technology", Univesal Law Publishing Co., New Delhi, 2010

JOURNALS

1. Computers Today
2. Journal on Information Technology
3. GITAM Journal of Management

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; Illusins and embedded figures; Thresholds.

Unit II :

Test Construction: Item Writing; Item Analysis; Reliability; Validity; Norm Development.

Unit III :

Abilities: Assessment of General Abilities - Intelligence, Aptitudes; Assessment of Special Abilities; Standard Progressive Matrices; David's Battery of Differential Abilities; Emotional Quotient.

Unit IV :

Personality: Assessment of Values and Interests; Assessment of Interpersonal Behavior; Self-report inventories; Use of semi-projective and projective techniques; Qualitative Methods. 16 Personality Factor Scale; Multiple Personality Type Indicator; Thematic Apperception Test.

Unit V:

Assessment of Abnormal Functioning: Substance Abuse; Stress; Anxiety; Depression and disease-prone personality; CAGE; Presumptive Stressful Life Events Scale; General Health Questionnaire-28; Beck Depression Inventory.

TEXT BOOK

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

MMH855 : PERFORMANCE MANAGEMENT

INTRODUCTION

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

LEARNING OUTCOMES

On completion of the course

1. Student will be able to understand the basic aspects of Performance Management
2. Student will be exposed to key tools of Performance Management which helps in practice

COURSE SYLLABUS

Unit I:

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

Unit II:

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

Unit III:

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

Unit V:

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

TEXT BOOK

1. Kohil A. S., & Deb, T., "Performance Management", OXFORD University Press, New Delhi, 2014

REFERENCES

1. Herman Aguinis, "Performance Management", Pearson, New Delhi, 2014
2. Michael Armstrong and Angela Baron, "Performance Management", Jaico Publishing House, Mumbai, 2014
3. Rao, T. V., "Performance Management and Appraisal Systems", Response books, New Delhi, 2014

JOURNALS

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
2. HRM Review

MMH856: HR ANALYTICS

INTRODUCTION

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

LEARNING OBJECTIVES:

- To understand the Concepts of predictive analytics and HCM: 21.
- To analyse predictive management model and its process and HCM:21 process
- To make a detailed study of case studies from Government and private companies.

LEARNING OUTCOMES

After completion of the course the student is able to learn

1. The conceptual understanding of HR Analytics
2. The HCM Model of HR Analytics
3. The meaning of Metrics, the first, second, and third generation metrics

COURSE SYLLABUS

Unit I:

Meaning of Analytics; Classification; Importance HCMs; Role and Perspective of HCMs.

Unit II;

The HCM Model: The Employee Value Proposition; Compensation, Attracting, Motivating and retaining employees now and in the future.

Unit III:

The new face of work force planning; The workforce planning; segmentation of skills, The business playbook; the contents and process of creating a playbook.

Unit IV:

Quality employee engagement: Employee Engagement Definition and Measurement; Engagement Drivers; Disorder and Disengagement; Behaviour Based Signs of Departure, Event based Signs of Departure, Databased Signs of Departure;

Unit V :

Meaning of Metrics; The our Human Capital Performance Metrics; The Second Generation and Third Generation Metrics Connecting the Metrics; Predictive Analytics for Human Capital Management.

TEXT BOOK

1. JAC Fitzeng: The New HR Analytics