

GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT GITAM
(DEEMED TO BE UNIVERSITY)
(Deemed to be University, Estd. u/s 3 of UGC Act 1956)
VISAKHAPATNAM * HYDERABAD * BENGALURU
Accredited by NAAC with A+ Grade



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

www.gim.gitam.edu

2019

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Master of Business Administration in International Business

Program Code: MBA (IB)

REGULATIONS

(W.e.f. 2019-20 admitted batch)

1.0 ADMISSION

1.1 Admission into MBA (IB) 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 or second class or equivalent CGPA approved by GITAM University along with High score in CAT/XAT/MAT/GMAT/CMAT or High score in GSIB Entrance Test (GET).

3.0 PROGRAM EDUCATIONAL OBJECTIVES

Our program will produce graduates who:

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

PROGRAM OUTCOMES

Our program will produce graduates who have attained:

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

Note: In general, each credit is equivalent to ten contact hours

4.0 - 2019 Course Curriculum

MBA – IB (List of Courses)

| CORE COURSES | | | | |
|---------------------|-------------|-----------------------------------|----------------|-------------|
| S. No. | Code | Course Name | Credits | Tri. |
| 1 | MMH701 | Management Theory & Practice | 2 | I |
| 2 | MIB701 | Financial & Management Accounting | 3 | I |

| | | | | |
|----|--------|--|---|-----|
| 3 | MMH707 | Managerial Economics | 3 | I |
| 4 | MMH710 | Organizational Behaviour | 3 | I |
| 5 | MIB704 | Geopolitical Environment & International Business | 3 | I |
| 6 | MMH719 | Quantitative Techniques | 3 | I |
| 7 | MMH722 | IT for Management & Business | 3 | II |
| 8 | MIB702 | EXIM Management | 3 | II |
| 9 | MMH708 | Business Laws | 3 | II |
| 10 | MMH717 | Operations Management | 3 | II |
| 11 | MMH714 | Business Research Methodology | 3 | II |
| 12 | MMH711 | Business Ethics | 2 | II |
| 13 | MMH712 | Financial Management | 3 | III |
| 14 | MBA703 | Human Resource Management | 3 | III |
| 15 | MMH709 | Marketing Management | 3 | III |
| 16 | MIB703 | Strategic Management | 3 | III |
| 17 | MBA706 | Operations Research | 3 | III |
| 18 | MIB706 | Supply Chain Management | 3 | III |
| 19 | MIB794 | International Study Tour* | 2 | III |
| 20 | MIB801 | Innovation & Entrepreneurship | 3 | IV |
| 21 | MIB804 | International Economics | 3 | IV |
| 22 | MIB807 | International Marketing Management | 3 | IV |
| 23 | MIB841 | International Trade Logistics (Core Elective-1) | 3 | IV |
| 24 | MIB842 | International Financial Management (Core Elective-2) | 3 | IV |
| 25 | | General Elective – 1 | 3 | IV |
| 26 | MIB802 | Managing Business Excellence | 3 | V |
| 27 | MIB843 | International Commodity Management (Core Elective-3) | 3 | V |
| 28 | | General Elective – 2 | 3 | V |
| 29 | | General Elective – 3 | 3 | V |
| 30 | | General Elective – 4 | 3 | V |
| 31 | MIB844 | Strategic Marketing (Core Elective-4) | 3 | VI |
| 32 | | General Elective – 5 | 3 | VI |
| 33 | | General Elective – 6 | 3 | VI |

Note: Campus to Corporate is a three credit course offered throughout the two years of the programme. The components include Outbound Training Programme, Language Courses, Personality Development, Business Simulation

| LIST OF GENERAL ELECTIVES | | | | |
|----------------------------------|-------------|---|----------------|-------------|
| Trimester – IV | | | | |
| S. No. | Code | Title | Credits | Tri. |
| 1 | MOM847 | Project Management | 3 | IV |
| 2 | MMM841 | Consumer Behaviour | 3 | IV |
| 3 | MMM853 | Digital Marketing | 3 | IV |
| 4 | MFM844 | Security Analysis & Portfolio Management | 3 | IV |
| 5 | MIB847 | International Trade with Emerging Markets | 3 | IV |
| 6 | MHR850 | Compensation Management | 3 | IV |

| | | | | |
|-----------------------|-------------|-------------------------------------|----------------|-------------|
| 7 | MBA841 | Data science with R | 3 | IV |
| | | | | |
| Trimester – V | | | | |
| S. No. | Code | Title | Credits | Tri. |
| 1 | MGL844 | Global Sourcing | 3 | V |
| 2 | MGL842 | Marketing of Logistic Services | 3 | V |
| 3 | MGL841 | Production Planning and Control | 3 | V |
| 4 | MMM842 | Rural Marketing | 3 | V |
| 5 | MMM845 | Services Marketing | 3 | V |
| 6 | MFM854 | Financial Derivatives | 3 | V |
| 7 | MFM842 | Financial Risk Management | 3 | V |
| 8 | MBF841 | Financing of International Trade | 3 | V |
| 9 | MIB845 | Cross Culture Management | 3 | V |
| 10 | MIB850 | India & World Trade Organisation | 3 | V |
| 11 | MIB846 | International Venture Creation | 3 | V |
| 12 | MHR860 | Change Management | 3 | V |
| 13 | MHR848 | Global Human Resource Management | 3 | V |
| 14 | MIB855 | Learning & Development | 3 | V |
| 15 | MBA857 | Artificial Intelligence | 3 | V |
| 16 | MBA842 | Data Science with Python | 3 | V |
| 17 | MIB851 | Predictive Analytics | 3 | V |
| | | | | |
| Trimester – VI | | | | |
| S. No. | Code | Title | Credits | Tri. |
| 1 | MGL845 | Decision Models in Management | 3 | VI |
| 2 | MGL843 | Shipping Operations | 3 | VI |
| 3 | MMM 844 | Advertising and Brand Management | 3 | VI |
| 4 | MMM847 | Sales and Distribution Management | 3 | VI |
| 5 | MBF842 | Mergers and Acquisitions | 3 | VI |
| 6 | MBF843 | Project Appraisal & Finance | 3 | VI |
| 7 | MIB848 | International Business Negotiations | 3 | VI |
| 8 | MIB849 | Management of Transfer Pricing | 3 | VI |
| 9 | MIB854 | Labour Laws & Industrial Relations | 3 | VI |
| 10 | MHR856 | Performance Management | 3 | VI |
| 11 | MIB853 | Prescriptive Analytics | 3 | VI |
| 12 | MIB852 | Social Media Analytics | 3 | VI |
| | | | | |

5.0 MEDIUM OF INSTRUCTION

The medium of instruction (including examinations and project reports) shall be English.

6.0 REGISTRATION

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

7.0 ATTENDANCE REQUIREMENTS

A student whose attendance is less than 85% in all the courses put together in any 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.

8.0 EVALUATION

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

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

The marks for each component of assessment are as shown in Table 1

Table 1: Assessment Procedure

| S. No. | COMPONENT OF ASSESSMENT | MARKS ALLOTTED | TYPE OF ASSESSMENT | SCHEME OF EVALUATION |
|--------|--|----------------|---------------------------|--|
| 1 | Theory/Practical | 40 | Continuous Evaluation | i) Twenty (20) marks for Mid Trimester Examinations ii) Twenty (20) marks for Assignment / Seminar / Quizzes / Mini-project / Research Paper / Field Projects / Viva-Voce / Workshop presentations / Case Analysis / GDs / Training / Surveys |
| | | 60 | Trimester-end Examination | Sixty (60) marks for Trimester End Examinations Note: In respect of courses having practicals, theory examination shall be for forty (40) marks and practical exam for twenty (20) marks. |
| | Total | 100 | | |
| 2 | Project work (6 weeks) at IV Trimester | 100 | Continuous Evaluation | i) Project report carries 50 marks ii) Project viva voce carries 50 marks |

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

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

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

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

| S.No. | Pattern | Marks |
|--------------|--|------------------------|
| 1. | Section A : Five questions (both theory / problems) (Five out of Eight questions to be answered). | 5 X 4 marks = 20 marks |

| | | |
|----|---|------------------------|
| 2. | Section B : Problems/Theory questions (Five out of Eight questions to be answered) | 5 X 8 marks = 40 marks |
| | Total | 60 marks |

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

End Term Examination - General Marking Criteria

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

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

The evaluation board will consist of:

| | |
|---|------------|
| Principal/or Nominee | - Member |
| Institute Project Guide | - Member |
| One External Professor/one Senior Executive from Industry | - Member |
| Class Coordinator /Programme Coordinator | - Convener |

9.0 PROMOTION TO THE NEXT YEAR OF STUDY

A student shall be promoted to the next academic year only if he/she completes the academic requirements of 60% of the credits till the previous academic year.

Whenever there is a change in syllabus or curriculum he/she has to continue the course with new regulations after detention as per the equivalency established by the BoS to continue his/her further studies.

10.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE

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

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

11.0 SUPPLEMENTARY EXAMINATION

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

12.0 SPECIAL EXAMINATION

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

13.0 BETTERMENT OF GRADES

Students who secured second class or pass who wish to improve their grades will be permitted

to improve their grades at the end the program.

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

14.0 GRADING SYSTEM

Based on the student performance during a given **trimester**, a final letter grade will be awarded at the end of the **trimester** in each course. The letter grades and the corresponding grade points are as given in Table 2.

Table 2: Grades & Grade Points

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

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

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

15.0 GRADE POINT AVERAGE

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

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

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 3.

Table 3: CGPA required for award of Class

| | |
|--------------|------|
| Distinction | 8.0* |
| First Class | 6.5 |
| Second Class | 5.5 |
| Pass | 5.0 |

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

16.0 REPEAT CONTINUOUS EVALUATION

- a. A student who has secured 'F' grade in a theory course shall have to reappear at the subsequent examination held in that course. A student who has secured 'F' grade can improve continuous evaluation marks up to a maximum of 50% by attending special instruction classes held during summer.
- b. A student who has secured 'F' grade in a practical course shall have to attend Special Instruction classes held during summer.
- c. A student who has secured 'F' grade in a combined (theory and practical) course shall have to reappear for theory component at the subsequent examination held in that course. A student who has secured 'F' grade can improve continuous evaluation marks up to a maximum of 50% by attending special instruction classes held during summer.
- d. The RCE will be conducted during summer vacation for both odd and even semester students. A student can register a maximum of 4 courses. Biometric attendance of these RCE classes has to be maintained. The maximum marks in RCE be limited to 50% of Continuous Evaluation marks. The RCE marks are considered for the examination held after RCE except for final semester students.
- e. RCE for the students who completed course work can be conducted during the academic semester. The student can register a maximum of 4 courses at a time in slot of 4 weeks. Additional 4 courses can be registered in the next slot.
- f. A student is allowed to Special Instruction Classes (RCE) 'only once' per course.

17.0 ELIGIBILITY FOR AWARD OF MBA DEGREE

Programme of six-trimesters within two years. If due to some unavoidable circumstances that was

not possible, a student may extend and complete the programme in not more than four years including study period. However such dispensation can only be approved by the Vice Chancellor, based on individual's application requesting dispensation and justifying the need.

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

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

18.0 PEDAGOGY

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

MBA – IB (List of Courses – I Trimester)

| CORE COURSES | | | | |
|---------------------|-------------|---|----------------|-------------|
| S. No. | Code | Course Name | Credits | Tri. |
| 1 | MMH701 | Management Theory & Practice | 2 | I |
| 2 | MIB701 | Financial & Management Accounting | 3 | I |
| 3 | MMH707 | Managerial Economics | 3 | I |
| 4 | MMH710 | Organizational Behaviour | 3 | I |
| 5 | MIB704 | Geopolitical Environment & International Business | 3 | I |
| 6 | MMH719 | Quantitative Techniques | 3 | I |



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| | | |
|--|---|------------------------------|
| Course Code: MMH701 | Course Title: Management Theory & Practice | |
| Trimester: I | Course Type: Core and mandatory | Credits: 2 (20 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Dr. Subrahmanyam A | | |

Course description and learning outcomes

Objective of the course is to give a basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management.

This course is designed to provide students with a foundational understanding of concepts and principles of management. This course explores the rich field of management in theory and practice, and as both a science and an art. Students learn to apply management concepts to current workplace issues. Other topics include increasing competitive forces, expectations for successful performance of employees and organizations, and achieving desired business goals. On successful completion of this course, students will be able to:

| S.No. | Learning Outcome | Assessment |
|-------|--|------------|
| 1 | Demonstrate a thorough knowledge of Management | A1 |
| 2 | Explain how the field of management has evolved and its major contributions | A1 |
| 3 | Understand critical role of managers in organizations | A3 |
| 4 | Apply theoretical aspects, processes and principles, scope of management to modern management practices. | A2 |
| 5 | Evaluate the importance of planning, organizing, directing and controlling in decision making | A2, A3 |

Course outline and indicative content

Unit I (4 Hours)

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

Unit II (4 Hours)

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

Unit III (3 Hours)

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

Unit IV (5 Hours)

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

Unit V (4 Hours)

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

Learning and teaching activities

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

Teaching and learning resources

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

Text books

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



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| | | |
|--|--|---------------------------------|
| Course Code: MIB701 | Course Title: Financial and Management Accounting | |
| Trimester: I | Course Type: Core | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Dr.K.Lubza Nihar | | |

Course description and learning outcomes

Business decisions today are more driven by either operational or financial data, than only gut feelings. The financial information about business is presented in financial statements. Financial Accounting is the language in which these statements are prepared. Accounting as a body knowledge has terminology of its own along with its nuances, which require a structured learning for non-accounting professionals to comprehend. Management professionals, irrespective of their domain of action, need to interact with financial statements, either to understand report, analyse, or interpret the information contained in them. Cost and management accounting deals with the performance measurement of products, processes, and divisional units in a business organization. This however should not suggest that accounting as a system plays a passive role measuring performance and providing information for decision making. Today it has moved away from the role of providing information to that of influencing strategic thinking.

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Demonstrate understanding of terminologies and concepts of accounting and its inter-linkages to other business functions | A1 |
| 2 | Develop ability to read and interpret information in financial statements. | A2 |
| 3 | Perform Financial Statement analysis | A2 |
| 4 | Apply various costing techniques to relevant business decisions | A3 |
| 5 | Apply Management Accounting principles for Decision Making | A3 |

Course outline and indicative content

Unit 1 (9 sessions)

Need for Accounting Information – Financial Accounting Framework- Basic Accounting concepts Related to Financial Statements- Statement of Profit and Loss, Balance Sheet, Cashflow Statement and Statement of Changes in Equity- Accounting Standards.

Unit 2 (5 sessions)

Users of Financial Statements - Financial Statement Analysis- Ratio Analysis and its limitations.

Unit 3 (4 sessions)

Cost and Management Accounting - Concepts, terms, objectives, methods, techniques and cost behaviour- Relationship of Cost Accounting, Management Accounting, Financial Accounting and Management Accounting and Financial Management Accounting -Cost Allocations.

Unit 4 (8 sessions)

Accounting Information and Decision making: Marginal Costing – Break Even Analysis - Decision involving alternative choices: make or buy decisions, determination of optimum sales mix, Limiting factor or Key Factor- Cost Information for Tactical decision making - Cost Information for Pricing and Product Planning.

Unit 5 (4 sessions)

Budgeting- Approaches to Budgeting - Activity Based Costing (ABC) - Concept of ABC- Categories in activity based costing- allocation of overheads under ABC - Benefits and Limitations of Activity Based Costing - Variance Analysis.

Learning and teaching activities

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

Teaching and learning resources

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

It is expected that an average student will be required to spend about two hour for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you. Students shall be encouraged to enrol in Massive Open Online Courses (MOOCs) in Management Accounting.

Text Book Prescribed:

- Robert N Anthony, David F Hawkins and Kenneth Merchant (AHM), Accounting: Text and Cases, Tata Mc Graw Hill Companies, Latest Edition.



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| | | |
|--|---|------------------------------|
| Course Code: MMH707 | Course Title: Managerial Economics | |
| Trimester: I | Course Type: Core and mandatory | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB/IBF/GLSCM) 2019-21 | | |
| Course Leader: Dr. B Padma Narayan | | |

Course outline & indicative outcome

In today's competitive business environment, effective managerial decision making requires use of economic concepts and tools. Business efficiency depends on minimization of cost and maximization of production which requires perfect understanding of the economic concepts like demand, supply, production, cost and market conditions. Managerial economics uses economic concepts and principles by emphasizing on demand analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy. Knowledge about those concepts is useful for timely business decisions.

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

| S. No. | Learning Outcome | Assessment |
|--------|---|------------|
| 1 | Understand the key economic concepts which are used for effective business decision making. | A1 |
| 2 | Understand and apply demand and supply analysis to business decisions. | A2 |
| 3 | Gain knowledge pertaining to cost fallacies to use in efficient production decision making. | A3 |
| 4 | Know the basics of market morphology and identify different market structures and the need for government interference. | A3 |
| 5 | Understand basic macroeconomic concepts which are relevant to understand business economic environment. | A3 |

Course outline and indicative content

Unit I (4 hours)

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

Unit II (6 hours)

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

Unit III (6 hours)

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

Unit IV (6 hours)

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

Unit V (8 hours)

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

Learning and teaching activities

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

Teaching and learning resources

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

Text Books:

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



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| | | |
|---|--|------------------------------|
| Course Code: MMH710 | Course Title: Organizational Behavior | |
| Trimester: I | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): | | |
| Course Leader: Prof. Ashok Karri | | |

Course description and learning outcomes

Practicing managers have long understood the importance of interpersonal skills to managerial effectiveness. Till about three decades ago, most business schools focused on the functional aspects of management – specifically finance, accounting and quantitative techniques. Though Organizational Behaviour was a core course right from the inception of the MBA program, the focus was essentially on gaining a psychological understanding of human behaviour, and not on acquiring usable skills. In the last two decades, academia has come to realize the importance of human behaviour to managerial effectiveness.

This course’s essential focus is on gaining an in depth understanding of the impact of the organization structure, organizational culture and change on individual behavior at the workplace. Gaining an understanding and a perspective on these global implications should result in beneficial results in terms of managerial effectiveness and performance.

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

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

Course outline and indicative content

Unit I (6 hours)

The Nature of Organizational Behavior – History and Background; Ability – Physical Abilities and their influence on performance; Ability – Intellectual Abilities; Attitude – its nature and components; Major Job Attitudes – Job Satisfaction.

Unit II (6 hours)

Perception and Decision-Making; Motivation – the nature and process of motivation; Theories of Motivation – Maslow, Herzberg; Theories of Motivation – Goal-Setting, Vroom’s Expectancy Theory, Equity Theory; Applications of Motivation – Job Characteristics Model.

Unit III (6 hours)

Group Behavior – Nature, Types of Groups, Stages of Group Development; Group Properties – Roles, Norms, Status, Size, Cohesiveness and Diversity; Leadership – Behavioral Theories, Blake & Mouton’s Managerial Grid; Conflict – The Conflict Process.

Unit IV (6 hours)

Organizational Culture – Functions and Dysfunctions; Creating and Sustaining Culture; How Employees Learn Culture; Creating a Positive Organizational Culture.

Unit V (6 hours)

Organizational Change – Forces for Change, Planned Change; Resistance to Change – Overcoming resistance; Approaches to Managing Organizational Change – Lewin’s Three Step Model, Kotter’s Eight-Step Plan for Implementing Change; Work Stress and its Management – Potential Sources of Stress, Individual Differences, Consequences of Stress, Managing Stress

Learning and teaching activities

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

Teaching and learning resources***Text Book***

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

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|--|---|---------------------------------|
| Course Code: MIB704 | Course Title: Geo-political Environment & International Business | |
| Trimester: I | Course Type: Core and mandatory | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Dr Radha Raghuramapatruni | | |

Course description and learning outcomes

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

Course Objectives:

- To familiarize students to acquire and develop conceptual knowledge of different types of environments prevail globally, structures, systems and institutions with suitable global markets entry strategies.
- To identify geopolitical, social, economic (issues) in major world political regions, as well as underlying reasons of selected inter-state conflict.
- To examine major global and transnational issues that present major threats to national security, and political and economic stability of the world family of nation-states.
- To develop conceptual capacities in students to understand the interface between global geo-political developments and its impact on international business.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Develop an understanding about the significance and ways to enter and operate in Global Business Scenario | A1 |
| 2 | Explore the country and region-specific business environments by analysing risks associated and the appropriate measures to adopt under these contexts. | A2 |
| 3 | Evaluate by themselves the supportive mechanisms available at various levels, and the ways to make use of these structures and forums. | A3 |

Course outline and indicative content

UNIT-1 (4 Hours)

Introduction to Geo-Political Environment

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

Geopolitics and Commodity Markets: Geopolitics and natural resources -carbon credits market etc; State power and the structure of international trade; Inter-industry factor mobility and the politics of trade.

Unit- II (4 Hours)

Geo –Politics of Mid Eurasia (including Inner-Asia)

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

Unit – III (4 Hours)

Supranational organizations in shifting world power cores

European Union and U.S. Trade Priorities and UN Security Council Resolution 1970 (2011), North American Free Trade Agreement (NAFTA), Organization of the Petroleum Exporting Countries (OPEC) and the Organization of Arab Petroleum Exporting Countries (OAPEC) Organization n Gulf Cooperation Council (GCC and Arabian Gulf States), North American Treaty Organization (NATO) World Trade Organization (WTO) Big Emerging Markets, the Chinese Economic Area and its role. Organization of the Islamic Conference (largest world religious organization), League of Arab Nations.

Unit – IV (4 Hours)

Maritime Political Geography, Offshore Political Geography and Natural Resources

Atlantic Ocean—Atlantic Community Majority of world's shipping and trade. Pacific Ocean—Majority of world's population and land area (Pacific Basin). Indian Ocean—Geopolitically hot (Arabian Gulf, Red Sea, and Arabian Sea). South China Sea—Flash point involving Vietnam, China, Indonesia, and Philippines (especially the Spratleys and Pescadores); East China Sea, Yellow Sea. Choke points Hainan Island PRC EEZ versus U.S. EEZ Lines of Maritime and the Law of the Sea. PRC in Panama and the Panama Canal.

Unit – V (4 Hour)

International Business Environment

Define Business Environment – Political, Economic, Social and Technology Environment Challenges associated with environments and measures to mitigate risks Protectionist Tendencies & emerging trade norms.

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

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed Textbooks:

1. International Business – environments and Operations-John D Daniels, Lee H Radebaugh, Daniel P Sullivan, Prashant Salwan –Published by Pearson Prentice Hall, published by Dorlin Kindersley (India) Pvt. Ltd, new Delhi, Twelfth edition 2010
2. The Global Business Marketing – Warren Keegan, Published by Prentice Hall of India Private Limited, New Delhi, Seventh Edition 2007
3. The Geopolitics of the Indo-Pacific edited by Pradeep Kaushiva Abhijit Singh Feb 2014 Knowledge World, New Delhi.
4. Business Environment - Shaik Saleem, published by Pearson Education in South Asia, Delhi, Feb 2008 (3 revised edition)
5. Elements of International Business, - S N Chary, published by Willy India (P) Ltd, Edition 2006
6. International Business – Concept, Environment and Strategy – Vyuptakesh Sharan, Published by Pearson Education, Second Edition 2007

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|--|--|------------------------------|
| Course Code: MMH719 | Course Title: Quantitative Techniques | |
| Trimester: I | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Prof. R.Venkateswarlu | | |

Course description and learning outcomes

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

Objectives:

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

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

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

Course outline and indicative content

UNIT-I (6 hours)

Ratios and Proportions, Simple and Compound interest including application of Annuity, Simultaneous Linear Equations. Differentiation, Derivatives – First order and Second order Derivatives, Maxima & Minima, Integration.

UNIT-II (4 hours)

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

UNIT-III (6 hours)

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

UNIT-IV (8 hours)

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

UNIT-V (6 hours)

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

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

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

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MBA – IB (List of Courses for Trimester II)

| CORE COURSES | | | | |
|---------------------|-------------|-------------------------------|----------------|-------------|
| S. No. | Code | Course Name | Credits | Tri. |
| 1 | MMH722 | IT for Management & Business | 3 | II |
| 2 | MIB702 | EXIM Management | 3 | II |
| 3 | MMH708 | Business Laws | 3 | II |
| 4 | MMH717 | Operations Management | 3 | II |
| 5 | MMH714 | Business Research Methodology | 3 | II |
| 6 | MMH711 | Business Ethics | 2 | II |



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| | | |
|--|---|------------------------------|
| Course Code: MMH722 | Course Title: IT for Management And Business | |
| Trimester: II | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Dr. M. Kamakshaiah | | |

Course description and learning outcomes

Electronic based spreadsheet program like MS Excel helps in storing, organising and manipulating the data. It can perform large variety of computations and thus helps the companies to maximize the value of their data. With features provided by Excel, many business firms see it as a vital tool for administration and effective running of a business. MS Excel also works as an excellent business analytics tool. The course objectives are:

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

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

| S. No. | Learning Outcome | Assessment |
|--------|---|------------|
| 1 | Perform basic operations in MS Excel | A1 |
| 2 | Use different built in functions in MS Excel | A2 |
| 3 | Perform What-if analysis for a business situation | A2 |
| 4 | Write simple macros in VBA | A3 |
| 5 | Understand the importance of Business Analytics | A3 |

Course outline and indicative content

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V

Introduction to Business Analytics: Benefits of Business Analytics, Types of Data – Structured, Semi Structured and Unstructured, Application areas of Business Analytics, Categorization of Analytical methods and models – Descriptive, Predictive and Prescriptive.

Learning and teaching activities

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

Teaching and learning resources

Computer Lab, MS Excel, Textbooks, E books, Reference Materials, Web resources



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|--|--------------------------------------|------------------------------|
| Course Code: MIB702 | Course Title: EXIM MANAGEMENT | |
| Trimester: II | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Dr.S.Srilalitha Girija Kamari | | |

Course objectives and learning outcomes

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

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

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

| S.No. | Learning Outcome | Assessment |
|-------|---|------------|
| 1 | Understand the role of exports and imports process in international business. | A1 |
| 2 | Explore the role of export management and trade procedures in international trade. | A3 |
| 3 | Evaluate strategies and solutions to problems in export markets and export incentives schemes. | A2 |
| 4 | Understand the risks in export cargo loss and tampering the cargo and evaluate mitigation strategies. | A3 |
| 5 | Explore the role of ECGC in export claims. | A3 |

Course outline and indicative content

Unit I (6 Hours)

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

Unit II (6 Hours)

Export contract, Terms of Delivery, INCOTERMS 2010, Payment Terms: Documentary Collection & Export Costing, Export Finance, Documentary Credits, UCPDC 600, URC 522.

Unit III (8 Hours)

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

Unit IV (6 HOURS)

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

Unit V (4 Hours)

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

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

Export Management - P.K.Khurana, Galgotia Publication.

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|---|--|------------------------------|
| Course Code: MMH708 | Course Title: Business Laws | |
| Trimester: II | Course Type: Core and mandatory | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, GLSCM) 2017-19 | | |
| Course Leader: Dr. N. Bhanu Prakash | | |

Course description and learning outcomes

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

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

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Learn the importance of contracts in Business Transactions. | A1 |
| 2 | Understand the concept of sale of goods and importance of conditions and warranties. | A3 |
| 3 | Learn the role of agents in business transactions. | A3 |
| 4 | Analyze how to run a business as partners and the relevance of LLP in the contemporary business era. | A2 |
| 5 | Learn the amended Company Law 2013. | A3 |

Course description and learning outcomes

Unit I (5 sessions)

The Contract Act

Meaning and kinds of Contracts, essentials of a Contract, Offer and Acceptance; Free consent, capacity of the parties, lawful consideration; Legality of object, performance of Contract; Discharge of Contract; Quasi Contract; Damages.

Unit II (8 sessions)

The Sale of Goods Act

Sale and Agreement to sell, conditions and warranties, transfer of Title. Hire Purchase and Auction Sales, Delivery of Goods, Rights of unpaid seller.

Law of Negotiable Instruments – Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, paying banker.

Unit III (5 sessions)

The Law of Agency - Definition - Kinds of Agents, Creation of Agency, Delegation of Authority, Rights and duties of agent and principal, Sub Agent and Substituted agent, termination of Agency.

Unit IV (6 sessions)**The Partnership Act 1932**

Meaning and scope of partnership, Kinds of partners, Formation of partnership, registration of partnership, Rights and Duties of Partners, Minor as partner and dissolution of a partnership, Limited liability partnership (LLP).

Unit V (6 sessions)**Company Law**

Definition and kinds of companies, incorporation of a company, advantages of incorporation. Memorandum of Association, Articles of Association, Prospectus, Winding up of a company.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, research papers, reports published by government and/or industry bodies, projects and practical activities (individual & team) are employed to enhance student knowledge base.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts, softcopies, e-resources etc. will be provided during the sessions. Students are advised to read different books, research and review papers published in journals of international repute, government and industry reports to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Books:

1. Avatar Singh, "Business Laws", Eastern Book Company, Lucknow, 2014.
2. Maheswari & Maheswari, "Business Laws", Himalaya Publishing Company, 2013.
3. Akhileshwar Pathak, "Legal Aspects of Business", Pearson, New Delhi, 2014.

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| Course Code: MMH717 | Course Title: Operations Management | |
| Trimester: II | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB/IBF/GLSCM) 2019-21 | | |
| Course Leader: Prof. Ch. Venkataiah | | |

COURSE DESCRIPTION AND LEARNING OUTCOMES

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

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

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

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

COURSE OUTLINE AND INDICATIVE CONTENT

UNIT – I (6 Hours)

Introduction to Operations Management

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

UNIT – II (6 Hours)

Designing Operations

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

UNIT – III (6 Hours)

Planning and Control of Operations – I

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

UNIT – IV (6 Hours)

Planning and Control of Operations – II

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

UNIT – V (6 Hours)

Quality & Project Management

Introduction to Quality Management, Quality Philosophy, BPR and Continuous Improvement tools - SQC. Introduction to Project Management, Knowledge areas in the Project Management, Project Environment, Project Life cycle.

Learning and teaching activities

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

Teaching and learning resources

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

Text Book:

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

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|--|--|---------------------------------|
| Course Code: MMH714 | Course Title: Business Research Methodology | |
| Trimester: II | Course Type: Core and Mandatory | Credits: 3 (30 sessions) |
| Home Programme(s): MBA(IB/IBF/GLSCM)(2019-21) | | |
| Course Leader: Dr. B Padma Narayan | | |

Course description and learning outcomes

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. The course objectives are:

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

On successful completion of this course, students are able to:

| S No | Learning Outcome | Assessment |
|------|--|------------|
| 1 | Demonstrate their knowledge on addressing various management decision processes through business research. | A1 |
| 2 | Demonstrate their skill to apply different research techniques in a scientific manner to assist the management for proper decisions on functional aspects. | A3 |
| 3 | Acquire knowledge in generating and handling data with the help of statistical software to draw meaningful conclusions and suitable suggestions. | A2 |
| 4 | Conduct field based surveys either for problem identification or problem solving management issues. | A2 |

Course outline and indicative content

UNIT - I (4 hours)

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

UNIT-II (6 hours)

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 (6 hours)

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

UNIT-IV (6 hours)

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 (8 hours)

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

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

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via X-Learn. Practical learning through Computer lab exercises using statistical packages like SPSS and Excel. Case studies, projects as individual & group activity for learning application of research methods in varied business situations which is compulsory and mandatory for continuous assessment.

Indicative student learning resources

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

Prescribed text book:

Naresh K Malhotra, Marketing Research: An Applied Orientation, Pearson Education, Asia.



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|--|---------------------------------------|------------------------------|
| Course Code: MMH711 | Course Title: Business Ethics | |
| Trimester: II | Course Type: Core & Manadatory | Credits: 2 (20 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: K V Uma Devi | | |

Course description and learning outcomes

Ethics and responsibility in Business Management has received critical focus in the wake of the various corporate scams 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.

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Grasp the various issues in their profession from an ethical view point. | |
| 2 | Explain ethical issues and professional challenges encountered in business. | |
| 3 | Explain ethical issues and professional challenges encountered in business. | |
| 4 | Analyse ethical issues to formulate their own standards of integrity and professionalism. | |
| 5 | Make future decisions, in personal and professional life, with a clear understanding about the ethical implications to themselves, their firm, and the society at large. | |

Course outline and indicative content

Unit I (3 Hours)

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

Unit II (5 Hours)

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

Unit III (4 Hours)

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 IV (4 Hours)

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

Unit V (4 Hours)

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

Learning and teaching activities

Will have a mixed method including case studies, movies, role plays, etc.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class.

MBA – IB (List of Courses for Trimester III)

| CORE COURSES | | | | |
|---------------------|-------------|---------------------------|----------------|-------------|
| S. No. | Code | Course Name | Credits | Tri. |
| 1 | MMH712 | Financial Management | 3 | III |
| 2 | MBA703 | Human Resource Management | 3 | III |
| 3 | MMH709 | Marketing Management | 3 | III |
| 4 | MIB703 | Strategic Management | 3 | III |
| 5 | MBA706 | Operations Research | 3 | III |
| 6 | MIB706 | Supply Chain Management | 3 | III |



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| | | |
|--|---|------------------------------|
| Course Code: MMH712 | Course Title: Financial Management | |
| Trimester: III | Course Type: Core Course | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) | | |
| Course Leader: Dr.K.Lubza Nihar | | |

Course description and learning outcomes

Financial management is one of the most important aspects in business. In order to start up or even run a successful business, you will need excellent knowledge in financial management. Knowledge of Financial Management will help organisations in planning and acquisition of funds; effectively utilising and allocating the funds received or acquired; making critical financial decisions; improving the profitability of organisations; and increasing the overall value of the firms or organisations.

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Demonstrate understanding of terminologies and concepts of financial management & its inter-linkages to other business functions | A1 |
| 2 | Analyse information in financial statements to calculate cashflows | A1 |
| 3 | Apply measures of cost of capital and financial leverage to form long-term financial policies for business | A2 |
| 4 | Evaluate alternative capital budgeting techniques for decision making in business context | A3 |
| 5 | Use spreadsheets for various illustrations on time value of money, capital structure decisions, risk and return | A2 |
| 6 | Evaluate factors influencing dividend and working capital | A3 |

Course outline and indicative content

Unit – I (5 Hours)

Nature, Scope, Goals and organization of finance function -The finance function and its interlinkages with other functional areas of management -Finance Vs Accounting, Corporate Finance Vs Financial Management - Time value of money – Introduction to measurement of Risk and Return.

Unit – II (8 Hours)

Cost of Capital and Capital Structure (Financing Decision): Sources of Finance for Business - Concept of Cost of Capital –Cost of equity, debt and WACC- Theories of Capital Structure – Factors affecting Capital Structure Decision- Introduction to leverage- Types of leverages and Measurement – Financing of SMEs – Leasing.

Unit – III (7 Hours)

Investment Decisions (CAPEX): Basics in Capital Budgeting - Phases of Capital Expenditure Decisions, Capital Budgeting Process - Estimating cash flows for capital budgeting - Capital

Budgeting Techniques for decisions making - Introduction to Risk Adjusted Capital Budgeting Techniques.

Unit – IV (6 Hours)

Working Capital Management: Meaning of Working capital – Factors influencing working capital – Operating cycle – Managing various components of Working Capital: Cash and Marketable securities management; Accounts Receivable and inventory management.

Unit – V (4 Hours)

Dividend Decisions: Factors influencing dividend decisions-Classification of dividends – Theories of Dividend - Dividend policy.

Learning and teaching activities

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

Indicative Teaching and learning resources

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

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

Text Book Prescribed:

Financial Management: Theory and Practice, Brigham and Ehrhardt, Cengage Publications.



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|---|--|-----------------------------|
| Course Code: MBA703 | Course Title: Human Resource Management | |
| Trimester: III | Course Type: Core | Credits: 3(30 Hours) |
| Home Programme(s): MBA (IB / IBF/ GLSCM (2019- 21) | | |
| Course Leader: | | |

Course description and learning outcomes

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

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

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

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

Course outline and indicative content

Unit I (6 Hours)

Fundamentals of HRM

Evolution of HR Function, Nature of HRM, Scope of HRM, Challenges of HRM, Competencies of HR Manager.

Unit II (6 sessions)

Procurement

Job Analysis, Job Design, Job Evaluation, Human Resource Planning, Recruitment, Selection, On-boarding.

Unit III (6 sessions)

Training & Development

Training Need Analysis, Designing the training program, Methods of training, Difference between Training & Development, Performance Appraisal, Significance, Characteristics, Methods of appraisal, errors.

Unit IV (6 sessions)**Compensation & Maintenance**

Basic factors in determining pay rates; Basic, Supplementary pay; Executive remuneration; Safety at work place; Health and wellbeing of employees at work place.

Unit V (6 sessions)

Integration and Separation: Quality of work life, collective bargaining, separation process. Quality of Work life; Collective Bargaining; Separation Process, Exit Interview.

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

Learning and teaching activities

Mixed pedagogy approach would be adopted for teaching the course, and this includes classroom based face- to -face teaching, directed study, audio- video aids, case studies and projects.

Indicative student learning resources

Soft copies of teaching material/cases, where available, would be distributed / uploaded on to the G-learn. Where necessary, printouts/ handouts etc. would be distributed in the class. However the student should not limit to these materials and should explore other sources on his/ her own.

Prescribed Text Book:

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



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|--|---|---------------------------------|
| Course Code: MMH709 | Course Title: Marketing Management | |
| Trimester: III | Course Type: Core Course | Credits: 3 (30 Sessions) |
| Programmes: MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Prof. Dr. Dammalapati Ravinath | | |

Course description and learning outcomes

Marketing is one of the business functions. It is a social and managerial process whereby individuals and groups obtain what they need and want through creating and exchanging products / services and value with others. Today marketing goes beyond this and leads value addition to products being manufactured. The concept of marketing now is enlarged to include mega-marketing which is related to building relationships with societies before products / services are introduced. The goal of marketing is to create customer satisfaction by building value based relationship with customers, in conjunction with other internal and external business units. The end-result is gaining market leadership by understanding consumer needs and finding solutions of superior value, quality and service. Today marketing goes beyond this and leads value addition to products being manufactured. The concept of marketing now is enlarged to include mega-marketing which is related to building relationships with societies before products / services are introduced.

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

| No. | Learning Outcome | Assessment |
|-----|---|------------|
| 1 | Understand the basics and process of marketing management, marketing environment, consumer and business buying behavior. | A1 |
| 2 | Explain and illustrate marketing environment, consumer and business buying behavior, product, service, pricing, channels and promotion. | A3 |
| 3 | Apply the marketing concepts, tools and techniques to the business context | A2, A3 |
| 4 | Evaluate marketing strategies for decision making | A2 |

Course outline and indicative content

Unit I (6 Hours)

Defining Marketing and the marketing process:- Marketing: Creating & capturing customer value: What is marketing – Understanding the marketplace and customer needs – Designing a customer-driven marketing strategy – capturing value from customers – the changing marketing landscape. Company and marketing strategy:- Partnership to build customer relationships: Company-wide strategic planning: Defining marketing’s role – Planning Marketing: Partnering to build customer relationships – Marketing strategy and the marketing mix – Managing the marketing effort.

Unit II (6 Hours)

Understanding the Marketplace and consumers: Analyzing the marketing environment – The Microenvironment – The Macro environment. Consumer Markets and consumer buyer behavior:- Model consumer behavior – Characteristics affecting consumer behavior – types of

buying decision behavior – the buyer decision process – the buyer decision process for new products. Business Markets and Business Buyer Behavior:- Business markets – business buyer behavior – institutional and government markets.

Unit III (5 Hours)

Products, services, and brands: building customer value: What is a product? – Product and service decisions – services marketing – branding strategy: building strong brands and brand equity. New product development and product life cycle strategies: New product development strategy – The new product development process – Managing New-Product Development – Product Life-cycle strategies.

Unit IV (5 Hours)

Pricing: Understanding and capturing customer value:- What is a price? – Major Pricing strategies – Other internal & external considerations affecting pricing decisions. Pricing strategies:- New-Product pricing strategies – product mix pricing strategies – Price adjustment strategies.

Unit V (8 Hours)

Marketing Channels: Delivering customer value:- Supply Chains and the value delivery network – The nature and importance of marketing channels – Channel behavior & organization – Channel design decisions – Channel Management Decisions – Public Policy & Distribution decisions – Marketing Logistics and Supply chain management. Retailing & Wholesaling:- Retailing – Wholesaling. Communicating customer value: Integrated Marketing Communications Strategy:- The promotion mix – integrated marketing communications – Advertising & Public Relations – Personal Selling & Sales Promotion – Direct & Online Marketing: Building Direct Customer Relationships.

Learning and teaching activities

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

Teaching and learning resources

Soft copy of course outline will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Cases will be provided from time to time as and when required after the completing the topic. Prescribed text book will be provided to all of you. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Prescribed Book:

Principles of Marketing, 17e, Philip Kotler & Gary Armstrong, Pearson

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|--|---|------------------------------|
| Course Code: MIB703 | Course Title: Strategic Management | |
| Trimester: III | Course Type: Core and mandatory | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Prof. Raja P Pappu | | |

Course description and learning outcomes

Business Strategy is focused on competition and the creation of competitive advantage to achieve success in a particular market. And as the business environment is becoming ever more complex, more turbulent, more global and more competitive, thinking strategically about how a firm should position itself relative to its rivals in order to compete successfully is becoming increasingly critical. Those firms that will survive, grow and create value for their shareholders and stakeholders are the firms with a clear vision of what their competitive advantage is and of how to maintain and enhance it. Senior managers not only need to understand and share that vision, they are also required to participate in shaping it.

This module concentrates primarily on how to analyze competition within a particular business and how to successfully deal with it. It covers both the analysis of a firm's external environment (i.e. its competitors, suppliers, customers, etc.) and its internal resources and capabilities. The frameworks presented and discussed in this module are aimed at helping managers define the appropriate strategic course of action for their specific company or business unit. This course covers international business functions, operations, and strategic practices.

- This course analyses the conceptual frameworks, methods and tools which are used in the competitive strategy formulation process.
- Students will be able to identify the business situations in which they can be applied most effectively.
- This course will help the students in understanding the limitations of the various approaches
- This course analyses how firms leverage their capabilities and competencies to create competitive advantages in international and global markets.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Identify the forces that impact corporate and business strategies. | A1 |
| 2 | Analyze the internal and external environment of business and how firms leverage their capabilities and competencies. | A3 |
| 3 | Develop organizational strategies using different frameworks that will be pertinent for the current business environment. | A2 |
| 4 | Apply business strategy to create competitive advantage in organisation. | A2 |
| 5 | Formulate strategies for developing businesses in new geographies and entry into new markets. | A3 |

Course outline and indicative content

Unit I (6 Hours)

Introduction: Business Strategy

Introduction to key concepts, Strategic Management (Analysis, Formulation and Implementation), Values, Vision and mission statements, Types of Strategy, Perspectives on strategy formulation (The Design School and The Learning School).

Unit II (6 Hours)

Strategic Analysis

The General Environment, Scenario Planning, PEST Analysis, SWOT Analysis, The Competitive Environment, Porter's Five Forces Framework, Strategic Groups, Value Chain Analysis, The Resource-Based View of Strategy.

Unit III (6 Hours)

Strategy Formulation

Business Level Strategy, Resource Based Approach to Strategy Formulation, Blue Ocean Strategy, The Industry Life Cycle, Corporate-Level Strategy, Growth Strategies and Implementation, Mergers and Acquisitions, Joint Ventures and Strategic Alliances, BCG Matrix, GE-McKinsey Matrix, Strategic Evaluation.

Unit IV (6 Hours)

Strategy Implementation

Organizational Systems and Strategic Change, Organizational Structures, Strategic Leadership, Corporate Governance, The Purpose of Corporations.

Unit V (6 Hours)

Entering and Operating in International Markets

International Strategy, Globalization, Types of International Strategy, Market Opportunity Assessment, Exporting and Countertrade, FDI and Collaborative Ventures, Foreign Direct Investment (FDI) and its impact, Entry Mode Strategies, Licensing, Franchising and other Contractual Strategies, Porters Diamond of Competitive Advantage, Understanding Emerging Markets.

Learning and teaching activities

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

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. There is no core text book for this module but referential text books and selected journal papers are listed below. However, you should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects.

Referential books and journal papers:

- Henry, A. (2011) Understanding Strategic Management, 2nd edition. Oxford University Press, Oxford.
- Alain Verbeke. (2013) International Business Strategy, 2nd edition. Cambridge University Press. Delhi. ISBN: 9781107683099



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| | | |
|--|--|------------------------------|
| Course Code: MBA706 | Course Title: Operations Research | |
| Trimester: III | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Prof. R.Venkateswarlu | | |

Course description and learning outcomes

This course will introduce you to some deterministic and probabilistic models in Operations Research. The course will focus on mathematical modelling and strong emphasis will be given to model formulation. The *deterministic* models include linear programming problems, transportation problems and Assignment problems whereas Queuing Models, Monte Carlo Simulations and Markov Chains process will be covered in *probabilistic* models. The course objectives are:

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

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Identify and formulate operations research models that represent real world problems. | A1, A3 |
| 2 | Understand the mathematical tools that are needed to solve decision making problems. | A1, A2 |
| 3 | Use Excel-Solver software to solve the proposed models. | A2 |
| 4 | Evaluate operations research models for making recommendations to the business context. | A2, A3 |

Course outline and indicative content

Unit-1 (6 Hours)

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

Unit-2 (8 Hours)

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

Unit-3 (6 Hours)

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

Unit-4 (4 Hours)

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

Unit-5 (6 Hours)

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

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

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



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| Course Code: MIB706 | Course Title: Supply Chain Management | |
| Trimester: III | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Prof. Sai Sudhakar Nudurupati | | |

Course description and learning outcomes

Uncertainty & vertical disintegration of supply chain architecture is a major component of supply chain management within the contemporary context of economic globalisation. This course is designed to:

- Develop the students’ critical awareness of the contemporary debates relevant to supply chain management using manufacturing and service examples
- Relate and apply supply chain management concepts and techniques to analysis of real case activity, simulations and game activity between the organisations operating in the supply chain network
- Formulate practical solutions and procedures for the strategy development, planning and control of manufacturing and service related supply chain management at all levels of operations (SME/Large/MNE).

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Understand the role of operations and logistics for effective supply chain management. | A1 |
| 2 | Explore the role of procurement and relationship management in supply chain strategy. | A3 |
| 3 | Evaluate improvement strategies and solutions to problems in supply chains. | A2 |
| 4 | Analyse risk in supply chain and evaluate mitigation strategies. | A3 |
| 5 | Evaluate an operation for sustainable supply chains. | A3 |

Course outline and indicative content

Unit I (4 Hours)

Understanding the supply chain: Basics in supply chain, process view of a supply chain, material and information flow, decision phases, competitive and supply chain strategies, achieving strategic fit, expanding strategic scope, customer perspectives in supply chain and lead time, measuring supply chain performance.

Unit II (4 Hours)

Managing operations and logistics in a supply chains: Matching demand and supply including time based management, forecasting, capacity planning, scheduling, inventory management, project management, JIT, lean and agile thinking

Unit III (4 Hours)

Procurement and relationship management in supply chains: Organizational/firm theories, Kraljic model for procurement, sourcing strategies, supplier rationalization, supply structure, supplier selection, supplier development, integration and coordination in the supply chain, managing inter-firm relationships

Unit IV (4 Hours)

Retail logistics, warehousing, distribution in supply chains: Non-food logistics and food logistics, the role of information technology, factory gate pricing, the role of warehouse in supply chains, warehouse operations, warehouse layout, material handling equipment, home delivery, distribution channels, third and fourth party logistics, e-tailing trends and issues

Unit V (4 Hours)

Risk management, reverse logistics and sustainability in supply chains: The sources of supply chain complexity, mastering complexity, vulnerability in supply chains, understanding the supply chain risk profile, managing supply chain risk, achieving supply chain resilience, product returns, end-of-life disposal schemes, asset value recovery strategies, ethics and impact of supply chain activities on triple bottom line.

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

Chopra, S. and Meindl, P. (2014). *Supply Chain Management: Strategy, Planning and Operation*, Sixth edition. Chennai: Pearson Education.

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MBA – IB (List of Courses for Trimester IV)

| CORE COURSES | | | | |
|---------------------|-------------|--|----------------|-------------|
| S. No. | Code | Course Name | Credits | Tri. |
| 1 | MIB801 | Innovation & Entrepreneurship | 3 | IV |
| 2 | MIB804 | International Economics | 3 | IV |
| 3 | MIB807 | International Marketing Management | 3 | IV |
| 4 | MIB841 | International Trade Logistics (Core Elective-1) | 3 | IV |
| 5 | MIB842 | International Financial Management (Core Elective-2) | 3 | IV |



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| | | |
|--|--|------------------------------|
| Course Code: MIB801 | Course Title: Innovation & Entrepreneurship | |
| Trimester: IV | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Prof. Raja P Pappu | | |

Course description and learning outcomes

Learning Entrepreneurship

- **Practice of Play** – is about developing a free and imaginative mind, allowing one to see a wealth of possibilities, a world of opportunities and a pathway to more innovative ways.
- **Practice of Empathy** – is about the combination of observation, memory, knowledge and reasoning that allows humans to share the emotional experience of others as well as understand that experience at a very deep level – this is crucial to understand needs and envision solutions.
- **Practice of Creation** – is about creating something new, a new combination of elements. It is a process that requires some form of entrepreneurial action that eventually leads to creating new products or processes, new market, new venture, new channels of distribution.
- **Practice of Experimentation** – requires the initiative to experiment under conditions of high uncertainty - trying something, seeing what results and what fails, learning from the experience and trying it again.
- **Practice of Reflection** – supported by all the other practices. It leads to examination and reflection about experiences and helps to increase understanding and improve ways of doing things.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Develop a general understanding of the processes in entrepreneurship and innovation. | A3 |
| 2 | Identify entrepreneurial self and understand the skills required to develop an entrepreneurial mindset. | A3 |
| 3 | Evaluate new business opportunities and anticipate the benefits and challenges of pursuing these opportunities. | A1, A2 |
| 4 | Develop a business plan and communicate it in a clear and convincing way. | A2 |

Course outline and indicative content

Unit I (6 Hours) - Entrepreneurship Theory & Identification of Trend: Evolution of Entrepreneurship, Approaches to Entrepreneurship, Trends in Entrepreneurship Research, Key Concepts, Entrepreneurial mindset, Cognition and ethics, Ethical considerations, Ethical Leadership, Corporate Entrepreneurship and Innovation, Social Entrepreneurship.

Unit II (6 Hours) - Creativity, Generation of Ideas and Identification of New Opportunities: Opportunity Identification, Entrepreneurial imagination and creativity, Innovation and Entrepreneur, Challenges of new venture start-ups, critical factors for New-Venture Development, Evaluation Process, creating new ventures, Acquiring and franchising, The Venture Capital Market.

Unit III (6 Hours) - Formulation of the Entrepreneurial Plan: Legal Challenges in Entrepreneurial ventures – an overview, Patents, copyrights, trademarks, Marketing Research, Social media marketing, Marketing plan and pricing strategies.

Unit IV (6 Hours) - Business Model Generation and Entrepreneurship in Practice: Business Model Generation Principles and Practice, Entrepreneurship in Practice, Business Plan Guidance.

Unit V (6 Hours) - Entrepreneurial Finance & New Venture Growth: Financial statements in new ventures, strategic planning and emerging firms, Importance of business valuation, initiating new ventures, succession and exit strategy, Feeder for International venture creation.

Learning and teaching activities

In classrooms

- **Lectures/slides** – providing an overview of the field, introduce readings, motivate further study.
- **Analysis of Recent Real-World Examples (e.g. Videos, Images)** – this offers an opportunity to analyze recent entrepreneurial examples.
- **Discussion of Potential Future Events** – this offers an opportunity to experience what entrepreneurs feel when they have to make decisions with uncertain outcomes.
- **Practical Class Exercises** – Powerful way to experience first-hand the challenges entrepreneurs face. Opportunity for reflection and development of an entrepreneurial mindset.
- **Guest Speakers** – Opportunity to meet different entrepreneurs and ask questions about their experience. Important to connect practice and theory.

Outside classrooms

- **Guided Readings** – the most important source of scientific knowledge
- **Group Work** – Identification of a business opportunity and development of business plan to exploit it. Very important to establish a connection between theory and practice and experience first-hand some of the challenge's entrepreneurs face.
- **Watch a Documentary Weekly** – watch the story of influential entrepreneurs and learn from their experiences. Opportunity to reflect on how theory relates to practice and strengthen the learning process in the course.

Teaching and learning resources

Core Textbook

Kuratko, D. 2013. *Entrepreneurship: Theory, process, and practice*, Cengage Learning.



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|--|--|------------------------------|
| Course Code: MIB804 | Course Title: International Economics | |
| Trimester: IV | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Instructor: Dr. Radha Raghuramapatruni | | |

Course description and learning outcomes

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

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

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

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Understand the regulatory and policy frameworks of global economy | A1 |
| 2 | Understand the economic and business environment of the world economy | A3 |
| 3 | Identify the prospects and challenges of the global business environment | A2 |
| 4 | Understand the evolution and progress of international trade theories | A3 |
| 5 | Analyse the challenges of global economic growth and crisis | A3 |

Course outline and indicative content

Unit I (6 Hours)

Trade Patterns: Mercantilism and New Mercantilism; Explanations of trade patterns – absolute and comparative advantage – wage rates and labour productivity – factor endowments; innovations and R&D; intra industry trade; tariffs and effective rate of protection. Trade and Labour Market.

Unit II (6 Hours)

Emerging Markets: Impact of Quantitative Easing (QE) and its tapering on emerging markets – short-term capital movements – impact on exchange rates - scope for coordination with developed economies; Exchange rate changes and impact on trade – Elasticities (Marshall-Lerner condition and empirical estimates) – lags in impact (J-curve).

Unit III (6 Hours)

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

Unit IV (6 Hours)

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

Unit V (6 Hours)

Global Finance: International monetary system – Bretton Woods - fixed vs. flexible exchange rates - International financial architecture; International capital movements ; Renminbi as an international currency; Management of foreign exchange reserves – investing in US Treasury Bills – Chiang Mai Initiative.

Learning and teaching activities

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

Indicative student learning resources

Study Material and Power Point Presentations will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. Some of these reference books given below will be available in library.

Text Books:

- Dominick Salvatore, *International Economics*, (John Wiley, Latest Edition)
- Krugman & Obstfeld, *International Economics*, (Pearson Education)
- Sprinkle & Sawyer, *International Economics* (Eastern Economy Edition)

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|---|---|------------------------------|
| Course Code: MIB807 | Course Title: International Marketing Management | |
| Trimester: IV | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB/ GLSCM/IBF) 2019-21 | | |
| Course Leader: Dr. Subrahmanyam A | | |

Course description and learning outcomes

The international markets are expanding rapidly touching the realms of economies across the globe. The scope of international marketing, needless to say, is at the pinnacle engulfing countless diversified, competitive and innovative products/services/events and experiences each day. This course is designed to:

- Introduce marketing practices of companies seeking market opportunities outside their home country, and to raise your awareness about the importance of viewing marketing management strategies from a global perspective.
- Students will learn to plan effectively for the marketing of consumer and business needs and wants on an international level.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the international marketing management concepts theories and principles | A1 |
| 2 | Formulate global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings | A3 |
| 3 | Demonstrate knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities | A3 & A2 |
| 4 | Evaluate the role of international marketer and his/her responsibilities in international markets | A3 & A2 |
| 5 | Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team | A2 |

Course outline and indicative content

Unit I: (6 Hours)

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

Unit II: (6 Hours)

Developing Global Marketing Strategies: Internationalization: Process & Theories, International Market Entry: Modes & Strategies, Firm Competitiveness in the International Market.

Unit III: (6 Hours)

Global Market Research and Analysis: Research requirements in International Marketing, Global marketing information system, Global Market Segmentation, Targeting and positioning.

Unit IV: (6 Hours)

Creating Global Marketing Programs: Global Product & Brand Strategy, Global Pricing Strategy, Global Distribution & Supply Chain Strategies, Global integrated marketing communications.

Unit V: (6 Hours)

Managing Global Marketing Operations: Global organization and leadership: managing the global marketing effort, the future of global marketing: major trends and directions.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group). Case studies will give an insight into challenges and dilemmas of executive and how to efficiently handle those situations. Emphasis will be on assimilating learning through application of the theoretical inputs on real life cases and situations.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library or online sources will be shared.

Prescribed textbook:

“Global Marketing Management” by Warren J. Keegan & Gautam Dutta, 8th Edition, Pearson Education.



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| | | |
|---|--|---------------------------------|
| Course Code: MIB841 | Course Title: International Trade Logistics | |
| Trimester: IV | Course Type: Core Specific Course | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA (IB, GLSCM) 2019-21 | | |
| Course Leader: Dr. N. Bhanu Prakash | | |

Course description and learning outcomes

In a business environment where world economies are depended on global trade for survival and sustenance, logistics that supports the exchange of goods and services among countries has evolved as a key pillar for economic success. This course helps a student to understand the nuances of logistics in the dynamic international trade arena. Students would be exposed to various modes through which the key players in logistics industry are contributing to the success of international trade. Students are expected to gain insights into the various gamuts of logistics sector and their key roles and challenges in ensuring smooth flow of international trade. The course is devised to:

- To create awareness on the role of logistics in maintaining balance between demand and supply of goods across the world.
- To demonstrate about how logistic sector assures time, place, and form utility to the players in global business.
- To impart on the mechanism of multimodal transportation systems and how it provides the end-to-end services to global business operators.
- To sensitize on risk identification and management involved while dealing with global logistics services.
- To apprise on the implications of regulatory framework involved in international trade logistics.

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

| No. | Learning Outcome | Assessment |
|-----|---|------------|
| 1 | Understand logistics for managing demand and supply of goods and services in international trade. | A1 & A3 |
| 2 | Explain utility of logistics services in international trade. | A2 & A3 |
| 3 | Analyse multimodal transportation networks. | A1 & A2 |
| 4 | Assess and mitigate risk in international trade logistics. | A3 |
| 5 | Explain regulatory environments. | A2 & A3 |

Course contents

Unit I (6 hours)

Introduction to International Trade Logistics (ITL)

Meaning, evolution and need for ITL – ITL as a mode for balancing demand and supply for products & services. ITL as central function. Interfaces between marketing and logistics functions for ITL. Integrated logistics services, evolution of 3rd party service providers.

Unit II (7 hours)

Sub-systems in trade logistics

Material handling and unitization of cargo. Packing warehousing, transportation systems. Choice of transportation mode, innovations and developments influencing choice of transport, selection criteria. Transportation principles, functionality, and cost factors. Role of intermediaries in trade logistics. Freight principles and practices in trade logistics.

Unit III (4 hours)

International Transport Infrastructure

Status of various transport infrastructure - Road Infrastructure, Rail Infrastructure, Inland waterways, Pipeline infrastructure, Ports and Shipping Infrastructure, Civil Aviation Infrastructure.

Unit IV (5 hours)

Risks & risk mitigation in International Trade Logistics

Sources and types of risks in ITL. Risks assessment and management by exporters, importers. Cargo insurance and claim procedure. Principles of cargo insurance.

Unit V

Contemporary issues in International Trade Logistics (8 hours)

Discussions on reports published by United Nations Conference on Trade and Development (UNCTAD), World Bank on international trade logistics and maritime trade.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, research papers, reports published by government and/or industry bodies, projects and practical activities (individual & team) are employed to enhance student knowledge base.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts, softcopies, e-resources etc. will be provided during the sessions. Students are advised to read different books, research and review papers published in journals of international repute, government and industry reports to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Recommended Books:

International Trade Logistics by Ram Singh, Oxford University Press (OUP) Publication.

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|---|---|------------------------------|
| Course Code: MIB842 | Course Title: International Financial Management | |
| Trimester: IV | Course Type: Core Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB,IBF,GLSCM), 2019-21 | | |
| Course Leader: Prof Y Gouthama Rao | | |

Course learning outcomes

The interplay of various financial markets, growth of multinational corporations, and free flow of capital across international boundaries has transformed the finance function. Finance managers need to appreciate finance function in the changing business context of globalization. This course draws its concepts from the macro level course in International Economics and the fundamental course in Financial Management, and adds additional dimensions, for building theories and models for decision making at the firm level, especially in an international context.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand FOREX markets, transactions, arbitrages and exposures | A1 |
| 2 | Understand international capital markets and calculate cost of capital in the international context | A3 |
| 3 | Comprehend, Interpret and Evaluate cash flows in the context of international capital budgeting decisions | A2, A3 |
| 4 | Develop presentation and writing skills | A2 |
| 5 | Understand economic, industry environment and its influence on capital budgeting, capital structure and other finance decisions | A3 |
| 6 | Develop hands on proforma using Excel | A2 |

Course outline and indicative content

Unit 1: (5 hours)

Finance function in an International Context – Additional dimensions in achieving the wealth maximization goal – Scope & Relevance to different business entities - Understanding Foreign Currency Risk and Exposure – Nature and Types of exposures – Types of Firms affected.

Unit 2: (6 hours)

Foreign Exchange Markets: Nature, Functions, Transactions, Participants, Exchange Rate Arithmetic, Forex Markets in India - Fundamental Parity Relationships– Purchasing Power Parity, Covered and Uncovered Interest Rate Parity – International Fisher's Effect - Forward Rate Parity – Influence of these parity relationships on Exchange Rates.

Unit 3: (6 hours)

Sources of International Finance - Short-term Vs Long-term Finance – International Capital Structure – Parent Vs Subsidiary Norms, Global Capital Structure – Factors affecting the choice of markets and structure.

Unit 4: (7 hours)

International Cost of Capital – Calculation – Cost of Foreign Debt, Cost of Foreign Equity, Use of International CAPM- International Working Capital Management – International Cash Management – Decentralised Vs Centralised Cash Management – Bilateral Vs Multilateral Netting – Central Cash Pool.

Unit 5: (6 hours)

International Capital Budgeting – Key Issues – Unique Cashflows – Adjusted Present Value Approach. Foreign Direct Investment – Motives – Determinants – International Portfolio Diversification.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group). Students shall be encouraged to enrol in Massive Open Online Courses (MOOCs) for courses relevant to International Financial Management. It is expected that an average student will be required to spend about two hour for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

Indicative student learning resources

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

Suggested Text Book

Jeff Madura, *International Financial Management*, Cengage Learning, Latest Edition.

GENERAL ELECTIVES FOR IV TRIMESTER (2019-21)

| LIST OF GENERAL ELECTIVES – IV Trimester | | | | |
|---|-------------|---|----------------|-------------|
| S. No. | Code | Title | Credits | Tri. |
| 1 | MOM847 | Project Management | 3 | IV |
| 2 | MMM841 | Consumer Behaviour | 3 | IV |
| 3 | MMM853 | Digital Marketing | 3 | IV |
| 4 | MFM844 | Security Analysis & Portfolio Management | 3 | IV |
| 5 | MIB847 | International Trade with Emerging Markets | 3 | IV |
| 6 | MHR850 | Compensation Management | 3 | IV |
| 7 | MBA841 | Data science with R | 3 | IV |
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| | | |
|--|---|------------------------------|
| Course Code: MOM847 | Course Title: Project Management | |
| Trimester: IV | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB/IBF/GLSCM) 2019-21 | | |
| Course Leader: Prof. Ch. Venkataiah | | |

Course Description and Learning Outcomes

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

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

After studying this course, students will be able to:

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

Course Outline and Indicative Content

UNIT – I: INTRODUCTION (5 Hours)

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

UNIT-II: PROJECT SCOPE MANAGEMENT (6 Hours)

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

UNIT-III: PROJECT PLANNING (8 Hours)

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

UNIT-IV: PROJECT RISK MANAGEMENT (6 Hours)

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

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

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

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed Text Book:

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



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| | | |
|---|--|------------------------------|
| Course Code: MMM841 | Course Title: Consumer Behavior | |
| Trimester: IV | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF & GLSCM) 2019-21 | | |
| Course Leader: Dr. Subrahmanyam A | | |

Course description and learning outcomes

How does the study of consumer behavior help consumer product firms and service businesses understand and serve their customers? What concepts and frameworks help us to understand our customers? What types of consumer research can be done in our company or purchased from a marketing research provider?

To answer these questions we need to study what are the ways that consumers make decisions, how they find and evaluate alternatives, and how they purchase and use products. Consider what they do when they are satisfied and what happens when they are not! In particular, group of psychological variables that can provide useful information about consumers: such as how they learn, what they perceive, and how they choose to live their lifestyles. In addition, the impacts of the groups that they belong to: such as how their families, social groups, and ethnicities affect what they buy. In short, the basic objective of this course is to develop and understanding about the basic and important aspects of consumer behaviour and its applications in marketing.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the conceptual foundations of consumer buying behavior | A1 |
| 2 | Identify and understand the various external influences on consumer behavior | A1, A3 |
| 3 | Describe different theories of personality, motivation, perception and learning as applied in consumer behavior | A3 |
| 4 | Demonstrate the application knowledge of the psychological processes that intervenes between marketing mix and consumer purchase behavior | A2 |
| 5 | Acquaint with the communication and consumer decision making | A3 |

Course outline and indicative content

Unit I (6 Hours)

Introduction: Definition of Consumer behavior, development of marketing concept, disciplines involved in the study of consumer behavior, impact of consumer behaviour on segmentation, targeting and positioning.

Unit II (6 Hours)

Social and Cultural Influences: Social class, groups, family influences, family life cycle, influence of culture, cross culture and consumer behavior.

Unit III (6 Hours)

Consumer Psychology: Psychological Foundations of Consumer Behaviour, Consumer Motivation, Personality, Perception, Learning, Attitude formation and attitude change.

Unit IV (6 Hours)

Decision making process: Consumer decision making - problem recognition - information search - evaluation of alternatives and selection, purchase, post-purchase behavior, consumption and evaluation, brand loyalty and repeat purchase behavior.

Unit V (6 Hours)

Organizational Buyer Behavior: Introduction to organizational buyers' behavior - Factors influencing organizational buying behavior, organizational buyer behavior process.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group). Case studies will give an insight into challenges and dilemmas of Sales executive and how to efficiently handle those situations. Emphasis will be on assimilating learning through application of theoretical inputs on real life cases and situations.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library or online sources will be shared.

Prescribed Text book

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



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| Course Code: MMM853 | Course Title: Digital Marketing | |
| Trimester: IV | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Dr. Subrahmanyam A | | |

Course description and learning outcomes

With the rapid shift of advertising expenditure away from traditional media to online platforms, it is becoming increasingly important for marketing graduates to be well-versed in digital marketing fundamentals. Digital marketing has evolved from a peripheral element of organizational marketing to one which is at the hub of customer-centric communications in an increasingly multi-channel environment. The digital marketing course will ensure that students equip to deal with this shift and make the most of the new business opportunities on offer. Digital Marketing, a dynamically integrated element of the Marketing discipline, is today all-pervasive. It is centrifugal in that though it is only an off-shoot of Marketing function, currently all marketing activities of organizations (B2B, B2C, government, not-for-profit, international or local domain, real or virtual) traverse around digital marketing.

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

| S. No. | Learning Outcome | Assessment |
|--------|--|------------|
| 1 | Develop an understanding of basic concepts of digital marketing. | A1 |
| 2 | Acquire a theoretical and practical overview of digital marketing perspectives. | A2 |
| 3. | Demonstrate knowledge of the components, applications, strategy and current trends in digital marketing. | A3 |
| 4 | Understand how can a firm optimally combine digital (on-line & mobile) and traditional marketing techniques to target consumers. | A3 |
| 5 | Create effective digital marketing strategies. | A2 |

Course outline and indicative content

Unit I: (6 Hours)

Introduction to Digital Marketing:

Digital Marketing- introduction, meaning, overview, understanding marketing strategy in the digital context, crafting a digital marketing strategy, The Online Marketing Mix, Engagement Marketing through Content Management.

Unit II: (6 Hours)

Search Engine Optimization: SERP layout, page rank algorithm, linking techniques, google updates, search console, page optimization, implementation of SEO and tools to diagnosis.

Unit III: (6 Hours)

Search Engine Marketing: Introduction to adwords, Conversion tracking, adword console, video campaign, gmail campaign, shopping campaign.

Unit IV: (6 Hours)

Planning for Social Media Marketing: definition, history and difference between social media and tradition marketing, Affiliate marketing, email marketing, facebook, linkedin and YouTube marketing, and mobile marketing.

Unit V: (6 Hours)

Online Branding: Digital Advertising, Online Advertising, Search Advertising, Internet Marketing.

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

1. Eric Greenberg and Alexander Kates, Strategic Digital Marketing, Mc Graw Hill Education.



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| | | |
|--|---|------------------------------|
| Course Code: MFM844 | Course Title: Security Analysis and Portfolio Management | |
| Trimester: IV | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB/IBF/GLSCM) 2017-19 | | |
| Course Leader: Dr. B Padma Narayan | | |

Course description and learning outcomes

Security Analysis and Portfolio Management plays significant role in the growth and development of an economy. It imparts the necessary skills to evaluate the various forms of investment, to arrive at their intrinsic values and later to construct efficient portfolios of various investments to suit to the risk-return profiles of the investors. The entire course will look at the evaluation of the various investment alternatives from investors’ perspective.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the basic concepts and process of Security analysis and portfolio management | A1 |
| 2 | Experiment with data through technical tools for decision making | A3 |
| 3 | Evaluate different markets and strategies for Commodity Financial Market | A2 |
| 4 | Analyze risk and uncertainty in the financial Market | A3 |
| 5 | Evaluate regulation in Commodity Derivative Market | A3 |

Course outline and indicative content

Unit – I (6 hours)

Investment Scenario: Concept of Investment, Investment Objectives and Constraints, Security and Non-Security Forms of Investment. Risk and Return: Quantifying Portfolio Risk & Return, Benefits of Diversification, Capital Market Line, Capital Assets Pricing Model, Security Market Line, Arbitrage Pricing Theory.

Unit – II (6 hours)

Valuation of Fixed Income Investments: Bond Returns and Prices, Risk involved in Fixed Income Securities. Present Value Model and Bond Valuation, Duration, Bond and Price Volatility, Term structure of Interest Rates, Convertible securities, Valuation of convertible bonds. Valuation of Equity Shares: Dividend Capitalization Models, Earnings Capitalization Models.

Unit – III (6 hours)

Fundamental analysis: Economic Analysis: Economic forecasting and stock investment decision,

Industry Analysis: Key characteristics in an Industry Analysis, Structural Analysis, Company Analysis: Analysis of financial statements, sizing up the present situation and prospects, forecasting earnings.

Unit IV (6 hours):

Efficient Market Theory: Random Walk, Weak, Semi-Strong and Strong Forms of Efficiency, Technical Analysis: Theory of technical analysis, Dow Theory, Bar Charts, Point and Figure Charts, Relative Strength Analysis, Moving Average Analysis.

Portfolio Analysis: Diversification, Portfolio Risk and Return and Markowitz, Risk-return Optimization, Single-index Model, The Sharpe Index Model, and Portfolio Beta, Generating the Efficient Frontier.

Unit V (6 hours):

Equity Portfolio Management: Passive vs Active Strategies. Types of Passive Portfolios: Index Funds, Customized Funds, Factor/Style Funds. Active Management Strategies: Top Down, Bottom-up.

Performance Measurement of a Portfolio: Sharpe's, Treynor's, Jensen's, Fama's Measures.

Learning and teaching activities

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

Teaching and learning resources

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

Books:

1. 'Analysis of Investments & Management of Portfolios', Reilly and Brown, 10th edition, Cenagage learning.
2. 'Investments', Zvi Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty, 8th Edition, Tata McGraw Hill Education Private Limited.



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| | | |
|---|--|---------------------------------|
| Course Code: MIB847 | Course Title: International Trade with Emerging Markets | |
| Trimester: IV | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA (IB,IBF, GLSCM) 2019-21 | | |
| Course Instructor: Dr. Radha Raghuramapatruni | | |

Course description and learning outcomes

Objectives

The objectives of the course are to understand, analyze, and examine the following:

- To introduce the students to the political and business systems of the emerging market economies
- To facilitate the students to understand the cultural, economic and geopolitical environments; and International Relations of emerging markets of the world.
- To facilitate the students understand the regulatory and policy frameworks of the emerging market economies of the Asia Pacific Countries
- Further, to highlight the opportunities and challenges of India in doing business with the selected emerging market economies.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the regulatory and policy frameworks of the emerging market economies of the world. | A1 |
| 2 | Understand the cultural, economic and geopolitical environments; and International Relations of the emerging market economies of the world. | A3 |
| 3 | Explain Political and Business Systems in the emerging market economies. | A2 |
| 4 | Evaluate the Opportunities and Challenges of Doing Business with Asia Pacific Countries. | A3 |
| 5 | Evaluate the ease of doing business of India with the selected emerging market economies. | A3 |

Course Outline and Indicative Content:

Unit – I (6 Hours)

Introduction to Emerging Markets:

Introduction to Emerging Markets, Emerging, developing, catching up • Economic performance, GDP and emerging markets, Financial markets and macro-economic stability, Political instability and economic performance, Wealth, productivity and inequality, Demography and wealth, Consumption and first time buyers, Infrastructure, Sophistication of the economy.

Unit – II (6 Hours)

Operating in the Emerging Markets:

Operating in Emerging Markets, The determinants of attractiveness and the four dimensions classifying the determinants of attractiveness, Four macro dimensions that shape emerging markets, operationalizing the four dimensions analysis.

Emerging Markets Innovation: The Next Wave Triggered by Low-Cost Cars • Low-cost business models in emerging markets • Key levers in reducing product costs • Design effectiveness – key for sustainable low-cost solutions • Driving down factor costs.

Managing Risk in Emerging Markets: Defining risk in EM, Expected and unexpected risk Location risk and targeted risk, From location to targeted risk, Assessing and managing risk

Unit – III (6 Hours)

Emerging Market Companies Going Global

Emerging Market Multinationals (EMM): Features and Strategies • What are EMMs? • State-owned Enterprises, Conglomerates, and Specialized Players • Internationalization of the EMMs Introduction to Multinational Management and Foreign Subsidiary Management, Multinational Human Resource Management Policies and Corporate Social Responsibility; Geo-political risks of doing business in Asia; Corruption and Crony Capitalism

Unit – IV (6 Hours)

Emerging Market Economies –Country Specific Discussions:

Brazil, Russia, India, China, Vietnam, Indonesia, Philippines, Thailand, Turkey, Africa: Consumer Outlook, Buying Power, Cultural Differences, Technology and Infrastructure, Competitive Advantage of Domestic vs International firms, Effect of Globalization, FDI, Growth, Inflation, Political stability, Poverty, Corruption, Risks, Environmental Issues, Business Development and Micro-Financing, Trade tensions and Policies, Role of WTO and others. Opportunities, Outsourcing and others.

Unit – V (6 Hours)

Emerging Market Economies in the Asia Pacific Region- Overview:

Trade policy of the Asia Pacific Countries-Implications on India; Bilateral Trade and Investment and co-operations; Trade in Goods –services-co-operations in knowledge based industries and protection of Intellectual property rights – Select sectors –Agriculture - Tariffs and Non-Tariff Barriers.

Learning and teaching activities

The course is conducted through a combination of lectures, presentations, case analysis, case lets and self-study.

Teaching and learning resources

Study Material:

Study Material with respective to each of the chapters is provided to the student for reference by the instructor.



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|--|--|-------------------------------|
| Course Code: MHR850 | Course Title: Compensation Management | |
| Trimester: IV | Course Type: Elective | Credits: 03 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: | | |

Course description and learning outcomes

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

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

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

Course outline and indicative content

Unit I (6 Hours)

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

Unit II (6 Hours)

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

Unit III (6 Hours)

Executive Remuneration: Concept; Unique features of Executive Remuneration Why managers should be paid more; CEO's compensation package; new developments in CEO's compensation.

Unit IV (6 Hours)

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

Unit V (6 Hours)

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

Learning and teaching activities

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

Teaching and learning resources

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

Text Book

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



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|--|--|---------------------------------|
| Course Code: MBA841 | Course Title: Data Science with R | |
| Trimester: IV | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA | | |
| Course Leader: Dr. M. Kamakshaiah | | |

Course description and learning outcomes

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

Learning Objectives

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

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the elements of R programming and write basic programs in R language | A1 |
| 2 | Perform data visualization with R | A2 |
| 3 | Perform statistical analysis in R language | A3 |
| 4 | Perform machine learning tasks in R language | A3 |
| 5 | Build basic models with R | A2 |

Course outline and indicative content

Unit I

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

Unit II

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

Unit III

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

Unit IV

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

Unit V : Machine Learning and Model Building with R: Types of machine learning algorithm, supervised learning algorithms – Linear regression in R, Logistic Regression in R Unsupervised Learning in R -Clustering with R, Recommendation Algorithms, Steps to generate recommendations in R, Model Building: Model basics, Type of Models, Visualizing models – Predictions, Residuals, Model Building, Communicating results – Basics of R Markdown.

Learning and teaching activities

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

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the Glearn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Students will be given sufficient direction or guidance to identify suitable resources through R-CRAN, python.org or elsewhere online. You need to read different books and journal papers to master certain relevant concepts to analyze data.

Prescribed text book:

Computer Lab, R Package, Textbooks, Ebooks, Reference Materials, Web resources
R for Everyone, Jared P. Lander, pearson
Pandas for Everyone. Daniel Y. Chen. Pearson.

MBA – IB (List of Courses for Trimester V)

| CORE COURSES | | | | |
|--------------|--------|--|---------|------|
| S. No. | Code | Course Name | Credits | Tri. |
| 1 | MIB802 | Managing Business Excellence | 3 | V |
| 2 | MIB843 | International Commodity Management (Core Elective-3) | 3 | V |



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| | | |
|--|---|------------------------------|
| Course Code: MIB802 | Course Title: Managing Business Excellence | |
| Trimester: V | Course Type: Core | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Prof. Sai Sudhakar Nudurupati | | |

Course description and learning outcomes

All organisations are evolving in line with global business trends in response to volatile markets. Some will survive, some will fail in the future. This course involves looking at approaches that organisations can use to continuously sustain and improve performance. This course is designed to:

- Develop the students’ critical awareness of the contemporary debates relevant to business process improvement
- Apply process improvement concepts and techniques to analyse the real world situations using variety of learning approaches
- Formulate practical solutions for improving the performance of the organisations

On successful completion of this course, students are able to:

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Understand the role of process view and continuous improvement for an organisational success | A1 |
| 2 | Explain how business and its process’ performance is measured and managed | A3 |
| 3 | Apply systematic problem solving models and techniques to improve processes in an industrial and service setting | A2 |
| 4 | Evaluate alternative improvement strategies and feasible solutions to business problems | A2 |
| 5 | Evaluate strategies for sustaining improvements in organisations | A3 |

Course outline and indicative content

Unit I (6 Hours)

Business process management: Understanding business processes, classification of business processes, business process improvement, business process reengineering (BPR), enablers to BPR, BPR implementation and success factors, flow charts and process mapping, global trends affecting businesses, business innovation and new business models

Unit II (6 Hours)

Performance measurement and management: History of performance measurement and management, performance measurement models and frameworks, performance measurement life cycle, commonly used measures, performance measurement as rational control, performance management as social control, balancing rational and social controls, capability maturity models

Unit III (6 Hours)

Continuous improvement: Understanding continuous improvement and aspects of it, self-assessment models, total process control, Kaizen, continuous improvement tools and techniques: 5S and visual management, cause and effect analysis, root cause analysis, Pareto analysis, just-in-time manufacturing, Kanban system, mistake proofing, failure mode effects analysis.

Unit IV (6 Hours)

Lean and six sigma: Understanding lean and its history, five principles of lean, seven deadly wastes, understanding six sigma and its history, DMAIC improvement methodology, lean six sigma optimization, introduction to project management, project charter, hypothesis testing, control charts, process capability studies, correlation and regression, value stream mapping

Unit V (6 Hours)

At the end of the above four units all the students will play a Lego factory game. As part of this, students will run a factory, observe the factory and propose changes in the factory to make improvements on the shop floor. More details will be provided to the students at the time of playing. The game involves role play, observation and reflection.

Learning and teaching activities

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

Indicative student learning resources

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

Prescribed text book:

Andersen, B. (2007), *Business Process Improvement Toolbox*, second edition. Milwaukee: ASQ Quality Press.

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| | | |
|---|---|------------------------------|
| Course Code: MIB843 | Course Title: International Commodity Management | |
| Trimester: V | Course Type: Core and mandatory | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF) 2019-21 | | |
| Course Leader: Dr K Lubza Nihar | | |

Course description and learning outcomes

Commodity derivatives play significant role in the growth and development of an economy. Moreover, it is an integral part of international trade in commodities. The course will cover details of basic concepts and practices in commodities derivatives, Indian and International Commodity Exchanges and technical aspects of commodity derivative trading with live examples.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the basic concepts and process of Commodity Derivatives. | A1 |
| 2 | Experiment with data through technical tools for decision making. | A2 |
| 3 | Evaluate different markets and strategies for Commodity Derivative Decision Making. | A3 |
| 4 | Analyze risk and uncertainty in the Market. | A2 |
| 5 | Understand regulation in Commodity Derivative Market. | A3 |

Course outline and indicative content

Unit I (4 hours)

(a) Understanding Commodity markets and derivatives (b) Physical commodity markets; Characteristics of physical commodity markets and factor affecting demand and supply of commodity (c) need for an organized exchange (d) Types of Derivative (e) Payoff for the derivative positions (f) commodity derivative vs. Financial derivative (g) Derivative market participants.

Unit II (7 hours)

(a) Global Commodity Exchanges (b) Indian Commodity exchanges (c) Function and role of exchange (d) price of the futures (d) Convergence of spot and futures (e) Basic principle of Hedging (f) Speculation (d) Arbitrage.

Unit III (8 hours)

(a) Price analysis of commodity: fundamental and technical approach; (b) Supply and demand of commodities (c) Fundamental analysis of copper (d) Fundamental analysis of sugar (e) Charts and analysis of charts (f) Price patterns (g) Moving Averages (I) Oscillators (J) Elliot Wave Theory (k) Fibonacci Series.

Unit IV (7 hours)

Speculation strategies - Arbitrage strategies - Hedging Strategies; Basic principles, applications and using futures for benefit of farmers - Function and Regulations; members and clients, risk management, regulatory framework and misconception of futures market - Exchange transaction; methods of trading, flow of transactions and technology - clearing and settlement; process of settlement.

Unit V (4 hours)

The underlying market in agricultural commodities, metal and energy market - Recent innovation in the commodity derivative markets - Globalization and commodity market; what we can learn from it - concluding comments and suggestions.

Learning and teaching activities

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

Teaching and learning resources

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

Text Book:

“Introduction to Commodity Derivative” by *NCDEX Institute of Commodity Markets & Research*.

“Commodity Price Analysis & Exchange Trading Strategies” by *NCDEX Institute of Commodity Markets & Research*.

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GENERAL ELECTIVES FOR V TRIMESTER (2019-21)

| LIST OF GENERAL ELECTIVES – V TRIMESTER | | | | |
|--|-------------|----------------------------------|----------------|-------------|
| S. No. | Code | Title | Credits | Tri. |
| 1 | MGL844 | Global Sourcing | 3 | V |
| 2 | MGL842 | Marketing of Logistic Services | 3 | V |
| 3 | MGL841 | Production Planning and Control | 3 | V |
| 4 | MMM842 | Rural Marketing | 3 | V |
| 5 | MMM845 | Services Marketing | 3 | V |
| 6 | MFM854 | Financial Derivatives | 3 | V |
| 7 | MFM842 | Financial Risk Management | 3 | V |
| 8 | MBF841 | Financing of International Trade | 3 | V |
| 9 | MIB845 | Cross Culture Management | 3 | V |
| 10 | MIB850 | India & World Trade Organisation | 3 | V |
| 11 | MIB846 | International Venture Creation | 3 | V |
| 12 | MHR860 | Change Management | 3 | V |
| 13 | MHR848 | Global Human Resource Management | 3 | V |
| 14 | MIB855 | Learning & Development | 3 | V |
| 15 | MBA857 | Artificial Intelligence | 3 | V |
| 16 | MBA842 | Data Science with Python | 3 | V |
| 17 | MIB851 | Predictive Analytics | 3 | V |
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|---|--------------------------------------|---------------------------------|
| Course Code: MGL844 | Course Title: Global Sourcing | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA (IB, GLSCM) 2017-19 | | |
| Course Leader: Dr. N. Bhanu Prakash | | |

Course description and learning outcomes

Globalization and growth of free trade have given numerous opportunities to the growth of manufacturing and services sectors across the world. Improving interdependence among nations allowed business organisations to look for suppliers and customers beyond their physical boundaries. Technological innovations coupled with growth of internet conferred newer avenues for business managers to seamlessly procure goods from across the world and manage inventory levels. These developments have significantly improved industry expectations from the business executives. The course is, therefore, designed to enhance the skillset of students who wish to create niche for themselves in this domain. Contents of the curriculum cover the dynamics of global sourcing that can equip the students to confidently support the global sourcing practices at the organisations that they join. Broad topics covered are aimed to:

- Sensitize students on the need, modes, and implications of sourcing from global avenues.
- Apprise students on the cost implications and risk factors involved and risk mitigation methods in global sourcing.
- Alignment of organisational strategies with operational plans involved in global sourcing that can ensure overall organisational success.
- Impart among students the knowledge on how bids and proposals for global sourcing are managed and the strategies involved in achieving sustainability through supplier diversity management.
- Update students on the trends in global sourcing in an ever dynamic business environment.

On successful completion of the course, a student is able to:

| No. | Learning Outcome | Assessment |
|-----|---|------------|
| 1 | Understand need, modes, and models of global sourcing | A1 & A3 |
| 2 | Explain cost and risk management in global sourcing | A2 & A3 |
| 3 | Implement global sourcing plans | A1 & A2 |
| 4 | Evaluate competitive bidding, supplier diversity, & sustainability. | A3 |
| 5 | Assess the future scope for global sourcing. | A2 & A3 |

Course outline and indicative content

Unit I - (5 hours)

Introduction to global sourcing; sourcing & outsourcing; global purchasing management – skill required; Need for global sourcing; Modes of global sourcing. Global sourcing models & risks involved.

Unit II – (7 hours)

Cost considerations in global sourcing – Landed costs: developing landed cost models; integrating domestic supply chain requirements, reducing landed costs; transportation and logistics. Risk management & insurance – contract and business relationship management; political risk, receivables, and export credit, steps in mitigating risks. Developing an inbound supply chain risk management strategy

Unit III – (6 hours)

Strategic sourcing plan its operations alignment – requirement mapping, opportunity analysis, segmentation.

Unit IV – (6 hours)

Sourcing through bids and proposals – solicitation planning and methods. Supplier diversity management – diversity programs, supplier diversity best practices; global supplier diversity; diversity advocacy organisations. Sustainability – Issues, Guidelines, criteria for supplier evaluation, World Bank Reports of International Bidding.

Unit V – (6 hours)

Global sourcing trends – developing global sourcing strategies; international trade requirements. Sourcing to settle (S2S) – need for S2S; implementing, managing, & outsourcing S2S process.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, research papers, reports published by government and/or industry bodies, projects and practical activities (individual & team) are employed to enhance student knowledge base.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts, softcopies, e-resources etc. will be provided during the sessions. Students are advised to read different books, research and review papers published in journals of international repute, government and industry reports to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Recommended Book:

Sourcing and Supply Chain Management – Handfield, Monczka, Patterson; CENGAGE.

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|---|--|------------------------------|
| Course Code: MGL842 | Course Title: Marketing of Logistics Services | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, GLSCM) 2019-21 | | |
| Course Leader: Prof. Ch. Venkataiah | | |

Course Description and Learning Outcomes

Marketing and logistics have been managed separately within most organizations. However, in today's highly competitive global marketplace, organizations are increasingly required to create and deliver customer value and to focus on the interrelated business processes involved in providing superior service to current and prospective customers. Therefore this course is designed to:

- Understand the integral and on-going relationship between marketing, logistics, distribution (transportation), marketing channels and the broader aspects of marketing.
- Understand the importance of marketing logistics interface.

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

| S.No | Learning Outcome | Assessment |
|------|---|------------|
| 1 | Understand the importance of marketing logistics. | A1 |
| 2 | Understand the role of marketing and logistics strategies | A1 |
| 3 | Realize the importance of marketing logistics interface | A3 |
| 4 | Understand the role logistics and customer value | A2 |
| 5 | Realize the importance of time based competition | A3 |

Course Outline and Indicative Content

UNIT-I: INTRODUCTION TO MARKETING LOGISTICS (5 Hours)

Introduction, concept of Marketing Logistics, Objectives of Marketing Logistics, Importance of Marketing Logistics, Logistics Tasks, Logistics and Marketing, Domestic & International Logistics, Recent Developments in International Logistics, Role of Information Technology.

UNIT-II: MARKETING STRATEGIES AND LOGISTICS (6 Hours)

Customer Service, Framework for Strategic Logistics Planning, Strategic Distribution Arrangements, Managing Physical Distribution of products/services, Environment of Foreign Trade, challenges of the Market Place, Balancing Functional Objectives, and Integration of Systems Functions in International supply Chains.

UNIT-III: LOGISTICS AND CUSTOMER VALUE (6 Hours)

The marketing and logistics interface, Importance of customer retention, concept of relationship marketing, Defining customer service & Developing a Market-driven logistics strategy- Shift from brand value to customer value – Costs of ownership and Customer Profitability management.

UNIT-IV: STRATEGIC LEAD-TIME MANAGEMENT (8 Hours)

Time-based competition, Critical sources of competitive advantage, Strategies for lead time reduction-Logistics process re-engineering - Measuring and managing the 'lead-time gap'. Demand-Driven Supply Chains: Creating agile supply chains – Connecting the supply chain through shared information - Quick response logistics, Efficient Consumer Response (ECR).

UNIT-V: MANAGING MARKETING LOGISTICS (5 Hours)

Need for organizational change, Manage processes, Manage supply and demand. Importance of performance management, focus on internal and external customer satisfaction - Managing risk in the Supply chain, building supply chain resilience.

Learning and teaching activities

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

Teaching and learning resources

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

Text Book:

Martin Christopher and Helen Peck, 2006, *Marketing Logistics*, 2nd Edition, Butterworth-Heinemann an imprint of Elsevier.



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| | | |
|---|--|------------------------------|
| Course Code: MGL841 | Course Title: Production Planning and Control | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (GLSCM) 2019-21 | | |
| Course Leader: Prof. Sai Sudhakar Nudurupati | | |

Course description and learning outcomes

Production planning and control entails the acquisition and allocation of limited resources to production activities so as to satisfy customer demand over a specified time horizon. Planning is a forward looking process and it is about working out what action needs to be taken *now* to satisfy requirements in the *future*. Control is associated with checking that plans are being *executed* correctly and taking appropriate remedial *action* if there is a problem or deviation from plan. As such, planning and control problems are inherently optimization problems, where the objective is to develop a plan that meets demand at minimum cost or that fills the demand that maximizes profit. The underlying optimization problem will vary due to differences in the manufacturing and market context. This course provides a framework for discrete-parts of production planning and control and provides an overview of applicable model formulations. On successful completion of this course, students will be able to:

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the systematic planning and control activities to achieve the highest efficiency in producing goods/services. | A1 |
| 2 | Explore the production facilities like men, machines, materials, methods etc., to achieve stated production objectives with respect to quantity, quality, time and cost | A2 |
| 3 | Evaluate & select a range of planning and control methods and techniques that can be used to match supply and demand in a variety of contexts. | A3 |
| 4 | Critique an organisation from production planning and control perspective. | A3 |
| 5 | Work collaboratively to select, apply and critique appropriate theoretical concepts in relation to an organisational context. | A2 |

Course outline and indicative content

Unit I (6 Hours)

Introduction to production planning and control: Introduction to operations management, locating the importance of planning and control in operations management. Input-Transformation-Output models, Goods Vs Services, The 4Vs of operations management, the five performance objective, polar diagrams, formulating operations strategy.

Unit II (6 Hours)

Planning and control activities: Mechanisms of serving the market, planning and control activities: loading (finite and infinite), scheduling (backward and forward), sequencing, monitoring and control, volume/variety (vs) planning and control

Unit III (6 Hours)

Capacity planning: Fluctuating demand, planning horizon, capacity management, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), queuing theory and forecasting

Unit IV (6 Hours)

Master Production Scheduling (MPS): Background and links to sales and operations planning (SOP), sources of demand, Material Requirement Planning (MRP) – Bill of Material (BoM), MRP Explosion, Enterprise Resource Planning (ERP) and its history, bespoke vs packaged ERP software, ERP characteristics, SAP, benefits and challenges of ERP

Unit V (6 Hours)

Lean Production & Theory of Constraints (ToC): Fundamental lean concepts and their impact on capacity, the pull system. Using Kanban for process improvement, Understanding and managing constraints, improving process using ToC and impact on operations strategy, general types of constraint causes, logistics and ToC and scheduling and ToC, Drum-buffer-rope method.

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

Chapman, S N (2013). *The fundamentals of Production Planning and Control*, Pearson.

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|--|--------------------------------------|------------------------------|
| Course Code: MMM842 | Course Title: Rural Marketing | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Hours) |
| Programmes: MBA (IB) | | |
| Course Leader: Prof. Dr. Dammalapati Ravinath | | |

Course description and learning outcomes

The emergence of rural markets in India has highly untapped potential, it emphasizes the need to explore them. Marketers over the past few decades, with innovative approaches have attempted to understand and tap rural markets. Some of their efforts paid off and many back fired making rural markets still an enigma. The course will cover aspects of rural marketing environment in India and likely trends in these, rural consumers and their behavioral manifestations, rural marketing research, rural product launch, assessing rural market potential for specific products, rural promotion and advertising, approaches to segmenting rural markets, strategies for reaching out to rural areas and conceptual underpinnings to understand 'village psyche' better.

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

| S. No. | Learning Outcome | Assessment |
|--------|--|------------|
| 1 | Understand the importance of Rural Marketing in India | A1 |
| 2 | Understand the relative importance of Rural Marketing and help him to develop appropriate strategies to tap those opportunities. | A2 |
| 3 | Have experience and exposure to understand its applications | A2 |
| 4 | Evaluate him on overall learning | A3 |

Course outline and indicative content

Unit I (6 Hours)

The Call of Rural India: Defining Rural Markets – Rural Myths – The Rural Marketing Mix: Challenges – The Evolving Rural Consumer – Rural India: The Exploding Middle Class. The Rural Marketing Environment: The Evolution of Rural Marketing – The Rural Environment – The Rural Economic Environment – The Rural Economic Structure – The Rural Infrastructure – Road Connectivity Bringing Rural Economy on Track – Rural Employment Generation Programmes: Government Initiatives.

Unit II (6 Hours)

The Rural Consumer Behavior: The Consumer Buying Behavior Model – The Buyer Decision Process. Segmentation and Targeting Rural Markets: Segmentation – Targeting – Positioning.

Unit III (6 Hours)

Product Strategy: The Product Concept and the Classification of Rural – Product Decisions and Strategies – Product Acceptability – Product Designing for Rural Needs – Product Branding in Rural Markets – Packaging for Rural Markets. Pricing Strategies: Pricing in Rural India – Setting the Price for Rural Products and Services – Price Setting Strategies.

Unit IV (6 Hours)

Distribution in Rural Markets: Distribution Channels – The Rural Retail Environment – Channel Behavior in Rural Areas – Distribution Models in Rural Markets – Rural-Centric Distribution Models – Rural Logistics – Syndicated Distribution for Rural Dominance.

Unit V (6 Hours)

Communication Strategies for Rural Markets: Challenges in Rural Communication – The Communication Process – An Overview. Marketing in Small Towns: Small Towns: A Definition. Rural Services Marketing.

Learning and teaching activities

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

Teaching and learning resources

Soft copy of course outline will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Cases will be provided from time to time as and when required after the completing the topic. Prescribed text book will be provided to all of you. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Prescribed text book:

Rural Marketing, 3rd ed, Pradeep Kashyap, Pearson.

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|--|---|------------------------------|
| Course Code: MMM845 | Course Title: Services Marketing | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Dr. Subrahmanyam A | | |

Course description and learning outcomes

Since the service sector is growing so rapidly in virtually all countries around the world, new job creation comes mainly from services. As an economy develops, the relative share of employment between agriculture, industry and services changes dramatically. Even in emerging economies, the service output is growing rapidly and often represents at least half of the Gross Domestic Product (GDP).

While the importance of services is ever growing, the challenges faced by the managers are unique and severe, the services sector being so diverse in nature. From giant international airlines, banks, hotel chains, insurance, telecommunications, and government to locally owned or operated small businesses like laundry, beauty salons, cyber-cafes, and many business-to-business services, the marketing-relevant issues can be as wide as one can imagine. The aim of this course is to familiarize the students with the various aspects, processes and components of services marketing.

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

| S. No. | Learning Outcome | Assessment |
|--------|--|------------|
| 1 | Understand the characteristics of services and the distinctive marketing challenges they pose | A1 |
| 2 | Understand the components of the traditional marketing mix applied to services | A3 |
| 3. | Describe the components of the extended marketing mix for managing the customer interface | A3 |
| 4 | Understand the part played by CRM systems in delivering customized services and building loyalty | A3 |
| 5 | Apply knowledge on developing framework and effective service marketing strategies | A2 |

Course outline and indicative content

Unit I (7 Hours)

Introduction: creative value in service economy, understanding the service consumers, positioning services in competitive markets, Service concept, goods and services: a comparative analysis, characteristics of services, significance of services marketing, services marketing mix; marketing approaches to services, new perspectives on Marketing in the service economy.

Unit II: (8 Hours)

Applying the 4Ps of marketing to services: Development of service products: developing package, product attractiveness, branding service products- Price and Place Mix - Promotion mix: Components of promotion mix, advertising strategies for services firms.

Unit III: (7 Hours)

Managing the Customer interface: Designing service process, Service blueprint, balancing demand and supply, crafting service environment, managing people for service advantage.

Unit IV (4 Hours)

Developing customer relationships: Managing relationships and building loyalty, complaint handling and service recovery.

Unit V (4 Hours)

Service Excellence: Improving service quality and productivity, building world class service organization.

Learning and teaching activities

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

Teaching and learning resources

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

Text book:

1. JochenWirtz, Christopher Lovelock and JayantaChaterjee, "Services Marketing", Pearson.



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|--|--|------------------------------|
| Course Code: MFM854 | Course Title: Financial Derivatives | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: | | |

Course description and learning outcomes

Financial Markets are the lifeblood of an economy and country. Since the financial deregulations in 1991, Indian economy has grown significantly and businesses have learnt and tapped the other sources of capital, than just bank loans. The Capital Markets course offers the basic foundation of Equities/ Stocks, upon which the Financial Derivatives markets are built upon. Those who plan to become financial analysts in organizations need to manage client funds more efficiently by hedging the financial risk exposure. Financial Derivative products are one of the effective tools for hedging financial risk. This course will help:

- To understand the basic concepts of Forwards Trading, Futures Trading & Options Trading.
- To understand the basic concepts of Currency and Interest Rates Swaps and apply them to hedge risk exposure.
- To understand the basic concepts of Option Pricing Models (Binomial & Black Scholes).

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the workings of derivative products like Forwards, Futures & Options | A1 |
| 2 | Understand how risk measurement is done in financial markets | A2 |
| 3 | Understand and calculate the pricing of financial derivatives | A3 |
| 4 | Understand how derivative products can be used to hedge risks | A3 |
| 5 | Analyze risk exposure of a business and recommend suitable financial derivative product | A2 & A3 |

Course outline and indicative content

Unit I (6 hours)

Introduction of Financial Derivatives -types of derivatives- Trading mechanism and contracts of the main Financial Derivatives instruments: Clearing and settlement of trades, margin trading.

Unit II (6 hours)

Forwards and Futures trading and differences between them: Trading in Forwards, Futures: theory, pricing and hedging strategies for foreign exchange, short and long-term interest rate and Index Futures.

Unit III (6 hours)

Options Market: Trading and hedging using Options; equity Options; Caps, Floors and Collars; Options vs. Futures. Option pricing using Black-Scholes Model and Binomial Analysis; Options on Stock Indices and currency; Option Greeks; Exotic Options.

Unit IV (6 hours)

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

Unit V (6 hours)

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

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed Text Book

Gupta, S. L., "Financial Derivatives, Theory, Concepts & Problems", PHI Learning Pvt. Ltd., 2013.



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|--|--|------------------------------|
| Course Code: MFM842 | Course Title: Financial Risk Management | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB,IBF,GLSCM) 2019-21 | | |
| Course Leader: Dr K Lubza Nihar | | |

Course description and learning outcomes

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

| S.No | Learning Outcome | Assessment |
|------|--|------------|
| 1 | Understand the role of Risk Management | A1 |
| 2 | Apply Tools and techniques deployed in organizations across the risk classes to manage risks | A2 |
| 3 | Understand quantitative methods used in Risk Management | A1 |
| 4 | Analyse risks, measure and monitor Risk through various tools and techniques | A3 |
| 5 | Evaluate Credit /Market / Operational Risks | A3 |

Course outline and indicative content

Unit – I (6 hours)

Financial Risk: An Overview, Evolution, and the Environment. Risks definition (market, credit, liquidity, operational), more specifically on the identification of different forms of risk (currency, interest rate, equity, commodity) – Stock pricing model- Black Scholes Model and Greeks.

Unit – II (6 hours)

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 (6 hours)

Risk & Forecasting issues in asset prices (exchange rates & interest rates), modeling interest rates such as Cox-Ingersoll-Ross Models, ARMA processes in generating currency forecasts and using in decision making. Currency risk analysis in global investing, risk environment in Indian forex markets, forwards and non-deliverable forwards, cross-currency risk analysis.

Unit – IV (6 hours)

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

Unit – V (6 hours)

Operational and other key Risks: Overview of operational risk, liquidity risk, funding risk. Interaction of Market, credit and liquidity risks. Approaches in modeling operational risks- Fraud Risk- Regulatory Risk- External Risk.

Learning and teaching activities

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

Teaching and learning resources

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

Reading Material:

FRM Exam prep by Kaplan University

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|---|---|------------------------------|
| Course Code: MBF841 | Course Title: Financing of International Trade | |
| Trimester: V | Course Type: Elective (Finance) | Credits: 3 (30 Hours) |
| Home Programme(s): MBA(IB/GLSCM) (2019-21) | | |
| Course Leader: Dr. B Padma Narayan | | |

Course description and learning outcomes

Business Research enables the management to make a systematic inquiry that provides information to guide managerial decisions. More specifically, it is a process of planning, acquiring, analyzing, and dissemination relevant data by applying the research tools. This course is designed to:

- Make the students familiar with the principles of trade finance research generally used in domestic trade as well as international trade.
- Apply the methods of trade finance and risk and insurance concepts to analyze the real world situations using variety of learning approaches,
- Formulate practical solutions for problem solving useful in decision making process of organizations.

On successful completion of this course, students are able to:

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Demonstrate their knowledge on addressing various issues relating to international trade finance. | A1 & A3 |
| 2 | Demonstrate their skill to apply different financing methods of international trade a scientific manner to assist the management for proper decisions on financing aspects of trade. | A2 & A3 |
| 3 | Acquire knowledge in understanding various legal and technological aspects of international trade finance. | A2 |

Course outline and indicative content

Unit – I (6 Hours)

Principles of trade financing; Financing of domestic trade and international trade. Trade finance gap; Issues; impact; Challenges; Constraints; Problems and Solutions.

Unit – II (6 Hours)

Sources of International Trade Financing; Private bank and thrift: LC, financing, wire transfer; Private equity firms and individuals: Loan, Trade Finance and PO finance. Public and international institutions: Trade and PO financing. ECAs, ADB, IDB, IFC, ITC.

Unit – III (6 Hours)

Process and methods of payment for international transactions; Cash-in-Advance/Prepayment; Letters of Credit; Documentary Collections or Drafts; Sight Draft & Time Draft; Open Account; Consignment; Accounts Receivable Financing/factoring; Banker’s Acceptance/debt instrument; Working Capital Finance; Forfaiting; Countertrade.

Unit – IV (6 Hours)

Risk in international trade finance; Non-payment; Inadequate or incorrect goods received; Currency issues; managing the risk and lowering the transactional exposure. Export credit Insurance.

Unit – V (6 Hours)

Transformation of international trade through technology to reduce trade finance gap. Emerging technologies for digitalization of trade finance; end-to-end digital solutions.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via X-Learn. Practical learning through Case studies, projects as individual & group activity for learning application of financing methods in varied business situations which is compulsory and mandatory for continuous assessment.

Transferrable and Employability Skills

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

Indicative student learning resources

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

Academic Resources:

1. Taxmann's Practitioners' Book on Trade Finance by IIBF.
2. Trade Finance Handbook, Beard and Thomas, South-Western Educational Pub.
3. Websites of WTO, ITC, and other online journal.



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|--|---|------------------------------|
| Course Code: MIB845 | Course Title: Cross Culture Management | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB/IBF/GLSCM) 2019-21 | | |
| Course Leader: Dr. S.Srilalitha Girija Kumari | | |

Course description and learning outcomes

Managing effectively across national and cultural boundaries in the international business is an important feature of corporations and the modern workforce facing today. Understanding the role of culture in an organizational processes and activities is an important aspect of modern management. A keen awareness and a high degree of cross-cultural competence in management are therefore key to the career success of both present and aspiring managers / professionals. The main aim of the course is to provide conceptual, theoretical and practical knowledge of cross cultural management to the participants.

This course aims to give an overview of cross-cultural management practices and it examines how culture is expressed. It is concerned with managing different cultures – in particular, “people problems” that invariably arise in international business. Failure to understand and manage the differences in attitudes, values, and behaviors of those with whom managers interact in international business transactions consistently has been shown to be a major source of difficulties. The course addresses topics such as cross – cultural communication, cultural sensitivity, international business practices, and various national cultures and regional cultures and their approaches to management. The course includes lectures, presentations, case analyses, debates, workshop with panel discussion, and experiential exercise along with video clippings.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the various theoretical perspectives and practical approaches to dealing with multiple cultures | A1 |
| 2 | Understand management practices followed in different cultures and countries | A3 |
| 3 | Describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross – cultural management decision-making. | A3 |
| 4 | Evaluate strategies to manage cultural challenges in an international business context and cross – cultural issues | A2 |
| 5 | Demonstrate skills to meet the challenges of negotiating in inter cultural and cross cultural environment | A3 |

Course outline and indicative content

Unit-I (4 Hours)

The Role of Culture – meaning and dimensions of culture (*Concept of Culture and understanding the Cultural Management Dimensions*)

Culture – A management perspective; Definitions and Classification; Modalities of Cross-Cultural Dimensions; Hofstede’s Cultural Dimensions; Hall’s Cultural Dimensions; Religion and its Business Implication; A comparison of world views: East and West; The importance of World views and international management.

Unit-II (4 Hours):

Communication and Culture

Characteristics of Communication; Culture and Communication; Major Obstacles to Cross Cultural Communication; Non-verbal communication – across cultures – Hall and Hall’s concept of Low and High Context communication.

Cross – Cultural Conflict – Source and Type of Conflicts; Cross Cultural conflict and resolution.

Unit-III (4 Hours)

Defining leadership; Leadership and Authority; Behavioral Styles; Leadership in different cultures; Motivation and Culture.

Unit-IV (4 Hours)

Organizational **Culture in Multi-National Corporations (MNCs)** - Organizational Culture & National Culture; Family culture; Eiffel Tower culture; Guided Missile culture; Incubator culture. Managing Multiculturalism and Diversity; Phases of Multicultural Development.

Unit-V (4 Hours)

Managing across Cultures: Cross – Cultural differences and similarities; Parochialism and Simplification.

Cultural differences in selected countries and regions - Doing Business in China; Doing Business in India; Doing Business in France; Doing Business in Arab Countries; Doing Business in Africa.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, video clippings, case studies and projects (individual & group). Students shall be encouraged to follow online resources for some cross cultural issues of MNCs in JVs & Mergers Acquisitions. An average student is expected to spend about 2/3 hours for each hour of contact session.

Indicative student learning resources

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

Text books for reference:

International Management: Culture, Strategy, and Behavior, Hodgets,R., Luthans, and Doh, J. (2013): Mc Graw Hill International



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|--|---|------------------------------|
| Course Code: MIB850 | Course Title: India & World Trade Organisation | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Instructor: Dr. Radha Raghuramapatruni | | |

Course description and learning outcomes

The world trading system has undergone massive changes in the last sixteen years. The creation of the WTO and the development of enforceable international rules governing trade in services and intellectual property rights as well as trade in goods vastly expanded the scope and effectiveness of the system. The World Trade Organization (WTO) is the primary organization in the field of economic globalization. WTO law governs the rights of governments to regulate international trade in goods and services and requires them to protect intellectual property. The aim of the course is to provide students with a theoretical and practical understanding of the regulatory framework of the world trading system, covering both the institutional and substantive law of the World Trade Organisation (WTO), and sensitize the effect of WTO multilateral trading regime on the economy and business of India. The course would further provide the opportunities and challenges for the Indian economy under the WTO framework and prospects for the future.

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

- To consider and compare the economic theory, versus social and political reality, in which trade occurs and is regulated.
- To gain an understanding of the basic structure of the WTO institutions and texts, especially the General Agreement on Tariffs and Trade GATT; and their relationship with other institutions, states and laws.
- To examine the institutions, procedures and principles governing the settlement of trade disputes at the WTO.
- To sensitize the students towards the WTO's strategy in multilateral negotiations.
- To provide a birds view on the domestic and external policy reforms that can serve to bolster India's participation in the multilateral trading system and to enhance the effectiveness of India's trade and related policies in achieving developmental goals.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Evaluate the place of international trade rules within the international legal and political system; | A1 |
| 2 | Evaluate the role of WTO law within its members' domestic legal system | A3 |
| 3 | Critically assess the tension between law, economics and politics in an international regulatory environment; | A2 |
| 4 | Understand the economic implications of Doha Round on Indian economy | A3 |
| 5 | Understand and analyse the Opportunities and challenges of WTO multilateral framework on the businesses of India. | A3 |

Course outline and indicative content

Unit I (6 Hours)

Evolution of WTO, Bretton Wood System, History of GATT and WTO, Structure, principles and functions of WTO, Dispute settlement system of the WTO. Principles of WTO dispute settlement. Proceedings, The rules of international trade. GATT-94. Principles of non-discrimination. Most-favoured-nation treatment. National treatment. Tariff binding.

Unit. II (6 Hours)

International Trading System Various Rules of the game including Foreign Trade Policy under International Trading System such as Rules of Origin, Technical Barriers to Trade (TBTs), Non-Tariff Barriers, Export Inspections, Disputes Settlement Mechanism and Alternate Dispute Resolutions.

Trade in Services Emerging Service Sector under General Agreement on Trade Related Services (GATS) including BPO, KPO and Engineering Process Outsourcing (EPO).

The TRIPS Agreements, Intellectual Property Rights Various issues on Intellectual Property Rights (IPR) Management including Patents, Trademark, Copyrights, Industrial Design etc.

Unit. III. (6 Hours)

Custom Tariff and Custom Valuations Various types of import duties, Rules for Custom valuation and Road Map under WTO Regime for various negotiations in progress under Non-Agriculture Market Access (NAMA) for industrial goods: the challenges and opportunities arising out thereof. International trade and environment. Trade versus environment. The Sanitary and Phytosanitary Agreement.

Trade Policy Measures Trade Policy Measures (TPM) namely, (a) Anti-Dumping, (b) Subsidies and Countervailing Duty and Safeguard measures. Challenges faced by WTO in achieving the objectives.

Unit. IV. (6 Hours)

Developing Countries & the WTO, WTO India's friend or foe? The Future Shape of the World Trading System, Doha Development Agenda, Trade Facilitation Agreement & India, How India's stand differs when it comes to services?, India's stand: E-Commerce & WTO, Agreement on Agriculture & Public Distribution System in India, Food Security & WTO, Minimum Support Price, Agriculture Subsidies in India & WTO, Issues of India over Phyto sanitary Measures, Anti-Dumping Concerns, Issues raised by India to the Dispute Settlement Body including fishing waters.

Unit V (6 Hours)

The economic effects on India of the Uruguay Round Negotiations and the prospective Doha Agenda negotiations; the implications of the abolition of the Multi-Fiber Agreement; services issues and liberalization; telecommunications policy reforms; foreign direct investment; intellectual property rights; competition policy; government procurement; standards and technical barriers; India-Additional Import Duty tax reforms via WTO, Anti-Dumping Duty on Import of Cotton Type Bed Linen from India, WTO dispute on EC-Tariff preferences:

Trade & Environment: The Kyoto Protocol 1992, Copenhagen Summit, Climatic change-WTO & India, Global Carbon Emissions Trading Scheme (ETS), Carbon Related Border Adjustment & WTO Law.

Learning and teaching activities

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

Indicative student learning resources

Study Material and Power Point Presentations will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. Some of these reference books given below will be available at GSIB library.

Textbooks

1. Mavroidis, Berman, Wu, The Law of the World Trade Organization (2010)
2. Trebilcock and Howse, The Regulation of International Trade (4th ed 2012)
3. Van den Bossche, The Law and Policy of the World Trade Organization (2nd ed 2008)

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Visakhapatnam – 45.

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|--|---|--------------------------------------|
| Course Code: MIB846 | Course Title: International Venture Creation | |
| Trimester: V | Course Type: Elective | Credits: 3 credits (30 hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Prof. Raja P Pappu | | |

Course description and learning outcomes

International Venture Creation is a cross-disciplinary, experiential course in which students will learn and apply powerful frameworks and methodologies to ideate or nurture any existing idea, validate them, and facilitate the students in planning and launching new entrepreneurial ventures. It will enhance entrepreneurial skillset and will also equips students with opportunistic networking. This module is specifically designed for new born/ would be entrepreneurs, existing entrepreneurs and students who are interested in new business development or new (international) market entry as well.

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Create feasible business ideas | A1 |
| 2 | Evaluate new business opportunities and innovative implementation techniques | A2, A3 |
| 3 | Design viable and sustainable business models by using relevant tools | A1, A3 |
| 4 | Craft a new venture proposal with relevant supporting documentation to present it to the investors | A2 |

Course outline and indicative content

Workshop – I (6 Hours)

Key concepts, Idea generation, Innovation and Value Proposition, Customer Segments, Idea Presentation, Idea Selection and Team Formation

Workshop – II (6 Hours)

Customer Relationships & Channels, Revenue Streams, Key Activities & Key Partners, Key Resources & Cost Structures, Business Canvas Presentation

Workshop – III (6 Hours)

New Market Identification, Validation and Research, Organizational Plan, Marketing Plan, Developing blueprint, Proof of Concept, Evaluation of Risks, Presentation of Consolidated plan

Workshop – IV (6 Hours)

Financials, Fundraising and Deal Terms, Financial Plan & Sources of Funding, Growth Plan, Harvest & Exit, Financials Presentation

Workshop – V (8 Hours)

Prototyping, Minimum Viable Product, Initial user acquisition and user growth, Identification of vendors, Incubation help, Investors Presentation, Global expansion and footprint.

Learning and teaching activities

In classrooms

- **Lectures/slides** – providing an overview of the field, introduce readings, motivate further study
- **Analysis of Recent Real-World Examples (e.g. Videos, Images)** – this offers an opportunity to analyze recent entrepreneurial examples.
- **Discussion of Potential Future Events** – this offers an opportunity to experience what entrepreneurs feel when they have to make decisions with uncertain outcomes.
- **Practical Class Exercises** – Powerful way to experience first-hand the challenges entrepreneurs face. Opportunity for reflection and development of an entrepreneurial mindset.
- **Guest Speakers** – Opportunity to meet different entrepreneurs and ask questions about their experience. Important to connect practice and theory.

Outside classrooms

- **Guided Readings** – the most important source of scientific knowledge
- **Group Work** – Identification of a business opportunity and development of business plan to exploit it. Very important to establish a connection between theory and practice and experience first-hand some of the challenge's entrepreneurs face.
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Teaching and learning resources

Preferable Readings

Steve Blank & Bob Dorf 2012. *The Start-up Owner's Manual: The Step-by-Step Guide for Building a Great Company*, K & S Ranch

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

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



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|--|--|--------------------------------|
| Course Code: MHR860 | Course Title: Change Management | |
| Trimester: V | Course Type: Elective | Credits: 3(30 sessions) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: | | |

Course description and learning outcomes

This course is designed to provide students with a conceptual framework addressing the strategic importance of managing change and organizational development. This course also focuses on how to plan and implement change in various contemporary business settings. Effective change management maximizes the congruence between organizational vision, mission, goals, people, culture and reward systems. Managing successful change requires an understanding of the systematic interrelationships among these factors. Within this context of complex organizations, student will be able to examine the role of change agents at various levels of the organization.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the major theories and perspectives concerning organizational development and change. | A1 |
| 2 | Understand the application of theories and perspectives concerning managing change in the context of diverse organization (small, medium, large). | A3 |
| 3 | Analyse ways for effective change management | A3 |
| 4 | Analyse the challenges for OD specialist by understanding the various OD Models. | A2 & A3 |
| 5 | To diagnose the need for organizational change and OD interventions | A2 |

Course outline and indicative content

Unit I (6 sessions)

Organizational Change – Introduction, Forces of Change, Planned internal change, Planned external change, Types of change

Unit II (6 sessions)

Models of Change – Characteristics, Systems Model, Lewin’s Force Field Analysis, Continuous Process Model, Change and its Impact, Resistance to change.

Unit III (6 sessions)

Organizational Culture & Change - Corporate Culture, Systematic approach to making change, 10 keys to effective change management.

Unit IV (6 sessions)

Organizational Development - Organizational Development, Characteristics, Assumptions of OD, Model of OD Action Research & other models.

Unit V (6 sessions)

Organizational Development Interventions - Selecting an OD Intervention, Classification of OD Interventions, OD interpersonal interventions, OD Team development interventions, OD intergroup development interventions.

Learning and teaching activities

Lectures, experiential exercise, role play, videos, power point presentations, guest lectures will comprise the delivery of the course. Lectures are designed to supplement and go beyond the assigned readings.

Teaching and learning resources

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

Prescribed Text Book

Kavitha Singh, "Organization Change and Development", Excel Books, 2017

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|--|---|------------------------------|
| Course Code: MHR848 | Course Title: Global Human Resource Management | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: | | |

Course description and learning outcomes

In the emerging global economic environment, even companies which operate in domestic markets have to contend with global competition. The rise of India and its growth story highlights the growing role of multinational companies in India and Indian multinationals in global economy. Among the various dimensions of international business, the people dimension or the management of human resources with all its cross cultural complexities and culture fit issues in mergers and acquisitions assume greater significance and pose major challenges.

Managing people in a multinational context is the essence of international human resource management. This requires a broader perspective of what operating internationally involves, and a clear recognition of the range of issues pertaining to all categories of staffing operating in different functional, task and managerial capacities. The objective of this course is to equip the students with basic concepts of GHRM including various HR processes and high performance Human Resource Practices.

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Understand the concepts of 'Global Human Resource Management. | A1 |
| 2 | Understand effect of 'Culture' in global excellence. | A3 |
| 3 | Analyse the issues and challenges arises in global context and leverage the diversity for organisational development | A3 |
| 4 | Evaluate best HR practices in Global context | A2 |

Course outline and indicative content

Unit I (6 Hours)

HRD: Concept, scope and significance; Approaches to GHRM; Differences between domestic and international HR activities; Organisational Structure of MNCs.

Unit II (6 Hours)

Recruitment for international assignments; Selection criteria for international assignments; Theories of culture; Different cultures and its impact on organisations;

Unit III (6 Hours)

Training and development at MNCs; Methods of training for expatriates; Management development in international assignments; Process of repatriation.

Unit IV (6 Hours)

Compensation system in MNCs; Role of Taxation for expatriates in MNCs; Performance Management System in MNCs; Performance Management System in MNCs.

Unit V (6 Hours)

Labour relations in MNCs; Labour relations in MNCs; Issues and challenges of IHRM.

Learning and teaching activities

Lectures will be supported by active class room participation, presentations and group discussion with relevant organisational practices. Case analysis and discussion will enlighten the students regarding expatriation and repatriation challenges in the global context.

Teaching and learning resources

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

- Peter J. Dowling, Denice E. Welch., International Human Resource Management. Thomson, India: 2006.
- Anne-WilHarzingJoriz Van Ruysseveldt., International Human Resource Management. Sage Publications, 2006.
- Charles M. Vance Yongsun Paik., Managing a Global Workforce. Prentice– Hall, 2007.
- K. Aswathappa, Sadhna Dash., International Human Resource Management. Tata McGraw – Hill Publishing Company Limited, 2007.

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|---|---|-------------------|
| Course Code: MIB855 | Course Title: Learning & Development | |
| Trimester: V | Course Type: Elective | Credits: 3 |
| Home Programme(s): MBA (2018-2020) | | |
| Course Leader: Prof. Y. Raghuram Reddy | | |

Course description and learning outcomes

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

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

On completion of this course, the student would be able to:

| Sl. No. | Learning Outcome | Assessment |
|---------|---|------------|
| 1 | Understand and discuss the concepts of learning and development and translate learning strategy into action | A 1 |
| 2 | Identify key stakeholders and their importance in organizational learning and development | A 2 |
| 3 | Discuss various Training & Development methods ; evaluation of Training effectiveness and trends in Training and developmet | A 2 |
| 4 | Evaluation on overall learning | A 3 |

Course outline and indicative content

Unit-I

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

Unit-II

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

Unit-III

Learning and transfer of Training: Concept of Learning – Learning Theories – Learning process – Instructional emphasis for Learning. **Program Design:** Considerations in designing effective training programmes – Curriculum Course, and Lessons design – Programme design implications for transfer of training – Using Knowledge Management for Learning and Transfer of Training

Unit-IV

Training and Development Methods: Traditional Training Methods– Presentation methods – Hands-on methods – Group Building Methods. Technology based Training Methods: Technology's influence on Training and Learning – Computer based learning – Developing effective on-line learning – Web based training – E-learning – Social – media, - Learning Management Systems: Systems for Training delivery, Support and Administration

Unit-V

Training Evaluation, and The Future of Training & Development:

Training Evaluation: Objectives of Training Evaluation process – Overview of the evaluation process – Outcomes used in evaluation of training programmes – Determining whether outcomes are appropriate – Evaluation Practices – Determining Return of Investment

The Future of Training & Development: Training for Sustainability – Increased use of new Technology for Training Delivery – Capturing and sharing intellectual capital and Social learning - Just-in-Time learning and Performance support – Increased emphasis on Performance Analysis: Big Data and Learning for Business Enhancement; Stake holder focused learning – Training partnerships and Outsourcing

Textbook:

Noe, Raymond A. and Kodwani, Amitabh Deo. *Employee Training and Development*, McGraw Hill Education India, 7th ed. Special Indian Edition, New Delhi, 2018



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|---|--|---------------------------------|
| Course Code: MBA857 | Course Title: Artificial Intelligence | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA(IB/IBF/GLSCM) 2019-21 | | |
| Course Leader: Dr. M. Kamakshaiah | | |

Course description and learning outcomes

Artificial Intelligence has its foundation in Boolean algebra. With the introduction of computers, AI has gained prominence, where attempts were made to make computers think and reason like humans. It has come a long way from playing games to intelligent robots. This program aims to introduce the basic concepts of AI, Expert Systems and Machine Learning.

Learning Objectives

- To understand the strategies of state space.
- To understand AI Knowledge representation.
- To understand expert systems, machine learning and fuzzy logic.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Apply state space search | A1 |
| 2 | Perform Logic programming using Prolog | A2 |
| 3 | Understand Expert Systems and fundamentals of Machine Learning. | A3 |

Course outline and indicative content

Unit I

Introduction to the Propositional and Predicate Calculus, Inference Rules and use for Predicate Calculus Expression

Unit II

Graph Theory, Strategies for State Space Search and Control Strategies, Heuristic Search, Monotonicity and Informedness

Unit III

Recursion based search, Pattern-Directed search, AI Challenge Knowledge Representation, Problem reduction and game playing,

Unit IV

Logic Concepts and Logic Programming, Prolog Programming, Expert System and Applications, Uncertainty measurement: Probability Theory, Fuzzy Set and Fuzzy Logic

Unit V

Machine Learning Paradigms, Artificial Neural Networks, Introduction to Intelligent Agents, Natural Language Processing.

Learning and teaching activities

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

Teaching and learning resources

Students will be given sufficient direction or guidance to identify suitable resources through R and Python package repos or elsewhere online. Students are expected to read different books and journal papers to master relevant concepts to so as to apply code for analysis and evaluation.

Prescribed Text Book(s):

Textbooks, Ebooks, Reference Materials, Web resources, Computer Lab, Prolog Software.



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|---|---|---------------------------------|
| Course Code: MBA842 | Course Title: Data Science with Python | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA(IB/IBF/GLSCM) 2019-21 | | |
| Course Leader: | | |

Course description and learning outcomes

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

Objectives:

- Understand the analytics features of python
- Get hands on experience in build data applications with python

On successful completion of this course, students are able to:

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Understand the language elements of Python | A1 |
| 2 | Write programs in python | A3 |
| 3 | Use python for data analysis | A2 |
| 4 | Use python for data visualization | A2 |

Course outline and indicative content

Unit I

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

Unit II

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

Unit III

IPython, NumPy and Pandas: IPython Basics, code development in IPython, IPython features, NumPy Basics, NumPy Arrays, Vectorized Computation, Indexing and sorting arrays, Structured arrays, Pandas Basics, Pandas data structures, Descriptive statistics, Handling missing data, Hierarchical Indexing, Vectorized string operations, working with time series

Unit IV

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

Unit V

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

Learning and teaching activities

Classroom Lectures, Application cases and exercises, Demonstration, Lab Sessions.

Indicative student learning resources

Computer Lab, Python Software, Textbooks, Ebooks, Reference Materials, Web resources

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|---|---|---------------------------------|
| Course Code: MIB851 | Course Title: Predictive Analytics | |
| Trimester: V | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA(IB/IBF/GLSCM) 2019-21 | | |
| Course Leader: Dr. YLP Thorani | | |

Course description and learning outcomes

Predictive analytics helps the organizations in predicting or forecasting various business processes (e.g. supply forecasts, production forecasts, sales forecasts etc.) using qualitative and quantitative data. While statistical models (tests) like binomial and multinomial logistic regression require qualitative data (nominal and ordinal data) there the bivariate and multivariate regressions require quantitative data (scale data) for interpretations and drawing inferences. The inferences so drawn are used in the business decisions to minimize costs and maximize profits. This course is designed to:

- Know on how to use data for building statistical models and drawing inferences
- Gain critical analytical skills and supports more accurate and insightful institutional research and decision-making.
- Integrate output into presentations and reports

On successful completion of this course, students are able to:

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Explore the data analysis and software tools for statistical analysis | A1 |
| 2 | Draw inferences about populations from samples | A1 |
| 3 | Perform parametric tests & non-parametric tests | A2 |
| 4 | Perform Correlation, Regression Analysis and explore to basics of forecasting models | A2 |
| 5 | Perform Advanced statistical methods | A3 |

Course outline and indicative content

Unit I (4 sessions)

Introduction to data analysis: Types of data; Measurement scales; Data distributions: Numerical & Non-numerical, Categorical and Non-categorical, Discrete and Continuous; Variables: Independent, dependent, latent and manifest variables. Software tools for statistical analysis.

Unit II (2 sessions)

Drawing inferences about populations from samples: sample size and its impact on precision and accuracy, testing of hypotheses, types of statistical errors, statistical significance and its practical relevance. Descriptive statistics, Cross tabs. Normality plots.

Unit III (8 sessions)

Statistical tests (parametric and non-parametric): Means comparison, One Sample T Test, Independent samples T test, Paired samples T test, ANOVA (One-way and Two-way, including post-hoc tests); MANOVA, Non-parametric tests.

Unit IV (9 sessions)

Correlation and regression analysis: Coefficient of correlation, bivariate and multivariate. Basics of GLM - fixed, random and mixed effects methods. Simple and multiple regressions (GLM). Logistic regression for binary and ordinal data; basics of nonlinear regression. Basics of forecasting models.

Unit V (7 sessions)

Advanced statistical methods: Reliability analysis; Multidimensional scaling; factor analysis, clusters analysis, conjoint analysis.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course i.e., both lecture and workshop (laboratory) modes of classroom delivery with an orientation to Statistical Package for Social Sciences (SPSS) will be put in place so as to increase the level of understanding of the concept. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group).

Indicative student learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. However you should not limit yourself to these materials and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects.

Prescribed textbook:

Doing Data Analysis with SPSS®: Version 18.0, 5th Edition. Robert H. Carver, Jane Gradwohl Nash - Cengage Publications.

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MBA – IB (List of Courses for Trimester VI)

| CORE COURSES | | | | |
|---------------------|-------------|---------------------------------------|----------------|-------------|
| S. No. | Code | Course Name | Credits | Tri. |
| 1 | MIB844 | Strategic Marketing (Core Elective-4) | 3 | VI |



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|-----------------------------|--|------------------------------|
| Course Code: MIB844 | Course Title: Strategic Marketing | |
| Trimester: VI | Course Type: Core Specific | Credits: 3 (30 Hours) |
| Programmes: MBA (IB) | | |
| Course Leader: | | |

Course description and learning outcomes

Marketing is an organizational function and a set of process for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organizations and its stake holders (AMA). Competing in today's economy implies breaking out of commodity status and to meet customer needs and gaining a firm place in consumer mind. All organizations use sound marketing strategy to leverage their strengths and capitalize on opportunities that exist in the market.

Strategy in a firm is the pattern of major objectives, purposes or goals and essential policies and plans for achieving those goals in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be. Strategy provides unified sense of direction to which all members of the organization can relate.

Marketing strategy formulation involves the customer, competitor and the company. Based on the interplay of these three elements an organization through its marketing will endeavor to differentiate itself from the competitor using the relative competitive advantages in a given environmental setting. In the traditional marketing customers are grouped based on the marketing mix and targets. Strategic market segments are identified to provide the organization with an advantage that is sustainable over the competition.

Since organizations operate in a dynamic environment, the need for strategic marketing for an organization to allocate resources to produce the best results in changing environment must be evident.

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

| S. No. | Learning Outcome | Assessment |
|--------|--|------------|
| 1 | Understand the role and concept strategic marketing management | A1 & A3 |
| 2 | Analyze strategies adapted by organizations and examine the rationale being adopted based on market and competitor analysis. | A2 & A3 |
| 3 | Evaluate marketing concepts, strategies and its implementation | A2 |

Course Outline

Unit I (4 Hours)

Strategic Market Management: An Introduction and Overview; What Is a Business Strategy? - Strategic Market Management - Marketing and its Role in Strategy

Unit II (8 Hours)

Strategic Analysis; External and Customer Analysis; External Analysis - · The Scope of Customer Analysis – Segmentation - Customer Motivations - Unmet Needs; Competitor Analysis; Identifying Competitors -- Customer-Based Approaches - Identifying Competitors – Strategic Groups - Potential Competitors - Competitor Analysis - Understanding Competitors - Competitor strengths and Weaknesses - Obtaining Information on Competitors

Unit III (6 Hours)

Market / Submarket Analysis; Dimensions of a Market / Submarket Analysis - Emerging Submarkets - Actual and Potential Market or Submarket Size - Market and Submarket Growth - Market and Submarket Profitability Analysis - Cost Structure - Distribution Systems - Market – Trends - Key Success Factors - Risks in High-Growth Markets

Unit IV (4 Hours)

Environmental Analysis and Strategic Uncertainty; Technology Trends - Consumer Trends - Government/Economic Trends - Dealing with Strategic Uncertainty - Impact Analysis -- Assessing the Impact of Strategic Uncertainties - Scenario Analysis

Unit V (8 Hours)

Creating, Adapting and Implementing Strategy; Creating Advantage, Synergy and Commitment versus Opportunism versus Adaptability; The Sustainable Competitive Advantage - The Role of Synergy - Strategic Commitment, Opportunism and Adaptability; Alternative Value Propositions; Business Strategy Challenges - Alternative Value Propositions - Superior Quality Value; Energizing the Business; Innovating the Offering - Energize the Brand and Marketing - Increasing the Usage of Existing Customers; Leveraging the Business; Which Assets and Competences Can Be Leveraged? - Brand Extensions - Expanding the Scope of the Offering - New Markets; Global Strategies; Motivations Underlying Global Strategies; Standardization Versus Customization - Expanding the Global Footprint - Strategic Alliances.

Learning and teaching activities

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

Teaching and learning resources

Soft copy of course outline will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Cases will be provided from time to time as and when required after the completing the topic. Prescribed text book will be provided to all of you. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Prescribed text book:

Strategic Market Management: Global Perspective, David A Aaker, Wiley.

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GENERAL ELECTIVES FOR VI TRIMESTER (2019-21)

| LIST OF GENERAL ELECTIVES – VI Trimester | | | | |
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| 1 | MGL845 | Decision Models in Management | 3 | VI |
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| 3 | MMM 844 | Advertising and Brand Management | 3 | VI |
| 4 | MMM847 | Sales and Distribution Management | 3 | VI |
| 5 | MBF842 | Mergers and Acquisitions | 3 | VI |
| 6 | MBF843 | Project Appraisal & Finance | 3 | VI |
| 7 | MIB848 | International Business Negotiations | 3 | VI |
| 8 | MIB849 | Management of Transfer Pricing | 3 | VI |
| 9 | MIB854 | Labour Laws & Industrial Relations | 3 | VI |
| 10 | MHR856 | Performance Management | 3 | VI |
| 11 | MIB853 | Prescriptive Analytics | 3 | VI |
| 12 | MIB852 | Social Media Analytics | 3 | VI |
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|--|--|---------------------------------|
| Course Code: MGL845 | Course Title: Decision Models in Management | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA (IB, IBF, GLSCM) | | |
| Course Leader: Prof. R. Venkateswarlu | | |

Course description and learning outcomes

Managerial decisions, regardless of their functional orientation, are increasingly based on analysis using *quantitative* models from the discipline of operations research/management science (ORMS). ORMS tools, techniques and concepts have dramatically changed the way businesses operate in marketing, finance, production, transportation, and service operations. The course is designed to introduce you to few well known techniques of using data to make informed management decisions.

Objectives:

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

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

| S. No. | Learning Outcome | Assessment |
|--------|--|------------|
| 1 | Identify and formulate operations research models that represent real world problems | A1, A3 |
| 2 | Understand the mathematical tools that are needed to solve decision making problems | A1, A2 |
| 3 | Use Excel-Solver software to solve the proposed models. | A2 |
| 4 | Develop reports that describes the model and the solving technique, analyse the results and propose recommendations to the decision-making processes | A2, A3 |

Course outline and indicative content

Unit-1 (6 Hours)

Decision Analysis-Influence diagrams, payoff tables, decision trees; Decision making with and without probabilities; Risk Analysis and sensitivity Analysis; Decision Analysis with Sample information, computing branch probabilities.

Unit - II (6 Hours)

Utility and Game Theory- meaning of Utility, Utility and Decision making-The expected utility approach, Determining the utility of money, Introduction to game theory-competing for market share, mixed strategy games, exercise problems.

Unit - III (6 Hours)

Project Scheduling- project scheduling with known activities, concept of critical path, determining the critical path, contributions of PERT/CPM, project scheduling with uncertain activities, variability in project completion, crashing activity times.

Unit - IV (6 Hours)

Multi Criteria Decision making (MCDM) model- Technique for Order Preference by Similarity to ideal Solution (TOPSIS), basic concepts, Decision matrix, ideal solution.

Unit - V (6 Hours)

Inventory Models- EOQ model, sensitivity analysis for EOQ model, Economic production lot size model, Quantity discounts for the EOQ model, Single period Inventory model with probabilistic demand.

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

Quantitative methods for Business, Anderson *et. al.* 12e, Cengage.



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| | | |
|--|--|---------------------------------|
| Course Code: MGL843 | Course Title: Shipping Operations | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA (IB, GLSCM) | | |
| Course Leader: Dr. N. Bhanu Prakash | | |

Course description and learning outcomes

World shipping industry is a key enabler of logistic operations for the smooth flow of world trade. Thanks to the business cycles, shipping industry pose both opportunities and challenges to international business. For a business manager dealing in international business it is imperative to be aware of the intricacies of this key supply chain link. Considering the significance of movement of cargo in the supply chain network for international business, a student is exposed to various concepts of shipping, role played by its stakeholders, and how business influence and get influenced by the developments in the sector. The course is designed to make students understand:

- The role of shipping industry in international trade, cargo movement, trade routes, destinations, key players and challenges.
- The working of shipping markets, fleet management, ship operations, international conventions and codes influencing world shipping.
- Issues involved in shipping documents including bill of lading, multimodal transportation, charter parties.
- Criticalities in voyage costs & incidental expenses estimation and control.
- Mechanism of ship freight rate calculations, investment (buy or lease) decisions, and financing decisions.

On successful completion of this course, students are able to:

| No. | Learning Outcome | Assessment |
|-----|--|------------|
| 1 | Understand shipping industry and its players | A1 |
| 2 | Explain Market influences on ship industry | A3 |
| 3 | Analyse formalities in shipping industry | A3 |
| 4 | Apply voyage estimations | A3 |
| 5 | Evaluate shipping freight markets and estimation of costs & revenues | A2 & A3 |

Course outline and indicative content

UNIT – I

World seaborne trade and world fleet; Origin, growth, and development of shipping industry, ships their cargos, trades and future trends, Functions of shipping, challenges facing shipping industry, Role of stakeholders in shipping industry.

UNIT – II

Four shipping markets; Ship Operation – planning of schedules, fleet planning; importance of speed, frequency, reliability, cost and quality of sea transport. ISPS code. Liner Shipping, Liner conferences.

UNIT – III

Bill of lading – feature of bill of lading, types & functions of bill of lading, international convention for carriage of goods by rail, convention on contract for international carriage of goods by road, combined transport, seaway bill and common short form bill of lading.

Charter Parties – Demise and non-demise charter parties; voyage and time charter parties; approved forms of charter parties and related bills of lading;

UNIT – IV

Voyage Cost Estimation – world scales, operating costs of diesel propelled tankers, Suez and Panama Canal tolls, capital, operating and voyage expenses, brokerage and address commissions, voyage cost spreadsheets, T/C equivalent, indexed hire rates.

UNIT – V

Ship freight rate calculations. Ship finance management – mortgage payments, setting t/c rates, Ship buy or lease decisions, lay-up vs. continue trading decisions. Sale and purchase of ships.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, research papers, reports published by government and/or industry bodies, projects and practical activities (individual & team) are employed to enhance student knowledge base.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts, softcopies, e-resources etc. will be provided during the sessions. Students are advised to read different books, research and review papers published in journals of international repute, government and industry reports to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library.

Books:

- Maritime Economics, Martin Stopford, Routledge publishers
- Elements of Shipping, Alan Branch, Routledge publishers
- Commercial Management in Shipping, Don L Dykstra, The Nautical Science Institute.

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|--|---|------------------------------|
| Course Code: MMM844 | Course Title: Advertising and Brand Management | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB/IBF/GLSCM) | | |
| Course Leader: | | |

Course description and learning outcomes

Advertising is the dissemination of information concerning an idea, product or service that induces the need in customer, leading to the sale of the product. Advertising is used for communicating business information to the present and prospective customers. Advertising Management is the process of employing various media to sell a product or service. This process begins quite early from marketing research and encompasses the media campaigns that help sell the product. In the modern age of large scale production, producers cannot think of pushing sale of their products without advertising them. Brand plays a very important role in influencing the minds of the customer. Brand not only creates a distinction from the others competitor brands but also adds value to customer by possessing it. Branding and maintaining brand equity play significant role in marketing of products. The course objectives are:

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

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the concepts and trends in Advertising. | A1 |
| 2 | Understand the role of creativity in execution of Ad appeals to target customers. | A2 |
| 3 | Evaluate right media to achieve good reach and frequency of Ad. | A2 |
| 4 | Understand the significance of effective communication in branding. | A3 |
| 5 | Explain the concepts of brand management. | A3 |

Course outline and indicative content

UNIT-I: (5 Hours)

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

UNIT-II (7 Hours)

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

UNIT-III (6 Hours)

Media Planning and Strategy: Media plan, establishing Media objectives. Developing and

Implementing Media strategies: The Media Mix, Target Market Coverage, Geographic Coverage, Scheduling, Reach and Frequency. Evaluation of Media: Broadcast, Print and Support Media.

UNIT-IV (6 Hours)

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

UNIT-V (6 Hours)

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

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group). Case studies will give an insight into challenges and dilemmas of Sales executive and how to efficiently handle those situations. Emphasis will be on assimilating learning through application of theoretical inputs on real life cases and situations.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded on G-learn. Necessary, printouts, handouts etc. will be distributed in the class. Students need to read different books and journal papers to master certain relevant concepts, analyse case studies and evaluate projects. Some of these reference books given below will be available in library or online sources will be shared.

Text Book

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



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|--|--|------------------------------|
| Course Code: MMM847 | Course Title: Sales and Distribution Management | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB & GLSCM) 2019-21 | | |
| Course Leader: Dr. Subrahmanyam A | | |

Course description and learning outcomes

Globalization, increased competition, rapid transformation in communication & information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course is designed to:

- Familiarize students with theories, techniques and practices related to sales and distribution management
- Enable a student efficiently manages the sales force and make them more efficient
- Make students develop a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Understand the concept of sales and distribution management and their interrelationship | A1 |
| 2 | Recognize and demonstrate the significant responsibilities of sales person as a KEY individual. | A2 |
| 3 | Describe and Formulate strategies to effectively manage company's sales operations. | A3 & A2 |
| 4 | Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team. | A3 & A2 |
| 5 | Illustrate the fundamentals of Distribution channels, Logistics and Supply Chain Management. | A3 |

Course outline and indicative content

Unit I (5 Hours)

Introduction: Concept, Objectives and functions of Sales Management, Evolution of Sales Management, Sales Vs Marketing, Nature and Role of Sales Manager's Job, Trends in Sales Management, The Personal Selling Process and New Means of Selling.

Unit II (5 Hours)

Sales Organisation: Concepts of sales organisation, Types of sales organization structures, Coordinating selling function with other marketing activities, Sales forecasting and Sales Potential, Organizing the Sales Effort.

Unit III (5 Hours)

Sales Territory: Concept and process of devising sales territories, Sales Budget and Sales Quotas, sales control and cost analysis.

Unit IV (5 Hours)

Managing Sales Force: Concepts of Salesforce management: Staffing the Salesforce, Sales Training: Managing, designing and evaluating sales training programme, Motivating and compensating Salesforce, Leading, controlling and evaluating the Salesforce.

Unit V (10 Hours)

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

Managing Distribution Channels: Managing Channel Information Systems, reasons for channel conflicts, Managing Conflict, Managing ethical issues in Sales and Distribution Management.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group). Case studies will give an insight into challenges and dilemmas of Sales executive and how to efficiently handle those situations. Emphasis will be on assimilating learning through application of theoretical inputs on real life cases and situations.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library or online sources will be shared.

Prescribed Text book

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



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|--|---|------------------------------|
| Course Code: MBF842 | Course Title: Mergers & Acquisitions | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Prof. Y. Gouthama Rao | | |

Course description and learning outcomes

The primary financial objective of any firm is to maximize shareholders’ economic wealth through effective financial management. Mergers and Acquisitions are one of the initiatives that business firms undertake to achieve shareholders’ wealth maximization. Usually mergers and acquisitions are made in response to changes in the macro environment arising out of changes in economic conditions and technological innovations that have far reaching implications on business. The growth of M & A activity world over continues unabated. The focus of the course is both ‘strategic’ and ‘finance’ and hence useful to students opting for careers in strategic management and financial management.

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

| | Learning Outcomes | Assessment |
|---|--|-------------------|
| 1 | Understand the concepts of valuation and be able to use various methods to value a business. | A1, A2 |
| 2 | Understand the concept of Merger & Acquisition, their rationale and regulatory framework. | A1, A2 |
| 3 | Manage mergers and acquisitions to create value in the long run. | A3 |
| 4 | Link mergers and acquisitions to strategy. | A3 |
| 5 | Understand the concepts of value creation from Divestitures. | A3 |

Course outline and indicative content

Unit – I (8 hours)

Valuation: Concept of value, need for valuation, approaches to valuation – Dividend-based, Asset-based, Earnings-based and Cash flow-based- and their limitations. (NP)

Unit – II (4 hours)

Mergers and Acquisitions: Types and Rationale for M & A, reasons for failure, cross-border M & A.

Unit – III (4 hours)

Legal aspects of Mergers and Acquisitions: Companies Act 2013, Competition Act 2002 and SEBI Regulations.

Unit – IV (8 hours)

Financing of Mergers and Acquisitions: Forms of financing Mergers and Acquisitions- Cash, Paper and a combination of both. Evaluation of M & A from the perspective of shareholders in both target and predator companies. (NP)

Unit – V (6 hours)

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

Learning and teaching activities

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

Teaching and learning resources

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

Books:

1. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill, New Delhi, 2013.
2. RS Arora, Kavita Shetty, Sharat R. Kale, Mergers & Acquisitions Oxford University Press, 2011.



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|--|--|---------------------------------|
| Course Code: MBF843 | Course Title: Project Appraisal & Finance | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA (IB/IBF/GLSCM) | | |
| Course Leader: Prof. Ch. Venkataiah | | |

Course Description and Learning Outcomes

The objective of the course is to make the students familiar with financial planning, analysis, selection, and implementation and review the capital expenditure investments. This also aims to acquaint the students with the application of mathematical and statistical tools for analyzing managerial problems in order to arrive at a decision w.r.t. the capital expenditures.

After studying this course, students will be able to:

| S.No | Learning Outcome | Assessment |
|------|---|------------|
| 1 | Develop the profitability projections. | A1 |
| 2 | Develop the strategies employed in managing risk. | A1 |
| 3 | Practice project management decisions and Control. | A2 |
| 4 | Develop and integrate core management plans needed for a project. | A3 |

Course Outline and Indicative Content

UNIT – I

OVERVIEW OF PROJECT MANAGEMENT

Capital Expenditures, Phases of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Strategic Position and Action Evaluation (SPACE), Generation and Screening of Project Ideas.

UNIT-II:

NON FINANCIAL APPRAISAL METHODS

Economic Appraisal, Social Cost Benefit Analysis, Net Benefit in terms of Economic Prices, Measurement of the Impact on Distribution, Corporate Appraisal, Technical Appraisal, Environment Appraisal.

UNIT-III:

FINANCIAL APPRAISAL METHODS

Estimation of Cash Flows: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirements and its Financing, Profitability Projections, Projected Balance Sheets, Multi Year Projections, Basic Principles for Measuring Project Cash Flows, Components of the Cash Flow Stream, Biases in Cash Flow Estimation, Feasibility Report

UNIT-IV:

PROJECT RISK MANAGEMENT

Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis, Project Risk Management.

UNIT-V:

PROJECT CONTROL

Forms of Project Organization, Project Control, Human Aspects of Project Management, Prerequisites for Successful Project Implementation, Performance Audit, Project Leadership, Project knowledge Management, Closure and Audit.

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed Text Book:

Chandra, Prasanna, *PROJECTS – Planning, Analysis, Selection, Financing, Implementation, and Review*, Tata McGraw – Hill 7th Edition



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| | | |
|---|---|------------------------|
| Course Code: MIB848 | Course Title: International Business Negotiations | |
| Trimester: VI | Course Type: Elective | Credits: 03 (30 Hours) |
| Home Programme(s): MBA (IB/IBF/GLSCM) 2019-21 | | |
| Course Leader: Prof. R.Anita Rao | | |

Course description and learning outcomes: Business negotiations are increasingly recognised as a full part of the managerial process, highly relevant to the implementation of business strategies. This course will explore the areas of business negotiations as they occupy a prominent place in international trade because any transaction is in some way negotiated even though on a limited range of issues. The course objectives are:

- Understand and apply the principles and techniques of ethical negotiation and distributive justice;
- Critically apply the theories of negotiation, signaling, argumentation and real options;
- Demonstrate a critical understanding of how negotiation style and practice varies across cultures and contexts.

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

| S. No. | Learning Outcome | Assessment |
|--------|---|------------|
| 1 | Understand the framework of business negotiations | A1 |
| 2 | Explain cultural aspects of International Business negotiation | A3 |
| 3 | Learn about negotiating sales, agreements, international joint venture, mergers and acquisitions. | A2 |
| 4 | Know about Investment Negotiations | A2 |
| 5 | Learn about ethical aspects in business negotiations | A2 & A3 |

Course outline and indicative content

Unit – I (06 Hours)

Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

Unit – II (06 Hours)

Cultural aspects of International Business negotiation- Hofstede’s dimension of culture and their influence on International Business negotiation - cross culture communication : Issues and Implications – The role of time in International Business negotiation – The role of atmosphere in negotiations. Usage of Game Theory Concepts to International Negotiations.

Unit- III (06 Hours)

Negotiating sales, export transaction and agency agreements – negotiating licensing agreements – Negotiating international joint venture – project negotiations – Cooperative negotiation for mergers and acquisitions.

Unit – IV (06 Hours)

Investment negotiations – Negotiating with Europe, China and other East Asian countries - Business Negotiations between Japanese and Americans – General Guidelines for negotiating international business.

Unit – V (06 Hours)

Ethics in negotiations – Communication in negotiations – Negotiation power and relationships in negotiations – Best practices in negotiations – Business Etiquette – Assertive skills – Personality and negotiation skills.

Learning and teaching activities

| | |
|-------------------------------------|-----------------------|
| • Case studies | • Class presentations |
| • Discuss contemporary developments | • Group Discussions |

Indicative student learning resources

Textbook/s:

- Pervez.N.Ghauri (Editor), JeanClaude Usunier (Editor),Pergamon, 2003- Second Edition, International Business Negotiations
- Subhash Jain (Author) Claude Cellich, South-Western Educational Publishing- Global Business Negotiations: A Practical Guide



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| | | |
|--|---|------------------------------|
| Course Code: MIB849 | Course Title: Management of Transfer Pricing | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: | | |

Course description and learning outcomes

This course is designed to teach students how to price goods and services by providing a framework for understanding pricing strategies and tactics. Topics covered include economic value analysis, price elasticities, price customization, pricing complementary products, pricing in platform markets and anticipating competitive price responses.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Understand the importance and various objectives of pricing decision. | A1 |
| 2 | Discuss various pricing strategies and their consequences. | A2 |
| 3 | Analyze the ethical and legal consideration in pricing. | A3 |
| 4 | Appreciate the importance of international transfer pricing to multinational enterprises. | A3 |
| 5 | Understand the arm's length principle, the concept of comparability and the transfer pricing methods in the OECD Transfer Pricing Guidelines. | A3 |

Course outline and indicative content

Unit – I (4 hours)

Introduction: Importance of studying pricing; types of pricing; customer-based, cost-based and competition-based pricing, who is the customer; B to B / B to C pricing strategies, Price Customization, Segment Pricing, Bundling, Portfolio and Product line and life-cycle pricing.

Unit – II (6 hours)

Economic Value to the customer frame work for and pricing of product/service; product-line strategies, discounting strategies, customers knowledge as price clues and price ending, timing of pricing, information asymmetry about quality and pricing strategies, quality signalling by customers and pricing of product, Cost-plus pricing, fully-distributed versus Incremental cost pricing, peak-load pricing Pricing Innovation Technology, Auction models, Bid Structures, dynamic yield and revenue management, Pricing of software products.

Unit – III (5 hours)

Pricing Strategies: Differential Pricing, Geographic Pricing, Geographic Pricing, Penetration Pricing, Economy Pricing and price skimming.

Unit – IV (5 hours)

Introduction to Transfer Pricing; General Principles and Guidelines, Transfer Pricing Basics, The Arm’s Length principle, Transfer pricing and Valuation methods.

Unit – V (10 hours)

Transfer Pricing/ pricing of Intermediate products, main drivers of transfer pricing, methods for pricing transactions within and between enterprises, funds-transfer pricing, functions and risks associated with transfer pricing.

Transfer pricing in international context, Intra-Trade Commodity Pricing, Managing pricing process in a multi-channel distribution system, Transfer Pricing Guidelines of OECD for Multinational Enterprises, OPEC- Basket Price, Gasoline & Diesel Pricing Reforms in BRICS Countries, Ethical and Legal considerations in pricing.

Learning and teaching activities

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

Teaching and learning resources

Students will be given sufficient direction or guidance to identify suitable resources through R and Python package repos or elsewhere online. Students are expected to read different books and journal papers to master relevant concepts to so as to apply code for analysis and evaluation.

Books:

1. Nagle, Thomas T, and John Hogan. *The Strategy and Tactics of Pricing*. 4th ed. Upper Saddle River, NJ: Prentice Hall, 2005. ISBN: 9780131856776.
2. International Transfer Pricing Policies: Decision-Making Guidelines for Multinational Companies, Wagdy M Abdallah, Quorum Books, ISBN-13: 9780899302942
3. Transfer pricing Methods, Robert Feinschreiber, Willey publication, ISBN:978-0-471-57360-9.



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| Course Code: MIB854 | Course Title: Labour Laws and Industrial Relations | |
| Trimester: VI | Course Type: Elective | Credits: 03 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: DR K V Sandhyavani | | |

Course description and learning outcomes

Industrial relations which is an insuperable part of the personnel function encompasses the complex web of relations, between employers, workers and the government. Industrial climate today is characterized by the escalating expectations of workers, the gradual contraction of managerial powers, strife and indiscipline coupled with worker-militancy uncertainties caused by structural developments in the industry. This course gives insights to students in understanding the dynamics of industrial climate and the mechanisms supporting good industrial relations.

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

| | Learning Outcome | Assessment |
|---|---|-------------------|
| 1 | Recognize the dynamics of industrial relations in organizations | A1 |
| 2 | Examine the causes of poor industrial relations in organizations | A3 |
| 3 | Describe the different mechanisms for maintaining good industrial relations | A3 |
| 4 | Discuss the statutory compliances in an organization to maintain good industrial relations and Relate to drafting the forms | A2 |

Course outline and indicative content

Unit I (6 Hours)

Industrial Relations: Definition of IR and significance of key actors in IR; Approaches to IR; Factors affecting IR; Prerequisites for successful IR; Emerging trends in IR; Impact of Globalization and technology on IR.

Unit II (6 Hours)

Trade Union Concept: Evolution of trade unions in India; Functions of Trade Unions in India; Problems of Trade Unions; Role of trade unions in IR; Employers organizations - functions and their role in IR; Role of State in IR and different types of interventions.

Unit III (6 Hours)

Industrial Conflicts: Classification of industrial disputes; Causes and consequences of disputes; Prevention of industrial disputes- Collective bargaining(CB), workers participation in Management, joint management committees and Work committees; Resolution of industrial disputes- Tripartite bodies, Bipartite bodies, ILC and SLC; Settlement machinery–mediation, conciliation, arbitration and adjudication.

Unit IV (6 Hours)

Discipline: Grievances -causes of grievances, grievance redressal mechanism; Discipline-managing discipline, code of discipline and its objectives; Unfair labor practices; Misconduct, acts of misconduct; Domestic enquiry - Principles of Natural Justice, domestic enquiry process, Consequences of non-compliance with the principles; Standing orders -The main provisions of Industrial employment (Standing Orders) Act, 1946.

Unit V (6 Hours)

Drafting of Statutory Compliance Forms: Important provisions of Labour Laws- Section 2A, 11-A and 17-B under the industrial disputes act; Statutory compliances – drafting the various compliance forms.

Learning and teaching activities

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

Teaching and learning resources

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

Books:

1. H.L. Kumar; Law relating to disciplinary proceedings in industries; Universal Law Publications, 2013.
2. Memoria & Memoria, “Dynamics of Industrial Relations”, Himalaya Publishers.
3. P.K. Padhi; Labour and Industrial Laws; Prentice Hall; 2014.
4. S.N. Mishra; Labour and Industrial Laws, Central Law Publications; 2013.
5. Singh, B. D., “Industrial Relations - Emerging Paradigms”, EXCEL BOOKS, 2010.

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

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

Visakhapatnam – 45.

| | | |
|--|---|------------------------------|
| Course Code: MHR856 | Course Title: Performance Management | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Hours) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Dr. S. Suresh | | |

Course description and learning outcomes

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

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

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

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Understand the basic aspects of Performance Management | A1 |
| 2 | Explain the key tools of Performance Management which helps in practice. | A3 |
| 3 | Implement a performance management system and performance appraisal methods. | A2 |
| 4 | Evaluate various methods of employee development. | A2 & A3 |

Course outline and indicative content

Unit I (6 Hours)

Introduction to Performance Management, Concept and objectives of PM, Prerequisites of Performance Management, Dimensions of PM, Factors affecting Performance Management, Performance Management and Performance Appraisal.

Unit II (6 Hours)

Performance Management Model, Importance of performance management, Introduction to Performance Management Systems and Strategies, Assessment of performance needs, objectives and characteristics, Goal Setting Theory and Expectancy Theory.

Unit III (6 sessions)

Introduction to Performance Management Process, Prerequisites of PMS, Concept of Performance Planning, Levels of Goal Setting, Corporate and Individual, Key Result Areas and Key Performance Areas.

Unit IV (6 sessions)

Introduction to Performance Managing and objectives, Importance and Characteristics of Performance Managing, Process of Performance Managing, Need for performance standard and performance measurement, Performance assessment and review, Need for employee development and Methods of development.

Unit V (6 Sessions)

Introduction to Integrated performance management, The concept of maturity alignment, 360 Degree Appraisal method, High performance teams, Concept and characteristics, Determinants, building and leading high performance teams.

Learning and teaching activities

| | |
|--------------------------|-----------------------|
| • Group Discussions | • Situation Analysis |
| • Students Presentations | • Role Playing |
| • Brainstorming | • Case Study Analysis |

Teaching and learning resources

- Kohil A. S., & Deb, T., “Performance Management”, OXFORD University Press, 2008.
- Herman Aguinis, “Performance Management”, Pearson, 2008.
- Michael Armstrong and Angela Baron, “Performance Management”, Jaico Publishing House, 2009.



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Visakhapatnam – 45.

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|--|---|---------------------------------|
| Course Code: MIB853 | Course Title: Prescriptive Analytics | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA (IB, IBF, GLSCM) 2019-21 | | |
| Course Leader: Dr. YLP Thorani | | |

Course description and learning outcomes

Prescriptive analytics is an emerging discipline and represents a more advanced use of predictive analytics. Prescriptive analytics goes beyond simply predicting options in the predictive model and actually suggests a range of prescribed actions and the potential outcomes of each action. Wu said, “Since a prescriptive model is able to predict the possible consequences based on a different choice of action, it can also recommend the best course of action for any pre-specified outcome.”

Google’s self-driving car is an example of prescriptive analytics in action. The vehicle makes millions of calculations on every trip that help the car decide when and where to turn, whether to slow down or speed up, and when to change lanes — the same decisions a human driver makes behind the wheel.

In the energy sector, utility companies, gas producers, and pipeline companies use prescriptive analytics to identify factors affecting the price of oil and gas to get the best terms and hedge risks.

The objectives of the course:

- To arrive at optimal or near optimal decisions for a given set of managerial objectives under various constraints.
- How the data can be used to profitably match supply with demand in various business settings
- How to model future demand uncertainties, how to predict the outcomes of competing policy choices and how to choose the best course of action in the face of risk.
- To introduce frameworks and ideas that provide insights into a spectrum of real-world business challenges,
- To teach the methods and software available for tackling these challenges quantitatively as well as the issues involved in gathering the relevant data.

On successful completion of this course, students are able to:

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Formulate the decision problems | A1 |
| 2 | Perform various applications of Linear Programming | A1 |
| 3 | Perform various applications of Integer Programming | A2 |
| 4 | Perform Multi-criteria decision making (MCDM) techniques | A2 |
| 5 | Perform Non-linear programming | A3 |

Course outline and indicative content

UNIT I

Introduction to operations Research(OR), linear programming (LP), formulating decision problems using linear programming, interpreting the results and sensitivity analysis. Concepts of shadow price and reduced cost.

UNIT II

Multi-period LP models, Applications of linear programming in product mix, blending, cutting stock, transportation, transshipment, assignment, scheduling, planning and revenue management problems. Network models and project planning.

UNIT III

Integer Programming (IP) problems, mixed-integer and zero-one programming. Applications of IP in capital budgeting, location decisions, contracts.

UNIT IV

Multi-criteria decision making (MCDM) techniques: Goal Programming (GP) and analytic hierarchy process (AHP) and applications of GP and AHP in solving problems with multiple objectives.

UNIT V

Non-linear programming, portfolio theory, gradient descent algorithm technique.

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course i.e., both lecture and workshop (laboratory) modes of classroom delivery with an orientation to TORA, LINGO, and Excel, will be put in place so as to increase the level of understanding of the concept. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group).

Indicative student learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, hand-outs etc. will be distributed in the class. However you should not limit yourself to these materials and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects.

Referential textbooks:

- 1) The Prescriptive Analytics Handbook - Everything You Need to Know about Prescriptive Analytics by Kenneth Strong
- 2) Prescriptive Analytics by Russell Jesse
- 3) Prescriptive Analytics: A Short Introduction to Counterintuitive Intelligence by Andre Milchman , Noah Fang .

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Visakhapatnam – 45.

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|--|---|---------------------------------|
| Course Code: MIB852 | Course Title: Social Media Analytics | |
| Trimester: VI | Course Type: Elective | Credits: 3 (30 Sessions) |
| Home Programme(s): MBA-IB/IBF/GLSCM (2017-19) | | |
| Course Leader: Dr. YLP Thorani | | |

Course description and learning outcomes

With the explosion in the number of social media sites and their volume of users, social networking has become the most popular online activity. The situation presents opportunities as well as challenges to organizations in identifying, gauging and engaging customers. They require the expertise of analytics to gain meaningful insights and transform the Big Data into actionable strategies.

Social Media Analytics (SMA) is a subject that deals with the theory and practice of gathering data from the social media/networks and analyzing it to decipher customer sentiment for the purpose of managerial decision making.

SMA can also be used by organizations as an effective tool for assessing employee behavior and therefore helps in designing HR strategies. SMA has found applications in making financial decisions as well. As the subject unravels itself, newer and innovative applications of SMA appear to surface that can facilitate better management practices.

The objectives of SMA:

- To understand and predict customer behavior, engage customers for better satisfaction identify grievances and improve market offerings, and customize promotional campaigns. The efforts are basically directed at enhancing customer base and increasing customer loyalty notwithstanding the intense and spiraling competitive rivalry.
- To convert social media data to marketing insights.
- To expose to both the benefits and limitations of relying on social media data compared to traditional methods of marketing research.

On successful completion of this course, students are able to:

| | Learning Outcome | Assessment |
|---|--|-------------------|
| 1 | Explore Social media perspectives and their growing significance and role in conducting business. | A1 |
| 2 | Understand the social media consumers and their behaviour. | A1 |
| 3 | Explore Social Media Listening including the creation of monitoring and common social media metrics. | A2 |
| 4 | Understand the use of analytics in Social media for making business decisions | A2 |
| 5 | Explore the Social Media Innovations | A3 |

Course outline and indicative content

Unit – I

Social Media Overview - Social Media Introduction; Social Media infrastructure and value chain; Types of Social Media; Web 2.0 and Social Media; Role of social media in the Digital World (the Usage).

Understanding the Social Media Consumers - Rules of Engagement for Social Media Policy; Social Media Consumers and their behavior; Online/Digital Communities.

Unit – II

Social Media Listening & Monitoring - Social Media Listening & Monitoring Overview; Social Media Listening Processes; Examples/ Case Study.

Unit – III

Social Media Analytics - Social Media Analytics – Overview, Evolution, Trends & Challenges; Social Media KPIs: Establishing Social Media KPIs, Understanding KPIs, Techniques to Define KPIs; Social Media Metrics: Buzz & Sentiments - Overview of Social Media Metrics, Real-time Scenarios of Measuring Metrics, Social Media Measurement – Case Studies.

Social Media Analytics: Application-based Approach - Social Media Analytics Tools: Introduction, Categorization, Comparison of Tools, Utilization of Tools; Social Media Analytics Services; Types of Analytics Services; Live Demonstration of Tools.

Unit - IV

Social Media Customer Service - Social CRM/ Customer Service; Social Media Command Center (SMCC); Business Cases and Examples.

Unit - V

Social Media Innovation - Social Media Apps; Social Media ChatBots; Social Media Virtual Agents; Social Media Interactive Dashboards.

Social Media Strategy - Social Media Strategy – Overview & Transformation; Social Media Maturity Levels; Social Media Action Plan; Social Media Governance

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group). Students shall be encouraged to enroll in Massive Open Online Courses (MOOCs) in social media analytics. It is expected that an average student will be required to spend about two hour for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

Indicative student learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, hand-outs etc. will be distributed in the class. However you should not limit yourself to these materials and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects.

Textbook:

1. Social Media Marketing- a strategic approach, Melissa Barker, Donald Barker, Nicholas Bormann, Krista Neher, Cengage Learning, 2013

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