REGULATIONS & SYLLABUS
of
Master of Business Administration (MBA)
A Two Year Full Time -Trimester Programme
Program Code: MBA
(w.e.f. 2018-19 Admitted Batch)

www.gim.gitam.edu
2018
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<td>7.</td>
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Master of Business Administration (MBA)  
Program Code: MPRBA  
REGULATIONS  
(W.e.f. 2018-19 admitted batch)

1.0 ADMISSION

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

2.0 ELIGIBILITY CRITERIA

2.1 Bachelor Degree or equivalent examination with 50% aggregate marks approved by GITAM (Deemed to be 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.

PROGRAM EDUCATIONAL OBJECTIVES

Our program will produce graduates who:

1. Are competent, creative, and highly valued professionals in industry, academia, or government.
2. Are flexible and adaptable in the workplace, possess the capacity to embrace new opportunities of emerging technologies, and embrace leadership and teamwork opportunities, all affording sustainable management careers.
3. Continue their professional development by obtaining advanced degrees in Management or other professional fields.
4. Act with global, ethical, societal, ecological, and commercial awareness expected of practicing management professionals.
PROGRAM OUTCOMES
Our program will produce graduates who have attained:
- an ability to apply knowledge of management skills
- an ability to design and conduct data analysis and interpret data;
- an ability to function in multi-disciplinary teams;
- an ability to identify, formulate, and solve management problems;
- an understanding of professional and ethical responsibility;
- an ability to communicate effectively;
- the broad education necessary to understand the impact of management solutions in a global and societal context;
- a recognition of the need for, and an ability to engage in life-long learning;
- a knowledge of contemporary issues; and
- an ability to use the techniques, skills, and modern tools necessary for management practice.

STRUCTURE OF THE PROGRAM
The Program Consists of
i) Foundation Courses (compulsory) which give general exposure to a Student in communication and subject related area.
ii) Core Courses (compulsory).
iii) Discipline centric electives which
a) are supportive to the discipline
b) give expanded scope of the subject Intra Departmental Electives
c) give inter disciplinary exposure
d) Nurture the student skills Inter Departmental Electives
iv) Open electives - which are of general nature and unrelated to the discipline to expose the student in areas such as general knowledge, personality development, economy, civil society, governance etc.

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

In general, credits are assigned to the courses based on the following contact hours per week per trimester.
• One credit for each Lecture / Tutorial hour per week.
• One credit for two hours of practicals per week.
• Two credit for three (or more) hours of practicals per week.
Range of credits

<table>
<thead>
<tr>
<th>Name of the course</th>
<th>Range of credits</th>
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</thead>
<tbody>
<tr>
<td>Theory</td>
<td>2 to 6</td>
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<tr>
<td>Practical</td>
<td>2 to 3</td>
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<tr>
<td>Project Work</td>
<td>1 to 5</td>
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<tr>
<td>Professional Competency Development</td>
<td>1 or 2</td>
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<tr>
<td>Viva Voce</td>
<td>1 or 2</td>
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<tr>
<td>Seminar</td>
<td>1 or 2</td>
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</table>

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

<table>
<thead>
<tr>
<th>Nature of Course</th>
<th>No. of Courses</th>
<th>Total Credits</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>a) Foundation/general courses</td>
<td>15</td>
<td>45</td>
<td>18.5%</td>
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<tr>
<td>b) Core courses</td>
<td>10</td>
<td>30</td>
<td>12.5%</td>
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<tr>
<td>c) Discipline centric electives</td>
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<td>(i) Within discipline</td>
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<td>(ii) Related discipline</td>
<td>38</td>
<td>114</td>
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<tr>
<td>d) Open electives/skill based</td>
<td>25</td>
<td>52</td>
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<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>241</strong></td>
<td><strong>100%</strong></td>
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Preparatory Courses (Bridge Courses)

<table>
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<tr>
<th>Sl. No.</th>
<th>Courses</th>
<th>Hours</th>
<th>Credits</th>
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<tbody>
<tr>
<td>1</td>
<td>Business &amp; Society</td>
<td>5</td>
<td>Pass/Fail</td>
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<td>2</td>
<td>Economics</td>
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<td>3</td>
<td>Basic Math &amp; Statistics</td>
<td>10</td>
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<td>4</td>
<td>Understanding Financial Statements</td>
<td>10</td>
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<td>5</td>
<td>Academic Writing</td>
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<td>6</td>
<td>Case Analysis</td>
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<td>7</td>
<td>Presentations</td>
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</tbody>
</table>

Note: The results of Preparatory Courses will not be reflected in the grade sheets
### Trimester-wise Programme Structure

#### Trimester-I Courses

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Course Level</th>
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<td>MMH701</td>
<td>Foundation</td>
<td>Management Theory &amp; Practice</td>
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<td>2</td>
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<td>Foundation</td>
<td>Business Environment</td>
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<td>Foundation</td>
<td>Managerial Economics</td>
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<td>Organizational Behavior</td>
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<td>MMH791</td>
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**Totals:** 18 2 20 280 470 750 20

### Professional Competency Development (PCD) Courses

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<th>S. No.</th>
<th>Course Code</th>
<th>Value Based</th>
<th>Outbound Training (OBT)*</th>
<th>Marks</th>
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<tbody>
<tr>
<td>1</td>
<td>MMH803</td>
<td>PCD</td>
<td>50</td>
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<td>2</td>
<td>MMH804</td>
<td>PCD</td>
<td>Yoga &amp; Meditation</td>
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**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.
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<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Course Level</th>
<th>Course Code</th>
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### Professional Competency Development (PCD) Courses

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**Totals:**

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

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

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**Summer Project *:** Viva and credits will be allotted in 4th Trimester
## Trimester-IV Courses

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### Instructor Lead Courses

1. MBA801 Skill Based Strategic Management  
   - Sessions: T 3, P 3  
   - Marks: Total 40, CA 60, TEE 100  
   - Credits: 3

2. Elective Elective-1 *  
   - Sessions: T 3, P 3  
   - Marks: Total 40, CA 60, TEE 100  
   - Credits: 3

3. Elective Elective-2 *  
   - Sessions: T 3, P 3  
   - Marks: Total 40, CA 60, TEE 100  
   - Credits: 3

4. Elective Elective-3 *  
   - Sessions: T 3, P 3  
   - Marks: Total 40, CA 60, TEE 100  
   - Credits: 3

5. Elective Elective-4 *  
   - Sessions: T 3, P 3  
   - Marks: Total 40, CA 60, TEE 100  
   - Credits: 3

6. Elective Elective-5 *  
   - Sessions: T 3, P 3  
   - Marks: Total 40, CA 60, TEE 100  
   - Credits: 3

7. MMH891 Skill Based Summer Internship Project Report & Viva  
   - Sessions: -  
   - Marks: CA 100, TEE 100  
   - Credits: 2+1

8. MMH894 Skill Based Trimester end Viva-Voce  
   - Sessions: -  
   - Marks: CA 50, TEE 50  
   - Credits: 1

### Totals:

- Instructor Lead Courses: 18 T, 18 P, 240 Total, 510 CA, 750 TEE, 22 Credits

### Professional Competency Development (PCD) Courses

1. MMH807 PCD Skill Based Business English Certificate (BEC)-2 #  
   - Sessions: *  
   - Marks: *  
   - Credits: *

2. MMH812 PCD Value Based Soft Skills-2  
   - Sessions: 4  
   - Marks: 4, 50  
   - Credits: 50, 2

3. MMH810 PCD Value Based Current Business Affairs (CBA)-2  
   - Sessions: 2  
   - Marks: 2, 50  
   - Credits: 50, 2

### Totals:

- Professional Competency Development (PCD) Courses: 24 T, 6 P, 100 Total, 100 CA, 100 TEE, 4 Credits

### 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

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**Professional Competency Development (PCD) Courses**

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**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.
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<td>HRM Employment Laws-2</td>
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<td>21</td>
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<td>2</td>
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<td>24</td>
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### Trimester-VI Courses

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Course Type</th>
<th>Course Level</th>
<th>Course</th>
<th>Sessions</th>
<th>Marks</th>
<th>Credits</th>
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<tbody>
<tr>
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<td>TEE Total</td>
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<td>Contemporary</td>
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<td>2</td>
<td>MMH893</td>
<td>Core</td>
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<td>Venture Planning/ Research Papers/ Project Report</td>
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<td>Open</td>
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<td>open electives</td>
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<td>Totals:</td>
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</table>

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

### Professional Competency Development (PCD) Courses

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Course Type</th>
<th>Course Level</th>
<th>Course</th>
<th>Sessions</th>
<th>Marks</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
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<td>MMH803</td>
<td>PCD</td>
<td>Value/ Skill Based</td>
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<td>50 X 10 =</td>
<td>50 X 10 =</td>
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<tr>
<td>To MMH812</td>
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<td>Totals:</td>
<td>500 500 10</td>
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</table>

**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

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Course Level</th>
<th>Course</th>
<th>Sessions</th>
<th>Marks</th>
<th>Credits</th>
</tr>
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<td>P</td>
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<tr>
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<td>Outbound Training (OBT)</td>
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<td>2</td>
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<td>Yoga &amp; Meditation</td>
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<td>Soft Skills -1</td>
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<td>4</td>
<td>MMH806</td>
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<tr>
<td>5</td>
<td>MMH807</td>
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<td>Business English Certificate (BEC)-1</td>
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<tr>
<td>6</td>
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<td>Book Review</td>
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<td>7</td>
<td>MMH809</td>
<td>Value Based</td>
<td>Current Business Affairs (CBA)-1</td>
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<td>8</td>
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</table>

**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.
<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Course Type</th>
<th>Course</th>
<th>Sessions</th>
<th>Marks</th>
<th>Credits</th>
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<td>T  P</td>
<td>CA  TEE</td>
<td>Total</td>
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<td>HR Metrics</td>
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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, GITAM (Deemed to be University) offered open electives, BSE., & NSE certification courses. Out of which two courses are to be selected by the student. In case of students who got placement can choose any two courses from Moocs, Course Era, Swamyam of UGC listed courses, BSE & NSE certificate courses.

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

5.0 MEDIUM OF INSTRUCTION
The medium of instruction (including examinations and project reports) shall be English.

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

7.0 ATTENDANCE REQUIREMENTS
A student whose attendance is less than 75% in all the courses put together in any trimester will not be permitted to attend the end-trimester examination and can be detained.

However, the Vice Chancellor on the recommendation of the Principal / Director of the University College / Institute may condone the shortage of attendance to the students whose attendance is between 66% and 74% on genuine medical grounds and 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

The assessment of the student's performance in each course shall be based on continuous evaluation (40 Marks) and Trimester-end examination (60 Marks).

A student has to secure an aggregate of 40% in a course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of 24 marks (i.e. 40%) in the theory component at the trimester-end examination.

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

Table -2 Assessment Procedure

<table>
<thead>
<tr>
<th>S. No.</th>
<th>COMPONENT OF ASSESSMENT</th>
<th>MARKS ALLOTTED</th>
<th>TYPE OF ASSESSMENT</th>
<th>SCHEME OF EVALUATION</th>
</tr>
</thead>
</table>
| 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/training/Surveys  
<p>|        |                         |                |                    | iii) Ten (10) marks for best two Quizzes carrying 5 marks each out of 3. |
|        | Trimester-end Examination | 60             |                     | 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            |                     |                      |</p>
<table>
<thead>
<tr>
<th>S. No.</th>
<th>COMPONENT OF ASSESSMENT</th>
<th>MARKS ALLOTED</th>
<th>TYPE OF ASSESSMENT</th>
<th>SCHEME OF EVALUATION</th>
</tr>
</thead>
</table>
| 2      | Practicals Course LIKE (MMH 371: 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/job training at VI Trimester | 100           | Continuous Evaluation | i) 100 marks for report submission assessment |
|        | Viva on Research Paper/venture planning/project report/job training | 50            | Continuous Evaluation | Viva on research paper / venture planning submitted/ project report /job training report submitted |
| 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 | 100           | 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.

TRIMESTER END EXAMINATION
Examinations are not the end, but a launching platform into brighter future. The knowledge gained during the trimester, are tested through the trimester end-examinations. The duration of each trimester end-examination shall be for 3 hours.
Students are updated on the examination rules during admission and at regular intervals. Violation of norms regarding behaviour in the examination hall will attract severe penalty. Action, as per the University guidelines would be taken against students found copying in the examination halls.
Student shall not be absent for any of the end-term examinations
conducted by the Institute. In case the student is absent, in exceptional cases on application, the Institute will decide the merits of the application on a case to case basis.

**Duration and Pattern of Trimester end Examination:**

Duration of the Examination is 3 hours.

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

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

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

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Pattern</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Section A: Five questions (both theory/problems) (Five out of Eight questions to be answered).</td>
<td>5X4 marks = 20 marks</td>
</tr>
<tr>
<td>2.</td>
<td>Section B: Problems/Theory questions (Five out of Eight questions to be answered)</td>
<td>5 X 8 marks = 40 marks</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>60 marks</strong></td>
</tr>
</tbody>
</table>
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: Viva voce will be conducted on the course studied during the trimester and industrial visits, of the respective trimesters for 50 marks.

Trimester end Viva-voce examination Board will consist of:

- Class Coordinator /Programme Coordinator - Convener
- One senior Faculty from the Institute - Member
- Principal/Asst. Principal - Member

III & V Trimester end: Year end Viva Voce at the end of III Trimester and Comprehensive Viva at the end of V Trimester on all the courses of study, industrial visits and projects for 100 marks.

Year end / Comprehensive Viva-voce examination Board will consist of:

- One external Professor/Executive from the industry - Member
- One senior Faculty from the Institute - Member
- Programme Coordinator - Convener
- Principal/Asst. Principal - Chairman

Project/Internship Seminar/Presentation/Research paper /venture plan Board will consists of

The evaluation board will consist of:

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

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

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

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

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

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

13.0 GRADE POINT AVERAGE

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.

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

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

<table>
<thead>
<tr>
<th>Distinction</th>
<th>8.0*</th>
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</thead>
<tbody>
<tr>
<td>First Class</td>
<td>6.5</td>
</tr>
<tr>
<td>Second Class</td>
<td>5.5</td>
</tr>
<tr>
<td>Pass</td>
<td>5.0</td>
</tr>
</tbody>
</table>

* In addition to the required CGPA of 8.0, the student must have necessarily passed all the courses of every trimester 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 (Deemed to be University).

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

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

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

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 fulfill the following conditions.

i) Registered and successfully completed all the courses and projects.

ii) Successfully acquired the minimum required credits as specified in the curriculum within the stipulated time.

iii) Has no dues to the Institute, Hostels, Libraries, NCC/NSS, etc. and, No disciplinary action is pending against them

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

<table>
<thead>
<tr>
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<th>Hours</th>
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<tr>
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<td>Business &amp; Society</td>
<td>5</td>
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</tr>
<tr>
<td>2</td>
<td>Economics</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Basic Math &amp; Statistics</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Understanding Financial Statements</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Academic Writing</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Case Analysis</td>
<td>5</td>
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</tr>
<tr>
<td>7</td>
<td>Presentations</td>
<td>10</td>
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</table>

Note: The results of Preparatory Courses will not be reflected in the grade sheets
Trimester - I
### Trimester-I Courses

<table>
<thead>
<tr>
<th>S. No.</th>
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<th>Course Type</th>
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<td>CA TEE</td>
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<td><strong>Instructor Lead Courses</strong></td>
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<tr>
<td>1</td>
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<td>Core</td>
<td>Foundation</td>
<td>Management Theory &amp; Practice</td>
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<tr>
<td>2</td>
<td>MMH704</td>
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<td>Foundation</td>
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<td>3 3</td>
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<td>100 3</td>
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<tr>
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<td>Core</td>
<td>Foundation</td>
<td>Managerial Economics</td>
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<td>40 60</td>
<td>100 3</td>
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<tr>
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<td>Core</td>
<td>Foundation</td>
<td>Organizational Behavior</td>
<td>3 3</td>
<td>40 60</td>
<td>100 3</td>
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<tr>
<td>5</td>
<td>MMH713</td>
<td>Core</td>
<td>Foundation</td>
<td>Financial Accounting and analysis</td>
<td>3 3</td>
<td>40 60</td>
<td>100 3</td>
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<tr>
<td>6</td>
<td>MMH716</td>
<td>Core</td>
<td>Foundation</td>
<td>Business Statistics</td>
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<td>6</td>
<td>MMH731</td>
<td>Core</td>
<td>Foundation</td>
<td>IT for Management</td>
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<td>40 60</td>
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<td>7</td>
<td>MMH791</td>
<td>Core</td>
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<td>18 20</td>
<td>280 470</td>
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### Professional Competency Development (PCD) Courses

<table>
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<th>S. No.</th>
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<th>Marks</th>
<th>Credits</th>
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<tbody>
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<td>PCD</td>
<td>Value Based</td>
<td>Outbound Training (OBT)*</td>
<td>50 50</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>MMH804</td>
<td>PCD</td>
<td>Value Based</td>
<td>Yoga &amp; Meditation</td>
<td>2 2 50</td>
<td>50 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Totals:</strong></td>
<td>2 2 100</td>
</tr>
</tbody>
</table>

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

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

Case Analysis (Not Exceeding 200 words)

TEXT BOOK


REFERENCES


JOURNALS

1. Vikalpa, Indian Institute of Management, Ahmedabad
MBA - I TRIMESTER
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 polices 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

- To make the students understand different facets of Indian Business Environment
- 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-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).


Case Analysis (Not Exceeding 200 words)

TEXT BOOKS
2. A.C. Fernando, Indian Economy, Pearson Education Ltd, New Delhi, 2016

REFERENCE BOOKS

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


Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES

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


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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

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

JOURNALS
1. Vikalpa, Indian Institute of Management, Ahmedabad
3. GITAM Journal of Management, GITAM Institute of Management, GITAM deemed to be university, Visakhapatnam
MBA - I TRIMESTER
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-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-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 15 marks as a part of internal assessment)

TEXT BOOK


REFERENCES

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

- To understand and introduce students to the various methods/tools used in Business Statistics.
- 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 (NP)

UNIT-II: Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Variance, Standard Deviation, Co-efficient of variation. (NP)

UNIT-III: Introduction to Correlation: Types of correlation, measures of correlation - Karl Pearson's correlation coefficient, Spearman's Rank correlation coefficient; (NP)

UNIT-IV: Introduction to Regression: Simple linear regression, scatter graphs, least squares method, forecasting and use of linear regression equations in forecasting. (NP)

UNIT-V: Introduction to Probability and Probability Distribution: Concepts of Probability, Additive Theorem and Multiplication Theorem; Binomial, Poisson and Normal Distributions. (NP)

(Numerical Problems)
TEXT BOOK


REFERENCES


JOURNALS

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


REFERENCES


JOURNALS

1. Information Technology, New Delhi,

2. Computers Today, New Delhi
Trimester - II
Trimester-II Courses

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
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Professional Competency Development (PCD) Courses

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

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

Book Review **: Students have to review an assigned book given and assessment will be done on the book review, carrying 50 marks. Credit will be given in VI trimester only
MBA - II TRIMESTER
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-II: Management of Interpersonal Communication- Intrapersonal Foundations for Communication -Motivation; Perception; Emotions.


UNIT-IV: Barriers - Power Differences - Language - Defensiveness - Gateways- Interpersonal Trust - Listening - Feedback - Nonverbal Communication- Nondirective Counselling

UNIT-V: Interpersonal Influence – Interpersonal Influence-The Influence Process- Resistance to Change-Organizational Limitations to Interpersonal Influence

47
Case Analysis (Not Exceeding 200 words)

TEXT BOOK

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

REFERENCE BOOKS


JOURNALS

2. GITAM Journal of Management, GITAM University, Visakhapatnam.
4. HRD Times, National HRD Network, Hyderabad.
MBA - II TRIMESTER
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-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

REFERENCES

JOURNALS
1. GITAM Journal of Management, GITAM Institute of Management, GITAM deemed to be university, Visakhapatnam
2. Indian Journal of Commerce, IGNOU, New Delhi
3. The Management Accountant, Kolkata
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-IV: Partnership Act 1932: Meaning and scope of partnership, formation of partnership, registration of partnership, kinds of partners, dissolution of 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.

Case Analysis (Not Exceeding 200 word)

TEXT BOOK

REFERENCES

JOURNALS
1. Business Law Reports
2. Journal of Institute of Management Accountant
MBA - II TRIMESTER
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 provide 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 viewpoint
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-II: Corporate Culture and Ethics: Leadership, business environment, code of ethics; Stakeholders, Multi-fiduciary & Obligatory Stakeholders-Ethical dilemmas – Sources and their resolution; Framework of ethical decision making & the process of making Good Ethical Decisions.
UNIT-III: Responsibility of Business: Ethical issues in the workplace - Discrimination; harassment; HSE, privacy, work-life balance; Whistle blowing - ethical or unethical? Ethical issues relating to consumers – Unethical issues in pricing and advertising.


UNIT-V: Corporate Governance: Stakeholder theory; Role of the Board of Directors; E- Governance; Corporate Lobbying

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES

JOURNALS
1. Journal of Business Ethics
2. Asian Journal of Business Ethics
3. Vikalpa, Indian Institute of Management, Ahmadabad
MBA - II TRIMESTER
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.

Note: Numerical Problem only on Parametric and Non Parametric tests

TEXT BOOK


REFERENCES

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-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. (N.P)


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. (N.P)

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. (N.P) N.P. - Numerical Problems
TEXT BOOK


REFERENCES


JOURNALS

1. GITAM Journal of Management, GIM, GITAM deemed to be university, Visakhapatnam
2. International Journal of Operations and Quantitative Management, College of Business, Prairie View A&M University, USA
Trimester - III
### Trimester-III Courses

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### Professional Competency Development (PCD) Courses

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

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

### Industry based Summer Project (6-weeks) *

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

Mahatma is regarded as a great CEO of management and the management principles that his reflects are 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 commands 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-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


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)
4. Alan Axelrod, Gandhi CEO, Sterling, New York, 2010

JOURNALS

1. Human Capital
2. Harvard Business Review
3. Australian Journal of Management
MBA - III TRIMESTER
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-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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK


REFERENCES


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 deemed to be university, Visakhapatnam
MBA - III TRIMESTER
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-II: Building Customer Value, Satisfactions & royalty - Consumer behaviour - factors influencing buyer behaviour - buying process - Segmenting, Targeting & Positioning

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 & directmarketing - IMC

Case Analysis (Not Exceeding 200 words)

TEXT BOOK


REFERENCES


JOURNALS

1. GITAM Journal of Management, GIM, GITAM deemed to be university, Visakhapatnam

2. Vikalpa, IIM, Ahmedabad

3. Management Review, IIM, Bangalore
INTRODUCTION

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

LEARNING OBJECTIVES

• To equip the student with functions of financial management
• To enable the student to apply investment decisions and financial decisions.
• To enable the student to prepare various budgets
• To able to understand the factors influencing dividend policy.

LEARNING OUTCOMES

After completion of the course the student

1. Able to understand the functions of financial management
2. Would be able to the analyse various investment and financing decisions
3. Would be able to prepare variety of functional budgets

COURSE SYLLABUS


N.P. - Numerical Problems

TEXTBOOK

REFERENCES (All Latest Editions)

JOURNALS
1. Chartered Financial Analyst - ICFAI - Hyderabad
3. GITAM Journal of Management, GITAM Institute of Management, GITAM deemed to be university, Visakhapatnam
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-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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES

JOURNALS
1. Entrepreneurship Theory and Practice
2. International Journal of Entrepreneurial Behaviour and Research
MBA - III TRIMESTER
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 employees' 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 for any manager 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 managers in people management 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 Human Resource management

2. Would be Able to analyze the challenges faced by HR Managers in the present information era.

COURSE SYLLABUS


UNIT-II: Procurement: Job Analysis, Job Design, Human Resource Planning, Recruitment, Selection, on boarding

UNIT-III: Development: Training need analysis, designing the training program, methods of training, difference between training & development, performance appraisal
UNIT-IV: Compensation and Maintenance: Basic factors in determining pay rates, basic, supplementary and executive remuneration, safety and health

UNIT-V: Integration and Separation: Quality of work life, collective bargaining, separation process

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES

JOURNALS
2. Vikalpa, Indian Institute of Management, Ahmedabad
Trimester - IV
## Trimester-IV Courses

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
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**Totals:** 18 18 240 510 750 22

### Instructor Lead Courses

### Professional Competency Development (PCD) Courses

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**Totals:** 2 4 6 100 100 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 BEC#: Credit will be given after receiving certification in VI trimester.
## Trimester-IV Elective Courses

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<th>S. No.</th>
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<td>Decision Support System</td>
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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-IV: Strategic Choice, BCG & Nine-cell Matrix, strategy implementation and control.
UNIT-V: Strategic leadership and supportive culture - *Patterns of Strategy* and suitable case studies.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK


REFERENCES


JOURNALS

2. Vikalpa, Indian Institute of Management, Ahmedabad
3. GITAM Journal of Management, GITAM Institute of Management, GITAM deemed to be university, Visakhapatnam.
MBA - IV TRIMESTER
MFM841: FINANCIAL MARKETS AND SERVICES

COURSE OBJECTIVE

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

LEARNING OUTCOMES

Upon completion of the course students should be able to:
1. Understand what a financial system is and does, and the distinct functions of each component
2. Understand some important financial instruments and the economic principles underlying their use
3. Able to understand credit rating mechanism and working of mutual funds

COURSE SYLLABUS


UNIT–V: Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

Case Analysis (Not Exceeding 200 words)

SUGGESTED BOOKS
1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, New Delhi
5. PUNIThavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Madura, Financial Markets & Institutions, Cengage, New Delhi
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

LEARNING OUTCOMES
1. Able to value securities
2. Able to analyse stocks
3. Able to construct portfolio

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-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)

(A Six day workshop will be organized by the external organization to train students on fundamental & technical analysis and portfolio management. Performance in workshop will be considered for 10 marks as part of internal assessment.)

TEXT BOOK
PUNITHavathy Pandian “ Security Anlysis and Portfolio Management”

REFERENCES

JOURNALS
2. Vikalpa, Indian Institute of Management, Ahmedabad
3. GITAM Journal of Management, GITAM Institute of Management, GITAM deemed to be university, Visakhapatnam
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-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 Market: Trading and hedging using Options; equity Options; Options vs. Futures. Option pricing using Black-Scholes Model and Binomial Analysis; Options on Stock Indices and currency; Option Greeks; Exotic Options (NP)

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


(A Six day workshop will be organized by the external organization to train students on fundamental & technical analysis and portfolio management. Performance in workshop will be considered for 10 marks as part of internal assessment.)

TEXT BOOK


REFERENCES


JOURNALS

2. Vikalpa, Indian Institute of Management, Ahmedabad
3. GITAM Journal of Management, GITAM Institute of Management, GITAM deemed to be university, Visakhapatnam
MBA - IV TRIMESTER
MFM850: 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-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-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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK


REFERENCES


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
MBA - IV TRIMESTER
MFM853: Financial Statement Analysis

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

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

COURSE LEARNING OBJECTIVES
This course will provide students with in-depth analytical tools to analyze and exploit financial information and therefore prepare forecasting information in corporate financial statements to make various short and long term financial decisions such as credit and security analyses, lending and investment decisions, and other decisions that rely on financial data

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

1. Overview of financial statement analysis
2. Understand most effective means of mastering in analytical tools to analyse financial statements.

UNIT-I: Introduction and overview of the financial statements analysis:

UNIT-II: Understanding financial statements of Manufacturing concerns-
Preparation of a Bank’s financial statements- Analysis of a Balance sheet-
Accounting for Non-Profit organization- Financial Analysis of a Trading company – Financial Analysis of Hospitals- Financial Analysis of Hotels-
Analysis of Financial statements of Insurance companies –Need for performance measurement- principles of performance measurement- principles

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


N.P. - Numerical Problems

RECOMMENDED TEXT BOOKS

2. Financial statement Analysis, ICFAI University
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 intervene 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 intervene 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-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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES

JOURNALS
1. GITAM Journal of Management, GITAM Institute of Management, GITAM deemed to be university, Visakhapatnam
MBA - IV TRIMESTER
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 analyse the trends in Advertising, planning and measurement of Advertising effectiveness
2. Would analyze the brand equity and branding strategies and apply these strategies in developing marketing communication programmes

COURSE SYLLABUS


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

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES

JOURNALS
1. Indian Journal of Marketing & Journal of Advertising Research
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakahapatnam
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.
4. Would learn how to manage and motivate distribution channel members

UNIT-I: Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

UNIT-II: Sales Planning and Budgeting: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.
UNIT-III: Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

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

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

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES
JOURNALS
1. Indian Journal of Marketing & Journal of Advertising Research
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakahapatnam
4. Vikalpa, Indian Institute of Management, Ahmedabad
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. Would be able to 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 (Not Exceeding 200 words)

TEXT BOOK

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

REFERENCES

1. Piyush Kumar Sinha, "Retail Management", Wiley & Company, New Delhi, 2014

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
INTRODUCTION
The era of digital environment and digital convergence has opened up new opportunities for marketing. The shift in the consumer behaviour from brick to click is posing new challenges for the marketers. The digital revolution has created opportunity for innovation and empowered customer to digital convergence. The goal of digital marketing is to understand the accessibility of customers to social media and how it created avenues to investigate the mindset of online consumers.

LEARNING OBJECTIVES
- To learn how to develop an effective e-commerce website.
- Identify various strategies to improve search-engine rankings.
- Develop and implement various types of advertising campaigns.
- Design and implement internet and email marketing campaign.
- 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.

UNIT-I: Introduction
Digital revolution in marketing - technology behind digital marketing – understanding digital customer – Digital marketing for startups
UNIT-II: Internet marketing

UNIT-III: Email and Mobile marketing
Email strategy and planning – advantages and challenges of email marketing. Mobile marketing: the role of mobile in personal communication – mobile messaging channels – mobile commerce – mobile for online marketing – augmented reality – mobile analytics.
Lab: Open source tools for email marketing

UNIT-IV: Strategy & Implementation
Lab: Web analytics

UNIT-V: Social media channels
Lab: Social media analytics

TEXT BOOKS

REFERENCES
2. Rob Stokes eMarketing: The essential guide to marketing in a digital world. 5th Ed. Quirk eMarketing (Pty) Ltd.
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-II: Planning for HRD: HRD climate, assessing HRD needs, preparing HRD plan, assessing culture of the organisation, structuring the HRD function.


Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES

JOURNALS
2. Human Capital, HR Information Services, New Delhi
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
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-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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK


REFERENCES


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
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-II: The Industrial Disputes Act, 1947.

Case Analysis (Not Exceeding 200 words)

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

REFERENCES

JOURNALS
1. Labour Law Reporter
2. Labour Law Journal
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 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-III: Executive Remuneration - Concept, Unique features of Executive Remuneration Why managers should shall 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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK


REFERENCES


JOURNALS

1. GITAM Journal of Management,
2. GITAM Journal of Management, GITAM (Deemed to be University), Visakhapatnam
4. HRM Review, Hyderabad
5. Human Capital, New Delhi
6. Personnel To-day, Kolkata
7. NHRD Review, New Delhi.
MBA - IV TRIMESTER
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. 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.

Case Analysis (Not Exceeding 200 words)

Text BOOK


REFERENCES

1. Dave Ulrich; Human Resource Champions HBR Press; 1995
MBA - IV TRIMESTER
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-V: Organizational Transformational Model of ERP Success: Cross functional, organizational and industrial impacts, capability maturity framework, future directions and trends in ERP.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES

JOURNALS
2. Information Technology and Cyber Laws, New Delhi
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-III: Coordination in supply chain: Collaborative planning and replenishment strategies, CPFR, managing uncertainties in inventory.

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

UNIT-V: Risk Management in Transportation: Internal supply chain management.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK


REFERENCES


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
INTRODUCTION

Business uses various analytics to gain insight and establish a competitive advantage. Business Analytics are the tools used for such analysis. These tools analyses 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-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.


Case Analysis (Not Exceeding 200 words)

TEXT BOOK

   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


3. Express Learning, "Data Warehousing and Data Mining", Pearson Education, New Delhi, 2012
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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES

JOURNALS
1. Decision Support Systems and Electronic Commerce, Elsevier Publisher, USA
INTRODUCTION
Project Management is a discipline that enables cost and Technology-effective execution of Projects by optimising the resources used. Decision making processes based on Project management techniques have become very essential for managers. Having successfully been time tested in developed economies, these have been rapidly expanding in both scope and use. Providing fundamentals of Project management would benefit both managers and organisations to take stable and well-grounded decisions on Projects.

LEARNING OBJECTIVES
- To understand the basic concepts of Project management for preserving the early advantage and by enhancing competitiveness of organizations.
- To recognize the fundamental concepts of decision making techniques in Planning, Scheduling and Control of projects in both manufacturing and services.
- To acquaint with the basic tools and techniques.
- To acquire basic skills in appreciating need for Project management strategy.

COURSE SYLLABUS


UNIT-III: Contracting: Accountability in Project Execution, Contracts, 3’R’s of Contracting, Tendering and Selection of Contracts, Team Building.


Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES
1. Harvey Maylor., Project Management, Pearson Education Ltd
2. Jeffrey K.Pinto., Project Management Achieving Competitive Advantage, Pearson Education
3. Dr Pradip Kumar Sinha , Project Appraisal ,Planning And Control, Excel Books ,New Delhi
MBA - IV TRIMESTER
MBA 841: DATA SCIENCE WITH R
(100% Internal Assessment)

INTRODUCTION
R is an open source programming language for statistical computing and graphics. Being open source, it has found huge acceptance among data scientists and is one of the popular tool for data science and machine learning.

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

LEARNING OUTCOMES
1. Write basic programs in R language
2. Perform data visualization with R
3. Perform statistical analysis in R language
4. Perform machine learning tasks in R language
5. Build basic models with R

SYLLABUS

UNIT–I: Elements of R: Concept of R, Installing R, IDE of R, Mathematical Operators and Vectors, Assigning Variables, Special Numbers, Logical Vectors, Classes, Different types of numbers, Changing classes, Examining Variables, The workplace, Elements in R – Vectors, Matrices and Arrays, Lists, Conversion between vectors and lists, Combining lists, Data Frames

UNIT–II: Functions, Strings and Factors and Flow Controls: Environments, Functions, Strings, Factors, Flow Controls - Conditional – if and else, Vectorized if, Multiple Selection, Loops – repeat loops, while loops, for loops, Advanced looping – replication, looping over lists, looping over arrays, Multiple – Input Apply, Instant vectorization, Split-Apply-Combine

UNIT–III: Packages and Visualization: Loading packages, search path, libraries and installed packages, installing packages, maintaining packages, Visualization – The three plotting systems, Scatterplots – base graphics, lattice graphics, ggplots, Line Plots, Histograms, Box Plots, Bar Charts, Other plotting packages and systems.

UNIT–IV: Computing Statistics and Exploratory Data Analysis with R: Summarizing data, Calculating relative frequencies, Tabulating Factors and
creating contingency tables, Testing categorical variables for independence, Calculating Quantiles of a dataset, Converting data into z-scores, t-test, testing sample proportions, testing normality, comparing means of two samples, testing correlation for significance, Variations, Missing Values, Covariation, Patterns and Models


*Application cases should be given that covers different functional areas

TEXT BOOK

REFERENCE BOOKS

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

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

LEARNING OUTCOMES
1. Design data visuals with different visual encodings
2. Create different types of charts and maps in Tableau and Power BI
3. Customize the presentation with different elements

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

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

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

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

UNIT–V: Dashboards and Customization with Power BI: Dashboard Vs reports, Creating a dashboard, Dashboard Tiles, Pinning Tiles, Custom Visualization
*Application cases should be given that covers different functional areas

**TEXT BOOK**


**REFERENCE BOOKS**

MBA - IV TRIMESTER
MBA 847: DBMS AND DATA WAREHOUSING

INTRODUCTION

Each and every organization maintains database related to their business such as employees, customers, products, sales and so on. As the business grows, amount of data that is accumulated over the years and in different sources will also grow. Building and managing such database is important for efficient querying and analysis of data. An understanding of the concepts of DBMS and Data Warehousing will help in building efficient database system.

OBJECTIVES

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

LEARNING OUTCOMES

1. Perform ER Analysis of a process
2. Writes queries in SQL
3. Design data warehouse schema
4. Work with SQL Analytical functions

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

UNIT–II: SQL: Introduction to SQL, DDL Statements – Create, Alter, Drop, DML statements – Insert, Select, Update, Delete, Commit and Rollback, Grant and Revoke, Group functions, Join condition, Sub queries

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

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

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

*Application cases should be given that covers different functional areas
TEXTBOOK

REFERENCE BOOKS

JOURNALS
1. Information Technology, New Delhi
3. Data Quest, New Delhi.
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.

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

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

SYLLABUS
UNIT-I: Introduction to Metrics: Share of Hearts Minds and Markets- Market Share, Relative Market share, Market concentration, Brand Development Index, Category Development Index, Penetration, Share of requirements, Heavy Usage Index, Awareness Attitudes and usage, Customer satisfaction, Willingness to recommend Net promoter, Willingness to search.

UNIT-II: Product and Portfolio Management: Trial, Repeat, Penetration and volume projections, Growth Percentage and CGR, Cannibalization Rate and Fair share draw rate, Brand equity Metrics, Conjoint utilities and consumer preference, Segmentation and conjoint utilities, Conjoint utilities and volume projections.

UNIT-III: Margins and Profits: Margins, Selling Price and Channel Margins Average Price per unit and price per statistical unit, Variable costs and fixed costs, Marketing spending-Total, fixed and variable, Breakeven analysis and contribution analysis, Target Volume.
UNIT-IV: Advertising Media and web metrics: Advertising Impressions, gross rating, points and opportunities to see, Cost per thousand impressions, Reach net reach and frequency, hare of voice, Impressions page views and hits, Rich Media Display time, Rich Media Interaction rate, Click through rates, Cost per impressions, Cost per click and cost of acquisition, Visits, Visitors and abandonment bounce rate, Friends, followers and supporters, downloads.

UNIT-V: Promotion: Baseline sales, Incremental sales, and promotional lift, Redemption rates for coupons/rebates, Percent sales on deal Percent time on deal and average deal depth, Pass through and price waterfall.

TEXT BOOK

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

OBJECTIVES
- 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
1. Understand the metrics and use it for predictive analytics
2. Understand the application of HCM model

SYLLABUS
UNIT-I: Meaning of Analytics: Classification; Importance HCMs; Role and Perspective of HCMs.

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

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

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

TEXTBOOK

REFERENCE BOOKS

JOURNALS
1. Information Technology, New Delhi,
2. Computers Today, New Delhi
Trimester - V
### Trimester-V Courses

<table>
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<tr>
<th>S. No.</th>
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### Professional Competency Development (PCD) Courses

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**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.
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COURSE OBJECTIVES
The course offers an introduction into the evolving and expanding practice of financial risk management. Risk management is a complex process of identifying, quantifying and managing various risk exposures. The course analyzes and discusses the various sources of risk. Particular attention is devoted to the main risk management techniques such as Value at Risk (VaR), volatility models, and correlation models. The course focuses on the main issues of financial risk management. Risk management has emerged as one of the most important area in finance. The evolution of this subject has been attracting the interest of both practitioners and academia. Therefore, the course is a blend of theory and application. Real data analysis is an important part of this course. A student successfully completing this course will be familiar with the main current practices of financial risk management.

COURSE OUTCOMES
The course addresses how to control for market and credit risks. Liquidity, operational, and legal risks are discussed. Topics include value at risk, Monte Carlo simulation, scenario analysis, stress testing, credit value at risk, and credit derivatives.


UNIT-II: Market Data Analysis, Probability and distributions of asset prices, measuring return and risk, Modeling Risk Factors, Using implied volatility in Value-at-Risk measures Risk and volatility Measurement, the issue of time aggregation, different measures of volatility such as EWMA, ARCH & GARCH processes, volatility clusters and the issue of time varying volatility. (N.P)

UNIT-III: Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making. Currency risk analysis in global investing, interest rate parity (covered and uncovered), yen-carry trade syndrome, risk environment in Indian forex markets, forwards and non-deliverable forwards, cross-currency risk analysis. (N.P)

UNIT-IV: Credit Risk Basics: Probability of Default, Credit ratings & Transition Matrix analysis, Contingent claim approach and the KMV Model,
Credit Risk Management and Credit VaR. Indian environment in VaR applications (NSE, BSE, NCDEX, CCIL), RBI guidelines for credit & market risk management, VaR based margining.


N.P. - Numerical Problems

REFERENCE BOOK
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 a 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 Analysis (Not Exceeding 200 words)

TEXT BOOK

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

REFERENCES


JOURNALS

1. "Bank Quest", Journal of Indian Institute of Bankers, Mumbai
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-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-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

REFERENCES

JOURNALS
1. Indian Journal of Public Enterprise, Institute of Public Enterprise Research
2. GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam.
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-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
Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill, New Delhi, 2013

REFERENCES

JOURNALS
1. Strategic Management Journal, John Wiley & Sons
2. GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam
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-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. (NP)

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 (NP)

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 (NP)

TEXT BOOK

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

REFERENCE

2. Dr. Sushila Madam., Management Information and Control Systems.Taxmann Allied Pvt Ltd, New Delhi, 2014

JOURNALS

1. GITAM Journal of Management, GITAM University, Visakhapatnam
2. Management Accountant, ICWAI, Chennai
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, brand loyalty.


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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK
Pradeep Kashyap, "Rural Marketing", Pearson, New Delhi, 2014

REFERENCES
1. Ashraf Imam, MassoumehNasrollah, Zadeh and Aph, "Rural Marketing", 2013

JOURNALS
1. Journal of Marketing, India
2. Journal of Marketing Research, India
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
MBA - V TRIMESTER
MMM 845: 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.

UNIT-I: Meaning of services, Service, Role of service sector in Indian Economy, Difference between goods and services, Consumer behavior in services-, Customer expectation and perception of the service.

UNIT-II: Service Strategy, Market segmentation, GAPS model of service quality, Demand Management in services.

UNIT-III: Service development and design-Service Product .Customer value hierarchy, new service development process evidence in services. Delivering services through intermediaries Distribution channel in services
UNIT-IV: External Marketing, Service quality management- SERVQUAL. Pricing in services.

UNIT-V: Service Process -Service blueprint, Role of physical evidence, Internal Marketing.

Case Analysis (not exceeding 200 words)

TEXTBOOK


REFERENCES

1. Christopher Lovelock, "Services Marketing", Pearson, New Delhi, 2014

JOURNALS

1. The Journal of Service Research
2. Journal of Marketing Management, ICFAI
3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
INTRODUCTION
This course provides a comprehensive introduction to marketing research, and discusses key concepts, processes, and techniques, as well as their applications. Students gain an appreciation for the breadth and depth of the subject and its significance for a business enterprise. Besides an overview of marketing research, the course covers research with qualitative data, and methods used for analyzing research data to make decisions.

LEARNING OBJECTIVES
The objective of this course is to give an overview of marketing research concepts & principles, and focuses on enabling the students to apply the key concepts to practical business situations.

LEARNING OUTCOMES
To familiarize the students with the concepts of Marketing Research
To emphasise on qualitative research and its implications
To focus on applicability of marketing research concepts in business

UNIT-I: 

UNIT-II: 
Planning the Research Process- Introduction, Stages in planning the market research, Interview Techniques, Designing questionnaires and interview guides, Building Attitude Exploration into questionnaires.

UNIT-III: 
Measurement and Scaling Techniques- Introduction, Importance of Measurement and Scaling in Marketing Research, Scales of Measurement: Fundamental Properties, Primary Scales of Measurement, Attitude Measurement Scales, Qualitative Research and its Implementation, Qualitative Research Methodology, Analysis and Interpretation of Qualitative Research Data.

UNIT-IV: 
Applications of Marketing Research 
Audience and Advertising Research- Introduction, Purpose, populations involved in audience and advertisement research, procedures for
advertisement research, Publication considerations in advertisement research.
Social Research- - Introduction, Purpose, populations involved in social research, procedures for social research
Report Writing and Presentation, Interpretation Of Marketing Research Reports, Applications of Marketing Research.

UNIT-V:
Recent Trends in Marketing Research
Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing, Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research

Field work carry 15 marks to be considered as part of internal assessment.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES
2. Business Research Methods, Naval Bajpai, Pearson, Edn-2013

JOURNALS
1. Indian Journal of Marketing & Journal of Advertising Research
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakahapatnam
4. Vikalpa, Indian Institute of Management, Ahmedabad
MBA - V TRIMESTER
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 database, 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 to Customer Relationship Management
Need for CRM, benefits of CRM, CRM model, Customer life time value, Customer Retention, Determinants of retention.
Customer Loyalty: attitudinal VS Behavioural loyalty, types of loyalty, loyalty ladder, loyalty classification on profitability and duration, types of loyalty programmes, Process of designing loyalty programme.

UNIT-II: CRM Process
Process of CRM, CRM process in retailing, CRM in services marketing : Quality dimensions and service gaps, CRM in Business organisations (B2B), Features & advantages of e-CRM; CRM Cycle.

UNIT-III: Tools and techniques in CRM
Data and its importance in CRM, Customer database, Passive marketing database and Active marketing database Data Warehouse: Features of Data Warehouse, ETL process, Multidimensional Analysis .Analytical CRM through Data Mining: Concept of Data Mining, Techniques. Applications in CRM: Customer Segmentation, Customer Churn Prediction, Market Basket Analysis

UNIT-IV: CRM & Marketing channels
Distribution Channels: Functions of distribution channels, Factors affecting CRM through distribution channels, Major challenges in facing CRM through distribution channels.

Communication channels: Importance of communication channels, Emerging trends of Communication channels in CRM

UNIT-V: Implementation of CRM: Elements of CRM System, CRM implementation – Barriers and Challenges

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


JOURNALS

1. GITAM Journal of Management, GITAM (Deemed to be University), Visakhapatnam


3. Marketing Mastermind
INTRODUCTION

Business to Business (B2B) marketing in India is undergoing a phenomenal change; what was looked upon as an underdeveloped nation is now regarded as a potential economic powerhouse, providing multinational companies with unparalleled opportunities. With liberalization and privatization taking place in almost all major sectors of the economy, the dynamics of industrial marketing is rapidly changing to gain competitive advantage. It is imperative that Management students aiming to move into B2B marketing sector be sensitized to the value implications of B2B market environment and have a basic idea about the fundamental concepts of B2B marketing, industrial buyer behaviour, B2B marketing opportunities, B2B Branding and marketing strategy.

LEARNING OBJECTIVES

To understand the basic concept of B2B marketing

To enrich the knowledge towards descriptive treatment of business marketing in terms of industrial buyer behaviour, business marketing segmentation, branding, business marketing strategy

LEARNING OBJECTIVES

1. To get overall exposure to various B2B Models of various businesses.

COURSE SYLLABUS


UNIT-II: Organizational Buying and Buyer Behaviour: Organizational buyers’ decision process - A Stepwise Model and A Process Flow Model, influences that shape the buying decision process.


UNIT-V: Business Marketing Communications- Advertsising and Sales Promotion-Managing Personal selling process-Marketing performance measurement.

Case Analysis (Not Exceeding 200 words) and Field Visits

TEXT BOOK

REFERENCES

JOURNALS
2. Vikalpa, Indian Institute of Management, Ahmedabad
3. GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam
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


Case Analysis (Not Exceeding 200 words)

TEXT BOOK

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

REFERENCES


JOURNALS

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

UNIT-V: IR strategy: Globalization and IR, technology and IR and emerging trends in IR.

Case Analysis (Not Exceeding 200 words)

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

REFERENCES

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

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

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

REFERENCES


JOURNALS

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

2. HRM Review, the ICFAI University Press, Hyderabad

3. Human Capital
INTRODUCTION

It has become a cliché that employees are among the firms 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 approached 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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCE BOOKS

JOURNALS
1. GITAM Journal of Management, GITAM (Deemed to be University), Visakhapatnam,
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.

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

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
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-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.


Case Analysis (Not Exceeding 200 words)

TEXT BOOK


REFERENCES


JOURNALS

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

Case Analysis (Not Exceeding 200 words)

TEXT BOOK

REFERENCES
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
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-IV: Encryption: Decryption and Digital Signature Electronic Credit Card System on the Internet -Smart Card.


TEXT BOOK


REFERENCES


JOURNALS

1. GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
MBA - V TRIMESTER
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

REFERENCES
1. Kiern Conway, "Software Project Management: From Concept to Deployment", Wiley 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
MBA - V TRIMESTER
MBA 842: DATA ANALYSIS WITH PYTHON
(100% Internal Assessment)

INTRODUCTION
Python is an open source high level interpreter based language. Python is interactive and object oriented language with wide range of applications. Python is commonly used in the area of data science and web based analytics.

OBJECTIVES
1. Understand the analytics features of python
2. Get hands on experience in build data applications with python

LEARNING OUTCOMES
1. Write complex programs in python
2. Use python for data analysis
3. Use python for data visualization

UNIT-I: Introduction to Python: Keywords and Identifiers, Statements and Comments, Input-Output and Import, Operators, Python namespace, Data types - Numbers, Strings, Lists, Tuples, Set, Dictionaries, Arrays, Matrix, Flow Control: If – else, for loop, while loop, break and continue, Pass statement, Looping technique

UNIT–II: Functions and OOP Concepts: Defining and calling a function, Types of Function, Recursion, Python Modules, Packages, OOP Concepts: OOP concepts in Python – Class, Inheritance, Multiple Inheritance, Operator Overloading


UNIT–III: Working with Data: Reading and writing data in text format, binary data formats, interacting with web, interacting with database, Combining and merging data sets, Reshaping and Pivoting, Data Transformation, Data Aggregation, Pivot tables and Cross Tabulation

UNIT–V: Data Visualisation: Introduction to Matplotlib, line plots, scatter plots, visualizing errors, Density and contour plots, Histograms and Binnings, Text and Annotation, Three dimensional plotting in Matplotlib

*Application cases should be given that covers different functional areas
TEXT BOOK

REFERENCE BOOKS
1. Mueller, John Paul., Massaron, Luca (2015), Python for Data Science for Dummies, New Delhi: Wiley India
INTRODUCTION
Big data is a term used to describe a massive amount of structured and unstructured data collected over the years from different sources. Analysis of such data may provide great insights for a business. However, traditional data management functions are not capable for handling such data and requires specialized tool. Hadoop is a popular platform for carrying out big data analytics

OBJECTIVES
1. To acquaint the students with the concepts of big data
2. To provide hands on experience in working with Hadoop

LEARNING OUTCOMES
1. Understand the concept of big data and the process of big data analytics
2. Apply different packages under Hadoop for big data analytics

SYLLABUS

UNIT–I: Introduction to Big Data: Concept, Features of big data, big data challenges, Hadoop and its features, Hadoop Ecosystem, Hadoop Components, Hadoop Architecture, Hadoop Cluster, Hadoop Storage: HDFS

UNIT–II: Hadoop Mapreduce: Concept, YARN components, YARN architecture, YARN mapreduce application execution flow, YARN workflow, Anatomy of mapreduce program, distributed cache, MRunit, Reduce Join, Custom input format, sequence input format

UNIT–III: Introduction to Apache PIG: PIG Components & Execution, PIG data types, Data models in PIG, Programming in PIG

UNIT–IV: APACHE HIVE: Introduction, Architecture and components, data types and data models, HIVE partitioning and bucketing, HIVE tables, HIVE QL: joining tables, dynamic partitioning

UNIT–V: APACHE HBase: Introduction, Architecture and components, Run modes, configuration, data models, HIVE data loading techniques, Introduction to Apache Spark

*Application cases should be given that covers different functional areas
TEXT BOOK

REFERENCE BOOKS
2. Deroos, Dirk., Zikopolous, Paul C., Melnyk, Roman B., Brouwn, Bruce., Coss, Rafael (2014), *Hadoop for Dummies*, New Delhi: Wiley India

JOURNALS
1. Information Technology, New Delhi,
2. Computers Today, New Delhi
INTRODUCTION
Data mining refers to collection of techniques to analyze large dataset to identify interesting and relevant patterns which may prove useful for an organization. Also known as Knowledge Discovery in Database (KDD) process, data mining is a vital tool for any business to gain competitive edge.

OBJECTIVES
1) To acquaint the students with the concept of data mining
2) To give a hands on experience in working with a data mining tool.

LEARNING OUTCOMES
1) Understand the concept of data mining and its benefits
2) Perform classification using data mining tool
3) Perform association analysis and clustering using a data mining tool
4) Understand usage of data mining in different business areas

SYLLABUS

UNIT–I: Introduction to Data Mining: Definition and concept of Data mining, Data mining tasks, KDD process, Benefits of data mining

UNIT–II: Classification Techniques: Basic concept of classification problem, Decision tree method, Rule based classifier, Nearest neighbor classification, Bayesian classifier, Evaluating classifiers

UNIT–III: Association Analysis: Concept of association, Frequent itemset generation, Rule generation, Sequence Mining, Evaluating association patterns – Confidence and Support metrics

UNIT–IV: Cluster Analysis: Concept of clustering, Types of clustering techniques, K-means, Agglomerative Hierarchical Clustering, Prototype based clustering, Density based clustering, Outlier detection in clusters, Cluster Evaluation

UNIT–V: Data mining Applications: Data mining applications in the area of Marketing and Finance, Web Mining, Text Mining

*Application cases should be given that covers different functional areas
TEXT BOOK
Tan, P. N., Steinbach, M., & Kumar, V. (2014), *Introduction to Data Mining*, New Delhi: Pearson Education.

REFERENCE BOOKS

JOURNALS
1. Information Technology, New Delhi
2. Computers Today, New Delhi
INTRODUCTION
Financial analytics helps in analyzing the financial statements and forecast possible future financial scenarios. It can help in improving the performance of a business. Financial analysis software can speed up the creation of reports and present the data in a graphical presentation that is easier to read and interpret.

OBJECTIVES
- To understand different financial statistics and their usage
- Understand financial securities
- Understand trading strategies

LEARNING OUTCOMES
1. Perform financial statistics for a given finance data
2. Gauge the market sentiment by using different techniques
3. Get insight to the trading strategies

SYLLABUS

UNIT-II: Financial Securities: Bond Investments, Stock Investments, The Housing Crisis, The Euro Crisis, Securities Datasets and Visualization, Adjusting for Stock Splits, Adjusting for Mergers, Plotting Multiple Series, Securities Data Importing, Securities Data Cleansing, Securities Quoting


UNIT-IV: Gauging the Market Sentiment: Markov Regime Switching Model, Reading the Market Data, Bayesian Reasoning, The Beta Distribution, Prior and Posterior Distributions, Examining Log Returns for Correlation, Momentum Graphs

UNIT-V: Simulating Trading Strategies: Foreign Exchange Markets, Chart Analytics, Initialization and Finalization, Momentum Indicators, Bayesian Reasoning within Positions, Entries, Exits, Profitability, Short-Term Volatility, The State Machine
TEXTBOOK

REFERENCE BOOKS
3. Scott Proctor K (2010), Building Financial Models with Microsoft Excel, New Delhi: Wiley India
INTRODUCTION
The World Wide Web along with social media produces huge amount of data every day. This data may provide lot of insight on not only the user’s usage behavior but his/her tastes, preferences and thoughts. Web Analytics is a field in data analytics that will help in understanding user’s attitudes and characteristics and help a business in targeting the potential customer.

OBJECTIVES
1) Understand the concept of web analytics
2) Understand clickstream and emerging analytics like social, mobile and video
3) Apply web analytics metrics using a tool

LEARNING OUTCOMES
1) Use different web metrics to understand a web site and its users
2) Perform clickstream analysis
3) Perform web analytics using a tool

SYLLABUS

UNIT–I: Introduction to Web Analytics: Concept of web analytics, Importance and benefits of Web Analytics, Selecting a web analytic tool, Web Metrics – Visits and Visitors, Time on page and Time on site, Bounce Rate, Exit Rate, Conversion rate, Engagement, Attributes of metrics, Strategic elements related to web metrics – diagnosing root cause, leveraging customer reports, macro view of the site’s performance

UNIT–II: Clickstream Analysis and KPI’s: Understanding the web metrics of a web site, Producing web analytics report, Foundational Analytical strategies – Segmentation, Focus on Customer Behaviour, Different Clickstream Analysis, Web analytics challenges, Actionable outcome KPIs, understanding the conversion rates, measuring macro and micro conversions, quantifying economic value, measuring success for non–economic website

UNIT–III: Leveraging Qualitative Data, Testing and Experimentation: Lab Usability Studies, Usability Alternatives, Surveys, Web-enabled emerging user research options, Testing – A/B Testing, Multivariate Testing, Actionable Testing ideas, Controlled Experiments, Creating and Nurturing a testing culture, Competitive Intelligent Analysis – CI data sources, types and secrets, web traffic analysis, search and keyword analysis
UNIT–IV: Emerging Analytics: Social Analytics – Data challenge, content democracy evolution, twitter revolution, analyzing offline customer experiences, analyzing mobile customer experiences, Measuring the success of blogs, Quantifying the impact of Twitter, Analysing performance of videos, Hidden web analytics traps – accuracy or precision, Dealing with data quality, Building action dashboard, Nonline marketing opportunity and multichannel measurement, Behaviour Targeting, Challenges in Online data mining and Predictive Analytics

UNIT–V: Principles of an Analyst: Understanding the context, Comparing KPIs over time, measuring latent conversions, understanding the search analytics, Multitouch Campaign Attribution Analysis, Multichannel Analytics.

TEXTBOOK

REFERENCE BOOKS

JOURNALS
  1. Information Technology, New Delhi,
  2. Computers Today, New Delhi
# Trimester-VI Courses

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*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 (Deemed to be University) open electives, respective course codes are to be given in place of MOE 803 & MOE 806.

## Professional Competency Development (PCD) Courses

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Course Type</th>
<th>Course Level</th>
<th>Course</th>
<th>Sessions</th>
<th>Marks</th>
<th>Credits</th>
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<td>1</td>
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<td>PCD</td>
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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.
<table>
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<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Course Type</th>
<th>Course Level</th>
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<td>Soft Skills-2</td>
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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

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<tr>
<th>S. No.</th>
<th>Course Code</th>
<th>Course Type</th>
<th>Course</th>
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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.
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.
INTRODUCTION

Stress management is the need of the hour. A recent survey showed that 70-90% of us feel stressed at work and outside. Today's fast paced lifestyle is putting a toll on everyone. Stress, either quick or constant, can induce risky body-mind disorders.

The corporate world is a new syndrome that man has coined for himself which brings with it a whole new lifestyle and existence. Odd working hours, irregular food habits and difficult work situations and inadequate coping resources are a part of the corporate world. To survive in the world of work and reach one's greatest potential, all the energy blockers in the body and mind need to be cleared so that one can function at their highest level.

Yoga and meditation does more than just offer exercises for relaxation. Virtually everyone can see physical benefits from yoga, and its practice can also give psychological benefits, such as stress reduction and a sense of well-being. As yoga and meditation combines several techniques used for stress reduction, it can be said to provide the combined benefits of breathing exercises, stretching exercises, fitness programs, meditation practice, etc.

LEARNING OBJECTIVES:

• To introduce yoga practice to the student at young age.
• To help students maintain good health.

LEARNING OUTCOMES

After attending Yoga Practice sessions regularly the students will be able to

1. experience body flexibility after attending yoga classes.
2. enhance their attention skills.
3. become more focused on their studies and improve their health.

ACTIVITY STRUCTURE

Practical and theory classes on Yoga and meditation will be conducted by a Yoga Master. 20 sessions will be scheduled. At the end of the Course the student would be evaluated both on his/her understanding of theoretical concepts, as well as the practical approach.

The assessment would be for 50 marks.
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.
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.
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.
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-IV: A New Paradigm: How Social Movements Shape Corporate Social Responsibility After the Financial Crisis.


TEXT BOOK


REFERENCES


JOURNALS

1. Journal of Business Ethics
INTRODUCTION

Social innovation refers to new strategies, concepts, ideas and organizations that meet social needs of all kinds - from working conditions and education to community development and health - and that extend and strengthen civil society.

Existing structures and policies have found it impossible to crack some of the most pressing issues of present times - such as climate change, the worldwide epidemic of chronic disease, and widening inequality. There is a wide, and probably growing, gap between the scale of the problems faced and the scale of the solutions on offer.

Social innovation has become the theme in many fields. They include: (1) Social entrepreneurship (2) Technology (3) Public Policy (4) Cities and Urban Development (5) Social Movements (6) Community Development.

LEARNING OBJECTIVES

The objectives of the course therefore are to enable students to apply conceptual frameworks and toolkits to evaluating social and environmental (ir)responsibility; to understand when and how businesses may do better by doing good; and to anticipate new market opportunities to develop a competitive advantage in an era of higher social and environmental expectations.

LEARNING OUTCOMES

The course on Social Innovation enables the students to:

1. Develop sensitivity to the social end of the business-society spectrum.
2. Identify innovative ideas that could be tailored to become socially innovative products/service on the lines of business plans.
3. Where ever possible bring about a social sensitivity within the organizations they are employed in.

COURSE SYLLABUS

UNIT-I: Market failure, recognizing problems/opportunities, future of the world.
UNIT-II: Social Innovation - introduction, stages, sustenance.

UNIT-III: Social Innovation in Government, Public Sector, Private Sector, CSR.

UNIT-IV: Social Entrepreneurship - meaning, business model, scaling, sustaining.

UNIT-V: Cases related to Social Innovation in the community.

TEXT BOOK


ONLINE RESOURCES

4. https://www.ashoka.org

JOURNALS

2. Online Magazine http://changemaking.ashoka.org/
INTRODUCTION
This course provides a non-technical introduction to behavioural economics. Behavioural economics analyses regularities in actual individual and strategic decision making and documents departures from behaviour predicted by classical economic theory. Behavioural economics explains these departures by incorporating psychological aspects into economic theories. This course will help students to understand why people make the decisions they make, improve their own decision making, and predict how others behave in situations in which they interact with them strategically.

Behavioural economics combines insights from psychology, judgment, and decision making, and economics to generate a more accurate understanding of human behavior.

The purpose of this course is to inform future managers, underlying the decisions made by customers, competitors, peers, and themselves, with emphasis on how to incorporate insights into business, marketing, and investing strategies. It also provides students with practical advice about applying these findings to topics in marketing, management and finance.

Learning Objectives:
- To learn the rational and cognitive decision making and Decision Fatigue.
- To know perception basis and inertial effects.
- It understand the concepts of Behavioral finance and advanced behavioural economic concepts.

Learning Outcomes:
- On the completion of this course students would be able to
  - Students can explain behavioural concepts in individual decision making
  - Student would understand behavioural concepts in strategic interaction
  - Students could apply simple behavioural concepts to new situations.

SYLLABUS


TEXT BOOK


REFERENCE BOOKS


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


REFERENCES


JOURNALS

1. Indian Journal of Industrial Relations
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
MMH 845: 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 it's 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-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

REFERENCES

JOURNALS
3. Vikalpa, Indian Institute of Management, Ahmedabad
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-V: Corporate Environmental Responsibility, market forces and environmental CSR, policies and environmental CSR, welfare effects of environmental CSR.

TEXT BOOK


REFERENCES


JOURNALS

1. Vikalpa, Indian Institute of Management, Ahmedabad
2. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
INTRODUCTION

The explosion of internet has made proprietary information easily accessible, which has also seen an increase in the number of copyright infringement lawsuits. Intellectual Property Rights (IPR) is legal rights, which result from intellectual activity in any field. These rights safeguard creators and other producers of intellectual goods & services by granting them certain time-limited rights. Basic knowledge in IPRs and their importance for organizational competitiveness is essential for those functioning in business.

LEARNING OBJECTIVES

- To understand the basic concepts like IPR, Patents Trademarks and Copyrights
- To understand the process of patent registration

LEARNING OUTCOMES

After completion of the course the student

1. Would be able to learn the impact of IPRs on the economic development of a country in the present information era.
2. Learns the process of registering patents, Trade Marks, and the Legal Aspects of various IPRs as recognized by WTO.

COURSE SYLLABUS

UNIT-I: IPRs: Meaning, origin and importance of IPRs, the concepts of Patents, Trade Marks, Copy Rights and Industrial Designs- Patents: Main features, registration of patents - Indian Patent Act; Trade Marks- Importance and kinds of Trade Marks, passing off, and Industrial Designs- Copyrights: Meaning, importance of copyrights, universal copyright convention international society on copy rights.

UNIT-II : IP Systems in USA, China and India and Multilateral IP Systems.


UNIT-IV: Managing IP assets, valuation and internationalization, commercialization and profiting from IP Management issues like Privacy.

UNIT-V: Emerging Issues: Geographical indications, traditional knowledge, plant varieties and farmers’ Rights, and case studies on Basmati Rice, Neem and Turmeric.
TEXT BOOK


REFERENCES

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
INTRODUCTION

This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation and technology in the entrepreneurial process. It is not about small business or life style businesses but instead the development of growth oriented businesses - whether for-profit or not-for-profit. Entrepreneurship is both a way of thinking and of doing. It involves "building something from nothing" and successful entrepreneurs know how to manage and mitigate uncertainty and risk. The course content is relevant to those individuals thinking about starting a business or who are already in business - large or small, those who are interested in commercialising their own innovations or of others, and those who advise entrepreneurs or engage in policy making in the entrepreneurship area.

Learning Objectives

- To learn the concepts and importance of Value Creation , Competence and New Knowledge Acquisition
- To enable students thinking abilities for Venture Idea Generation
- To make the students to understand the way to Develop and Implement the Technology Business Plan
- To enhance the knowledge about Venture Valuation and Venture Exit

Learning Outcomes

On completion of this course the students would be able to

- Would understand the need and significance of dynamic competence and Competence Enhancement
- Would develop a Creative venture idea with the acquired new knowledge
- Could be ready to present technology business plan for financial support with the required contents.
- Ready to prepare venture valuation for the proposed new venture

Dynamic Competence, Competence Enhancement, Technological Competence, Creativity; New Knowledge Acquisition
SYLLABUS


UNIT-II: Opportunity Emergence – Discovery, Knowledge, Discontinuity, Bold Innovation; Competence – Dynamic Competence, Competence Enhancement, Technological Competence, Creativity; New Knowledge Acquisition – Knowledge, Open Innovation, Networks, Alliances, Purchasing Knowledge,


UNIT-IV: Protecting Intellectual Property – Legal Structure and Equity Distribution – Developing and Implementing the Technology Business Plan – Capital and Capital Sources

UNIT-V: Venture Launch – Marketing and Selling Products – Venture Valuation and Venture Exit; Emerging Futures – Climate Change, Energy, Robotics, Artificial Intelligence, Internet of Things.

TEXT BOOKS

REFERENCE BOOKS
INTRODUCTION
The movement towards alternative dispute resolution (ADR) was the result of inability of the regular courts to dispose of the cases speedily. Interminable time consuming, complex and expensive Court procedures impelled Jurists to search for alternative forum, less formal, more effective and speedy, for resolution of disputes, avoiding procedural claptrap.

A number of disputes in the industry are capable of being disposed of by alternative methods such as, arbitration, conciliation, mediation and negotiation, as compared with the conventional system of settlement of disputes by ordinary regular Courts.

LEARNING OBJECTIVES
- To understand the importance of alternative methods of dispute settlement
- To highlight the role of arbitration, conciliation and mediation, and its application
- To elucidate the main feature of Arbitration and Conciliation Act, 1996

LEARNING OUTCOMES
After completion of the course the student
1. Would Acquaint himself with alternative methods of dispute settlement such as Conciliation, Arbitration, and Mediation and their importance over adjudication.
2. Learns the main features the Indian Arbitration and Conciliation Act, 1996 in settlement of Disputes, especially Commercial Disputes.

COURSE SYLLABUS
UNIT-I: Alternative Dispute Resolution (ADR): concept, origin and scope of ADR; constitutional background of ADR; legislative recognition of ADR.

UNIT-II: Arbitration and Conciliation: meaning and importance of; LokAdalats; concept, organisation and powers of LokAdalat.
UNIT-III: Other forms of ADR; mini LokAdalats; Village Courts; Mediation Centres; Centres for Women; The Family Courts Act of 1984; The Industrial Disputes Act, 1947.

UNIT-IV: Mediation and Negotiations: meaning and basic rules of mediation; mediation and arbitration; benefits of mediation; negotiations meaning and importance; Accord and Satisfaction.

UNIT-V: The Arbitration and Conciliation Act, 1996; Arbitration agreement, composition and jurisdiction of Arbitral tribunals; conduct of Arbitral proceedings; award and Conciliation.

TEXT BOOK


REFERENCES


JOURNALS

1. IUP Journal of Alternative Dispute Resolution
2. The Business Law Reports
3. Labour Law Reporter
4. Digest of Supreme Court Cases
MMH 857: ALTERNATIVE INVESTMENTS

INTRODUCTION
Interest in alternative investments has grown rapidly in recent years from the high net worth investors and institutions such as hedge funds in search for investments outside the traditional universe. As alternative investments have low correlation with traditional investments, they are sought after by these investors. Therefore, it is important to understand the nature of the alternative assets and their risk-return profile. This course is designed to equip the students with the knowledge and techniques to analyse alternative investment assets.

SYLLABUS
1. The Hedge Fund Sector
2. Due Diligence of Hedge Funds
3. Fundamental Strategies: Equity Long-Short & Dedicated Short Bias
4. Quantitative Equity Strategies: Equity Market Neutral and Statistical Arbitrage
5. Arbitrage: Event Driven, Convertible Bonds & Fixed Income
6. Macro Strategies: Global Macro, Managed Futures and Emerging Markets
7. Investing in Commodity Futures
8. Hedge Fund Benchmarks
9. Venture Capital
10. LBOs
11. Real Estate
12. Private Equity, Closely Held Companies and Distressed Securities

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

TEXTBOOKS
1. Mark J. P. Anson: Handbook of Alternative Assets 2nd John Wiley & Sons
2. Hedge Fund Strategies by Lasse H. Pedersen
INTRODUCTION
Financial analytics helps in analyzing the financial statements and forecast possible future financial scenarios. It can help in improving the performance of a business. Financial analysis software can speed up the creation of reports and present the data in a graphical presentation that is easier to read and interpret.

OBJECTIVES
- To understand different financial statistics and their usage
- Understand financial securities
- Understand trading strategies

LEARNING OUTCOMES
1. Perform financial statistics for a given finance data
2. Gauge the market sentiment by using different techniques
3. Get insight to the trading strategies

SYLLABUS


UNIT-II: Financial Securities: Bond Investments, Stock Investments, The Housing Crisis, The Euro Crisis, Securities Datasets and Visualization, Adjusting for Stock Splits, Adjusting for Mergers, Plotting Multiple Series, Securities Data Importing, Securities Data Cleansing, Securities Quoting


UNIT-IV: Gauging the Market Sentiment: Markov Regime Switching Model, Reading the Market Data, Bayesian Reasoning, The Beta Distribution, Prior and Posterior Distributions, Examining Log Returns for Correlation, Momentum Graphs

UNIT-V: Simulating Trading Strategies: Foreign Exchange Markets, Chart Analytics, Initialization and Finalization, Momentum Indicators, Bayesian Reasoning within Positions, Entries, Exits, Profitability, Short-Term Volatility, The State Machine
TEXTBOOK

REFERENCE BOOKS
3. Scott Proctor K (2010), Building Financial Models with Microsoft Excel, New Delhi: Wiley India
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. Owning 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 competition 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.

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: 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 WorkLife: 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

Mirza Saiyaddin, Contemporary issues in HRM, Himalaya Publishing House 2013

REFERENCE BOOKS

G.R. Jones; J. M. George; Contemporary Management; TATA Mc. Graw Hill, 2010

JOURNALS

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

- The objective of the course is to prepare HR managers to participate in the organizational knowledge management efforts and facilitate management of knowledge.
- The course using case studies of many organizations shows the various aspects of KM and how the three aspects, Strategy, technology and HRM need to be aligned together to manage knowledge management.

UNIT-I: Introduction to knowledge management • Understanding the significance of KM through a discussion on theories of the firm • Understanding the history, and the close relationship of KM with other concepts • Understanding the three major inputs viz. strategy, people and IT for a successful KM system.

UNIT-II: Understanding knowledge • Understanding the difference between data, information and knowledge • Understanding the various types of knowledge viz. tacit and explicit • the consequences of knowledge types on managing knowledge

UNIT-III: Knowledge management and organization design • Emphasis on people vs. emphasis on technology in managing knowledge and its impact on organization design • Understanding how organization structure can affect knowledge management

UNIT-IV: Knowledge management and culture • Why and how culture affects knowledge? • Why should individual “share” knowledge and how organizational culture can help mitigate individual’s fears

UNIT-V: Knowledge management, strategy and HRM • Understanding the need to align individual needs with organization • How HRM can design reward systems to facilitate KM • Using “organizational routines” for managing knowledge

TEXT BOOK

Knowledge Management Text & Cases, Waman S Jawadekar, Tata McGraw-Hill
REFERENCES
3. Knowledge management: An Evolutionary view, Becerra Fernandez: PHI.
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


REFERENCE BOOKS


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-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

REFERENCES

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

OBJECTIVES
- 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
1. Understand the metrics and use it for predictive analytics
2. Understand the application of HCM model

SYLLABUS

UNIT-I: Meaning of Analytics: Classification; Importance HCMs; Role and Perspective of HCMs.

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

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

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

TEXTBOOK


REFERENCE BOOKS


JOURNALS

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