

GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT (GITAM)

(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 (International Business) (MBA –IB)

A Two Year Full Time –Semester Programme

Program Code:PMGMT02

(w.e.f. 2021-22 Admitted Batch)

www.gim.gitam.edu

2021

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Master of Business Administration (International Business)

MBA (IB)

REGULATIONS

(w.e.f. 2021-22 admitted batch)

1.0 ADMISSION

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

Bachelor Degree or equivalent examination with 50% aggregate marks approved by GITAM University along with High score in CAT/XAT/MAT/GMAT/CMAT or High score in GIM Online Test (GOT).

3.0 CHOICE BASED CREDIT SYSTEM

Choice Based Credit System (CBCS) is introduced with effect from the admitted Batch of 2015-16 based on UGC guidelines in order to promote:

- Student Centered Learning
- Cafeteria approach
- Students to learn courses of their choice
- Students to learn at their own pace
- Inter-disciplinary learning

Learning goals/ objectives and outcomes are specified to indicate as to what a student shall be able to do at the end of the program.

4.0 PROGRAM DETAILS

4.1 EDUCATIONAL OBJECTIVES

The program aims at developing graduates who:

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

4.2 PROGRAM OUTCOMES

The program will enable the students to:

- 1 Apply knowledge of management theories and practices to solve business problems.
- 2 Foster analytical and critical thinking abilities for data-based decision making.
- 3 Ability to develop value based leadership approach..

- 4 Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- 5 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- 6 Apply range of entrepreneurial skills in business decisions.
- 7 Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
- 8 Evaluate opportunities and risks for operating businesses in the international context.

4.3 STRUCTURE OF THE PROGRAM

The Program consists

4.3.1 Foundation Courses (compulsory) are designed and offered to give general exposure to a student in the relevant subject area and to improve communication skill set.

4.3.2 Core Courses (compulsory).

4.3.3 Discipline centric electives which

1. are supportive to the discipline
2. give expanded scope of the subject Intra Departmental Electives
3. give inter disciplinary exposure
4. Nurture the student skills Inter Departmental Electives

4.3.4 Open electives - which are of general nature and unrelated to the discipline to expose the student in areas such as general knowledge, personality development, economy, civil society, governance, etc.

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

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

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

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

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

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

PROPOSED MBA (GENERAL) PROGRAM STRUCTURE (AB 2021-22)

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

Preparatory Courses (Bridge Courses) offered are given below.

Sl.No.	Courses
1	Business, Government & Society
2	Economics
3	Perspectives on Entrepreneurship
4	Basic Mathematics & Statistics
5	Understanding Financial Statements
6	Basics of Finance
7	Academic Writing
8	Case Analysis
9	Presentations

Course structure

Name of the Course	No. of Courses	Total Credits	Percentage
a. Foundation/General Courses			
b. Core Courses			
c. Discipline Centric Electives			
i. within discipline			
ii. related discipline			
d. skill based			
e. open elective/contemporary course			

MBA (IB) 2021-22 – SEMESTER– I

S.No.	Code	Level of course	Title of Course	Theory	Practical	Credits	Internal Assessment Marks	External Assessment Marks
1.	MMB701	Foundation	Management Theory & Practice	3	-	3	50	50

2.	MBI845	Foundation	Geo Political Environment	3	-	3	50	50
3.	MMB705	Foundation	Managerial Economics	3	-	3	50	50
4.	MMB707	Foundation	Organizational Behavior	3	-	3	50	50
5.	MMB709	Foundation	Accounting for Managers	4	-	4	50	50
6.	MMB711	Foundation	Quantitative Techniques	4	-	4	50	50
7.	MMB713	Foundation	Business Laws	3		3	50	50
8.	MMB721	Foundation	Information System for Managers (100% Internal Assessment)	2	2	3	100	
			Total	25	02	26	450	350

Professional Competency Development

PCDs

S. No.	Course Code	Course Level	Course		Sessions			Marks			Credits	
					T	P	Total	CA	SEE	Total		
1	MMB802	PCD	Value Based	Soft Skills		2	2		50		50	1
2	MMB806	PCD	Value Based	Venture Discovery		2	2	100			100	2
				Total		4	4	150			150	3

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA - Continuous assessment

Social Project: The Student has to do a Social Project during Second Semester Period, carrying 1 credit to be shown in the Second Semester under PCD. The student can study/analyze any social/contemporary issue in form of a survey and submit a Report. A Viva will be conducted on

the Project for awarding marks up to 50.

Semester-II

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
1	MMB702	Core	Operations Research	4		4	50	50	100	4
2	MMB704	Core	Financial Management	4		4	50	50	100	4
3	MMB706	Core	Business Research Methodology	3		3	50	50	100	3
4	MMB708	Core	Operations Management	4		4	50	50	100	4
5	MMB710	Core	Marketing Management	4		4	50	50	100	4
6	MMB712	Core	Human Resource Management	4		4	50	50	100	4
7	MBI841	Core	EXIM Management	3		3	50	50	100	3
8	MMB716	Core	Innovation & Entrepreneurship	3		3	50	50	100	3
9	MMB792	Skill Based	Year End VIVA-VOCE				100		100	2
			Total	29		29	500	400	900	31

Professional Competency Development

PCDs

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
	PCDs	MMB808	British English Course (BEC)		2	1	50		50	1
	PCDs	Value	Universal Human Values*	1		1*	50		50	P/F
	PCDs	Skill Set	CBA 1		2	1	50		50	1
	PCDs	Value based	Social Project			1	50		50	1
			Total	1	4	4	200		200	3

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA - Continuous assessment

*Indicates Non Credit Courses – Mandatory to complete and the student will be awarded Pass/Fail but will not be part of CGPA.

Credit indicates the number of hours that requires to be allotted for the course.

Summer Internship to be done during summer vacation at end of first year for **6 weeks**, carrying 2 credits and 1 credit for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

SEMESTER – III

S. №	Code	Level of the Course	Title of course	Theory/Project Report	Practical/Viva Voce	Credits		Internal Assessment Marks	External Assessment Marks	Total Marks
							NEW			
1	MBI801	Integrated	International Business Strategy	3			3	50	50	100
2	MMB803	Integrated	Business Ethics & Corporate Governance	3			3	50	50	100
3		Elective	Elective – 1 *	3			3	50	50	100
4		Elective	Elective – 2 *	3			3	50	50	100
5		Elective	Elective – 3*	3			3	50	50	100
6		Elective	Elective – 4	3			3	50	50	100
7		Elective	Elective – 5	3			3	50	50	100
8		Elective	Elective – 6	3			3	50	50	100
9		Skill Based	Summer Internship & Viva-Voce				2+1	100		100
			TOTAL CREDITS (excluding PCDs)		1		27			
	PCDs	University	Soft Skills 2				1	50		50
	PCDs	Skill Set	Current Business Affairs (CBA)				1	50		50
			TOTAL CREDITS				29	100		100

			(including PCDs)							
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***Students should select Elective -1, Elective-2 and Elective-3 from the International Business Basket only.**

Electives-4, Elective-5 and Elective-6 can be chosen from any of the functional Baskets.

LIST OF ELECTIVES IN THE SEMESTER III

S. No.	CourseCode	CourseLevel	Course	Sessions		Marks				Credits
				T	P	Total	CA	SEE	Total	
Instructor LeadCourses										
			Accounting and Finance							
1.	MFI841	Elective	Financial Markets & Services	3		3	50	50	100	3
2.	MFI843	Elective	Security Analysis and Portfolio Management	3		3	50	50	100	3
3.	MFI845	Elective	Financial Statement Analysis	3		3	50	50	100	3
4.	MFI847	Elective	Fundamentals of Financial Services (CISI – 1)	3		3	50	50	100	3
5.	MFI849	Elective	Retail Bank Management	3		3	50	50	100	3
6.	MFI851	Elective	Securities Market Operations	3		3	50	50	100	3
7.	MFI 853	Elective	Financial Reporting and Analysis (New Course)	3		3	50	50	100	3
			Marketing				50	50		
8.	MMK841	Elective	Consumer Behaviour	3		3	50	50	100	3
9.	MMK843	Elective	Advertising & Brand Management	3		3	50	50	100	3
10.	MMK845	Elective	Sales & Distribution Management	3		3	50	50	100	3
11.	MMK847	Elective	Retail Management	3		3	50	50	100	3
12.	MMK849	Elective	Digital Marketing	2	2	4	100		100	2+1
13.		Elective	Marketing Research(shifted from 4 Sem to 3 Sem)	3		3	50	50	100	3
			Human Resource Management							
14.	MHU841	Elective	Learning and Development	3		3	50	50	100	3

15.	MHU843	Elective	Employee Welfare and Labour Administration	3		3	50	50	100	3
16.	MHU845	Elective	Employment Laws -1	3		3	50	50	100	3
17.	MHU847	Elective	Compensation Management	3		3	50	50	100	3
18.	MHU849	Elective	Human Resource Value Proposition	3		3	50	50	100	3
19.	MHU851	Elective	Performance Management	3		3	50	50	100	3
			Operations & Supply Chain Management				50	50		
20.	MOP841	Elective	Production Planning and Control	3		3	50	50	100	3
21.	MOP843	Elective	Supply Chain Management	3		3	50	50	100	3
22.	MOP845	Elective	Project Management	3		3	50	50	100	3
23.		Elective	International Trade Logistics (New Course taken from IB Basket))	3		3	50	50	100	3
24.		Elective	Service Operations Management(New Course adopted from HBS)	3		3	50	50	100	3
25.		Elective	Decision Modeling(Name change of Decision Models in Management from IB Basket)	3		3	50	50	100	3
			Business Analytics (New Elective Basket)							
26.		Elective	Big Data Analytics	3		3	50	50	100	3
27.		Elective	AI & Machine Learning	3		3	50	50	100	3
28.		Elective	Marketing & Retail Analytics	3		3	50	50	100	3
29.		Elective	Data Analysis with R	3		3	50	50	100	3
30.		Elective	Data Visualization (Tableau)	3		3	50	50	100	3
31.		Elective	Data Analysis with SPSS	3		3	50	50	100	3
32.		Elective	Data Science with Python	3		3	50	50	100	3
			FINTECH (New Elective Basket)							
33.		Elective	Finance & Risk Analytics	3		3	50	50	100	3
34.		Elective	FinTech - Financial Technologies	3		3	50	50	100	3
35.		Elective	Financial Econometrics	3		3	50	50	100	3

36.		Elective	Credit Risk Analytics	3		3	50	50	100	3
37.		Elective	Excel for Finance Professionals	3		3	50	50	100	3
38.		Elective	The Future of Banking & Finance	3		3	50	50	100	3

International Business

39.	MBI843	Elective	International Economics	3		3	50	50	100	3
40.	MBI847	Elective	International Marketing Management	3		3	50	50	100	3
41.	MBI849	Elective	Cross Cultural Management	3		3	50	50	100	3
42.	MBI857	Elective	International Trade Logistics(Logistics Elective)	3		3	50	50	100	3
43.	MOP843	Elective	Supply Chain Management (Logistics Elective)	3		3	50	50	100	3
44.	MBI861	Elective	Freight Forwarding and Custom Clearance(Logistics Elective)	3		3	50	50	100	3

Banking & Financial Services (BFS)

45.	MBI851	Elective	Financial Institutions & Markets	3		3	50	50	100	3
46.	MBI853	Elective	Banking Theory & Practices	3		3	50	50	100	3
50	MBI855	Elective	Forex Management & Derivatives	3		3	50	50	100	3

Logistics & Supply Chain Management (LSCM)

51	MOP841	Elective	Production Planning and Control	3		3	50	50	100	3
52	MOP845	Elective	Project Management	3		3	50	50	100	3
53	MOP846	Elective	Services Operations Management	3		3	50	50	100	3

SEMESTER – IV

S.No	Code №.	Level of the Course	Title of course	Theory/Project Report	Practical/Viva Voce	Credits		Internal Assessment Marks	External Assessment Marks	Total Marks
							NEW			
1		Elective	Elective – 1 *	3			3	50	50	100
2		Elective	Elective – 2 *	3			3	50	50	100
3		Elective	Elective – 3	3			3	50	50	100

4		Elective	Elective – 4	3			3	50	50	100
5			Open Elective	1	1		1	50	50	100
6			Contemporary Course -1				1	50		50
			Contemporary Course -2				1	50		50
8		Skill Based	Comprehensive Viva				2	100		100
			TOTAL CREDITS (excluding PCDs)				17			
	PCDs	University	Club Activity				2*			
	PCDs	Skill Set	Business Simulations				2			
	PCDs	Skill Set	Spreadsheet Modelling				1			
			TOTAL CREDITS(including PCDs)				20			

***Students should select the Elective-1 and Elective-2 from International Business basket only. Elective-3 and Elective-4 can be chosen from any of the functional baskets.**

Total Credits without PCDs is 101.Total Credits with PCDs-112.

The MBA Programme

PCDs out of 11 credits students must earn minimum 7 credits. But venture Development is a compulsory course.

The curriculum of the Four Semester MBA program is designed to have a total of 112 credits. However for the award of MBA degree, the students has to earn a minimum of 108 credits including 7 PCDs

LIST OF ELECTIVES IN SEMESTER IV

S. No.	CourseCode	CourseLevel	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor LeadCourses										
1.			Finance							
2.	MFI842	Elective	Financial Risk Management	3		3	50	50	100	3
3.	MFI844	Elective	International Financial Management	3		3	50	50	100	3

4.	MFI846	Elective	Corporate Valuation	3		3	50	50	100	3
5.	MFI848	Elective	Financial Derivatives	3		3	50	50	100	3
6.	MFI850	Elective	International Introduction to Investment (CISI – 2)	3		3	50	50	100	3
7.	MFI852	Elective	Insurance Management	3		3	50	50	100	3
8.	MFI 854	Elective	Financial Technology (Fin. Tech.) (New Course)	3		3	50	50	100	3
			Marketing				50	50		
9.	MMK842	Elective	Rural Marketing	3		3	50	50	100	3
10.	MMK844	Elective	Services Marketing	3		3	50	50	100	3
11.	MMK848	Elective	Customer Relationship Management	3		3	50	50	100	3
12.	MMK850	Elective	B2B Marketing	3		3	50	50	100	3
13.	MMK852	Elective	Global Marketing	3		3	50	50	100	3
14.	MMK854	Elective	Marketing Metrics (shifted from 3 to 4 semester)	3		3	50	50	100	3
			Human Resource Management							
15.	MHU842	Elective	Employment Laws - II	3		3	40	60	100	3
16.	MHU844	Elective	Industrial Relations & Statutory Compliance and Drafting	3		3	50	50	100	3
17.	MHU846	Elective	Global Human Resource Management	3		3	50	50	100	3
18.	MHU848	Elective	Strategic Human Resource Management	3		3	50	50	100	3
19.	MHU850	Elective	HR & Technology (Removed in the email sent)	3		3	50	50	100	3
20.	MHU852	Elective	Change Management	3		3	50	50	100	3
			Operations & Supply Chain Management							
21.	MOP842	Elective	Materials Management	3		3	50	50	100	3

22.	MOP844	Elective	Quality Management	3		3	50	50	100	3
23.	MOP846	Elective	Logistics Marketing (Change of Name from Marketing of Logistics Services)	3		3	50	50	100	3
24.	MOP848	Elective	Strategic Logistics Management	3		3	50	50	100	3
25.		Elective	Port & Terminal Management (New Course)	3		3	50	50	100	3
26.		Elective	Global Sourcing (Course from IB basket)	3		3	50	50	100	3
			Business Analytics (New Electives)							
27.		Elective	Web & Social Media Analytics	3		3	50	50	100	3
28.		Elective	Decision Science	3		3	50	50	100	3
29.		Elective	Data Analysis with Python	3		3	50	50	100	3
30.		Elective	Advanced Excel & Models	3		3	50	50	100	3
31.		Elective	Business Intelligence	3		3	50	50	100	3
32.		Elective	HR Analytics	3		3	50	50	100	3
			FINTECH (New Elective Basket)							
33.		Elective	Blockchain & Cryptocurrency	3		3	50	50	100	3
34.		Elective	Financial Modelling Using Excel	3		3	50	50	100	3
35.		Elective	Emerging Technologies in What WAFinance	3		3	50	50	100	3
36.		Elective	Algorithmic Trading	3		3	50	50	100	3
37.		Elective	Accounting Analytics	3		3	50	50	100	3
38.		Elective	FinTech - Innovation & Design Thinking	3		3	50	50	100	3
			International Business							
39.	MBI842	Elective	Managing Global Compliance in Exports	3		3	50	50	100	3

40.	MBI844	Elective	Doing Business with Emerging Markets	3		3	50	50	100	3
41.	MBI846	Elective	International Business Negotiations	3		3	50	50	100	3
42.	MBI848	Elective	Sectoral and Cluster Strategies for International Business	3		3	50	50	100	3
43.	MBI850	Elective	Multilateral Trade Institutions & India	3		3	50	50	100	3
44.	MBI856	Elective	Port and Shipping Management (Logistics Elective)	3		3	50	50	100	3
45.	MBI858	Elective	Global Sourcing (This is there in operations) (Logistics Elective)	3		3	50	50	100	3
			Banking & Financial Services							
46.	MBI852	Elective	International Commodity Management	3		3	50	50	100	3
47.	MBI854	Elective	Risk Management in Banking	3		3	50	50	100	3
48.	MBI852	Elective	International Trade Finance	3		3	50	50	100	3
Logistics & Supply Chain Management (LSCM)										
49.	MOP844	Elective	Quality Management							
50.	MBI856	Elective	Port and Shipping Management (Logistics Elective)	3		3	50	50	100	3
51.	MBI858	Elective	Global Sourcing (This is there in operations) (Logistics Elective)	3		3	50	50	100	3
52.	MAN842	Elective	Strategic Logistics Management	3		3	50	50	100	3

LIST OF PROFESSIONAL COMPETENCY DEVELOPMENT (PCDs)

S.№.	Title of course	Credits	
SEM1	Venture Development (Compulsory)	University	2
SEM1	Soft Skills 1	University	1
SEM 2	British English Course (BEC)	Skill Set	1
SEM 2	Universal Human Values	Value	1*
SEM 2	Current Business Affairs (CBA)-1	Skill Set	1
SEM 2	Social Project	Value based	1

SEM 3	Soft Skills 2	University	1
SEM 3	Current Business Affairs (CBA)-2	Skill Set	1
SEM 4	Club Activity	University	2*
SEM 4	Spreadsheet Modelling	Skill Set	1
SEM 4	Business Simulations	Skill Set	2
	Total		11

*Non Credit Courses – Mandatory to complete and the student will be awarded P/F but will not be part of CGPA. Out of 11 credits the student has to complete 7 credits.

LIST OF CONTEMPORARY COURSES (SEMESTER IV)

S. No.	CourseCode	CourseType	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
1.	MCC 801	Elective	CSR & Sustainable Development	2		2	50		50	2
376	MCC 802 842	Elective	Social Innovation	2		2	50		50	2
376	MCC 803	Elective	Behavioral Economics	2		2	50		50	2
376			Marketing/Analytics	2		2	50		50	2
376	MCC 807	Elective	Technological Entrepreneurship	2		2	50		50	2
376	MCC 809	Elective	Alternative Investments	2		2	50		50	2
376	MCC 810	Elective	Financial Metrics	1	2	2	50		50	2
376	MCC 811	Elective	Sustainable Finance	2		2	50		50	2
376	MCC 813	Elective	Behavioral Finance	1	2	2	50		50	2
376		Elective	HR Metrics	2		2	50		50	2
376		Elective	Psychometrics	2		2	50		50	2
376		Elective	Personal Tax Planning	2		2	50		50	2

5.0 MEDIUM OF INSTRUCTION

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

6.0 REGISTRATION

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

7.0 ATTENDANCE REQUIREMENTS

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

However, the Vice Chancellor on the recommendation of the Director of the University Institute may condone the shortage of attendance to the students whose attendance is between 76% and 84% on genuine medical grounds and on payment of prescribed fee. Any student with less than 76% attendance, even on medical grounds, will not be permitted to attend the end-Semester examination and can be detained.

8.0 EVALUATION

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

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

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

DETAILS OF ASSESSMENT PROCEDURE

S. No.	Component of assessment	Marks allotted	Type of assessment	Scheme of evaluation
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1	Theory/Practical	50	Continuous Evaluation	<p>1. <u>Mid Semester examinations:</u></p> <p>Two mid examinations will be conducted for 20 marks each. Better of two will be considered for final 20 marks.</p> <p>If the student is absent for one Mid exam, the marks secured in the other mid exam will be considered as final marks.</p> <p>NO more re-examinations will be conducted under any circumstances except exceptional cases as approved by the HOI.</p> <p>1. <u>2.Coursera course/on line Course – 10 marks</u></p> <p>Student need to complete respective subject wise Coursera course/online course listed by GIM/GITAM through online and required to submit the course completion certificate. Up on which student need to give presentation/viva for awarding marks up to 10.</p> <p>2. <u>Class room Presentations/Seminars / Case analysis/workshop/training/Assignments/survey/ project work : 20 marks</u></p>
		50	Semester-end Examination (SEE)	<p>Fifty (50) marks for Semester End Examinations</p> <p>Note: In respect of courses having practical, theory examination shall be for thirty (30) marks and practical exam for twenty (20) marks.</p>
	Total	100		
2	Practical Courses like ISM (100 % internal)	100	Continuous Evaluation	<p>Record: (Ten) 10 marks</p> <p>Quiz: Ten (10) marks.</p> <p>Coursera: Ten (10) marks</p> <p>Assignments / Lab Tasks / Written Test / Presentations: Ten (10) marks</p> <p>Lab Exam: Sixty (60) marks for two tests of 30 marks each (one at the mid-term and the other towards the end of the Semester) conducted by the concerned lab Teacher.</p>
3	Project work (6 weeks) at III Semester	100	Continuous Evaluation	<p>Project report carries 50 marks</p> <p>Project viva voce carries 50 marks</p>
4.	Social Project II Semester PCD	50	Continuous Evaluation	<p>Project report carries 30 marks</p> <p>Project viva voce carries 20 marks</p>

- *Class Attendance* - 100% Attendance is a reflection of one's commitment, discipline, time management that facilitates continuous learning.
- *Presentations/GDs* - This is designed to shed inhibitions of public-speaking, within a controlled class-room environment.
- *Case Analysis*- This is designed to improve analytical skills and proposal/ reflective writing skills.
- *Field Projects/surveys* - Application of theoretical knowledge to practical real- world problems, not only provides an end-solution, but reinforces confidence and zeal to take up bigger challenges. Field or industry projects help groom students to working environment.
- *Viva-voce* - This is designed to test comprehensive knowledge gained and articulation style.
- *Research Papers* - Research is the lifeblood of an educational institution, whose results contribute to the growth of the economy. Students are provided an opportunity to work with faculty in their desired discipline and generate research project/papers that can be published.
- *Workshops/Training* - 2 to 6 days workshops can be conducted as per the requirement of the Course
- *Computer application* - Usage of application or Developing a program, model, portal, application may be used for evaluation.

8.1 Semester End Examination:

Examinations are not the end, but a launching platform into brighter future. The knowledge gained during the Semester are tested through the Semester end-examinations. The duration of each Semester end-examination shall be for 3 hours as per existing rules.

Students are updated on the examination rules during admission and at regular intervals on university websites. Violation of norms regarding behaviour in the examination hall will attract severe penalty. Action, as per the University guidelines would be taken against students found copying in the examination halls.

Student shall not be absent for any of the end-term examinations conducted by the Institute. In case the student is absent, in exceptional cases on application, the Institute will decide the merits of the application on a case to case basis.

8.2 Duration and Pattern of Semester end Examination (Offline)

Duration of the Examination is 3 hours.

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

S.No.	Pattern	Marks
1.	Section A: Five one-page answer questions (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 6 marks = 30 marks
3.	Section C : One Case let (not more than 200 words)	1X10 =10 marks
	Total	50 marks

A. The following shall be the structure of question paper for courses without 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
	Total	50 marks

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

S.No.	Pattern	Marks
1.	Section A : Five questions (both theory / problems) (Five out of Eight questions to be answered).	5X 4 marks = 20 marks
2.	Section B : Problems/Theory questions (Five out of Eight questions to be answered)	5 X 6 marks = 30 marks
	Total	50 marks

Note : If the end exams are on- line, the duration and pattern of examination will be decided by the University and will be communicated to the students.

End Term Examination - General Marking Criteria

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

Well Above Expectations	(80-100%)	Demonstrates the ability to evaluate concepts and assumptions critically and to thoughtfully apply concepts to problems. Demonstrates independent thinking and insight into theoretical issues. Shows evidence of extensive reading beyond the lecture notes and the ability to synthesize and integrate the relevant literature. Writes well and structures the response so as to provide a succinct, coherent and logical answer. Clearly presents solutions to calculative questions and demonstrates excellent analytical skills.
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The assessments are designed with an objective to achieve the following outcomes:

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

9.0 VIVA-VOCE:

Year-end viva-voce will be arranged at the end of first year. The contents, marks and the composition of Board of each Viva-Voce shall be as follows. The Viva voce will be conducted on the course studied during the year carrying **100 marks**.

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

Class Coordinator /PGP Chair	- Convener
One senior Faculty from the Institute	- Member
Director/ or Nominee	- Member

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

The evaluation board will consist of:

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

Social Project Viva Board will consist of:

Class Coordinator /PGP Chair

- Convener

One senior Faculty from the Institute

- Member

Institute Project Guide

- Member

10.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE

(Subject to change from time to time)

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

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

1.1. Retotaling of the theory answer script of the semester-end examination is permitted on request by the student by paying the prescribed fee within one week after the announcement of the results.

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

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

12.1 Suppose a student is not satisfied with his/her grade after revaluation. In that case, the student can apply for, answer book verification on payment of a prescribed fee for each course within one week after the announcement of revaluation results.

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

11. SUPPLEMENTARY EXAMINATION

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

12.2 The even semester supplementary examinations will be conducted on daily basis after

conducting regular odd semester examinations during Oct/Nov.

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

12. Promotion to the Next Year of Study subject to review

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

13.0 BETTERMENT OF GRADES

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

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

1. Repeat Continuous Evaluation:

1.1. 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.

1.2. A student who has secured 'F' grade in a practical course shall have to attend Special Instruction classes held during summer.

1.3. 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.

1.4. 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.

1.5. 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.

1.6. A student is allowed to Special Instruction Classes (RCE) 'only once' per course.

15. Grades and grading system

GITAM follows the mixed mode of evaluation procedure viz., absolute and relative grading system. At the end of the semester, a student is assigned a 'Letter Grade' for each course in which they are enrolled, based on their performance in all of the course's evaluations during the semester. The letter grade and its corresponding 'Grade Point' represent the outcomes of qualitative and quantitative assessments of a student's performance in a course. The grades and grade points in each system are detailed in the following sections.

5.1 Absolute Grading (If the No. of students not exceeding 20 in any course)

In the Absolute grading system (AG), the marks earned by the student falls within one of the range as given in section 9.2, and each range is assigned a letter grade. For example, if the student earns 72 marks in a course, then the student will secure an 'A' grade in that course. AG will be adopted for the following courses.

1. Theory courses for student strength less than 21
2. Theory and practical (combined)courses for student strength less than 21
3. Lab/Practical courses
4. Project courses
5. Internship courses
6. Skill development courses
7. Audit/Mandatory courses
8. In any course, if the student's strength is less than or equal to 20.

9.1.1 Grade points and symbols in absolute grading

A final letter grade will be awarded in each course at the end of the semester based on the student performance during a given semester. The letter grades and the corresponding grade points are as given below.

S.No.	Grade	Grade Points	Absolute Marks/Remarks
1.	O (Outstanding)	10	90 and above
2.	A+ (Excellent)	9	80-89
3.	A (Very Good)	8	70-79
4.	B+ (Good)	7	60-69
5.	B (Above Average)	6	50-59
6.	C (Average)	5	45-49
7.	P (Pass)	4	40-44
8.	F (Fail)	0	Less than 40 for Theory and Less than 50 for Practical/Project
9.	Ab (Absent)	NA	--
10.	S	NA	Satisfactory for Non-graded courses
11.	U	NA	Unsatisfactory for Non-graded courses
12.	I	NA	Incomplete (Only for project/Internship courses)
13.	R	0	Insufficient attendance in the course
14.	W	0	Withdrawal from the course

For awarding the grade, the total marks obtained by the student are "rounded-up" to the next integer. A student who earns a minimum of four (4) grade points (P grade) in a course is declared to have completed the course.

5.2 Relative Grading (If the No. of students more than 20 in any course)

In the relative grading system (RG), grades are given based on the other students' scores in the same class. It indicates the academic standing/merit of the student in that class. Here, class means a cohort of students who are taught by the same faculty member and have undergone the same assessment pattern. RG overcomes problems encountered with AG, including a difficult or easy question paper setting, very strict or lenient evaluation etc. This evaluation procedure is adopted for theory and combined (Theory and practical) courses with a class strength greater than or equal to 21. The grades and grade points in the relative grading system are as given below.

The class average mark (μ) is taken as the midpoint of 'B+ (Good)' grade, and relative to this and depending on the sigma (σ , standard deviation) value, the other grades are finalized as given below.

S.No.	Grade	Description	Grade Formula	Grade Point
1.	O	Outstanding	Total Marks $\geq (\mu + 1.5 \sigma)$	10
2.	A+	Excellent	$(\mu + 1.0 \sigma) \leq \text{Total Marks} < (\mu + 1.5 \sigma)$	9
3.	A	Very Good	$(\mu + 0.5 \sigma) \leq \text{Total Marks} < (\mu + 1.0 \sigma)$	8
4.	B+	Good	$(\mu - 0.5 \sigma) \leq \text{Total Marks} < (\mu + 0.5 \sigma)$	7
5.	B	Above Average	$(\mu - 1.0 \sigma) \leq \text{Total Marks} < (\mu - 0.5 \sigma)$	6
6.	C	Average	$(\mu - 1.5 \sigma) \leq \text{Total Marks} < (\mu - 1.0 \sigma)$	5
7.	P	Pass	$(\mu - 2.0 \sigma) \leq \text{Total Marks} < (\mu - 1.5 \sigma)$	4
8.	F	Fail	Total Marks $< \text{Max}\{ (\mu - 2.0 \sigma), 35 \}$	0
9.	Ab	Absent		NA
10.	S	Satisfactory for Non-graded courses		NA
11.	U	Unsatisfactory for Non-graded courses		NA
12.	R	Insufficient attendance in the course		0
13.	W	Withdrawal from the course		0

5.3 Computing Grade point averages (SGPA, CGPA)

The procedure adopted for computing the grade point average for the semester and cumulative is as follows:

Semester Grade point average (SGPA) for a semester is calculated as:

$$\sum_{i=1}^n C_i \times G_i$$

$$SGPA = \frac{\sum_{i=1}^n C_i \times G_i}{\sum_{i=1}^n C_i}$$

where 'n' is the number of courses taken by the student in a semester.

'Ci' represents the number of credits allotted to the course 'i'.

'Gi' represents the grade points secured by the student in course 'i'.

Cumulative Grade Point Average (CGPA): It is calculated as:

$$\sum_{i=1}^n C_i G_i$$

$$CGPA = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$$

$$\sum_{i=1}^n C_i G_i$$

where ' m ' is the number of courses graded to date.

' C_i ' represents the number of credits allotted to the course ' i '.

' G_i ' represents the grade points secured by the student in course ' i '.

5.4 Award of class

The cumulative grade point requirement for the award of the class is as follows:

Class	CGPA required
First-class with distinction	$\geq 8.0^*$
First-class	≥ 6.5
Second class	≥ 5.5
Pass class	≥ 5.0

*In addition to the required CGPA of 8.0 or more, the student must have necessarily passed all the

Policy for Grades

9.5.1 Incomplete (I) Grade

'I' grade is assigned if the student has any pending assessment components. The student can initiate the request through the Mentor, and an 'I' grade will be posted after receiving the recommendation from the HoI.

9.5.2 Repeat (R) grade

'R' grade is assigned if the student has to repeat the course due to a shortage of attendance. The student has to re-register for the course in the subsequent semesters by paying the prescribed fees.

9.5.3 Withdrawal (W) grade

'W' grade is assigned if the student has withdrawn from the course within twenty (20) working days of the semester.

6 Evaluation system

The course faculty will announce the framework of evaluation. Typically, the components include (not limited to) Assignments, quizzes, presentations, fieldwork, report writing, module tests, viva voce, semester-end examination etc.

6.1 Assessment Procedure

10.1.1 Theory

Assessment of a student's performance in theory courses shall be based on two components: Continuous Evaluation (CE) for fifty (50) marks and Semester-end Examination (SEE) for fifty (50) marks.

Assessment in continuous evaluation is spread throughout the course duration. The Instructor defines the schedule of assessment and is typically based on Module tests, quizzes, assignments, etc.

10.1.2 Practical

Practical courses are assessed under Continuous Evaluation for a maximum of 100 marks, and a student has to obtain a minimum of **50%** to secure a passing grade.

Assessment in practical courses comprises weightage given to components like data collection, experiments, observations, data analysis, presentation of results, and submission of record work.

10.1.3 Combined Courses

For courses having both theory and practical components, 70% of the weightage will be for the theory component and 30% weightage for the practical component. The student will need to secure a passing grade in both components.

Assessment is carried out based on the criteria specified in sections 10.1.1 and 10.1.2 for both theory and practical components.

10.1.4 Projects

Students can perform Project work individually or in a group (not exceeding four (4) members). Projects are assessed under continuous evaluation for 100 marks, and the student has to obtain a minimum of **50%** to complete the course successfully. Evaluation includes weightage for periodic reviews, reports and final viva voce.

10.1.5 Internship

For internships, the student will submit a report on the successful completion of the training. Students are required to submit individual Internship reports. The Faculty will assess the submission, including checking for plagiarism and conducting a viva voce to assign the grade.

10.1.6 Non-graded courses

11 Courses like Universal Human Values and Club Activity are to be assessed for Pass' or 'Fail'. P/F letter grade will be assigned for these courses. These courses may be either of "theory" type or "practical."

6.2 Announcement of results

The Controller of Examinations (CoE) will announce the students' results at the end of each semester. Students will be able to access their grades in the Student Information System. If there is a requirement for a certified physical copy, students may request the Directorate of Evaluation.

6.3 Withholding of Results

Results may be withheld if

- The student has any outstanding fees, fines or other charges to the department/ Institute/ School/ University
- Action arising out of malpractice is pending
- Action arising out of indiscipline is pending

6.4 Grade appeals/ Re-totalling/ Re-evaluation

Appeal for Re-totalling / Re-evaluation of any theory answer script of the semester-end examination is permitted on request by the student subject to paying the prescribed fee within five(5) working days after the announcement of the results.

6.5 Viewing of Answer Script and Challenge Evaluation

Students who are not satisfied with the grade after revaluation can request a viewing of the semester-end answer script within five(5) working days after the announcement of revaluation results. After viewing, if a student is not satisfied with the valuation, they can challenge the valuation. The student should apply for challenge valuation within five working days after viewing the answer script. Under challenge evaluation, the answer script will be valued by two examiners. The outcome of the challenge evaluation will be used for the final grade. If there is an improvement in the final grade, the University will refund the charges (re-totaling, revaluation, viewing and challenge evaluation).

6.6 Re-registration of courses

Students are permitted to re-register for the courses by paying the prescribed course fee in the following cases. The total number of credits a student can take in a semester shall not exceed 25.

10.6.1 Failure to obtain a satisfactory grade

Students who have not obtained a passing grade can re-register for the backlog course the next time the course is offered in addition to their regular courses. There will be no exemption to the upper limit on the maximum number of credits (currently 25) the student can register.

10.6.2 Betterment of Grades

A student whose CGPA is less than 6.5 can re-register for courses conducted during the summer term/next regular semester. In such a case, the student will be awarded the grade obtained in the re-registered course. The student can opt for the courses in the immediate summer after the course duration. The maximum number of courses they can re-register for is limited to the number of semesters of study.

10.6.3 Securing 'R' Grade

If a student secures an 'R' grade, they have to re-register when the course is next offered

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

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

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

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

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

17.0 ELIGIBILITY FOR AWARD OF MBA DEGREE

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

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

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

18.0 PEDAGOGY

The class room pedagogy is customized 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) 2021-22 – SEMESTER– I

S.No.	Code	Level of course	Title of Course	Theory	Practical	Credits	Internal Assessment Marks	External Assessment Marks
1.	MMB701	Foundation	Management Theory & Practice	3	-	3	50	50
2.	MBI845	Foundation	Geo Political Environment	3	-	3	50	50
3.	MMB705	Foundation	Managerial Economics	3	-	3	50	50
4.	MMB707	Foundation	Organizational Behavior	3	-	3	50	50
5.	MMB709	Foundation	Accounting for Managers	4	-	4	50	50
6.	MMB711	Foundation	Quantitative Techniques	4	-	4	50	50
7.	MMB713	Foundation	Business Laws	3		3	50	50
8.	MMB721	Foundation	Information System for Managers (100% Internal Assessment)	2	2	3	100	
			Total	25	02	26	450	350

Professional Competency Development

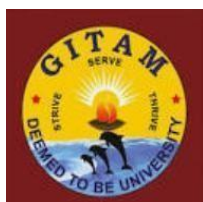
PCDs

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	

1	MMB802	PCD	Value Based	Soft Skills		2	2		50	50	1
2	MMB806	PCD	Value Based	Venture Discovery		2	2	100		100	2
				Total		4	4	150		150	3

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA - Continuous assessment

Social Project: The Student has to do a Social Project during Second Semester Period, carrying 1 credit to be shown in the Second Semester under PCD. The student can study/analyze any social/contemporary issue in form of a survey and submit a Report. A Viva will be conducted on the Project for awarding marks up to 50.



MMB 701	Management Theory and Practice	L	T	P	J	S	C
		3					3
Course Owner	Dept. of HRM	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				46	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

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

Course outcomes:

1. To demonstrate an understanding of current and relevant management knowledge.
2. To understand the evolution of management thought and its relevance in decision making.
3. To understand the importance of structure and types and organization in the field of Management.
4. To learn the principles, techniques, and concepts needed for managerial analysis and decision-making.
5. To describe the effective management of planning, organizing, influencing, and controlling related to the internal and external environment and ethics and social responsibility issues.

UNIT – I Introduction to Management

No of Hours: 10

Nature, scope, purpose, importance, and functions of management; Management as an art, science, and profession. Managers at the workplace: Levels of management; Management functions, process, and roles; Management Vs. Administration.

Management history: Early management, Classical Approach - Scientific and General Administrative Theories, Behavioral approach, Quantitative approach, Contemporary approaches.
Social Responsibility of Managers.

Learning Outcome:

After completion of this unit, the student will be able to

- Understand theoretical aspects, processes, and principles, the scope of management, and its application to modern management practice.
- Analyze how the field of management has evolved and its significant contributions.

L2

L4 Pedagogy tools: Blended learning, Caselet, self-reading, flipped classroom.

UNIT - II**Planning work activities****No of Hours: 8**

Planning work activities: What is planning? Nature of planning, why do managers plan?

Type of goals and plans; Setting goals - Management by Objectives (MBO) and developing plans; Contemporary issues in planning; Planning process and premises.

The decision-making process, approaches to decision making, types of decisions, and decision-making conditions, decision-making biases, and errors, effective decision making for today's world.

Learning Outcome:

After completion of this unit, the student will be able to

- Analyze and apply planning function in modern organizational settings

L4 Pedagogy tools: Blended learning, Case let, self-reading, flipped classroom.



MMB 701	Management Theory and Practice	L	T	P	J	S	C
		3					3
Course Owner	Dept. of HRM	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				46	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

UNIT – III

Designing Organizational Structure

No of Hours: 10

Designing Organizational Structure: meaning of organizing, organization, and organizational design; Six elements of Organizational Design -Work specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization; Mechanistic and Organic structures; Types of Organizations: Traditional Organizational Designs - Simple, Functional, Divisional, Modern Organizational Designs - Team Structures, Matrix, and Project Structures, the Boundaryless Organization, Telecommuting, Compressed Workweeks, Flextime, and Job Sharing, the Contingent Workforce) Staffing: meaning, importance, and process.

Learning Outcome:

After completion of this unit, the student will be able to

- Learn how to design an organizational structure and its principles in modern organizational settings.

L4 Pedagogy tools: Blended learning, Case let, self-reading, flipped classroom.

UNIT – IV

Directing

No of Hours: 10

Directing: meaning, nature, scope, and importance of directing, Elements of Directing - Supervision, Motivation, Leadership, Communication.

Leadership: nature and significance; Leadership Vs. Management; Theories of leadership (Trait, Behavioral and Contingency approaches to leadership).

Leadership styles - Coercive, Authoritative, Affiliative, Democratic, Pacesetting, Coaching; Challenges of a leader, Sources of leader power, How can a Leader Build Trust, Coordination, and Cooperation.

Learning Outcome:

After completion of this unit, the student will be able to

- Analyze and evaluate the critical role of managers in modern organizational settings

L5 Pedagogy tools: Blended learning, Case let, self-reading, flipped classroom.

UNIT – V

Controlling

No of Hours: 8

Controlling: Meaning, Nature and Importance; The Control Process, and Techniques of Controlling, Controlling for Organizational Performance, Tools for Controlling Organizational Performance - Feedforward, Concurrent, Feedback Controls, Financial Controls, Information Controls, the Balanced Scorecard, Benchmarking.

Learning Outcome:

After completion of this unit, the student will be able to

- Illustrate and evaluate the importance and techniques of controlling organizational performance

L5 Pedagogy tools: Blended learning, Caselet, self-reading, flipped classroom.

Textbook(s):

1. Robbins, S. P., & Coulter, M. (2018). Management 14e. Pearson India. Journal(s):
2. Journal of Management
3. Goleman, D. (2000). Leadership that gets results, Harvard business review, HBP.

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



MMB 701	Management Theory and Practice	L	T	P	J	S	C
		3					3
Course Owner	Dept. of HRM	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				46	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

Additional Reading

Reference Book(s):

- 1.
- 2.


Journal(s):

- 1.

Website(s):

	Programme Objectives (POs)												PSOs		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	3	0	0	0	0	0	0	0							
CO2	3	0	0	3	0	0	3	2							
CO3	0	0	0	0	0	3	0	0							
CO4	0	0	3	0	3	3	0	2							
CO5	0	0	0	0	3	0	2	0							

1-Low, 2- Medium and 3- High Correlation

	Course Code	Course Title	L	T	P	J	S	C
	MBG 207	Geo Political Environment						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					50
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

The Geo politics of the world has been fast changing because of globalization and advancement of technology. Every single situation and the event of the world in any corner of the world has influence on every corner of the globe. In the current global canvas India has been playing a vital role as the epi-center of the global power has tilted towards Asia. In the given context the current course would help understand the global geo-politics. In addition the students would learn the ways to operate business in global political environment. And 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

Learning Outcomes

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

	Course Outcomes	Assessment
CO1	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	A1
CO2	To identify geopolitical, social, economic (issues) in major world political regions, as well as underlying reasons of selected inter-state conflict	A3
CO3	To examine major global and transnational issues that present major threats to national security, and political and economic stability of the world family of nation-states.	A3 & A2
CO4	Can deal with the diversity in International politics and relations	A3 & A2
CO5	To develop conceptual capacities in students to understand the interface between global geo-political developments and its impact on international business.	A4

Unit I Title: Introduction to Geo-Political Environment No of Hours- 10
 Classical Geopolitics, Critical Geopolitics & Environmental Geopolitics, Borders & Borderlands, Politics of Globalization, Trans-Atlantic Alliance and anti-Americanism of Europe. Heartland and Rim land Theories

Geopolitics and Commodity Markets: Geopolitics and natural resources -carbon credits market etc, Inter-industry factor mobility and the politics of trade. *Case Study: Case of oil and energy markets*

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a grasp of geostrategic analysis of major world regions. L1
- To understand the geopolitical trends and issues in the World arena. L2
- Understand the core concepts in geo politics. L3
- Explain the power and structure of International trade. L4
- Explore the concept of interindustry factor mobility and politics of trade. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II Title: Geo –Politics of Mid Eurasia No of Hours- 10
 Central Asia and New Silk Road (Eurasian Corridor), Geopolitical value of Afghanistan; current situation Pathan Homeland; Durand Line; Pipeline Crossroads.: Siberia, the Caucasus, and Sino-Russian political geography (Fortress Russia). Analyzing the power potential of Eurasia using geographical position, area, and physiography. Choke points: Kyber Pass, Bolens Pass, Chumbi, Roof of the World, Great Northern Wall. Himalayan Watershed (Mother of all the great rivers of South, Southeast and East Asia). Boundary disputes in South Asia- India, Pakistan and China (Kashmir; Sino-Indian Frontier. *Case Study: Arunachal Pradesh*

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the Geo politics of Eurasia. L1.
- Explain the situation in Afghanistan. L2
- Analyze the power potential in Eurasia. L3
- Describe the power potential in Southeast Asia. L4
- Explain the boundary disputes in Asia. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards, cure cards

Unit III Title: Supranational organizations in shifting world power cores No of Hours.10

World Trade Organization (WTO), Organization of the Islamic Conference (largest world religious organization), League of Arab Nations. European Union and U.S. Trade Priorities and United Nations Organization, UNSC, North American Free Trade Agreement (NAFTA), Organization of the Petroleum Exporting Countries (OPEC), North American Treaty Organization (NATO) and its role in World Geo Politics. China's One belt and one Road Initiative. The Quad group, G7 & G20. The New Development Bank (BRICS). *Case Study: The Covid-19 health crisis and WHO*

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the role of the various international organizations. L1
- Understand the objectives and functioning of various regional groupings. L2
- Explain the process and objectives of United Nations organization. L3
- Explain the formation of New Development bank. L4
- Explain the reasons behind the formation of the Quad group. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV Title: Maritime Political Geography No of Hours- 10

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. *Case Study: South China Sea*

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the maritime geo politics L1.
- Explain the case of South China Sea. L2
- Understand the maritime political geography. L3
- Outline the significance of Indian Ocean. L4
- Discuss the significance of Maritime Law. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: Geopolitics and Financial markets (4 Sessions) No of Hours- 10

Challenges associated with geo political environment and measures to mitigate risks Protectionist Tendencies & emerging trade norms. Euro currency market; Effect of geopolitics on financial market returns; Paradigms of political economy, Ideas and interest groups, imperialism and world system; Financial geography of Europe. *Case study: Brexit & EU*

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the challenges of geopolitical environment. L1
- Understand the Euro currency markets. L2
- Explain the emergence of imperialism and world systems. L3
- Discuss the value of geo political environment L4
- Describe the role of protectionist tendencies and emerging trade norms. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal	20

		presentations and Q&A	
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

**as per grouping made by the PGP Office (no deviation permitted)*

Evaluation pattern

Case /Project presentation: Students can choose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case (based on geo politics) for presentation will be given in the class. In case of Project topics based on geo politics and International relations would be suggested for submission of project report and this is followed by Presentation.

Coursera Completion and Viva: Student would select one course related to Geo –politics in discussion with course leader and complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay short answer questions and Case Study.

Mapping COs – Blooms levels – Assessment Tools

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

CO PO Mapping

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

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

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17

CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

Teaching and learning resources

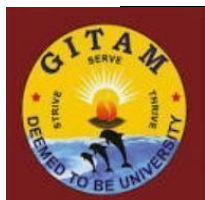
Soft copies of teaching notes/cases etc. will be uploaded onto the X-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You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

Suggested Readings:

- 1) Credit Suisse (2013), Markets face an increasing number of geopolitical risks in 2014 - Market Update, Mid-Dec 2013., Australia, www.credit-suisse.com
- 2) Ravenhill, John (2011) *Global Political Economy*, 3rd ed. Oxford University Press 1
- 3) Rice University (2008), *The increasing risk of geopolitical risk in energy markets*, James A Baker III Institute of Public policy.
- 4) *The Economist* (2014), 'European Energy Security', 5 April.
- Tol, Richard, S J (2014), 'Climate policy targets revisited' www.voxeu.org, 25 April
- 5) Balaam, David N., Bradford Dillman (2011), *Introduction to International Political Economy*, 5th ed. Longman
- 6) New Geo-Political Great Game of Indo-Pacific: Challenges and Options for India by D R Bawa Singh.



	MMB 705	Managerial Economics	L	T	P	J	S	C
			3					3
	Course Owner	Dept. of Entrepreneurship	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					45
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

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, and production, cost and market conditions. Managerial economics uses economic concepts and principles by emphasizing on demand analysis, production & cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy. Knowledge about those concepts is useful for timely business decisions.

Course Outcomes

1. To comprehend the knowledge of key economic concepts which are used for effective business decision-making.
2. To make use of the conceptual knowledge of demand and supply in pricing decisions.
3. To combine the knowledge of costs and production to take efficient production decisions
4. To determine right output and price under different market structures both in private and public sectors.
5. To recognize the need for various government policies at macro economy level.

Unit I Introduction to Managerial Economics No of Hours- 09

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

Learning Outcomes:

After completion of this unit, the student will be able to

- Define various concepts of Managerial Economic. L1
- Describe the nature and scope of managerial economics. L2
- Understand the principles of managerial economics. L3
- Differentiate micro and macroeconomics. L4
- Design the process of managerial decision-making. L5

Pedagogy tools: Blended Learning, Case Analysis, Situation Analysis, Group Discussion, Research Project, Student Presentations, Video lectures

Unit II Utility, Demand & Supply Analysis No of Hours- 09

Utility, Demand & Supply Analysis: Utility Concept, TU, MU and DMU. Determinants of demand, Types of demand –Law of Demand –Determinants of supply, law of supply - Market equilibrium - Price mechanism/Market mechanism with a graphical explanation. Elasticity of demand, types of elasticity, methods to measure elasticity –. Demand forecasting – Methods of demand forecasting -Qualitative Methods and - Quantitative methods.

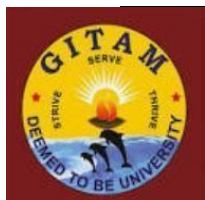
Learning Outcomes:

After completion of this unit, the student will be able to

- Differentiate various concepts of utility L1
- Recognize various factors which influence demand and Supply L2

- Calculate various types of demand and supply elasticities L3
- Identify the equilibrium price conditions in a given market L4
- Compare and contrast various types of demand forecasting techniques L5

1/3



MMB 705	Managerial Economics	L	T	P	J	S	C
		3					3
Course Owner	Dept. of Entrepreneurship	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				45	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

Pedagogy tools: Blended Learning, Case Analysis, Situation Analysis, Group Discussion, Research Project, Student Presentations, Video lectures

Unit III Production and Cost Analysis

No of Hours.09

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

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the various production concepts L1
- Evaluate short run and long run production decisions L2
- Understand the various cost concepts L3
- Analyze the short run and long run cost output relations L4
- List out various economies and diseconomies of scale L5

Pedagogy tools: Blended Learning, Case Analysis, Situation Analysis, Group Discussion, Research Project, Student Presentations, Video lectures

Unit IV Market Structure

No of Hours 09

Market Structure - Basis for classification of market power, kinds of competitive market, Effect of time on supply – Very short run supply curve, short run supply curve and long run supply curve. Price and output decisions in perfect competition. Price and output determination in monopoly market. Price and output determination in monopolistic market. Price and output determination in Oligopoly market. Market Failures – public goods, social goods, merit goods, administered prices (ceiling price and floor price) and Externalities – Positive and negative externalities. Fundamentals of Internalization of externalities.

Learning Outcomes:

After completion of this unit, the student will be able to

- Compare and contrast various types of market structures L1
- Analyse the price and output decisions under perfect competitive conditions L2
- Analyse the price and output decisions under imperfect competitive conditions L3
- Compare and contrast pricing decisions in the short run and long run L4
- Examine and analyse the conditions in which market fails L5

Pedagogy tools: Blended Learning, Case Analysis, Situation Analysis, Group Discussion, Research Project, Student Presentations, Video lectures

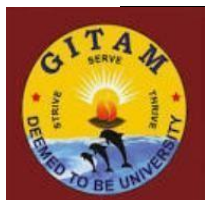
Unit V Macroeconomics

No of Hours- 09

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

- Monetary Policy and Fiscal Policy.

2/3



MMB 705	Managerial Economics	L	T	P	J	S	C
		3					3
Course Owner	Dept. of Entrepreneurship	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				45	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

Learning Outcomes:

After completion of this unit, the student will be able to

- Differentiate various macroeconomic indicators L1
- Compare and contrast various methods of measuring national incomes L2
- Analyse the Various stages of business cycles and its remedial measures L3
- Recognize types of inflation and its corrective measures L4
- Evaluate monetary and fiscal policy measures L5

Pedagogy tools: Blended Learning, Case Analysis, Situation Analysis, Group Discussion, Research Project, Student Presentations, Video lectures

Textbooks:

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

Additional Reading:

Reference Books:

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

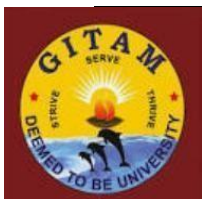
Journals:

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

Website(s):

	Programme Objectives (POs)												PSOs		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	1	0	0	1	0	0	1	0							
CO2	2	2	0	2	2	0	2	2							
CO3	2	2	2	2	2	1	1	2							
CO4	2	2	2	3	1	2	1	1							
CO5	2	2	0	2	1	1	2	2							

1- Low, 2- Medium and 3- High Correlation



MMB 707	Organizational Behaviour	L	T	P	J	S	C
		3					3
Course Owner	Dept. of HRM	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				46	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

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 behavior, and not on acquiring usable skills. In the last two decades, academia has come to realize the importance of human behavior to managerial effectiveness.

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

Course Outcomes

1. To Demonstrate the applicability of organizational behavior to understand the behavior of people in the organization.
2. To Demonstrate the applicability of analyzing the complexities associated with the management of individual behavior in the organization.
3. To Analyse the complexities associated with the management of group behavior (Group Dynamics) in the organization.
4. To Demonstrate how organizational behavior can integrate into understanding the motivation, Organisational culture, organizational change, and managing stress for creating positive work culture.

UNIT - I Introduction

No of Hours: 9

Interpersonal Skills in the Workplace - Manager's Functions, Roles & Skills - Effective versus Successful Managerial Activities
Definition of Organizational Behaviour - The Individual: Nature of Organizational Behaviour - Workforce Diversity - Biographical Characteristics - Ability – physical ability, intelligence. Attitude – Three Components of an Attitude - Major Job Attitudes - Job Satisfaction - Job Involvement - Psychological Empowerment - Organizational Commitment - Perceived Organizational Support - Employee Engagement.

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the concept of organizational behavior L3
- Analyse the nature of Individual behavior in organizations L4
- Understand the concept of employee engagement L2

Pedagogy tools: Blended learning, Lectures, Case Discussions and Presentations, Self-Awareness Exercises & Group Activities

UNIT - II Perception

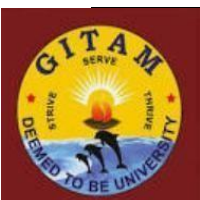
No of Hours: 10

Personality - Definition - Measurement - Determinants - Personality Traits - Myers-Briggs Type Indicator - Big Five Personality Model.
Perception - Factors of Perception - Attribution Theory - Perceptual Errors.

Motivation - Theories of Motivation – Maslow, Herzberg, Vroom, Goal-Setting Theory, And Equity Theory Applications of Motivation - Job Characteristics Model - Job Rotation - Job Enlargement - Job Enrichment - Alternative Work Arrangements - Job Involvement Measures - Types of Variable Pay Programs - Flexible Benefits.

Learning Outcomes:

After completion of this unit, the student will be able to



MMB 707	Organizational Behaviour	L	T	P	J	S	C
		3					3
Course Owner	Dept. of HRM	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				46	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

- Understand the concepts of Personality, perception, and motivation L2
- Apply various theories of motivation at workplace L4

Pedagogy tools: Blended learning, Lectures, Case Discussions and Presentations, Self-Awareness Exercises & Group Activities

UNIT – III The Group

No of Hours: 9

Nature of Groups - Types of Groups - Stages of Group Development - Group properties - Norms - Status - Group Size - Cohesiveness.

Leadership – Trait Theories - Behavioural Theories - Fiedler Contingency Model - Transformational Leadership.

Conflict – Traditional versus Interactionist view of Conflict - Types of Conflict - Three Loci of Conflict - The Conflict Process

Learning Outcomes:

After completion of this unit, the student will be able to

- Demonstrate the elements of group behavior L3
- Understand the various theories of leadership L2
- Examine the process of conflict management L3

Pedagogy tools: Blended learning, Case, video lectures, self-reading

UNIT – IV The Organization System

No of Hours: 9

Organizational Structure - Six Elements - Work Specialization - Departmentalization - Chain of Command - Span of Control - Centralization and Decentralization - Formalization - Bureaucracy - Matrix - Boundaryless Organization - Virtual Organization
Organizational Culture - Common Characteristics - Functional and Dysfunctional Aspects of Organizational Culture on People
- Creating a culture - How employees learn the culture.

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand and analyze the elements of organization structure L2
- Analyse the various aspects of organizational culture L4
- Demonstrate how employees learn organizational culture L3

After completion of this unit, the student will be able to

Pedagogy tools: Blended learning, Lectures, Case Discussions and Presentations, Self-Awareness Exercises & Group Activities

UNIT - V

Organizational Change

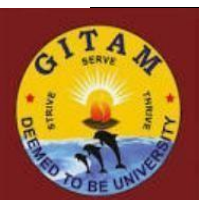
No of Hours: 9

Organizational Change - Forces for change - Planned change - Unplanned Change - Sources of Resistance to change Managing organizational change - Lewin's Three-Step Model - Kotter's Eight-Step Plan for Implementing Change - Action Research - Organization Development

Work stress and its management - Sources of Stress - Consequences of Stress - Individual and Organizational Approaches to Managing Stress

Learning Outcomes:

After completion of this unit, the student will be able to



MMB 707	Organizational Behaviour	L	T	P	J	S	C
		3					3
Course Owner	Dept. of HRM	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				46	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

- Demonstrate change management L3
- Evaluate the various approaches to stress management in organizations L4

Pedagogy tools: Blended learning, Lectures, Case Discussions, and Presentations, Self-Awareness Exercises & Group Activities

Textbook(s):

Robbins, SP, Judge, T, & Vohra, N, "Organizational Behavior", 19th Ed., Pearson Education, New Delhi, 2020

Additional Reading

Reference Book(s):

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

Journal(s):

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

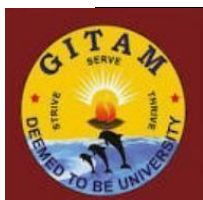
Website(s):


	Programme Objectives (POs)												PSOs		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	2	0	2	1	0	1	2	0							

After completion of this unit the student will be able to

CO2	1	1	2	1	2	1	2	2							
CO3	1	1	2	1	2	1	2	2							
CO4	2	2	3	2	3	1	2	2							

1- Low, 2- Medium and 3- High Correlation



	MMB 709	Accounting for Managers				L	T	P	J	S	C
			4								4
	Course Owner	Dept. of Accounting				Syllabus version				1.0	
	Course Pre-requisite(s)					Contact hours				60	
	Course Co-requisite(s)					Date Approved					
	Alternate Exposure										

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

Course Outcomes

1. To know the accounting framework to prepare Final Accounts of trading concerns.
2. To analyze and interpret the accounting information of financial statements for decision making.
3. To understand the cost sheet preparation process and tracing of Activities for the cost object through Activity- Based Costing.
4. To value the concepts of marginal costing and its application in managerial decision making.
5. To develop the budgets and performance reports for planning and control purposes.

UNIT – I Basics of Accounting

No of Hours: 15

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

Learning Outcomes:

After completion of this unit, the student will be able to

- know the book-keeping and double entry system L1
- understand the accounting concepts and conventions L2
- prepare income and position statements L3
- know the basics of IFRS L1

Pedagogy tools: Blended learning, video lectures, self-reading and Coursera

UNIT – II Financial Statement Analysis

No of Hours: 15

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

Learning Outcomes:

After completion of this unit, the student will be able to

- analyze and interpret the financial statements with ratio analysis L5
- prepare funds flow statement L3
- prepare cash flow statement and know its uses L3

Pedagogy tools: Blended learning, video lectures, self-reading

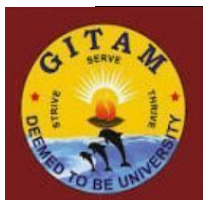
UNIT – III Cost Accounting

No of Hours: 10

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

of Activity Based Costing.

1/3



MMB 709	Accounting for Managers	L	T	P	J	S	C
		4					4
Course Owner	Dept. of Accounting	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				60	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

Learning Outcomes:

After completion of this unit, the student will be able to

- know the types of costs L1
- prepare cost sheet and cost sheet for special work orders L3
- allocate overheads under Activity Based Costing L3

Pedagogy tools: Blended learning, video lectures, self-reading

UNIT – IV Marginal Costing

No of Hours: 12

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

Learning Outcomes:

After completion of this unit, the student will be able to

- understand the concept of Marginal costing L2
- use marginal costing techniques L3
- take decisions under marginal costing L5

Pedagogy tools: Blended learning, video lectures, self-reading

UNIT – V Budgeting and Budgetary Control

No of Hours: 08

Budgeting and Budgetary Control: Definitions of Budget, Budgeting, and Budgetary Control – Need for Budgetary Control – Types of budgets – Preparation of Production Budget, Sales Budget, Cash Budget, and Flexible Budget –Zero-based Budgeting.

Learning Outcomes:

After completion of this unit, the student will be able to

- understand the concepts of budget and budgeting L2
- know the different types of budgets L1
- prepare and interpret all functional budgets L3
- understand the concept of zero-base budgeting L2

Pedagogy tools: Blended learning, video lectures, self-reading

Textbook(s):

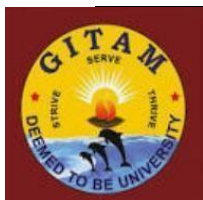
1. Robert N. Anthony, David Hawkins, Kenneth A. Merchant, and Prakash Singh (2019). **Accounting: Texts and Cases.** McGraw Hill, 13th Ed.
2. S.N. Maheshwari, S.K. Maheshwari and CA S.K. Maheshwari (2016). **Accounting for Management.** Vikas Publishing House, 3rd Ed. Noida.

Additional Reading

Reference Book(s):

1. Ambrish Gupta (2016). Financial Accounting for Management: An Analytical Perspective. Pearson Education, 5th Ed. New Delhi.

2/3



MMB 709	Accounting for Managers	L	T	P	J	S	C
		4					4
Course Owner	Dept. of Accounting	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				60	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

- Paul M. Collier (2015). Accounting for Managers: Interpreting Accounting Information for Decision Making. Wiley Publishers, UK.

Journal(s):

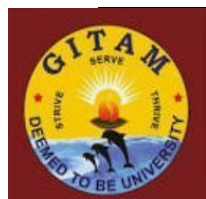
- Management Accounting Research, ISSN: 1044-5005
- The Management Accountant Journal, ISSN: 09723528

Website(s):

- <https://www.icai.org/>

	Programme Objectives (POs)												PSOs		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	3	1	0	0	0	0	0	0							
CO2	1	2	1	1	1	0	0	1							
CO3	1	3	1	1	0	0	0	0							
CO4	2	2	2	0	1	2	1	1							
CO5	2	1	1	0	1	2	1	0							

1- Low, 2- Medium and 3- High Correlation



MMB 711	Quantitative Techniques	L	T	P	J	S	C
		4					4
Course owner	Dept. of Operations	Syllabus version				1.0	
Course Pre-requisite(s)	NIL	Contact hours				60	
Course Co-requisite(s)	NIL	Date Approved					
Alternate Exposure							

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

Course Outcomes

1. To understand the role of mathematics in business applications
2. To understand the role of statistics in scientific investigation and decision making
3. To be equipped with a variety of techniques for analysing statistical data
4. To use Excel for basic data manipulation and simple statistical and graphical analysis.

UNIT - I Introduction to Basic Mathematics

No of Hours: 10

Linear Equations in two variables, Basics of Permutations, and combinations (non-reputation), Differentiation, Derivatives – First order and Second order Derivatives, Maxima & Minima, Integration, Business applications of Derivatives and Integration. (Note: Exclude Trigonometric and Logarithmic functions in derivatives and integration and chain rule in integration)

Learning Outcome:

After completion of this unit, the student will be able to

- Solve system of equations by substitution L3
- Determine the number of outcomes in a problem L2
- Analyse the properties of Calculus L4
- Apply various mathematical methods in business scenarios. L3

Pedagogy tools: Blended learning, self-reading, flipped classroom

UNIT - II Measures of Central Tendency & Measures of Dispersion No of Hours: 13

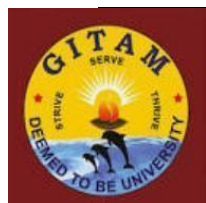
Introduction, Merits, Demerits, Applications. Mean, Geometric Mean, Harmonic Mean, Weighted Mean, Combined Mean, Median, Mode, Standard Deviation, Coefficient of Variance, and Combined Standard Deviation for grouped and ungrouped data, Skewness and Kurtosis.

Learning Outcome:

After completion of this unit, the student will be able to

- Use several numerical methods belonging to measures of central tendency and measures of dispersion to describe the characteristics of a data set L4
- Provide the importance of the concept of variability L3
- Measure the spread or dispersion, understand, and identify its causes to provide a basis for action L3
- Develop the ability to interpret statistical analysis tools commonly used in the workplace L4

Pedagogy tools: Blended learning, self-reading, flipped classroom



MMB 711	Quantitative Techniques	L	T	P	J	S	C
		4					4
Course owner	Dept. of Operations	Syllabus version				1.0	
Course Pre-requisite(s)	NIL	Contact hours				60	
Course Co-requisite(s)	NIL	Date Approved					
Alternate Exposure							

UNIT - III Correlation & Regression analysis

No of Hours: 12

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

Learning Outcome:

After completion of this unit, the student will be able to

- Analyse how correlation analysis describes the degree to which two variables are linearly related to each other L4
- Understand the coefficient of determination as a measure of the strength of the relationship between two variables L2
- Evaluate how business decisions are made based on the specific relationship between two or more variables L5
- Provide a test of hypothesis to determine whether a linear relationship exists between the variables. L3

Pedagogy tools: Blended learning, self-reading, flipped classroom

UNIT - IV Forecasting

No of Hours: 12

Introduction to Time Series Analysis, Cyclic Variation, Seasonal Variations, types of seasonal effects, smoothing Methods- moving averages, weighted moving averages, exponential smoothing, trend projections Linear Trend.

Learning Outcome:

After completion of this unit, the student will be able to

- Understand the four components of a time series L2
- Analyse why forecasting changes that take place over time are an important part of decision making L4
- Gain a general understanding of time-series forecasting techniques L2
- Evaluate different approaches to forecasting that can be applied in business L5
- Use regression-based techniques to estimate and forecast the trend in a time series L4

Pedagogy tools: Blended learning, self-reading, flipped classroom

UNIT - V Probability & probability Distributions

No of Hours: 13

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

Learning Outcome:

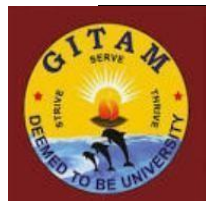
After completion of this unit, the student will be able to

- Understand fundamentals of probability and various probability rules that help them to measure uncertainty involving uncertainty L2
- Know the uses of each probability distribution and how to find its values L3
- Understand the limitations of each of the probability distributions L2
- Apply the concepts of probability distributions to real life problems L3

Pedagogy tools: Blended learning, self-reading, flipped classroom

Textbook(s):

1. Statistics for Management, Levin et al., Pearson.



MMB 711	Quantitative Techniques	L	T	P	J	S	C
		4					4
Course owner	Dept. of Operations	Syllabus version				1.0	
Course Pre-requisite(s)	NIL	Contact hours				60	
Course Co-requisite(s)	NIL	Date Approved					
Alternate Exposure							

Additional Reading

Reference Book(s):

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

Journal(s):

1. The Annals of Statistics, publisher Institute of Mathematical Statistics
2. Australian and New Zealand Journal of Statistics, Wiley-Blackwell Publishing


Website(s)

1. <https://sites.google.com/site/indianstatisticalassociation/Home>
2. <https://statsoc.org.au/>

	Programme Objectives (POs)						PSOs								
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	3	0	0	0	1	0	2	3							
CO2	1	2	0	0	0	0	1	3							
CO3	0	3	0	0	1	0	1	3							
CO4	1	2	0	0	0	0	3	3							

1- Low, 2- Medium and 3- High Correlation



	MMB 713	Business Laws	L	T	P	J	S	C
			3					3
	Course Owner	Dept. of HRM	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					48
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

To promote the business, the government always updates the rules and regulations for companies from time to time as it helps the community to grow together. Accordingly, it is essential to know about modernized governmental policies and rules. Therefore, if any business wants to work without hurdles, an entrepreneur should be up to date with governmental laws. It is not uncommon for business management trainees to ignore the importance of learning about business law during their training. As a result, they enter the corporate world without having a thorough understanding of the various laws and the role of legal professionals in establishing and running a venture. However, being aware of the multiple laws that govern their experience can help these new entrepreneurs understand their organizations' legal needs.

Course Outcomes

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

Unit I Indian Contract Act 1872

No. of Hours - 10

Significance of Indian contract Act - Meaning of a Contract - Contract and Agreements - Essential Elements of a Valid Contract - Offer and Acceptance - Free Consent - Capacity of Parties to a Contract - Lawful Consideration - Types of Agreements - Types of Contracts - Breach of a Contract - Remedies - Discharge of a Contract - Quasi Contract

Learning Outcomes:

After completion of this unit, the student will be able to:

- Understand the meaning of Law and its significance. L1
- Classify the evolution of the Indian Contract Act 1872. L2
- Describe various essential elements of the Indian contract. L3
- Apply the contractual elements in Case Laws solutions. L4

Pedagogy tools: Blended learning, Case let, Video lectures, Guest lectures, Field Visits

Unit II Indian Sale of Goods Act 1930

No. of Hours - 9

Significance of Indian Sale of Goods Act 1930 - Sale and Agreement to a Sale - Contract of Sale - Goods - Ascertained and Identified Goods - Conditions and Warranties - Caveat Emptor Exemptions - Unpaid Seller - Rights and Remedies - Auction Sales - Transfer and Conditions to Transfer of Goods-Creation of Agency - Types of Agents - Rights and Duties of Principal - Agents - Rights of Third Parties against Agents - Termination of Agency - Partnership Act 1932-Meaning - Scope of Partnership - Registration of a Partnership - Kinds of Partners - Rights - Duties of Partners - Dissolution of Partnership.

Learning Outcomes:

After completion of this unit, the student will be able to:

- Define the concept of Sale and Executed sale L1
- Relate the importance of Sale with Ownership and Possession L2
- Describe various types and characteristics of the Indian Sale of Goods Act 1930 L3

- Analyse Unpaid seller rights and remedies

L4



MMB 713	Business Laws	L	T	P	J	S	C
		3					3
Course Owner	Dept. of HRM	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				48	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

Pedagogy tools: Blended learning, Case let, Video lectures, Guest lectures, Field Visits

Unit III Consumer Protection Act 1986 & 2019

No. of Hours - 10

Consumer Protection Act 2019 - Consumer-Commercial Consumer - Basic Rights of Consumers - Consumer Redressal Forum - Complaints - Procedure of Complaints - Penalties - Latest Amendments

Learning Outcomes:

After completion of this unit, the student will be able to:

- Understand the concept of the significance of the Consumer Protection Act 1986 & 2019. L1
- Evaluate the need for consumer education and awareness. L3
- Analyse the Complaint Procedure and Remedies through Act. L4

Pedagogy tools: Blended learning, Case let, Video lectures, Guest lectures, Field Visits

Unit IV Information Technology Act 2000

No. of Hours - 9

Information Technology Act-2000 - Objectives and Salient Features of Act - Applicability of the Act - Offenses under the Act - Latest Amendments to Act

Learning Outcomes:

After completion of this unit, the student will be able to:

- Understand the Significance of Information Technology. L1
- Evaluate the role and components of the Information Technology Act 1930. L2
- Analyse the scope and issues under Information Technology Act. L3
- Analyse recent developments. L4

Pedagogy tools: Blended learning, Case lets, Video lectures, Guest lectures, Field Visits

Unit V Indian Companies Act 1956 & 2013

No. of Hours - 10

Company Law: Definition and kinds of companies - Formation and advantages of Incorporation of a Company - Memorandum of Association - Articles of Association - Prospectus - Types of Prospectus - Annual General Meeting - Statutory Meeting - Dissolution of a Company - Winding up of a Company.

Learning Outcomes:

After completion of this unit, the student will be able to:

- Understand the role and significance of Indian company Law. L1
- Evaluate the Statutory components of the company Law. L5
- Evaluate the stages and types of the Companies. L5
- Analyse the Incorporation and Doctrines under the Indian Company Law. L4

Textbook:

1. Avatar Singh, "Business Laws", Eastern Book Company, Lucknow, 2014



MMB 713	Business Laws	L	T	P	J	S	C
		3					3
Course Owner	Dept. of HRM	Syllabus version				1.0	
Course Pre-requisite(s)		Contact hours				48	
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

Additional Reading

References:

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

Journals:

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

Website(s):

	Programme Objectives (POs)												PSOs		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	2	0	0	0	2	0	1	2							
CO2	1	0	1	2	1	0	2	2							
CO3	1	0	1	1	2	1	1	1							
CO4	2	0	1	1	1	0	1	2							

1- Low, 2- Medium and 3- High Correlation

Semester-II

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
1	MMB702	Core	Operations Research	4		4	50	50	100	4
2	MMB704	Core	Financial Management	4		4	50	50	100	4
3	MMB706	Core	Business Research Methodology	3		3	50	50	100	3
4	MMB708	Core	Operations Management	4		4	50	50	100	4
5	MMB710	Core	Marketing Management	4		4	50	50	100	4
6	MMB712	Core	Human Resource Management	4		4	50	50	100	4
7	MBI841	Core	EXIM Management	3		3	50	50	100	3
8	MMB716	Core	Innovation & Entrepreneurship	3		3	50	50	100	3

9	MMB792	Skill Based	Year End VIVA-VOCE				100		100	2
			Total	29		29	500	400	900	31

Professional Competency Development

PCDs

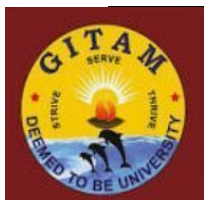
S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
	PCDs	MMB808	British English Course (BEC)		2	1	50		50	1
	PCDs	Value	Universal Human Values*	1		1*	50		50	P/F
	PCDs	Skill Set	CBA 1		2	1	50		50	1
	PCDs	Value based	Social Project			1	50		50	1
			Total	1	4	4	200		200	3

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA - Continuous assessment

*Indicates Non Credit Courses – Mandatory to complete and the student will be awarded Pass/Fail but will not be part of CGPA.

Credit indicates the number of hours that requires to be allotted for the course.

Summer Internship to be done during summer vacation at end of first year for **6 weeks**, carrying 2 credits and 1 credit for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.



MMB 723	Information Systems for Managers	L	T	P	J	S	C
		2		2			3
Course Owner	Dept. of Business Analytics	Syllabus version				1.0	
Course Pre-requisite(s)	Nil	Contact hours				45	
Course Co-requisite(s)	Nil	Date Approved					
Alternate Exposure							

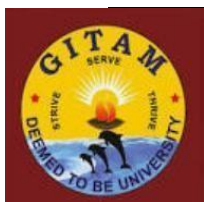
With information age, lots of data is generated by organization which becomes one of the important asset of any organization. Usage of information systems to carry on with the organization's task has become a norm. Information systems play a major role and is handy tool for a manager to make efficient decision making.


Course Outcomes

1. Understand different types of information systems
2. Understand the importance of information system in an organization
3. Appreciate the role of information system in an organization and adopt the same in the business.
4. Perform basic operations in Excel

UNIT - I	Title: Introduction to Information System	No of Hours: 9
Need of Information in Managing Business; Evolution of Information Systems; Information and Control Systems; Classification of Information Systems; Business Process Design; Managing Information Systems		
Learning Outcomes:		
After completion of this unit, the student will be able to		
• Understand the need of information in business		L2
• Describe information and control system		L2
• Understand Business Process Design		L2
• Understand how to manage information systems		L2
Pedagogy tools: Blended learning, Case let, video lectures, self-reading		
UNIT - II	Title: Types of Information Systems	No of Hours: 9
Introduction to Information Systems; Operations Support Systems; Management Support Systems; Other Types of Information Systems		
Learning Outcomes:		

After completion of this unit, the student will be able to	
<ul style="list-style-type: none"> Understand the concept of information systems 	L2



	MMB 723	Information Systems for Managers				L	T	P	J	S	C
			2		2					3	
	Course Owner	Dept. of Business Analytics				Syllabus version				1.0	
	Course Pre-requisite(s)	Nil				Contact hours				45	
	Course Co-requisite(s)	Nil				Date Approved					
	Alternate Exposure										

<ul style="list-style-type: none"> Describe operation support systems 	L2
<ul style="list-style-type: none"> Describe Management support systems 	L2
<ul style="list-style-type: none"> Distinguish different information systems 	L2

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT - III	Title Introduction to Excel	No of Hours: 9
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MS Excel as Spreadsheet based DSS, Basic operations in MS Excel: Worksheet Management, Cell referencing, Building formulas, Sorting, Filters, Conditional Formatting, Working with Charts

Learning Outcomes:

After completion of this unit, the student will be able to

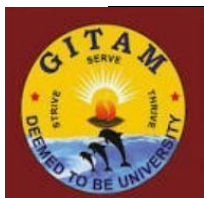
<ul style="list-style-type: none"> Identify different components of Excel 	L2
<ul style="list-style-type: none"> Perform basic operations in Excel 	L3
<ul style="list-style-type: none"> Apply sorting to a given set of data 	L3
<ul style="list-style-type: none"> Apply conditional formatting to a given set of data 	L3
<ul style="list-style-type: none"> Create different types of charts 	L3


Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT - IV	Title Working with Functions	No of Hours: 9
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Text Functions, Logical Functions, Lookup Functions, Date and Time Functions, Math and Statistical Functions

Learning Outcomes:	
After completion of this unit, the student will be able to	
• Apply different text functions	L3





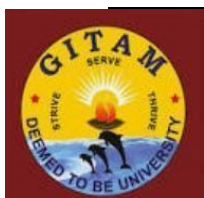
MMB 723	Information Systems for Managers	L	T	P	J	S	C
		2		2			3
Course Owner	Dept. of Business Analytics	Syllabus version				1.0	
Course Pre-requisite(s)	Nil	Contact hours				45	
Course Co-requisite(s)	Nil	Date Approved					
Alternate Exposure							

• Apply different logical functions	L3
• Apply different lookup functions	L3
• Apply different math functions	L3
• Apply different date and time functions	L3

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT - V	Title What if Analysis and Pivot Tables	No of Hours: 9
Data Tables, Scenario Manager, Goal Seek, Pivot Tables and Pivot Charts		
Learning Outcomes:		
After completion of this unit, the student will be able to		
•	Distinguish different programs under what-if analysis	L2
•	Apply data table for a given problem	L5
•	Apply scenario manager for a given problem	L5
•	Apply goal seek for a given problem	L5
•	Apply pivot tables and chart on a given problem	L5
Pedagogy tools: Blended learning,Case let, video lectures, self-reading		

Textbook(s):
1. Kenneth C Laudon, Jane P Laudon, Management Information Systems, Pearson Education 2. Paul Mcfedris, Excel Data Analysis Visual Blueprint, Wiley
Additional Reading
Reference Book(s):



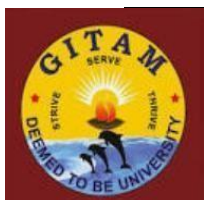
MMB 723	Information Systems for Managers	L	T	P	J	S	C
		2		2			3
Course Owner	Dept. of Business Analytics	Syllabus version				1.0	
Course Pre-requisite(s)	Nil	Contact hours				45	
Course Co-requisite(s)	Nil	Date Approved					
Alternate Exposure							


1. Effy Oz, Management Information Systems, Cengage
Journal(s):
1.
Website(s):
1. https://archive.ics.uci.edu/ml/index.php 2. https://www.kaggle.com/ 3. https://data.gov.in/

Practical Experiments

Topics		Type(Experiment, Project, Exercise) Choose an item.		
Basic worksheet management		Programming Exercise		
Working with basic functions		Programming Exercise		
Working with Lookup functions		Programming Exercise		
Creating charts in Excel		Programming Exercise		
Working with What if Analysis		Programming Exercise		
Working with Pivot tables and charts		Programming Exercise		
Pedagogy tools:	Practical	NPTEL	Practical	
	Practical	Practical	Practical	

Components	Term End Examination	Internal Examination													
		1	2	3	4	5	6	7	8	9	10	11	12	13	
Marks															
Total Marks															
Text Books											Topics				
1: Paul Mcfedris, Excel Data Analysis Visual Blueprint, Wiley											All				
Additional Reading															



	MMB 723	Information Systems for Managers	L	T	P	J	S	C
			2		2			3
	Course Owner	Dept. of Business Analytics	Syllabus version				1.0	
	Course Pre-requisite(s)	Nil	Contact hours				45	
	Course Co-requisite(s)	Nil	Date Approved					
	Alternate Exposure							

Reference Book(s):	Topics

	Programme Objectives (POs)												PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	
CO1	2	1	0	2	0	0	1	1								
CO2	2	2	0	1	0	0	1	1								
CO3	2	2	2	2	2	1	2	2								
CO4	1	1	0	1	1	1	2	2								
CO5	2	2	2	1	0	1	2	2								

1-Low, 2- Medium and

Semester-II

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
1	MMB702	Core	Operations Research	4		4	50	50	100	4
2	MMB704	Core	Financial Management	4		4	50	50	100	4
3	MMB706		Business Research Methodology	3		3	50	50	100	3
4	MMB708	Core	Operations Management	4		4	50	50	100	4
5	MMB710	Core	Marketing Management	4		4	50	50	100	4
6	MMB712	Core	Human Resource Management	4		4	50	50	100	4

7	MBI841	Core	EXIM Management	3		3	50	50	100	3
8	MMB716	Core	Innovation & Entrepreneurship	3		3	50	50	100	3
9	MMB792	Skill Based	Year End VIVA-VOCE				100		100	2
			Total	29		29	500	400	900	31

Professional Competency Development

PCDs

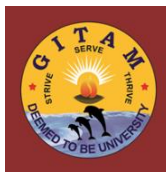
S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
	PCDs	MMB808	British English Course (BEC)		2	1	50		50	1
	PCDs	Value	Universal Human Values*	1		1*	50		50	P/F
	PCDs	Skill Set	CBA 1		2	1	50		50	1
	PCDs	Value based	Social Project			1	50		50	1
			Total	1	4	4	200		200	3

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA - Continuous assessment

*Indicates Non Credit Courses – Mandatory to complete and the student will be awarded Pass/Fail but will not be part of CGPA.

Credit indicates the number of hours that requires to be allotted for the course.

Summer Internship to be done during summer vacation at end of first year for **6 weeks**, carrying 2 credits and 1 credit for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

	MMB 702	Operations Research	L	T	P	J	S	C
			4					4
	Course owner	Dept. of Opertaions	Syllabus version				1.0	
	Course Pre-requisite(s)	NIL	Contact hours				60	
	Course Co-requisite(s)	NIL	Date Approved					
	Alternate Exposure							

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's problems whereas Game theory, Simulation and Network models are covered in probabilistic models.

Course Outcomes

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

UNIT - I Introduction of Operation Research

No of Hours : 8

History and evolution, nature, characteristics, scope, and role of Operations Research in decision making. Management applications of Operations Research. Introduction to Model Building.

Learning Outcome:

After completion of this unit, the student will be able to

- Recall the historical development of operations research L1
- Explain the nature and characteristic features of operations research L2
- Identify the elements of a decision and various decision-making situations L4
- Apply various models for solving a problem under consideration L3

Pedagogy tools: Blended learning, self-reading, flipped classroom

UNIT - II Linear Programming

No of Hours : 14

Basic concepts of Linear Programming, formulation of a Linear Programming, solution by graphical method, simplex method by maximization case, minimization case (Big-M method), sensitive analysis and duality. Analyzing the solutions through Excel-SOLVER.

Learning Outcome:

After completion of this unit, the student will be able to

- Define linear programming and its applications L2
- Know the components and formulation of linear programming problem (LPP) L2
- Express the general mathematical model of LPP L3
- Identify Simplex method and conditions for its application L3
- Construct the dual to a given LPP L4
- Illustrate sensitivity analysis L2

Pedagogy tools: Blended learning, self-reading, flipped classroom

UNIT - III Transportation & Assignment Problems

No of Hours : 13

Transportation Problems - Introduction, Basic feasible solutions by various methods: North-West, least Cost and Vogel's Approximation. Test for Optimality using MODI method. Assignment Problems – Introduction, Solution using Hungarian method.

Learning Outcome:

After completion of this unit, the student will be able to

- Identify transportation and assignment problem L2
- Solve initial feasible solution for transportation problems using several methods and optimal solution using MODI method L4
- Determine how to solve assignment problems using Hungarian method L5
- Handle unbalanced transportation and assignment problems L5

Pedagogy tools: Blended learning, self-reading, flipped classroom

UNIT - IV

Game Theory and Simulation

No of Hours : 13

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.

Learning Outcome:

After completion of this unit, the student will be able to

- Know the commonly observed game models and understand simulation L2
- Understand the principles of two-person zero-sum games L2
- Determine solution to a two-person zero-sum game with no saddle point L4
- Discuss the simulation of a queuing system L4

Pedagogy tools: Blended learning, self-reading, flipped classroom

UNIT - V

Network Scheduling by PERT / CPM

No of Hours : 12

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

Learning Outcome:

After completion of this unit, the student will be able to

- Know the use of the techniques of PERT and CPM in project management L2
- Understand the concept of project network L2
- Know the basic difference between PERT and CPM network techniques L5
- Explain the rules of network construction L2
- Construct network diagrams with single and three time estimates of activities involved in a project L4

Pedagogy tools: Blended learning, self-reading, flipped classroom

Textbook(s):

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

Additional Reading

Reference Book(s):

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

Journal(s):

1. Mathematics of Operations Research, Publisher INFORMS

2. Operations Research, Publisher, Publisher INFORMS


Website(s)

1. <https://www.theorsociety.com/>
2. <https://www.informs.org/>

Website(s):

	Programme Objectives (POs)												PSOs		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	1	2	3	4	5	6	7	8							
CO2	2	2	0	0	0	0	1	2							
CO3	2	2	0	0	0	0	1	2							
CO4	2	2	0	0	0	0	0	1							

1-Low, 2- Medium and 3- High Correlation

	MMB 704	Financial Management	L	T	P	J	S	C
			4					4
	Course Owner	Dept of Finance	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					60
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

This course is designed to provide fundamental knowledge on financial management. The course will introduce learners to - planning and acquisition of funds; effective utilization and allocation of the funds received or acquired; and distribution of profits in a business.

Course Outcomes

1. To introduce time value of money and risk return trade off.
2. To familiarize students with assumptions and concepts underlying the decision making.
3. To impart knowledge on capital structure, capital budgeting, working capital and dividend decisions.
4. To impart critical thinking skills in the area of capital budgeting and capital structure

UNIT - I

Title: Introduction to Financial Management

No of Hours : 10

Nature, Scope, Goals and organization of finance function -The finance function and its interlinkages with other functional areas of management -Finance Vs Accounting, Corporate Finance Vs Financial Management - Time value of money – PV and FV in case of lumpsum, Annuities and Uneven Cashflows- Introduction to measurement of Risk and Return. (Numerical Problems)

Learning Outcomes:

After completion of this unit, the student will be able to:

- Solve problems on future value of money in the context of personal finance L3
- Solve problems on present value of money in the context of personal finance including calculation EMIs. L3
- Comprehend the linkage of finance function with other functions L2
- Discuss the risk and return in the context of personal investment decision L2

Pedagogy tools: Blended learning, Case let, video lectures, self reading

UNIT - II Title: Cost of Capital and Capital Structure No of Hours :13

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

Learning Outcomes:

After completion of this unit, the student will be able to

- Solve for Cost of Equity, Debt and Preference capital L3
- Propose the capital structure alternative using 1) EBIT and EPS approach 2) WACC L5
- Comprehend the theories of capital structure L2
- Analyze operating, financial, and combined leverages for decision making L4
- Identify the sources of Long term and Short term finance L2

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT - III Title : Investment Decision No of Hours :14

Investment Decisions (CAPEX): Phases of Capital Expenditure Decisions, Capital Budgeting Process - Estimating cash flows for capital budgeting - Capital Budgeting Techniques for decisions making – Introduction to Risk Adjusted Capital Budgeting Techniques (N.P)

Learning Outcomes:

After completion of this unit, the student will be able to

- Analyze using capital budgeting techniques for decision making L4
- Estimate cashflows for capital budgeting decisions L3
- Comprehend the phases in capital expenditure decisions L2

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT - IV Title: Working Capital Management No of Hours:13

Working Capital Management: Meaning of Working capital – Factors influencing working capital – Estimating working capital requirement- Managing various components of Working Capital: Cash and Marketable securities management; Accounts Receivable and inventory management- EOQ- Reorder levels – Inventory cycle - Operating cycle – Cash Conversion cycle – Sources of financing working capital (N.P)

Learning Outcomes:

After completion of this unit, the student will be able to

- Estimate working capital requirement L3
- Prepare Cash Budgets L5
- Propose a credit policy using the accounts receivable information L5
- Solve for Operating cycle, Cash Conversion Cycle L3
- Understand the factors influencing working capital management L2

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT - V Title: Dividend Decision No of Hours:10


Dividend Decisions: Factors influencing dividend decisions-Classification of dividends – Theories of Dividend –Walters and Gordon Model- MM Model.(N.P)

Learning Outcomes:

After completion of this unit, the student will be able to

- Comprehend factors influencing dividend decisions L2
- Understand the classification of dividend and their influence on EPS L2
- Illustrate the use of Gordon and Walters Model for dividend decision L3
- Distinguish the assumptions of relevance and irrelevance approach L4

[illegible]

	MMB 706	Business Research Methodology	L	T	P	J	S	C
			3					3
	Course owner	Dept of Operations	Syllabus version					1.0
	Course Pre-requisite(s)	NIL	Contact hours					47
	Course Co-requisite(s)	NIL	Date Approved					
	Alternate Exposure							

Research methodology is the systematic and scientific method of how to review and research a topic. It starts with identification of the problem and continues with sample design, data collection, analysis and report. It is extensively used to find a solution to a problem and enhance knowledge. Continuous growth is one of the key challenges for business, which needs innovative ideas and solutions to stagnation in growth. Research is a valuable tool for businesses to identify potential avenues for growth and solutions to problems. Understanding the methodology to be adopted when researching is, therefore, very crucial for businesses.

Course Outcomes

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

UNIT - I Introduction to Research Methodology

No of Hours : 7

Importance of research methodology, types of research methods, research process, identification of the problem, hypothesis formulation, types of research design.

Learning Outcome:

After completion of this unit, the student will be able to

- Demonstrate knowledge on addressing management problems through business research methods L2
- Interpret, define and formulate research problems, hypothesis that can be tested L3
- Analyze the nature of business research and type of research L4

Pedagogy tools: Blended learning, Pre-class reading, flipped classroom, Video Lectures

UNIT - II Sample design

No of Hours : 9

Census Vs Population, determination of sample size, sampling techniques- data collection - primary data, secondary data- methods of collecting primary data: Interview, observation techniques, and questionnaire, and Sources of secondary data. Guidelines and design of questionnaire: Levels of measurement scales and scaling techniques.

Learning Outcome:

After completion of this unit, the student will be able to

- Explain different types of sampling techniques L2
- Analyze different sources of primary and secondary data L4
- Design a survey using different data collection methods and tools L4

Pedagogy tools: Blended learning, Pre-class reading, flipped classroom

UNIT - III Data Processing & Reporting writing

No of Hours : 11

Data processing: Editing, coding, classification, tabulation, diagrammatic and graphical representation of the data using Excel/SPSS; Interpretation; Report Writing – Importance of Report, types of reports, report preparation – report format, report writing, guidelines for tables and graphs; presentation of reports.

Learning Outcome:

After completion of this unit, the student will be able to

- Analyze data using different methods and tools L4
- Analyze and interpret the results of statistical tests L4
- Evaluate and prepare a structured business research report L5

Pedagogy tools: Blended learning, Pre-class reading, flipped classroom

UNIT - IV Hypothesis Testing & Parametric tests:

No of Hours : 12

Components of hypothesis, Hypothesis testing procedure, parametric tests Z test, t distribution (single, independent, paired sample tests), ANOVA - one way and two ways test. (With numerical Problems)

Learning Outcome:

After completion of this unit, the student will be able to

- Explain the process of hypothesis testing L2
- Apply different statistical methods to test hypothesis L3
- Analyse and testing the hypothesis using parametric tests L4

Pedagogy tools: Blended learning, Numerical problems & Solving, Pre-class reading, flipped classroom

UNIT - V Non-Parametric tests & Multivariate Analysis

No of Hours : 8

Non-Parametric tests- Chi-Square test, Mann-Whitney 'U' test, Kruskal-Wallis test (with numerical Problems). Introduction to multivariate analysis, discriminant Analysis, factor analysis (only theory and application)

Learning Outcome:

After completion of this unit, the student will be able to

- Differentiate parametric and non-parametric tests and its applications L2
- Analyze and testing the hypothesis using non-parametric tests L4
- Demonstrate knowledge in application of multivariate techniques in business L2

situations.

Pedagogy tools: Blended learning, Numerical problems & Solving, Pre-class reading, flipped classroom

Textbook(s):

1. Ranjith Kumar, Research Methodology- A step by step guide for beginners, SAGE publishers, Latest Edition.

Additional Reading

Reference Book(s):

1. Malhotra, N. (2019). *Marketing Research: An Applied Orientation*, 7th Edition, Pearson Education Limited.


Journal(s):

1. Journal of Business Research, Elsevier

Website(s):

	Programme Objectives (POs)												PSOs		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	3	0	0	0	1	0	2	1							
CO2	1	2	0	0	0	0	1	1							
CO3	0	3	0	0	1	0	1	1							
CO4	1	3	0	0	0	0	3	3							

1-Low, 2- Medium and 3- High Correlation

	MMB 708	Operations Management	L	T	P	J	S	C
			4					4
	Course owner		Syllabus version					1.0
	Course Pre-requisite(s)	NIL	Contact hours					60
	Course Co-requisite(s)	NIL	Date Approved					
	Alternate Exposure							

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.

Course Outcomes

1. Understand the basics of operations management using manufacturing and service examples.
2. Identify the roles and responsibilities of operations managers in different organizational contexts.
3. Apply the planning and control concepts for decision-making
4. Analyze the operations to identify areas for improvement
5. Evaluate strategies for improvement in manufacturing and service contexts

UNIT - I Introduction to Operations & Operations Strategy No of Hours: 12

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

Learning Outcomes:

After completion of this unit, the student will be able to

- Explain the role of operations management in an organisation L2
- Articulate the dimensions that make up the operations management L2
- Analyse the nature of operations and types of output L4
- Evaluate the crucial role of operations management in organisational success L5
- Apply different strategies for various businesses L3

Pedagogy tools: Blended learning, case study, video lectures, self-reading

UNIT - II Designing Operations No of Hours: 12

Designing Products and Services: Product Development, Sequential vs Concurrent Design. Process Design: Manufacturing and Service Process Types, Service Delivery Systems. Facilities Location – Location Decision Relevant Factors.

Learning Outcomes:

After completion of this unit, the student will be able to

- Articulate the designing of various product and services L2
- Explain the process of product development L2
- Evaluate the advantages of concurrent design L5
- Analyse the factors that influence the choice of layout L4
- Analyse the facilities location L4

Pedagogy tools: Blended learning, case study, video lectures, self-reading

UNIT - III Planning and Control of Operations – I No of Hours: 12

Layout Planning - Types of Layout, Implications for Layout Planning, Layout Design. Dependent and Independent Demand, Strategies to Meet Demand, Loading – Finite and Infinite, Sequencing, Capacity Planning.

Learning Outcomes:

After completion of this unit, the student will be able to

- Analyse the process of layout planning L4
- Illustrate the implications of dependent and independent demand L2
- Evaluate strategies to meet demand L5
- Explain the planning and control activities L2
- Apply sequencing and capacity planning techniques L3

Pedagogy tools: Blended learning, case study, video lectures, self-reading

UNIT - IV Planning and Control of Operations – II

No of Hours: 12

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

Learning Outcomes:

After completion of this unit, the student will be able to

- Explain aggregate production planning L2
- Apply master production scheduling L3
- Illustrate the evolution of ERP L2
- Explain MRP logic and bills of materials L2
- Apply inventory management techniques L3

Pedagogy tools: Blended learning, case study, video lectures, self-reading

UNIT - V Quality Management

No of Hours: 12

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

Learning Outcomes:

After completion of this unit, the student will be able to

- Illustrate the need for quality and its characteristics L2
- Apply quality philosophy L3
- Explain the perspectives from WE Deming L2
- Evaluate the differences between BPR and continuous improvement L5
- Analyse lean and six sigma tools and its applications L4

Pedagogy tools: Blended learning, case study, video lectures, self-reading

Textbook(s):

1. Mahadevan B. *Operations Management: Theory and Practice*, Third Edition.

Additional Reading

Reference Book(s):

1. Slack, N., Brandon_Jones, A. and Johnston, R. (2014), *Essentials of Operations Management*, 1st Indian Ed., Pearson Education Limited.
2. Hill, A. and Hill, T. (2011), *Essential Operations Management*, Palgrave Macmillan: Basingstoke.

Journal(s):

1. International Journal of Logistics Management, Emerald publisher.
2. Benchmarking: An International Journal.


Website(s)

1. www.poms.org

	Programme Objectives (POs)												PSOs		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1	3	0	0	0	0	0	0	3							
CO2	3	2	2	0	2	3	2	3							
CO3	0	3	0	3	0	0	2	3							
CO4	3	0	0	3	0	2	2	3							

CO5	0	0	3	0	3	0	0	3							
CO6															

1-Low, 2- Medium and 3- High Correlation

	Course Code	Course Title	L	T	P	J	S	C
	MMB 710	Marketing Management	4					4
	Course Owner	Dept of Marketing	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					60
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Marketing helps to communicate the value of a product or service to the consumer, with an aim to sell the product. Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability on the field. The importance of the 4 Ps of Marketing, i.e. Product, Pricing, Promotion and Place can never be undermined. This course provides an overview of marketing processes and marketing principles, and provides students with the opportunity to apply the key concepts to practical business situations

Course Outcomes

1. To explain the conceptual framework of marketing and its applications in “the real world
2. To apply marketing concepts to make business decisions under various environmental constraints
3. To illustrate the functionality and application of elements of Marketing Mix
4. To create a suitable Marketing plan for a product
5. To assess the range of common strategies used, with each of the various promotional mix tools

UNIT – I Introduction to Marketing

No of Hours: 12 hours

Nature, Scope, functions and importance of Marketing – Marketing concepts -Philosophies of Marketing. The environment of marketing –macro and micro components

Learning Outcomes:

After completion of this unit, the student will be able to

- To familiarize students with evolution and concepts of marketing concepts L1
- Appreciate the various philosophies of marketing L2
- Analyze the marketing environment L2
- Classify the different components of micro and macro environment. L3
- Understand the scope and functions of marketing. L2

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT – II Building Customer value, Satisfaction and loyalty

No of Hours: 12 hours

Buyers’ behavior – consumer verses organizational -Factors influencing buyer behavior – The Buying Decision Process: The Five-Stage Model - Segmenting, Targeting and Positioning - Concept of Market Segmentation, Bases and Levels of Segmenting Consumer Markets, Effective segmentation criteria, Evaluating and Selecting Target Markets. Targeting (T), Positioning (P) Value Proposition and USP

Learning Outcomes:

After completion of this unit, the student will be able to

- To familiarize students to the concepts of buyer behavior L1
- To understand the buying decision making process L2

- Understanding various bases of segmenting consumer markets L2
- Describe effective segmentation criteria L2
- Analyze the implementation of Targeting and positioning L4

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT - III Marketing mix No of Hours: 12 hours

Elements of the marketing Mix – four P's, extended 7 P's of services. Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Product life cycle; New product development and consumer adoption process

Learning Outcomes:

After completion of this unit, the student will be able to

- To familiarize students to the concepts of marketing mix. L1
- To understand the extension of the 4Ps to the 7Ps. L2
- Understanding the major product decisions L2
- Describe the new product development process L2
- Analyze the consumer adoption process L4

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT - IV Price No of Hours: 12 hours

Factors influencing pricing - Pricing Objectives - Methods of Pricing - Channels of Distribution: Definition - Need - Types of channels, channel conflicts- types - channel management

Learning Outcomes:

After completion of this unit, the student will be able to

- To familiarize students to the factors influencing pricing. L1
- To understand the objectives of pricing. L2
- Understanding the methods of pricing L2
- Describe the channels of distribution L2
- Analyze the channel management ways and handle channel conflicts L4

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT - V Promotion No of Hours: 12 hours

Nature and Importance of promotion - Promotion Mix - Managing Advertising, Sales Promotion, Personal Selling, Public Relations and direct marketing - Integrated Marketing Communication (IMC)-Role of technology in promotion –social media marketing –Recent trends – Green marketing

Learning Outcomes:

After completion of this unit, the student will be able to

- To familiarize students to the importance of promotion. L1
- To understand the concept of promotion mix. L2
- Understanding the different elements of promotion mix. L2
- Describe the role of technology in promotion. L2
- Analyze Integrated Marketing Communication (IMC) and recent trends in marketing L4

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

Textbook(s):

1. Principles of Marketing by Philip Kotler, Gary Armstrong and Prafulla Agnihotri
2. Marketing Management by Ramaswamy and Namakumari

Additional Reading

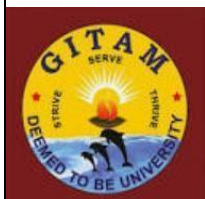
Newspapers and Market reports

Reference Book(s):

1. Tapan K.Panda, Marketing management text and cases: Indian Context, Excel Books, 2019
2. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B marketing: a south - Asian perspective, 11th ed, Cengage Learning, 2020

Journal(s):

- Journal of Advertising.
- Journal of Consumer Research.

	Course Code	Course Title	L	T	P	J	S	C
	MBI 841	EXIM Management						
	Course Owner	Dr.Srilalitha Girija Kumari Sagi	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				50	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Export Import Management is part of international business and it is an important activity of global economic and trading environment. The objective of this course is to inculcate a strong understanding of the export import process and procedures to follow. The students will be able to understand the role of various export promotion councils in promoting exports. In addition the students will also be able to map the exchange of commodities from one country to another and know the nuances of export import procedures.

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

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

	Course Outcomes	Assessment
CO1	Understand the role of exports and imports process in international business.	A1
CO2	Explore the role of export management and trade procedures in international trade.	A3
CO 3	Evaluate strategies and solutions to problems in export markets and export incentives schemes.	A2

CO 4	Understand the risks in export cargo loss and tampering the cargo and evaluate mitigation strategies.	A2&A4
CO5	Understand the role of Export organization in promoting trade.	A4

Unit I Title: Introduction Foreign Trade Policy Framework No of Hours- 10

Foreign Trade Policy framework, objectives of Foreign Trade Policy, and overview of the Policy . Export Promotion Schemes, Export Facilities, Licenses & Incentives. Special Economic Zones, Status holders 100% EOUs

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Foreign Trade Policy L1
- To understand the framework of Foreign Trade Policy L2
- Understand the concept of Export Promotion Strategy L3
- Explain the preference given Special Economic Zones L4
- Explore the framework of Foreign Trade Policy and Incentives system L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

Unit II Title : Export Contract and International Commercial Terms (INCOTERMS) No. 10

Export contract, Terms of Delivery, INCOTERMS 2010, Payment Terms: Documentary Collection & Export Costing, Export Finance, Documentary Credits, Uniform Customs and Practice for Documentary Credits (UCPDC), Uniform Rules for Collection (URC 522) in India

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Export Contract L1
- To understand the framework of International Commercial Terms L2
- Understand the concept of Documentary Credits Export Costing L3
- Explain the importance of UCPDC L4
- Explore the framework of URC 522 L5

Pedagogy Tools: Case study, Discussion, Self-reading, Polls, Student Presentations

Unit III Title : Key Risks in International Trade (Transit Risk, Credit & Country Risk) No.10

Types of Risks in International Trade: Transit Risks covered by Marine Cargo insurance, Credit & Country Risks Management covered through Export Credit Insurance by Export Credit Guarantee Corporation of India and role of ECGC in export credit risk management

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on types of risks involved in Export process L1
- To understand the framework of Marine Cargo Insurance Act L2
- Understand the concept of Cargo Insurance and Policies available L3
- Explain the importance of ECGC in export risk management L4
- Explore the framework of ECGC credit risk policies L5

Pedagogy Tools: Case Study, Discussion, Self-reading, Polls, Student Presentations

Unit IV Title : Need and Importance of Export Documentation No.10

Export documentation, need and importance of documentation, study of three types of documentation process (Commercial documents, Regulatory documents, Incentive Documents) A step-by-step approach to shipment process an export order

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on types of export documents L1
- To understand the framework of Aligned Documentation Process

L2

- Understand the concept of Export Procedures and set of documents L3
- Explain the importance of Regulatory Documents L4
- Explore the framework of Incentives and documents

L5

Pedagogy Tools: Workshop on processing Export Order, Discussion, Self-reading, Polls, Student Presentations

Unit V Title : Import Regulations and Procedures of Customs Clearance

No.10

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

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Import Regulations L1
- To understand the framework of Customs Act 1962

L2

- Understand the concept of Customs Valuation and Assessment L3
- Explain the importance of Customs Clearance and Tariff L4
- Explore the framework of Out of Charge and role of CHA

L5

Pedagogy Tools: Workshop on processing Import Order, Discussion, Self-reading, Polls, Student Presentations

Assessment Methods

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

Mapping Cos – Blooms levels- Assessment Tools

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

Learning and teaching activities

Classroom Teaching, Power Point Presentation, Application in real life situation, Solving issues of Export Process, Project, Assignment etc.

Teaching and learning resources

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

CO PO Mapping

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


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

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
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2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

	Course Code	Course Title	L	T	P	J	S	C
	MMB 716	Innovation & Entrepreneurship	3					3
	Course Owner	Prof.P.Manjushree / Dr. I.Bangar Raju	Syllabus version				1.0	
	Course Pre-requisite(s)	Venture Development	Contact hours					
	Course Co-requisite(s)	Business Environment	Date Approved					
	Alternate Exposure							

Course Description

The process of converting ideas into a viable business proposition is a critical factor in today's economy. Entrepreneurship is a structured and dynamic process that involves creativity, risks, and meticulous planning. This course aims to lay a foundation and basic understanding of the Entrepreneurial framework and develop the competency to think and act entrepreneurially. Entrepreneurship in practice involves acquiring the necessary skills, competencies, and action-based activities.

Course Outcomes :

This course aims to enable the students to know how the innovations, opportunities, and ideas convert into a new business.

- To know various theories of entrepreneurship and trends.
- To generate new business ideas from various sources.
- To identify various issues and challenges in starting a new venture.
- To know the elements of a business plan and designing a business model.
- To compare and contrast the entrepreneurship practices in the family business and social enterprise

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

UNIT - I Title-Entrepreneurship Theory & Identification of Trends No of Hours : 8

Entrepreneurship Theory & Identification of Trend - Internal & External business environment, Theory of Entrepreneurship, Evolution of Entrepreneurship, Approaches to Entrepreneurship, Entrepreneurial process, Entrepreneurial mindset, Entrepreneurial characteristics, Trends in Entrepreneurship Research , Corporate Entrepreneurship and Innovation, Intrapreneurship .

Learning Outcomes:

After completion of this unit, the student will be able to

- Describe various aspects of the entrepreneurial process and approaches L1
- Analyse the environmental factors promoting entrepreneurship L3
- Differentiate various types of entrepreneurship L1

- Recognize the traits and mind-set of an entrepreneur L4
- Evaluate the trends in entrepreneurship research. L5

Pedagogy tools: Blended learning, Case discussion, Group Discussion, video lectures, self-reading

UNIT - II Title: Innovation, Opportunity Identification No of Hours:8

Innovation and Opportunity Identification - Opportunity Identification - Entrepreneurial imagination and creativity, **Design Thinking - Ideation and Idea Selection** - Innovation and the Entrepreneur - The Innovative Process, Types of innovation, Principles of Innovation, Frugal Innovation, sources of innovative ideas, Parameters for internal evaluation of an idea, Minimum Viable Product.

Learning Outcomes:

After completion of this unit, the student will be able to

- Identify new business opportunities L3
- Recognize various types of innovations L3
- Critically evaluate the benefit of innovation in various scenarios L2
- Identify the problem in the given business scenarios to find a solution L5
- Evaluate an idea's Minimum Viability requirements L4

Pedagogy tools: Blended learning, Case discussion, Group Discussion, video lectures, self-reading

UNIT - III : Title New Venture Creation and legal issues of entrepreneur No of Hours : 10

Title New Venture Creation and legal issues of entrepreneur -New venture creation process - Challenges of new venture start-ups, Why New-Ventures fail, New- Venture Evaluation Process, Critical factors for New-Venture Development -Funding innovation, Importance of business valuation and different stages of funding, Debt vs Equity Financing, Different types of funding sources - Bootstrapping, Crowdfunding, Venture Capital, Business Angels, succession and exit strategy. Intellectual Property, Legal Challenges in Entrepreneurial ventures – an overview, Patents, copyrights, trademarks, IP infringement and its legalities, Legal Structures for Entrepreneurial Ventures.

Learning Outcomes:

After completion of this unit, the student will be able to

- Explain the components of a new venture motivations L3
- Examine the process, prospects and funds of a new venture L4
- Identify the causes of success and failure factors of a new venture L4
- Analyse the feasibility reports of a new venture L4
- Recognize the legal challenges in a new product development L3

Pedagogy tools: Blended learning, Case discussion, Group Discussion, video lectures, self-reading

UNIT - IV Title Business plan and Business Models No of Hours: 10

Business Plan and Business Models: Entrepreneurial ventures and Business Plan preparation for New Ventures – Pit falls in business planning, Benefits of business plan and Elements of a Business Plan-Executive summary-marketing plan, production and operations plan, organizational plan -Business Model Generation Principles, types of business models, Business Model Generation in Practice - Canvas, Patterns, Design, Strategy, Process -Contemporary Business models in era of Disruption.

Learning Outcomes:

After completion of this unit, the student will be able to

- Analyse different types of business plans and components of a business plan L3
- Recognize varieties of business models and revenue streams L3
- Analyse the recent trends in business model innovations L4
- Create a business model canvas L4
- Prepare a business plan format L5

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

UNIT – V Title Family Business and Social Entrepreneurship No of Hours : 9

Family Business and Social Entrepreneurship: Family Business – Family Business models and practices, Succession Plan and transfer of power, Financial considerations and valuation of the family business, adopting to current business environment, new technologies and global expansion - Social Entrepreneurship - Social Capital -Drivers and Challenges of Social Entrepreneurship - Empowerment of Beneficiaries, Business Models for Social Enterprises, Scaling Up of the social enterprises, Sustainability of Social Enterprise in practice.

Teaching Guide Lines: Aravind Eye Hospital Model- Grameen Bank Model of Bangladesh- - Barefoot College.

Learning Outcomes:

After completion of this unit, the student will be able to

- Critically differentiate business management practices and family business management L3
- Analyse the family business management theories and factors L4
- Analyse the relation between succession plan and the business growth of a family business L4
- Recognize social problems and ideas for social entrepreneurship L3
- Evaluate scaling techniques and sustainability of social enterprise L4

Pedagogy tools: Blended learning, Case let, video lectures, self-reading

Textbook(s):

1. Kuratko, D. *Entrepreneurship: Theory, process, and practice* (International Edition; 9th ed.): Cengage Learning. 2013./ Latest Edition.
2. Tim Mazzarol, Sophie Reboud, *Entrepreneurship and Innovation, Theory, Practice and Context*. 4th Edition, Springer, <http://www.springer.com/series/10099>

Additional Reading**Reference Book(s):**

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

Journal(s):

- 1.Journal of Business Venturing

Website(s): /Documentaries

- Bloomberg Game Changers (e.g. Zuckerberg, Brin& Page; Jobs, Musk, etc)

CO PO Mapping

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

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

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	0	1	1	1	1	1	1	7
CO2	1	2	1	2	2	2	2	2	14
CO3	1	1	1	2	2	1	2	2	12
CO4	2	1	2	2	2	1	2	2	14
CO5	0	0	1	1	1	1	2	1	7
Target Level Max.	5	4	6	8	8	6	9	8	54

SEMESTER – III

S. №	Code	Level of the Course	Title of course	Theory/ Project Report	Practical/Viva Voce	Credits		Internal Assessment Marks	External Assessment Marks	Total Marks
							NEW			

1	MBI801	Integrated	International Business Strategy	3			3	50	50	100
2	MMB803	Integrated	Business Ethics & Corporate Governance	3			3	50	50	100
3		Elective	Elective – 1 *	3			3	50	50	100
4		Elective	Elective – 2 *	3			3	50	50	100
5		Elective	Elective – 3*	3			3	50	50	100
6		Elective	Elective – 4	3			3	50	50	100
7		Elective	Elective – 5	3			3	50	50	100
8		Elective	Elective – 6	3			3	50	50	100
9		Skill Based	Summer Internship & Viva-Voce				2+1	100		100
			TOTAL CREDITS (excluding PCDs)		1		27			
	PCDs	University	Soft Skills 2				1	50		50
	PCDs	Skill Set	Current Business Affairs (CBA)				1	50		50
			TOTAL CREDITS (including PCDs)				29	100		100

***Students should select Elective -1, Elective-2 and Elective-3 from the International Business Basket only.**

Electives-4, Elective-5 and Elective-6 can be chosen from any of the functional Baskets.

LIST OF ELECTIVES IN THE SEMESTER III

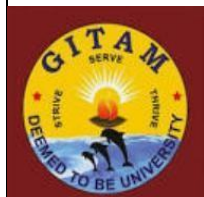
S. No.	CourseCode	CourseLevel	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor LeadCourses										
			Accounting and Finance							
33.	MFI841	Elective	Financial Markets & Services	3		3	50	50	100	3
34.	MFI843	Elective	Security Analysis and Portfolio Management	3		3	50	50	100	3

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			Business Analytics (New Elective Basket)							
58.		Elective	Big Data Analytics	3		3	50	50	100	3
59.		Elective	AI & Machine Learning	3		3	50	50	100	3
60.		Elective	Marketing & Retail Analytics	3		3	50	50	100	3
61.		Elective	Data Analysis with R	3		3	50	50	100	3
62.		Elective	Data Visualization (Tableau)	3		3	50	50	100	3
63.		Elective	Data Analysis with SPSS	3		3	50	50	100	3
64.		Elective	Data Science with Python	3		3	50	50	100	3
			FINTECH (New Elective Basket)							
65.		Elective	Finance & Risk Analytics	3		3	50	50	100	3
66.		Elective	FinTech - Financial Technologies	3		3	50	50	100	3
67.		Elective	Financial Econometrics	3		3	50	50	100	3
68.		Elective	Credit Risk Analytics	3		3	50	50	100	3
69.		Elective	Excel for Finance Professionals	3		3	50	50	100	3
70.		Elective	The Future of Banking & Finance	3		3	50	50	100	3
International Business										
71.	MBI843	Elective	International Economics	3		3	50	50	100	3
72.	MBI847	Elective	International Marketing Management	3		3	50	50	100	3
73.	MBI849	Elective	Cross Cultural Management	3		3	50	50	100	3
74.	MBI857	Elective	International Trade Logistics(Logistics Elective)	3		3	50	50	100	3
75.	MOP843	Elective	Supply Chain Management (Logistics Elective)	3		3	50	50	100	3
76.	MBI861	Elective	Freight Forwarding and Custom Clearance(Logistics Elective)	3		3	50	50	100	3
Banking & Financial Services (BFS)										
77.	MBI851	Elective	Financial Institutions & Markets	3		3	50	50	100	3
78.	MBI853	Elective	Banking Theory & Practices	3		3	50	50	100	3
50	MBI855	Elective	Forex Management & Derivatives	3		3	50	50	100	3
Logistics & Supply Chain Management (LSCM)										
51	MOP841	Elective	Production Planning and Control	3		3	50	50	100	3

52	MOP845	Elective	Project Management	3		3	50	50	100	3
53	MOP846	Elective	Services Operations Management	3		3	50	50	100	3

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	Course Code	Course Title	L	T	P	J	S	C
	MBG 207	International Business Strategy						
	Course Owner	Prof. Raja P Pappu	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				50	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

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

Course Outcomes

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

	Course Outcomes	Assessment
CO1	Understand the issues that managers face in operating in international markets and supply chains	A1 & A4
CO2	Explore the constraints and advantages in developing a new overseas market	A2&A3
CO3	Analyse how multinational firms leverage their capabilities and competencies	A2 & A3
CO4	Apply business strategy to create competitive advantage in organization.	A4
CO5	Helps the students understand the international business strategies	A4

Unit I
Hours- 10

Title: INTRODUCTION: INTERNATIONAL BUSINESS

No of

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

Learning Outcomes:

After completion of this unit, the student will be able to

- To understand the features of International Business. L1
- To understand the International Business Models. L2
- Understand the modes of operations in International Business. L3
- Explain the difference between domestic and Int. Business. L4
- Explore the E-business and the online world. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards.

Unit II Title: International Business Environment**No. of Hours-10**

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

Learning Outcomes: After completion of this unit, the student will be able to

- To understand the international business environment. L1
- To understand the cultural impact on business. L2
- Understand the Foreign direct investment. L3
- Explain the functioning of MNEs. L4
- Explore the ethical and sustainable business practices. L5

Unit III Title STRATEGY AND OPPORTUNITY ASSESSMENT FOR THE INTERNATIONAL ENVIRONMENT**No of Hours- 10**

Global Strategy and organization, Market Opportunity Assessment

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the relation between trade and development. L1.
- Explain the problem of forward margins. L2
- Analyze the interbank deal. L3
- Understand the arbitrage operations. L4
- Explain the types of foreign exchange exposer. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards, cure cards

Unit IV Title: ENTERING AND OPERATING IN INTERNATIONAL MARKETS**No of Hours.10**

Exporting and Countertrade, FDI and Collaborative Ventures, Licensing, Franchising and other Contractual Strategies, Global Sourcing.

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the mechanism of exporting and countertrade. L1
- Understand the collaborative ventures. L2
- Explain the execution of franchising. L3
- Explain the operations of contractual strategies. L4
- Explain global sourcing. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: FUNCTIONAL AREA EXCELLENCE

No of Hours- 10

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

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the marketing of the global firms. L1
- Understand the HRM strategies. L2
- Explain the financial management. L3
- Discuss the accounting strategies. L4
- Describe the international business strategies of the global firms. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Assessment Type	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Coursera	Individual	Online learning and assessment	10
A3	Case presentation	Groups	PPT presentations and Q&A	20
A4	End-term exam	Individual	Written (short/long)	50

Evaluation pattern

Mid exam: Short or essay questions based on the concepts of International Business Strategy. The syllabus is from first two units

Coursera: A critical analysis (up to 1000 words) based on the Coursera course.

PS: The evaluation done by Coursera will not be considered towards your final marks.

Case presentation: Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case for presentation will be given in the class.

End-term examination: essay questions based on the concepts of International Business Strategy. The syllabus is from all five units

End-term question paper (50 marks; 2.5 hours duration) will contain:

- **Section 1:** Five short answer questions of 2 marks each.
- **Section 2:** Two essay questions will be given from each unit out of which one question has to be answered. Each essay question may include one essay question or two or more short questions. All questions 6 marks each.
- **Section 3:** A short Case Study with two or three questions. Total weightage of this section is 10 marks.

Learning and teaching activities

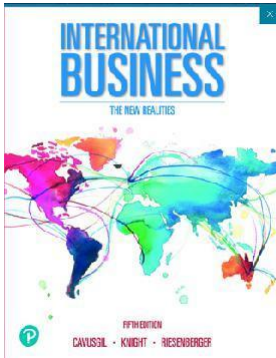
Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn/Moodle, case studies, projects and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the Moodle. Textbook for this module is available in the library. However, you 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.

Prescribed textbook:

International Business: The New Realities, 2020. Cavusgil, Knight & Riesenberger. 5th Edition. Pearson. ISBN: 9780135203798



Referential textbooks and journal papers:

International Business Strategy. 2013. Alain Verbeke. 3rd Edition. Cambridge University Press. Delhi. ISBN: 9781107683099

Coursera Course:

Global Strategy II: Doing Business in The Global Economy, Marcelo Bucheli, University of Illinois at Urbana-Champaign

Case Study:

Amazon in Emerging Markets – 2014 Amy Nguyen - Chyung and Elliot Faulk, Ross School of Business, University of Michigan

Case Study Videos:

- History of Globalisation, <https://www.youtube.com/watch?v=RieHPO4JeaU>
- Globalisation of Production and Marketing, <https://www.youtube.com/watch?v=PaXSuel5ec>
- Dell's Value Chain, https://www.youtube.com/watch?v=owQzo82ac_M
- Pepsi Ad in Japan, <https://www.youtube.com/watch?v=ckBIA1VKUz0>
- Dominos Cultural Adjustment, <https://www.youtube.com/watch?v=aoFwuQgyyCE>

- The IMF, <https://www.youtube.com/watch?v=2uDjvhB4JwI>
- The World Bank, <https://www.youtube.com/watch?v=jQma4co8yAA>
- Regional Integration, EU: <https://www.youtube.com/watch?v=jUl4Bp7EY7M>
- NAFTA: <https://www.youtube.com/watch?v=G1SEaE3ajBc>
- Brexit impact on Global Economy: <https://www.youtube.com/watch?v=oVScGxeurYY>
- Mahindra and Mahindra (Indian companies going global):
<https://www.youtube.com/watch?v=dPxrs2Hz0U>
- General Electric Corporation: https://www.youtube.com/watch?v=3k5-3r7_5JE
- Tata Profile: <https://www.youtube.com/watch?v=Uzw53AyyLnA>
- Selecting and Managing Entry Modes: Starbucks: <https://www.youtube.com/watch?v=BY8PdSm5a7A>
- Global Marketing of Oreos: <https://www.youtube.com/watch?v=i29EQtnPG8U>
- McDonalds Global and local Strategy: <https://www.youtube.com/watch?v=v6coDUDCJ10>

Mapping COs – Blooms Level – Assessment Tools

COGNITIVE

KNOWLEDGE DIMENSION

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

Program Outcomes (PO)

PO1	
PO2	Apply knowledge of management theories and practices to solve business problems.
PO3	Foster analytical and critical thinking abilities for data-based decision making.
PO4	Ability to develop value-based leadership approach.
PO5	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO6	
PO7	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO8	Apply range of entrepreneurial skills in business decisions. Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning. Evaluate opportunities and risks for operating businesses in the international context.

CO PO Mapping

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

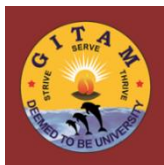
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	2	2	0	2	0	0	0	0	6
CO2	0	2	0	2	0	0	2	3	9
CO3	0	0	0	0	0	0	3	3	6
CO4	3	0	2	0	2	2	0	0	9

CO5	2	2	0	3	0	2	2	3	14
Target Level Max.	8	4	2	4	2	2	5	6	44

Transferrable and Employability Skills

S. No.	Outcomes
1	Know how to use online learning resources: Moodle, online content
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



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Visakhapatnam – 45.

Course Code: MMB 803	Course Title: Business Ethics and Corporate Governance	
Semester: III	Course Type: Core	Credits: 3
Home Programme(s): MBA (General)	Batch/Academic Year: 2020 -21	
Course Leader:		

Course description and learning objectives

Ethics and responsibility in business has received critical focus in the wake of the various corporate scams that rocked the global economy. It is believed by many that in the own interest of business, importance be given to ethical functioning. Business decisions often concern complicated situations that are neither totally ethical nor totally unethical. The need for imparting sound ethics and a responsible mindset in the future leaders is considered as one of the important aspects of higher education. Decision making, when facing ethical dilemmas that arise in a wide range of contemporary business practices, is crucial, and is enabled through moral reasoning and understanding ethical norms of individuals and organisations. Having an insight into the challenges that may be encountered in different functional areas in the business and understanding the impact of decision making on various stakeholders is very crucial for the management professionals.

Another area of importance which has come into the fore in recent times in the Business & Corporate segment is Corporate Governance. Understanding the need for, and the role of corporate governance on sustainability of business is the need of the hour for all management professionals.

Course Outcomes:

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

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

	Course Outcomes	Assessment
CO1	Appraise the importance of personal and professional ethics (L4)	A1, A3 & A4
CO2	Explain why ethical decision making is vital in building successful business organisations.(L5)	A1, A2, A3 & A4
CO 3	Differentiate ethical issues in important functional areas of business. (L4)	A1, A2, A3 & A4
CO 4	Interpret the issues and emerging trends in corporate governance. (L6)	A1, A3 & A4
CO 5	Appraise importance of the board in corporate governance. (L6)	A3 & A4

Course outline and indicative content

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

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

Unit II (8 Sessions) (CO2, L5)

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

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

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

Unit IV (8 Sessions) (CO4, L6)

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

Unit V (8 Sessions) (CO5 , L6)

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

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

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

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

Text Books:

1. Richard T. DeGeorge, "Business Ethics", 7th Ed., Pearson, New Delhi, 2011
2. Fernando, A. C., "Business Ethics an Indian Perspective", 3rd Ed., Pearson, New Delhi 2019

References:

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

Journals

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
 0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum

CO1	1	0	0	1	1	1	0	0	4
CO2	2	3	3	0	0	3	0	2	13
CO3	0	0	0	3	3	3	3	3	15
CO4	0	0	2	0	3	3	2	3	13
CO5	2	0	0	3	3	3	0	2	13
Target Level Max.	5	3	5	7	10	13	5	10	58

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organizations adapt in the emerging business landscape.

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

TEXTBOOKS

1. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman and Charles E. Bamford "Concepts in Strategic Management and Business Policy", Pearson Education Limited, New Delhi, 2018.
2. Fred R. David and Forest R. David "Strategic Management: Concepts and Cases - A Competitive Advantage Approach", Pearson Education Limited, New Delhi, 2015.

REFERENCES

1. Charles W. L. Hill and Gareth R. Jones, Strategic Management Theory: An Integrated Approach, Cengage Learning, New Delhi, 2010.
2. Hitt, Ireland, and Huskisson "Strategic Management: Competitiveness and Globalization (Concepts and Cases)", Cengage Learning, New Delhi, 2017.
3. John A Pearce, Richard B Robinson and Amita Mittal, "Strategic Management: Formulation, Implementation, and Control", McGraw Hill, New Delhi, 2012.
4. Barry J. Witcher & Vin Sum Chau, "Strategic Management Principles & Practice", Cengage Learning, UK, 2010.
5. C. Appa Rao, Parvathiswara Rao and B., Siva Ramakrishna, K., "Strategic Management and Business Policy", Excel Books, New Delhi, 2008
6. V. S. P. Rao and V. Hari Krishna, "Strategic Management: Text and Cases", Excel Books, New Delhi, 2004.

JOURNALS

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

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	0	3	0	0	2	2	1	11
CO2	3	1	0	3	2	3	2	2	16
CO3	2	2	2	1	1	3	2	2	15
CO4	2	2	2	1	2	3	2	3	17
CO5	3	2	2	1	2	2	2	2	16
Target Level Max.	13	7	9	6	7	13	10	10	75

MBA-Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.

7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape

ELECTIVES – FINANCE



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

Course description and learning objectives

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

Learning objectives:

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

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

CO	Course Outcomes	Assessment	Bloom Taximony
CO1	Analyse & Apply knowledge of Financial System and markets	A1,A4	L3,L4
CO2	Analyse and Apply various Financial and various Merchant Banking Services and their Growth	A1, A4,A3	L3,L4
CO3	Analyse Leasing types and Evaluate leasing vs. buying	A2, A4	L4,L5

CO4	Analyse Credit Rating systems and evaluate Factoring services	A2,A4	L3,L4
CO5	Understand and Mutual funds and types and evaluate NAV calculations models.	A3,A4	L2,L5

Course outline and indicative content

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

UNIT-V

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

Case Analysis (Not Exceeding 200 words)

Assessment methods

Task		Task type	Task mode	Wiegthage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera			10
A3	Case / Project	Groups	Presentations, Report	20

A4	End-term exam	Individual	Written (short/long)	50
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Mapping COs - Blooms levels- Assessment Tools

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

Teaching and learning resources

Suggested Books

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

Learning and teaching activities

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1									
CO2									
CO3									
CO4									

CO5									
Target Level Max.									

Programme outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Ability to help organisations adapt in the emerging business landscape



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

Course description

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

Learning Objectives

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

- To understand the basic concepts of Portfolio Analysis and the concepts of Mutual Fund Portfolio management

Course Outcomes (CO):

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

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

Course outline and indicative content

Unit I (8 sessions) (CO1, CO2, L2, L3)

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

Unit II (8 sessions) (CO2, CO3, CO4, L2, L3, L4)

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

Unit III (8 sessions) (CO2, CO3, CO4, CO5, L3, L4, L5)

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

Unit IV (8 sessions) (CO1, CO3, L2, L4)

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

Unit V (8 sessions) (CO1, CO4, L2, L4)

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

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written
			20

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

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

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

- Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Publishing House, 201

- Ranganatham, M., and Madhumathi, R., “Investment Analysis & Portfolio Management”, Pearson, New Delhi, 2012
- Fisher & Jordon, “Security Analysis and Portfolio Management”, Tata Mc-Graw Hill, New Delhi, 2008
- Edwin J Elton, Martin J Gruber, Stephen J Brown & William N Goetzmann, “Modern Portfolio Theory and Investment Analysis”, Wiley, New Delhi, 2014
- V.K Bhalla, “Investment Management”, S.Chand& Company Pvt,Ltd.,New Delhi, 2014

Journals

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

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	3	0	1	0	0	0	0	7
CO2	3	3	3	2	1	0	3	1	16
CO3	3	3	3	2	1	0	3	1	16
CO4	3	3	3	2	1	0	0	1	13
CO5	2	2	2	2	2	0	1	0	11
Target Level Max.	14	14	11	9	5	0	7	3	63

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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Course Code: MFI 845	Course Title: Financial Statements Analysis
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Semester: III

Course Type: Elective

Credits:3

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Home Programme(s): MBA(General)

Batch/ AcademicYear:2020-21 admitted batch

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Course Leader: MSV Prasad

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Course description and learning objectives

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

Learning objectives:

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

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

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

	Course Outcomes	Assessment
CO1	Understand components, users, forms and users of financial statements	A1, A3
CO2	Understand and prepare financial statements for various entities	A1,A2&A4
CO3	Analyze and evaluate various types of financial statements	A1,A4
CO4	Understand, apply and analyze various financial and liquidity ratios in order to evaluate an entity's performance	A1,A4

CO5	Understand the need for forecasting, differences between US GAAP and accounting standards and preparation of proforma financial statements	A2,A4
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Course outline and indicative content

Unit I (CO1, L2)

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

Unit II (CO2, L2, L6)

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

Unit III (CO3, L4, L5,)

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

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

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

Unit V (CO2, L2, L3, L6)

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

Assessment methods

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

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	2	2	3	3	3	0	0	14
CO2	2	1	2	2	2	3	3	0	15
CO3	1	1	2	2	2	3	3	3	17
CO4	1	1	2	2	3	3	2	1	15
CO5	0	0	1	2	2	3	3	3	14
Target Level Max.	5	5	8	11	12	15	11	7	75

Programme Outcomes (POs)

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.

3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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Visakhapatnam – 45.

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

Course description and learning objectives

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

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

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

Course outline and indicative content

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

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

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

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

Unit III (8 Sessions) (CO3, L4)

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

Unit IV (9 Sessions) (CO4, L4)

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

Unit V (9 Sessions) (CO5, L5, L6)

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

Assessment methods

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

Mapping COs - Blooms levels- Assessment Tools

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

Procedural Knowledge				CO2 (A1,A3, A4), CO3 (A1, A2,A3)	CO4 (A2,A3) CO5 (A2,A3)	
Meta Cognitive Knowledge						

Learning and teaching activities

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

Teaching and learning resources

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

Reference books:

CISI: Fundamentals of Financial Services

References

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

CO PO Mapping

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

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

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	0	0	0	3	1	0	0	0	4
CO2	1	1	0	3	2	0	1	1	9
CO3	1	2	0	3	2	0	1	0	9
CO4	1	3	2	2	3	0	1	0	12
CO5	1	2	3	1	2	0	1	0	10
Target Level Max.	4	8	5	12	10	0	4	1	44

Programme Outcomes (POs)

1. Apply knowledge of management theories and practices to solve business problems.

2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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

Course description and learning objectives

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

Learning Objectives (LOs):

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

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

	Course Outcomes	Assessment
--	------------------------	-------------------

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

Course outline and Indicative Content

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

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

Unit II (8 sessions) (CO2, L2 & L3)

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

Unit III (8 sessions) (CO2, CO3, L12, L3 & L4)

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

Unit IV (8 sessions) (CO3, CO4, CO5, L13 & L4)

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

Unit V (8 sessions) (CO3, CO4, CO5, L3, L4)

Responsibility of Banks: Know Your Customer (KYC), Prevention of Money Laundering, Banking Ombudsman, Banking Codes & Standards Board of India (BCSBI), introduction to Basel Norms. Case Analysis (Not Exceeding 200 words)

Assessment methods

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

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

References:

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

Journals:

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

CO PO Mapping

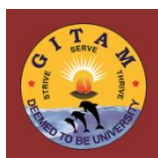
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0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	0	0	0	0	0	0	3	6

CO2	3	0	0	0	0	2	0	3	8
CO3	0	3	0	3	0	0	2	3	11
CO4	3	0	0	3	0	3	3	3	15
CO5	0	0	3	0	4	0	0	3	10
Target Max Level	9	3	3	6	4	5	5	15	50

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
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Course Code: MFI 851	Course Title: Securities Markets & Operations	
Semester: III	Course Type: Elective	Credits: 3
Home Program(s): MBA (2020-21) Admitted Batch		
Course Leader: Dr. Kasturi G		

Course description and learning objectives

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

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

	Course Outcomes	Assessment
--	------------------------	-------------------

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

Course outline and indicative content

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

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

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

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

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

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

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

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

Unit V (8 sessions) (CO5, L3, L4, L5)

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

Assessment Methods:

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

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

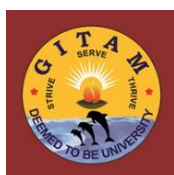
CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	0	0	3	3	0	0	0	0	6
CO2	0	2	0	0	0	0	0	0	2
CO3	0	3	0	1	2	0	0	0	6
CO4	3	3	0	0	2	0	0	0	8
CO5	0	2	0	2	2	0	3	2	11
Target Level Max.	3	10	3	6	6	0	3	2	33

Programme Outcomes (POs)

1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.

3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape

MARKETING SPECIALIZATION



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Course Code: MMK 841	Course Title : Consumer Behaviour	
SEMESTER: III	Course Type: Elective	Credits: 3
Home Program(s): MBA	Batch/Academic Year 2020-22	
Course Leader: Prof.M.Jyothsna		

Course description and learning outcomes

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

Learning Objectives

This course intends the student to

- Identify Key Determinants of Consumer Behaviour in an informed and systematic way.
- Explain how motivation, perception and personality dimensions influence consumer behavior.
- Examine the role of Learning on consumer buying behaviour.
- Build the students perspective on attitude formation and socio-cultural environment.
- Assess how consumer decision making is done.

On successful completion of the course student will be able to

	Course Outcomes (COs)	Assessment
CO1	Recall how knowledge of consumer behaviour can be applied to marketing.	A1
CO2	Demonstrate and illustrate how factors like motivation, perception and personality influence consumer behaviour.	A2
CO3	Inspect and analyse how learning can influence the choices consumers make.	A3 & A2
CO4	Formulate and support marketing strategies based on Attitude Formation, Social and Cultural Environment..	A3 & A2
CO5	Evaluate Consumer Decision Making and Consumer Decision Rules	A2

Course outline and indicative content

Unit I (8 sessions)

Introduction to Consumer Behaviour: Key Determinants of Consumer Behaviour and Marketing Strategy; Providing Customer Value Satisfaction and Retention; Market segmentation: Concept, Bases and Significance; How market segmentation operates; Criteria for effective targeting of market segments, Profile of the Indian Consumer.

Unit II (8 sessions)

Consumer Motivation- Motivation Theory and Marketing Strategy, Consumer Perception-Nature of Perception and Marketing Theory, Personality and consumer behavior.

Unit III (8 sessions)

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

Unit IV (8 sessions)

Attitude Formation and Attitude Change, Social and Cultural Environment: Influence of family, social class and family lifecycle, influence of culture and cross culture.

Unit V (8 sessions)

Consumer Decision Processes-Levels of consumer decision making; Types of Consumer Decision Making, Consumer Decision Rules, Diffusion of Innovation.

Case Analysis (Not Exceeding 200 words)

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Course completion Certificate, Viva and presentation	10
A3	Project	Group	Presentations & Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

Text Book

1. Leon G. Schiffman, Joseph Wisenblit, Consumer behavior, Pearson Education, 12th Edition 2019

References

2. Roger D. Blackwell (Author), Paul W. Miniard (Author), James F. Engel (Author), Zillur Rahman (Author) Consumer Behavior , 10th Edition, Cengage Publication, 2017
3. Michael R. Solomon Pearson ,Consumer Behavior: Buying, Having, and Being Pearson, 12th Edition, 2017
4. S. Ramesh Kumar, Consumer Behaviour: The Indian Context (Concepts and Cases) Pearson, 2017.

JOURNALS

1. The Journal of Marketing (JM)
2. The Journal of Marketing Management
3. The Journal of Consumer Marketing
4. The Journal of Marketing Research
5. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
6. Current News – Business News Papers
7. E- Books and E-Journals

CO PO Mapping

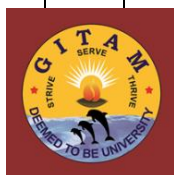
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0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum

C01	3	0	0	0	0	0	0	3	6
C02	3	0	0	0	0	2	0	3	8
C03	0	3	0	3	0	0	2	3	11
C04	3	0	0	3	0	2	2	3	13
C05	0	0	3	0	3	0	0	3	9
Target Level Max.	9	3	3	6	3	4	4	15	47

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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Course Code: MMK 843	Course Title: Advertising & Brand Management	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s): MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description and learning objectives

Advertising is the dissemination of information concerning an idea, product or service that induces the need in customer, leading to the sale of the product. Advertising is used for communicating business information to the present and prospective customers. Advertising Management is the process of employing various media to sell a product or service. This process begins quite early from marketing research and encompasses the media campaign that helps to sell the product. In the modern age of large scale production, producers cannot think of pushing sale of their products without advertising.

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

Learning objectives:

This course intends the student to

- Know the concepts of Advertising and the role of Ad Agencies
- Realize the significance of creativity in development of Ad.
- Understand the planning and evaluation of media strategy
- Identify and Establish Brand Positioning
- Design marketing programmes to enhance brand equity and manage brands over time

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

CO	On successful completion of this course, students will be able to	Blooms Taxonomy Level
CO 1	Describe the concepts and trends in Advertising, examine the methods of budgeting and specify the services of Ad agencies.	L1, L2
CO 2	Present various styles of execution of creative Ad appeals to target customers and develop major selling ideas	L3,L6
CO 3	Analyze and develop right media strategy to achieve advertising objectives.	L4,L6
CO 4	Learn basics of branding, brand Positioning and in depth about the role of marketing mix strategy to leverage brand equity	L4
CO 5	Understand in detail about the influence of different aspects of branding strategies to grow and sustain brand equity	L5, L6

Course outline and indicative content

Unit I (Number of sessions - 10) (CO1, CO2, L1 & L2)

Advertising: Concept, types and objectives of advertising, social, ethical and economic aspects of advertising
 Advertising budgets: Factors influencing budgeting decisions, methods of budgeting
 Advertising Agencies: types, services of Ad Agencies
 Trends in Advertising: Social media, Mobile, Banner & Video, Search and Display Advertising

Unit II (Number of sessions - 9) (CO2, L2& L3)

Creativity: Importance of creativity, creativity process
 Creativity Implementation and Evaluation: Advertising appeals, Execution styles
 Creative Strategy Development: Ad campaigns, Creative brief, major selling ideas
 Creative tactics: In print and electronic media

Unit III (Number of sessions - 9)(CO2, CO3, L12, L3 & L4)

Market analysis: Analysis of market, Company's marketing strategy, Creative strategy
 Establishing Media objectives
 Developing and Implementing Media strategies: The Media Mix, Target Market Coverage, Geographic Coverage, Scheduling, creative aspects, Reach and Frequency, flexibility, budget considerations
 Evaluation of Media: Merits and demerits of Broadcast, Print and Support Media

Unit IV (Number of sessions - 11)(CO3, CO4, L13 & L4)

Definition, Benefits of branding, Inputs for branding, Model (David Aker's) to develop brand strategy, Brand management process.

Brand Positioning: Definition and importance of positioning. Positioning Strategy: Target market, Defining competition, Establishing Points of difference and Points of parity, Updating positioning overtime.

Brand Equity: Meaning, Relevance of brand equity to business, Brand elements to build brand equity. Designing marketing programme (Product, Price, Distribution channel and IMC strategy) to build brand equity

Unit V (Number of sessions - 11)(CO3, CO4, L3, L4 & L5)

Brand Portfolio: Meaning and Objectives of portfolio, Developing portfolio, Challenges in brand portfolio management

Brand Architecture: Models of brand architecture, Developing brand architecture, Indicators of brand architecture issues.

Product and Brand Extensions: Advantages of Extensions, Disadvantages of Brand Extensions, Brand Extension Guidelines

Leveraging Secondary Brand Associations: Company, Country of origin, Channels of Distribution, Co-Branding, Licensing, Celebrity Endorsement, Events.

Assessment methods

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

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

TEXTBOOKS

1. **Advertising and Promotion:** An Integrated Marketing Communications Perspective, 11th Edition by George Belch and Michael Belch
2. **Strategic Brand Management**, 4th Edition. **Kevin Lane Keller**. ©2013 |Pearson |

REFERENCES

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

4. Kirti Dutta, Brand Management –Principles and Practices, Oxford Higher Education, New Delhi, 2012

JOURNALS

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

CO PO Mapping

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

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

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	2	0	2	0	0	0	0	7
CO2	2	0	0	0	3	2	2	0	9
CO3	3	3	0	0	3	0	3	1	13
CO4	2	2	0	0	3	1	3	0	11
CO5	2	2	0	0	3	2	2	0	11
Target Level Max.	12	9	0	2	12	5	10	1	51

Programme Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Ability to help organisations adapt in the emerging business landscape



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Course Code: MMK845	Course Title: Sales & Distribution Management	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s):MBA		Batch/Academic Year:2020-22

Course description

Sales Management focuses on the sales techniques and the management of the sales force. The success of any sales and marketing department lies in the effectiveness of the Sales Force. The goal of the Sales Management course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. A successful Sales Manager needs to understand the fundamentals of the sales process, the relationship between sales and marketing, sales force structure and issues in recruiting, selecting, training, motivating, compensating and retaining sales people.

- Effectively divide territories and set quota for efficient territory management.
- Develop a sales team and assess performance.

Learning objectives:

- Understand the concepts pertaining to sales and distribution channel.
- Demonstrate effective channel management skills.
- Analyze market conditions and develop strategies for the company

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

CO	Course Outcomes	Assessment
CO1	Will be able understand and apply the concepts of sales management and distribution channel management.	A1, A3
CO2	Analyze data to effectively forecast sales of a company.	A2, A1
CO3	Evaluate performance of the sales force visa-vis the targets given by the company.	A2
CO4	Evaluate sales performance of the company.	A2, A3

Course outline and indicative content**Unit I (8 sessions) (CO1, L1 & L2)**

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

Unit II (15 Sessions) (CO2, CO3, CO 4 L3, L4)

Sales Planning and Budgeting: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

Unit III (10 Sessions) (CO3, L3, L4)

Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

Unit IV (7 Sessions) (CO1, L2 & L3)

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

Unit V (10 Sessions) (CO1, L3 and L4)

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

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Mid Exam	Examination	Written test	20
A2	Course era courses	Course completion, and Presentation	Online course completion on course era and class room presentation	10
A3	Case studies and assignments	Class room participation and activity based	Class Discussion and presentation	20
A4	End-term examination	Examination	Written Tet	50

Mapping Course Outcomes (COs) -Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge	CO1 A1, A3	CO1 A2, A1,A4	CO2 A,1 A2,A3,A4	CO3 A2,A3,A4	CO4 A2,A3	
Procedural Knowledge						
Meta Cognitive Knowledge						

Learning and teaching activities

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

Teaching and learning resources

E-Resources, E-Books, Websites, E-Library, Handouts, Course Era

CO PO Mapping

Mapping COs-Blooms levels- Assessment Tools

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
Internal									
C01	3	0	0	0	0	0	0	0	3
C02	3	3	0	0	0	0	0	0	6
CO3	3	3	0	0	2	0	0	2	10
CO4	3	3	0	0	1	0	1	2	10
Target Level Max.	12	9	0	0	3	0	1	4	29

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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Course Code: MMK 847	Course Title: Retail Management	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader: Dr.T.Venkateswarlu		

Course description and learning objectives

Retail is the second highest employable sector in India after information Technology. Retailers today must take complex decisions about selecting the appropriate target market, products, price and presentation of the merchandise. This is in addition to training and motivating retail employees. Retailers must build a path based on well-developed strategic plans and use state-of-the-art information and distribution systems to be viable. Having a clear understanding of the fundamentals of retailing would help to survive and prosper in the retail jungle.

Learning objectives:

- To provide an understanding of the concepts of Retail.
- To impart knowledge to analyze the retail strategy and process of strategy formulation.
- To evaluate the function of merchandizing and determine the pricing strategies of merchandise.

- To analyze the methodology of retail operations, specifically emphasizing on key activities and relationships.
- To apply the tools of retail communication mix and test the role of branding in retail marketing.

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

	Course Outcomes	Assessment
CO1	Understand the fundamentals of retail concepts which can be applied in retail career	A1
CO2	Develop a retail strategy that appeals to a specific target market, which includes location, layout/design, merchandising, pricing, and promotions.	A3
CO 3	Apply the knowledge of function of merchandizing and its pricing	A3 & A2
CO 4	Analyze how to carry out Store Management in the most effective way.	A3 & A2
CO 5	Evaluate the best retail communication mix and retail branding.	A2

Course outline and indicative content

Unit I (8 Sessions) (CO1, CO2, L1 & L2)

Introduction to Retail: Meaning of Retail, the functions of Retailer, significance of retail, the evaluation of retail formats, understanding retail formats, the evaluation of retail, and drivers of retail

Unit II (8 Sessions)(CO2, L2& L3)

Retail Strategy: Concept – strategic retail planning process, retail locations, types of locations, steps involved in choosing a retail location, trade area and their evaluation, franchising- advantages and disadvantages.

Unit III (12 Sessions)(CO2, CO3, L12, L3 & L4)

Merchandizing and Pricing: Concept – evaluation and functions – role of merchandizer and buyer- function of buying for different types of organizations-merchandise planning-implications-process-sources of merchandise, concept of process of mechanize sourcing, retail price, factors affecting retail prices, elements of retail price, retail pricing strategies, SCM in Retail.

Unit IV (10 Sessions)(CO3, CO4, L13 & L4)

Store Operations –Concept -5SS of retail operations, legal aspects of store operations, store design, visual merchandising, private label, need for private labels, category management – components of category management

Unit V (12 Sessions)(CO3, CO4, L3, L4 & L5)

Retail Marketing & Branding: Retail Marketing Mix, Retail Communication Mix, role of branding in retail, customer loyalty, technology in retail-RFID, bar-coding, the changing Facets of retail

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Project	Group	Field Visit	20
A3	Case Study	Group	Presentation	10
A4	End-term examination	Individual	Written	50

Mapping COs-Blooms levels- Assessment Tools

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

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handout

1. Swapna Pradhan, "Retail Management", Tata McGraw Hill Company, New Delhi, 2017.
2. Piyush Kumar Sinha, "Retail Management", Wiley & Company, New Delhi, 2014
3. Levy & Weitz, "Retail Management", Tata McGraw Hill Company, New Delhi, 2013
4. Gibson G. Vedammani, "Retail Management", Jaico Publishing, New Delhi, 2013
5. The Journal of Business & Retail Management Research, U.K
6. International journal of Retail & Distribution Management, Emerald
7. Journal of Marketing, India.
8. GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam.

Learning and teaching activities

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

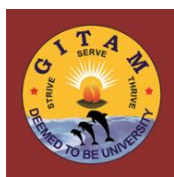
CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	0	0	0	0	0	0	3	6
CO2	3	0	0	0	0	2	0	3	8
CO3	0	3	0	3	0	0	3	3	12
CO4	3	0	0	3	0	3	2	3	13
CO5	0	0	3	0	3	0	0	3	9
Target Level Max.	9	3	3	6	3	5	5	15	49

Programme Outcomes (POs)

1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
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Course Code: MMK 849	Course Title: Digital Marketing	
Semester: III	Course Type: Elective	Credits: 3
Home Program(s): MBA	Batch/Academic Year: 2020 - 22	
Course Leader: Dr. G N P V Babu		

Course description

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

Learning Objectives

- To understand and develop a comprehensive digital marketing strategy.
- To make use of search engines for optimizing the visibility and search results.
- To formulate and implement Social Media Marketing Strategies.
- To create, analyse and send promotional content through E-mails and Mobiles
- To apply measurement techniques for evaluating the digital marketing efforts.

Course Outcomes

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

No.	Learning Outcome	Assessment
CO1	Gain knowledge about the designing, developing and promoting through	A1

	Blogs	
CO2	Use the search engines for better visibility in the online world	A2
CO3	Create, Implement and Make a Mark in the social networking sites	A3
CO4	Build a Youtube channel for promotions	A4
CO5	Learn how to use e-mail / Mobile marketing for promotional activities	A5
CO6	Work with google analytics for identifying, filtering and tracking the day to day business activities in the organisation	

Course outline and indicative content

Unit-1: Online marketing foundations(CO1, LO1)

Digital marketing strategy - exploring digital marketing - starting with a website - user experience design (UXD) - user interface design (UI), Content marketing - foundations of content marketing - creation of content plan - content creation and promotion - measuring content effectiveness - designing and developing blogs - creating, promoting and measuring blog content - using newsletter in content - using photos in content marketing

Unit – 2: Search Engine optimization(CO2, LO2)

An introduction to search engine marketing (SEM) - Enhancing the organic search preferences, keyword allocation for improving website's searchability - Pay per click marketing - Online Reputation Management to improve SEM - Enhancing the organic search preferences - Keyword allocation for improving website's searchability - Pay per click marketing - Online reputation management to improve search engine marketing - keywords as the foundation of SEO - managing keyword data - link building strategies - measuring SEO effectiveness - local search - Paid search - creating an advertisement - pay per click advertising - researching keywords - creating a campaign

Unit -3: Social media marketing(CO3, LO3)

Understanding social media marketing - building online community - growing an online community - getting started with twitter - tweeting on twitter - building presence on twitter - getting started with facebook - marketing on facebook - building your presence on facebook - measuring your efforts - understanding instagram and advertising on instagram - developing linkedin's business strategy - finding audience - engaging audience

Unit-4: Marketing YouTube, E-Mail, Mobile (CO4, LO4, LO5)

understanding YouTube - monetizing with YouTube partner program - building an audience - customizing the channel - advanced video optimization on YouTube - using YouTube analytics, Email Marketing - Basic components of Email marketing - Designing emails to enhance Email Marketing - Viral email marketing campaigns - email marketing tools and setup - understanding of how email fits into a marketing plan - managing the audience - audience engagement, Mobile Marketing - understanding mobile marketing - Alternative mobile access technologies: platforms, services, devices and speeds - Consumer and corporate applications: content, marketing, sales promotion, ticketing, participation/interaction - Location-based services (Proximity marketing), SMS/ MMS, GPRS based services and marketing - Mobile messaging based Marketing - mobilizing web presence - SMS campaign and building mobile applications

Unit – 5: Web Analytics (CO5, LO6)

Usage of Google Analytics - Implementation of Google Analytics - understanding analytics core concepts - setting up goals - using different types of reports, Affiliate marketing foundations - fundamental affiliate marketing principles - preparations for affiliate marketing - rolling out affiliate efforts.

Assessment methods

Task Number	Task	Task Type	Task Mode	Weightage (%)
T1	Students have to develop a blog on their own	Group Activity	Practical	10
T2	Content Writing Using Key Words and Implementing it using SEO Techniques	Individual	Practical	10
T3	Students have to create a marketing campaign of their choice and promote it through Social Media Networks	Group Activity	Practical	10
T4	Create a YouTube channel and Promote the ad campaign	Group Activity	Practical	10
T5	Identify at least two Customer Segments and send the E-Mails and SMS to 200 individuals by the students and list of E-Mails and Mobile Numbers have to be submitted	Individual	Practical	10
A1	A test will be conducted for 25 marks at the mid-term	Individual	Test	25
A2	A test will be conducted for 25 marks at the end-term	Individual	Test	25

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge		CO1, CO2, CO3, CO4, CO5, CO6 (T2, A1, A2)				
Conceptual knowledge	CO1, CO2, CO3, CO4, CO5, CO6 (T1, A1, A2)			CO1, CO2, CO3, CO4, CO5, CO6 (T2, T3, A1, A2)		
Procedural knowledge			CO2, CO3 (T1, T2)		CO5 (T5)	CO4 (T4, T5)
Meta cognitive knowledge						

Learning and teaching activities

Computer Practical
Brainstorming
Group Activity
Student Presentations

Teaching and learning resources

TEXT BOOK

1. Digital Marketing: Strategies for Online Success by Godfrey Parkin, New Holland Publishers.
2. The art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson Wiley, 2016.
3. eMarketing: the essential guide to marketing in a digital world, Rob Stokes, 5th Edition, Quirk eMarketing (Pvt.) Ltd.

REFERENCE BOOKS

1. Facebook Marketing: An Hour A Day by Chris Treadaway and Mari Smith, Sybex
2. Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson, 2017.
3. Online Marketing, Richard Gay, Alan Charlesworth and Rita Esen, Oxford University Press, 2016

Websites:

1. www.seodigger.com
2. www.wix.com
3. www.google.com/analytics
4. www.way2sms.com
5. www.blogger.com
6. www.adwords.google.com
7. www.klout.com

CO PO Mapping

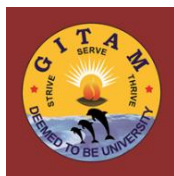
This is to map the level of relevance of the Course Outcomes (CO) with Programmed Outcomes (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	3	0	1	2	0	3	0	10
CO2	0	1	0	2	2	0	1	0	6
CO3	0	1	0	1	2	0	1	0	5
CO4	0	1	0	1	2	0	1	0	5
CO5	0	1	0	1	2	0	1	0	5
CO6	0	3	0	2	1	0	0	4	10
Target Level Max.	1	10	0	8	11	0	7	4	41

MBA (MA) -Programme Outcomes (POs)

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Ability to help organisations adapt in the emerging business landscape



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Course Code: MMK 851

Course Title : Marketing Metrics

Semester: III

Course Type: Elective

Credits: 3

Home Program(s): MBA

Batch/ Academic Year: 2020 - 22

Course Leader:

Course description and learning outcomes

In recent years, data-based marketing has swept through the business world. In its wake, measurable performance and accountability have become the keys to marketing success. In this environment Management students need a comprehensive, practical reference on the metrics used to quantify their results.

Learning Objectives

- To give students an understanding of measurable functions of Marketing
- Quantify marketing data and take decisions
- To develop quantitative analytical skills needed to Market productively
- To analyze and aid in taking Marketing decisions.
- Compare and revise marketing decisions based on the success of marketing programs.

Learning Outcome		Assessment
CO 1	Explain the concepts of marketing accountability and credibility	A1 & A3
CO 2	Review critically the theoretical and empirical marketing performance literatures.	A2

CO 3	Use key marketing metrics in decision making	A2
CO 4	Evaluate media reports to understand media effectiveness	A2 & A3
CO 5	Analyze financial implication of marketing efforts	A3 & A2

Course outline and indicative content

Unit I (10 sessions)

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

Unit II (10 sessions)

Trial, Repeat ,Penetration and volume projections, Growth Percentage and CGR, Cannibalization Rate and Fair share draw rate, Brand equity Metrics, Conjoint utilities and consumer preference, Segmentation and conjoint utilities, Conjoint utilities and volume projections.

Unit III (10 sessions)

Margins, Selling Price and Channel Margins Average Price per unit and price per statistical unit, Variable costs and fixed costs, Marketing spending-Total, fixed and variable, breakeven analysis and contribution analysis, Target Volume.

Unit IV (10 sessions)

Advertising Impressions, gross rating points, Cost per thousand impressions, Net reach and frequency, share of voice, Impressions page views and hits, Rich Media Display time, Rich Media Interaction rate, Click through rates, Cost per impressions, Cost per click and cost of acquisition, Visits, Visitors and abandonment bounce rate, Friends ,followers and supporters, downloads.

Unit V (10 sessions)

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

Case Analysis

Research Project

Group Presentation

Class room activities

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Written	20
A2	Case / Project/ Assignment	Groups* or Individual	Presentations/Report/Assignment with Q&A/Viva	20
A3	End-term exam	Individual	Written (short/long)	60

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge						
Procedural knowledge						
Meta cognitive knowledge						

Teaching and learning resources

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

Journals

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

CO PO Mapping

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

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

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	3	1	0	0	0	0	0	0	4
C02	3	3	1	0	0	0	0	0	7
CO3	3	3	3	0	2	3	0	0	14
CO4	3	3	0	0	1	0	1	0	8
CO 5	3	3	0	0	0	0	0	0	6
Target Level Max.	15	13	0	0	0	0	0	0	39

MBA (BA) -Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach..
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape

HR SPECIALIZATION



GITAM INSTITUTE OF MANAGEMENT (GIM)
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Visakhapatnam – 45.

Course Code: MHU 841	Course Title: Learning and Development	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA	Batch/Academic Year: 2020 -2022	
Course Leader: Dr. Suresh Sirisetti		

Course description and learning objectives

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

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

Learning Objectives:

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

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

	Course Outcomes	Assessment
CO1	Understand and discuss the concepts of learning and development and translate learning strategy into action.	
CO2	Identify the key strategies in training and their needs assessment for organizational learning and development.	
CO 3	Analyze how to implement the theories of learning and transfer of training.	
CO 4	Discuss various training evaluation methods for the effectiveness and trends in Learning and development.	
CO 5	Evaluate the process of overall future learning and development.	

Course outline and indicative content

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

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

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

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

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

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

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

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

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

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

Assessment methods

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

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

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

Text Book Prescribed:

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

Journals:

- GITAM Journal of Management, GIM, GITAM Deemed to be University, Visakhapatnam.
- Indian Journal of Training and Development.

- HRM Review.
- HRD Review
- NHRD
- E – Books and E - journals

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	0	0	0	1	0	2	1	7
CO2	1	2	0	0	0	0	1	1	5
CO3	0	3	0	0	1	0	1	1	6
CO4	1	2	0	0	0	0	3	3	9
CO5	1	0	0	0	1	0	2	1	5
Target Level Max.	6	7	0	0	3	0	9	7	32

MBA (BA) Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Ability to help organisations adapt in the emerging business landscape



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Course Code: MHU 843	Course Title: Employee Welfare and Labour Administration	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA		Batch/Academic Year:2020-2022

Course description and learning outcomes

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

Learning objectives:

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

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

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

Course outline and indicative content

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

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

Unit II (8 sessions) (CO1, CO2, L1, L2 & L3)

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

Unit III (8 sessions) (CO3, CO4, L3, L4 & L5)

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

Unit IV (8 sessions) (CO3, CO4, L3, L4 & L5)

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

Unit V (8 sessions) (CO4, CO5, L4 & L5)

Assessment methods

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

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

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

Teaching and learning resources

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

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

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

CO PO Mapping

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

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

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	2	0	2	1	0	2	0	10
CO2	2	2	0	3	2	0	2	2	13
CO3	0	0	0	2	2	2	1	1	8
CO4	0	0	3	0	2	2	0	2	9
Target Level Max.	5	4	3	7	7	4	5	5	40

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Ability to help organisations adapt in the emerging business landscape



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

Course description and learning objectives

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

Learning objectives:

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

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

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

Course outline and indicative content

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

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

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

The Industrial Disputes Act, 1947

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

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

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

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

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

Assessment methods

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

Mapping COs-Blooms levels- Assessment Tools:

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

Learning and teaching activities

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

Teaching and learning resources

TEXT BOOK

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

REFERENCES

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

JOURNALS

Labour Law Reporter Labour Law Journal



GITAM INSTITUTE OF MANAGEMENT (GIM)
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Course Code: MHU 847	Course Title: Compensation Management	
Semester: III	Course Type: Elective	Credits:03
Home Programme(s): MBA	Batch/Academic Year:2020-2022	
Course Leader: Dr K V Sandhyavani		

Course description and learning objectives

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.

Learning objectives:

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

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

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

Course outline and indicative content

Unit I (8 sessions) (CO1, CO2, L2, L3)

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

Unit II (8 sessions) (CO2, L3, L4)

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

Unit III (8 sessions) (CO2, CO3, L3 & L4)

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

Unit IV (8 sessions) (CO3, CO4, L2, L3, L4 & L5)

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

Unit V (8 sessions) (CO5, L2, L4 & L5)

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

Assessment methods

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

Mapping Cos – Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

REFERENCES

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

JOURNALS

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

CO PO Mapping

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

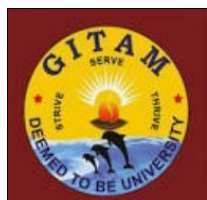
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	2	1	0	2	0	0	2	0	7
CO2	2	2	0	2	2	1	2	0	11
CO3	2	3	0	3	3	2	3	0	16

CO4	2	2	0	2	2	2	2	0	12
CO5	2	2	0	3	1	3	3	0	14
Target Level Max.	10	10	0	12	08	08	12	0	60

MBA (BA) Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Ability to help organisations adapt in the emerging business landscape




Course Code	Course Title	L	T	P	J	S	C
MMB 710	Marketing Management						
Course Owner		Syllabus version					1.0
Course Pre-requisite(s)		Contact hours					
Course Co-requisite(s)		Date Approved					
Alternate Exposure							

Website(s):

	Programme Objectives (POs)								
	1	2	3	4	5	6	7	8	SUM
CO1	2	2	0	3	0	2	3	3	15
CO2	0	0	0	3	0	3	0	0	6
CO3	3	0	3	3	0	3	2	3	17
CO4	3	0	0	3	0	2	2	3	13
CO5	3	0	0	3	0	2	2	3	13
Target Level	11	2	3	15	0	12	9	12	64

1-Low, 2- Medium and 3- High Correlation

	Course Code: MMB712	L	T	P	J	S	C
	Course Title Human Resource Management	4	0	0	0	0	4
	Course Owner: Dept. of HRM	Syllabus version				1.0	
	Course Prerequisite(s) Organisational Behaviour and Management Theory and Practice	Contact hours				56	
	Course Co-requisite(s)	Date Approved					
Alternate Exposure ;							

The purpose of this course is to help students to understand the basic principles and techniques of Human Resource Management. 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 diverse workplaces. The key objective of this course is to give an understanding that HR Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance.

Course Objectives:

1. Comprehend in-depth the theoretical framework and the basic principles of HRM.
2. Comprehend in-depth functions of HRM (Job analysis, manpower planning, and recruitment, selection, onboarding, training & development, appraisal, compensation).
3. 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

Unit I: Introduction

No. of Hours: 10

Introduction - Fundamentals Of HRM - The Nature And Scope Of HRM - Evolution Of HRM
Models of HRM -The Formbrun -The Harvard Model - The Guest -The Warwick-Dave Ulrich Model
Functions and Role of HR Manager - Skills for HR Professionals - Challenges of HRM.

Learning Outcomes: After completion of this unit, the student will be able to

1. Identify the difference between the traditional view of human resource management (HRM) and the present view. **L1**
2. Describe the HR challenges and Skills **L2**
3. Understanding alternative approaches to managing human resources and appreciating the diversity of factors that motivate workers **L5**

Pedagogy tools: Blended learning, Case, video lectures, self-reading, corporate reports, and online tools for right engagement. (Mentee-Mentor, Kahoot)

Unit II: Procurement

No. of Hours: 12

Procurement - Job Analysis - Process of Job Analysis, Job Description and Job Specification, Job Design Steps in job

design, contemporary issues in Job Design - Job Evaluation - Methods of Job Evaluation Human Resource Planning, Importance, HR Planning Process - Recruitment - Nature, Sources of Recruitment - Latest Methods of Recruitment - Selection - Significance of Selection - Selection Process, Barriers of selection - Onboarding process

Learning Outcomes: After completion of this unit, the student will be able to:

1. Describe the process of workflow analysis and identify why it is important to HRM. **L2**
2. Briefly discuss the major challenges and constraints involved in the recruiting process. **L3**
3. Understands various steps in the selection process and why it is so important to the organization. **L1**

Pedagogy tools: Caselet, video lectures, self-reading, TED talks, Online dashboards for recruitment and selection, Guest lectures.

Unit III: Development

No. of Hours: 12

Development: Training - Need, Training Process – Designing the Training Program - Methods of Training, the Difference between Training and Development Career Development, Roles for Career Development - Performance Appraisal – Objectives Methods of Performance Appraisal.

Learning Outcomes: After completion of this unit, the student will be able to:

1. Understands various steps in the selection process and why it is so important to the organization. **L1**
2. Describe the concepts of gamification, digital learning, and micro-learning, and the reasons that they have become more critical in today's organizations. **L5**
3. Identify the difference between performance management and performance appraisals. **L2**
4. Identify some of the common problems, and how to avoid the problems, with performance appraisals. **L2**

Pedagogy tools: Caselet, video lectures, self-reading, Online survey and assessment, HR executive Interviews.

Unit IV: Compensation and Maintenance

No. of Hours: 12

Compensation and Maintenance: Compensation - Meaning, Components of Compensation, Ideal Compensation System Factors Influencing Employee Compensation, Pay Rates, Basic and Supplementary Pay Executive Remuneration, Components of Executives pay, Trends in Executives' Pay Employee Safety, Need for safety, Safety Standards -Types of Accidents, Health - Physical and Mental Health, Work Stress.

Learning Outcomes: After completion of this unit, the student will be able to:

1. List various factors determining pay rates **L1**
2. Understand the difference between basic and supplementary compensation **L2**
3. Analyze the role of the supervisor in employee safety and minimize accidents at the workplace **L4**

Pedagogy tools: Caselet, Video lectures, Self-reading, Minor Survey and Report Writing, Report Analysis and Trend Analysis on Compensation, Industrial Visit to know about the safety standards

Unit V: Integration and Separation

No. of Hours: 12

Integration and Separation - Employee Wellbeing - Happiness Factor, Quality of Work Life. Collective Bargaining - Process of Bargaining - Separation - Types of Separations - Rightsizing - Exit Interview

Learning Outcomes: After completion of this unit, the student will be able to:

- | | | |
|----|--------------------------------------------------------------------|-----------|
| 1. | Understands how QWL program helps for organization effectiveness | L4 |
| 2. | Discuss the impact of downsizing on the organization and employees | L3 |
| 3. | Describe the laws that impact union and management relations | L2 |

Pedagogy tools: Caselet, Video lectures, Self-reading, Roleplays, Group discussions, Discussions with Union/Welfare officer for industry exposure

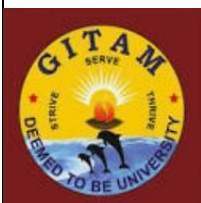
Textbook(s):

- Gary Dessler & Biju Varkkey, "Human Resource Management", Pearson, New Delhi, 16th edition.
 - George W Bohlander, Scott A Snell, "Principles of Human Resource Management", Cengage Learning, 2017.16th edition.
 - Aswathappa, K., Human Resource and Personnel Management: Text & Cases, TMGH
 - Subba Rao, P., Personnel and Human Resource Management (Text & Cases), Himalaya
- Additional Reading
- Edwin B Flippo, "Personnel Management", Tata McGraw Hill Publishing, New Delhi, 1984
 - John H. Bernardin, "Human Resource Management - An Experiential Approach", Tata McGraw Hill, New Delhi, 2013
 - Mirza, Saiyadain, "Human Resource Management", Tata McGraw Hill, New Delhi, 2013 •Gary Journal(s)
 - Harvard Business Review, Harvard Business School Publication USA
 - People Matters online Magazine
 - Human Capital Magazine
 - Vikalpa, Indian Institute of Management, Ahmedabad

	Programme Objectives												PSO		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	1	2	3
C01	1	1	0	2	2	1	0	1							
C02	2	3	1	2	2	0	1	2							
C03	1	2	1	2	2	0	1	0							
C04	1	1	0	2	2	0	2	2							
C05	1	2	3	2	1	0	2	2							

0=NoRelevance;1=LowRelevance;2=MediumRelevance;3=High Relevance

Electives in International Business

	Course Code	Course Title	L	T	P	J	S	C
	MBI 843	International Economics						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				50	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

The current course would focus on international trade and trade theories. The operations related to

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

Learning Outcomes

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

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

Unit I Title: Introduction to Trade theories No of Hours- 10

Trade Patterns: Mercantilism and New Mercantilism; Explanations of trade patterns – Absolute and comparative advantage – **Calculations of Gains of Trade**. Factor endowment Theory & Factor Price Equalization Theory; Innovations and R&D; Intra industry trade; Uppsala Model, **Tariffs and effective rate of protection & its calculation**. (Case: Germany's Competitiveness)

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a clear knowledge of trade theories. L1
- To understand the gains of trade. L2
- Understand the core concepts of Intra trade. L3
- Explain the tariff structures. L4
- Explore the basis of international trade. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards, cure card presentation

Unit II Title: Foreign Exchange Markets & Quantitative Easing No. of Hours-10

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

(Case: Recent Terms of Trade of Developing Countries)

Learning Outcomes: After completion of this unit, the student will be able to

- To have a clear knowledge of Forex market. L1
- To understand the concept of quantitative easing. L2
- Understand the core concepts of Marshal Learner Condition. L3
- Explain the J-curve mechanism. L4
- Explore the impact of exchange rates on exports and imports. L5

Unit III Title: Trade and Development & WTO No of Hours- 10

Trade and Development, and WTO Issues: Global trade; Trade as engine of growth debate – Terms of trade of developing economies -Fallacy of Composition Adding-up problem and **Illustration of Flying-geese model**; Regional economic arrangements; WTO issues - Functions and basic principles - anti-dumping, subsidies and countervailing duties, safeguards - agriculture – GATS – TRIPS - plurilateral agreements.
(Cases: Flying Geese Model of Trade, ADD on India Shrimps, GI Status for Indian Products)

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the relation between trade and development. L1.
- Explain the problem of Fallacy of composition. L2
- Analyze the Flying Geese Model of Trade. L3
- Understand the role and objectives-functioning of WTO. L4
- Explain the impact tariff and non-tariff barriers of trade. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards, cure cards

Unit IV Title: Global Economic Slowdown
Hours.10

No of

Global economic slowdown –Double-dip recession - Euro zone crisis; capitalism and rising inequality; Middle-income trap (between low-skills and innovation) – Impact of Covid Health crisis on World trade; Resurgence of Japan.

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the reasons for global economic slowdown. L1
- Understand the double dip recession. L2
- Explain the Euro Zone Crisis. L3
- Explain the situation of two lost decades of Japan. L4
- Explain the impact of Covid Health Crisis on the World trade. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: International Monetary Systems
Hours- 10

No of

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 . (Case: India's Exports of Select Products & Exchange Rate)

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the challenges of international monetary systems. L1
- Understand the International capital movements. L2
- Explain the management of foreign exchange systems. L3
- Discuss the emergence of renminbi. L4
- Describe the role of Bretton woods systems. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

**as per grouping made by the PGP Office (no deviation permitted)*

Evaluation pattern

Case /Project presentation: Student groups can chose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions by student groups. The requisite case for presentation will be given in the class. In the case of project each group is given a project title based on International economics/ trade. Trade policy issues. Groups would submit a report and make a presentation of the project.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay short answer questions and Case Study.

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

study, independent study via G-Learn, case studies, projects and practical activities (individual & group).

Teaching and learning resources

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

CO PO Mapping

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


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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

-----0-----

	Course Code: MMB 706	Course Title:	L	T	P	J	S	C
		International Marketing Management						
	Course owner		Syllabus version					
	Course Pre-requisite(s)		Contact hours				40	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

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

Learning Outcomes:

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

UNIT - I Title : Introduction to International Marketing No of Hours : 8

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

Learning Outcome:

After completion of this unit, the student will be able to

- Understand the International Marketing management concepts theories and principles L3

Pedagogy tools: Blended learning, Case let, self-reading, flipped classroom

UNIT - II Title : Global Market Research and Analysis No of Hours : 8

Research requirements in International Marketing, Global marketing information system

Learning Outcome:

After completion of this unit, the student will be able to

- Evaluate the role of international marketer and his/ her responsibilities in international markets L4

Pedagogy tools: Blended learning, Case let, self-reading, flipped classroom

UNIT - III Title : Developing Global Marketing Strategies: No of Hours : 8

Internationalization: Process & Theories, International Market Entry: Modes & Strategies, Firm Competitiveness in the International Market, Global Market Segmentation, Targeting and positioning.

Learning Outcome:

After completion of this unit, the student will be able to

- Demonstrate knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities. L4

Pedagogy tools: Blended learning, Case let, self-reading, flipped classroom

UNIT - IV Title : Creating Global Marketing Programs: No of Hours : 8

Global Product & Brand Strategy, Global Pricing Strategy, Global Distribution & Supply Chain Strategies, Global integrated marketing communications.

Learning Outcome:

After completion of this unit, the student will be able to

- Develop a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings. L5

Pedagogy tools: Blended learning, Case let, self-reading, flipped classroom

UNIT - V Title : Managing Global Marketing Operations

No of Hours : 8

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

Learning Outcome:

After completion of this unit, the student will be able to

- Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team. L5

Pedagogy tools: Blended learning, Case let, self-reading, flipped classroom

Textbook(s):

- "Global Marketing Management" by Warren J. Keegan & Gautam Dutta, 8th Edition, Pearson Education.
- "International Marketing" by Cateora, Philip R., Mary C. Gilly & John L. Graham, 16th Edition, New York: McGraw-Hill/Irwin, 2013.
- "Global Marketing Management" by Kiefer Lee & Steve Carter, Latest Edition, Oxford University Press

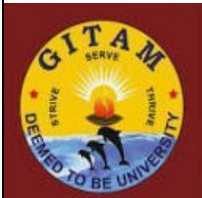
Academic Journals

- Journal of International Marketing
- Harvard Business Review
- Journal of International Business Studies
- Journal of Global Marketing
- International Marketing Review

CO PO Mapping

CO PO Mapping	Program Objectives (PO)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	0	1	0	0	1	1
CO2	2	2	0	2	2	0	2	2
CO3	2	2	2	2	2	2	2	3
CO4	2	3	2	3	1	2	3	2
CO5	2	3	0	3	1	3	3	3

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

	Course Code	Course Title	L	T	P	J	S	C
	MBI 849	Cross Cultural Management						
	Course Owner	Dr.Srilalitha Girija Kumari Sagi	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					50
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

The international markets are expanding rapidly touching the realms of economies across the globe. It is concerned with managing different cultures – in particular, “cross country and multi cultural similarities and differences including challenges and issues” that invariably arise in international business. Failure to understand and manage the differences in attitudes, values, and behaviours of those with whom managers interact in international business transactions consistently has been shown to be a major source of difficulties. The course addresses topics such as cross – cultural communication, cultural sensitivity, international business practices, and various national cultures and regional cultures and their approaches to business and management. The course includes lectures, presentations, case analyses, debates, workshop with panel discussion, and experiential exercise along with video clippings.

Learning Outcomes:

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

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

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

	Course Outcomes	Assessment
CO1	Understand the various theoretical perspectives and practical approaches to dealing with culture, cultural difference, and cultural change within the framework of international business.	A1

CO2	Understand management practices followed in different cultures and countries	A3
CO3	Describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross – cultural management decision-making.	A2
CO4	Evaluate strategies to manage cultural challenges in an international business context and cross – cultural issues	A4
CO5	Presents an overview of cross-cultural management practices and it examines how culture is expressed.	A3 &A4

1. Unit I Title : Dimensions of Culture – a management perspective No.10

Definitions and Classification of Culture and Culture Code, Modalities of Cross-Cultural Dimensions- Hofstede's Cultural Dimensions, Hall's Cultural Dimensions -Religion and its implication on business -A comparison of world views: East and West -The importance of World views and international management

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Culture L1
 - To understand the framework of National Culture
- L2
- Understand the concept of Hofstede's cultural Dimensions L3
 - Explain the importance of Religion in cross cultural management L4
 - Explore the framework of Hall's Cultural Dimensions

L5

Pedagogy Tools: Case Study, Video Clippings , Discussion, Self-reading, Polls, Student Presentations

2. Unit II Title : Cross Cultural Communication No.10

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.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Communication both verbal and non-verbal L1
 - To understand the framework of cross cultural communication
- L2
- Understand the concept of High and Low Context Communication L3
 - Explain the importance of Communication to deal with conflict L4
 - Explore the framework of Cross Cultural Conflict resolutions

L5

Pedagogy Tools: Case Study, Video Clippings , Discussion, Self-reading, Polls, Student Presentations

3. Unit III Leadership Use of Power and Authority in Different No.10

Defining leadership – Models of Leadership, Use of power and Authority in different cultural set up, Various Behavioural Styles of leaders across cultures, Leadership in different cultures -Motivation and Culture

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Leadership and role of leader in a culture L1
- To understand the framework of Power and Authority in culture

L2

- Understand the concept of Motivation in a culture L3
- Explain the importance of Behavioral Styles of leaders in a culture L4
- Explore the framework for Models of Leadership

L5

Pedagogy Tools: Case Study, Video Clippings, Discussion, Self-reading, Polls, Presentations

4. Unit IV Organizational Culture in Multi-National Corporations (MNCs) No.10

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.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Organizational Culture L1
- To understand the framework of National & Organizational Culture

L2

- Understand the concept of Multiculturalism L3
- Explain the importance of Diversity in Organizational Culture L4
- Explore the framework of Organizational Culture in MNCs L5

Pedagogy Tools: Case Study, Video Clippings, Discussion, Self-reading, Polls, Student Presentations

5. Unit V Doing Business Across Cultures No. 10

Managing across Cultures - Cross Cultural differences and similarities in doing business -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 Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Managing Across Cultures L1
- To understand the framework of Parochialism

L2

- Understand the concept doing business and cultural nuances L3

- Explain the importance of Culture Code
- Explore the framework of Business Culture

L4
L5

Pedagogy Tools: Case Study, Video Clippings , Discussion, Self-reading, Polls, Student Presentations

Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera /online course	Individual	Online learning and assessment	10
A2 Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

CO PO Mapping

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

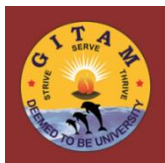
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18

CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value-based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.



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: MBI 857	Course Title: International Trade Logistics	
Semester: III	Course Type: Elective	Credits:3
Home Programme(s):MBA		Batch/Academic Year:2021-22
Course Leader:		

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 gamut of logistics sector and their key roles and challenges in ensuring smooth flow of international trade.

Learning Outcomes

- 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:

	Course Outcomes	Assessment
CO1	Understand logistics for managing demand and supply of goods and services in international trade.	A1 & A3
CO2	Explain utility of logistics services in international trade.	A2 & A3
CO 3	Analyse multimodal transportation networks.	A1 & A2
CO 4	Assess and mitigate risk in international trade logistics.	A3

CO5	Understand on the implications of regulatory framework involved in international trade logistics.	A4
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Course outline and indicative content

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

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

Unit II (8 sessions)(CO2, L2& L3)

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

Unit III (8 sessions)(CO2, CO3, CO5, L12, L3 & L4)

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

Internationalization: Process & Theories, International Market Entry: Modes & Strategies, Firm Competitiveness in the International Market

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

Risks & Risk Mitigation in International Trade Logistics: Sources and types of risks in ITL. Risks assessment and management by exporters, importers. Cargo insurance and claim procedure. Principles of cargo insurance.

Unit V (8 sessions) (CO3, CO4, CO5, L3, L4 & L5)

Contemporary issues in International Trade Logistics: Discussions on reports published by United Nations Conference on Trade and Development (UNCTAD), World Bank on international trade logistics and maritime trade.

Assessment Methods

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

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension						
	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create

Factual Knowledge	CO1(A1&A2)	CO2(A2&A3)				
Conceptual Knowledge		CO2(A1&A3)	CO3(A1)	CO4(A3)	CO5(A3)	
Procedural Knowledge		CO1(A1&A2, A3)	CO2(A3)	CO3(A2&A3)	CO1, CO5(A2&A3)	CO3, CO5(A2)
Meta Cognitive Knowledge	CO4(A1)		CO5(A3)			

Learning and teaching activities

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

Teaching and learning resources

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

CO PO Mapping

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

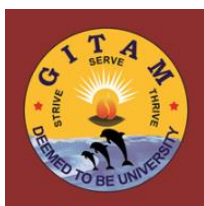
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

PROGRAM OUTCOMES

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.

7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	To demonstrate knowledge and skills in effective and efficiently managing logistics and supply chain operations.



GITAM INSTITUTE OF MANAGEMENT (GIM)

Andhra Institute of Technology and Management (GITAM)

(Declared as Deemed to be University u/s 3 of UGC Act. 1956)

Visakhapatnam – 45.

Course Code: MOP843	Course Title: Supply Chain Management	
Semester: III	Course Type: Elective	Credits: 3 (40 Sessions)
Home Programme(s): MBA, MBA (HR), MBA (IB, IBF, GLSCM)		Batch/Academic Year: 2020-22
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).

Learning Outcomes:

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

	Course Outcomes	Assessment
CO1	Understand the role of operations and logistics for effective supply chain management.	A1, A2
CO2	Explore the role of procurement and relationship management in supply chain strategy	A4
CO3	Evaluate improvement strategies and solutions to problems in supply chains	A2, A3
CO4	Analyse risk in supply chain and evaluate mitigation strategies	A4
CO5	Evaluate an operation for sustainable supply chains	A4

Course outline and indicative content

Unit I (6 sessions) (CO1; L1- L6)

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

Unit II (6 sessions) (CO2; L1- L6)

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

Unit III (6 sessions) (CO2, CO3; L1- L6)

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

Unit IV (6 sessions) (CO3, CO4; L1- L6)

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

Unit V (6 sessions) (CO4, CO5; L1- L6)

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

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Mid exam	Individual	Written	20
A2. Coursera / online Course	Individual	Report / Presentation	10
A3. Case study	Groups*	PPT presentations	20
A4. End-term exam	Individual	Written	50

Evaluation pattern

A1: Mid exam: Short or essay questions mainly based on the application of knowledge in the area of supply chain management. The syllabus is from first two units.

A2: Coursera / online course: Complete respective course listed by the course leader through online and required to produce course completion certificate. In addition the student would need to complete an assessment for awarding marks.

A3: Case presentation / Project: Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case/project for presentation will be given in the class.

A4: End-term examination: Short answer and essay answer questions mainly based on the application of knowledge in supply chain management and the syllabus is from all five units. This normally follows the institutional guidelines

Mapping COs - Blooms levels- Assessment Tools

KNOWLEDGE DIMENSION / COGNITIVE DIMENSION	L1. REMEMBER	L2. UNDERSTAN D	L3. APPLY	L4. ANALYZE	L5. EVALUATE	L6. CREATE
Factual Knowledge		CO1				
Conceptual Knowledge			CO2			
Procedural Knowledge				CO4	CO5	

Meta Cognitive Knowledge					CO3	

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

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

Referential text books and journal papers:

Harrison, A., Van Hoek, R., (2011). *Logistics management strategy: competing through the supply chain*, Fourth edition. Harlow: Financial Times Prentice Hall.

Cousins, P. D., Lamming, R., Lawson, B. and Squire, B. (2008). *Strategic Supply Management: Principles, Theories and Practice*, First edition. Harlow: Financial Times Prentice Hall.

Christopher, M. (2011). *Logistics & Supply Chain Management*, Fourth edition. Harlow: Financial Times Prentice Hall.

Blanchard, D. (2010). *Supply Chain Management Best Practices*, Second edition. Hoboken: John Wiley & Sons, Inc.

Kovács, G. and Spens, K. M. (2007). "Humanitarian logistics in disaster relief operations", *International Journal of Physical Distribution & Logistics Management*, Vol. 37, No. 2, pp.99-114.

Nudurupati, S. S., Bhattacharya, A. Lascelles, D. and Caton, N. (2015). "Strategic Sourcing With Multi-Stakeholders Through Value Co-Creation: An Evidence From Global Health Care Company" , *International Journal of Production Economics*. Vol.166, pp.248-257.

Potter, A., Mason, R. and Lalwani, C. (2007). "Analysis of factory gate pricing in the UK grocery supply chain", *International Journal of Retail & Distribution Management*, Vol. 35, No.10, pp.821-834,

Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). "A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management" , *International Journal of Production Research*, Vol.53, No.21, pp. 6473-6494

Suggested journals:

- Journal of Supply Chain Management
- Supply Chain Management, An International Journal
- International Journal of Physical Distribution & Logistics Management
- Journal of Operations Management
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Production Planning and Control

CO PO Mapping

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

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

CO PO Mapping									
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	Sum
CO1							3	1	4
CO2	2						3	2	7
CO3	3	3	1	3	2	1	2	3	18
CO4	3	2						2	7
CO5				3					3
Target Level Max.	8	5	1	6	2	1	8	8	39

Note:


Mention the POs of relevant program only

for example, if it is General MBA then mention as given below

General MBA-Programme Outcomes (POs)	
1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.

4 .	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5 .	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6 .	Apply range of entrepreneurial skills in business decisions.
7 .	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8 .	Ability to help organizations adapt in the emerging business landscape

-----0-----

	Course Code	Course Title	L	T	P	J	S	C
	MBI 861	Freight Forwarding & Customs Clearance						
	Course Owner	Dr.Srilalitha Girija Kumari Sagi	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					50
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Freight forwarding, customs clearance and cargo management is an important activity of shipping and logistics departments. Loading and discharging cargo in port and care of cargo in transit is major activity of a transit hubs and ports. The goal of this course is to train in “Cargo Handling & Stowage” in connection with freight forwarding activity and to provide students with knowledge, understanding and proficiency in monitoring the loading, stowage, securing

and unloading of cargoes. It includes procedures for safe entry into confined spaces and handling hazardous / dangerous goods.

- The course makes the student understand the process of freight forwarding activities
- To acquire and improve their skills of clearing & forwarding procedures along with stowage techniques
- To Perform more productively in their cargo management activities through a stowage techniques and cargo management process
- To demonstrate the skills meet the challenges of cargo terminal management.
- To demonstrate skills as a trained customs clearance and cargo manager.

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

	Course Outcomes	Assessment
CO1	Understand the concepts related to Freight forwarding & Clearance	A1
CO2	Improve their skills of clearance, stowage, shipping and logistics handling.	A3
CO3	Demonstrate skills as a trained in stowage, freight forwarding & Clearing & Forwarding	A3 & A2
CO4	Can deal with the International trade logistics operations of cargo handling and stowage in clearing and forwarding.	A3& A2
CO5	Helps to understand the customs clearance and cargo management.	A4

1. Unit I Title : Freight Forwarding and Stowage Process Session : No.10

Stowage and Freight forwarding, World Custom Organization (WCO) Customs Act 1962 ITC (HS) HSN codes, SION norms of Import & Exports under customs procedures. Freight Forwarding, procedures for Pre-Operating Shipment Checks / consignment – shipping documents Air way bills Freight Forwarding. Regulations

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Freight forwarding and stowage process L1
- To understand the framework of Customs Act 1962 L2
- Understand the concept of SION norms of export and import L3
- Explain the importance of Pre –Operating Shipment Checks L4
- Explore the framework of shipping L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

2. Unit II Title : Customs Valuation and Assessment Sessions : No. 10

Customs Valuation & Assessments Calculation of Customs Duty and Duty calculator Customs Clearance Documentations, Shipping Bill, Bill of Entry etc.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Customs Valuation L1
- To understand the framework of Customs Clearance L2
- Understand the concept levy of Duty and Assessment L3
- Explain the process Bill of Entry filing and process L4
- Explore the framework of goods out of charge from customs L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

3. Unit III Title : Categories of Customs Clearance, Factory, Dock & Warehouse Stuffing No.10

Categories of Customs Clearance Procedure by Case study analysis : Export by Factory stuffing & Dock Stuffing, Export of Warehoused goods without payments of duty, First Check procedure & second Check Procedure in Import, Export

on re-import and Import on Re-export

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on categories of customs clearance L1
- To understand the framework of Factory, ware house stuffing clearance L2
- Understand the concept of First & Second Check Procedure L3
- Explain the preference given to goods without payment L4
- Explore the framework of export on re-import on re-re-export L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

4. Unit IV Customs Bonding Process Session : No.10

Customs Bonding Procedure: Unclear goods (Unclaimed by buyer), Warehoused goods (In-bond & Ex-bond), KYC norms for Customs House Agent – (CHA)

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on customs warehouse process L1
- To understand the framework of customs bonding procedures L2
- Understand the concept of unclaimed /unclear goods L3
- Explain the preference given to KYC norms L4
- Explore the framework of Customs House Agent – CHA L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

5. Unit V Foreign Trade Policy / EXIM policy and Schemes of Incentives Session : No.10

Foreign Trade Policy / Exim Policy Incentives, Customs Duty Draw Back claims and settlements under Section 74, Section 75 Customs Rules for Search, Seizure, confiscation & Arrest in case of any mis-appropriation.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Foreign Trade Policy L1
- To understand the framework of Foreign Trade Policy L2
- Understand the concept of Export Promotion Strategies L3
- Explain the preference given to Export promotion L4
- Explore the framework of Foreign Trade Policy and Incentives system L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera/online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Groups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Harrison, A. and Van Hoek, R., (2011). *Logistics management strategy: competing through the supply chain*, Fourth edition. Harlow: Financial Times Prentice Hall.
- Cousins, P. D., Lamming, R., Lawson, B. and Squire, B. (2008). *Strategic Supply Management: Principles, Theories and Practice*, First edition. Harlow: Financial Times Prentice Hall.
- Christopher, M. (2011). *Logistics & Supply Chain Management*, Fourth edition. Harlow: Financial Times Prentice Hall.
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CO PO Mapping

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CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

Electives in Banking & Financial Services

	Course Code	Course Title	L	T	P	J	S	C
	MBI855	Forex Management & Derivatives						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				50	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Forex Management and Derivatives market has been transformed over the past decade, largely in response to regulations that emerged from the global financial crisis. Forex Management and Derivatives is essentially a way of knowing what type of uncertainties are out there and taking steps to counter them and be fully prepared for eventualities. Decisions have to be taken, business needs to be conducted. Forex Management and Derivatives gives a thorough understanding of forex markets and concepts related to derivatives and helps to make informed decisions.

Learning Outcomes

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

	Course Outcomes	Assessment
CO1	Understand the concepts related to Forex Market and Derivatives Market.	A1
CO2	To understand the factors effecting the forex market and derivatives market.	A3
CO3	Demonstrate knowledge of the framing and procedures relating to Forex markets and different types of currency derivatives and its operations.	A3 & A2
CO4	Evaluate the latest developments in the forex markets and derivatives market.	A3 & A2
CO5	To understand the global factors effecting the forex and derivatives market	A4

Unit I

Title: The Foreign Exchange Market

No of Hours- 10

The Foreign Exchange Market - Organization – Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – International Market Quotations – Cross Rates –Merchant Rates – FEDAI Regulations – Role of RBI.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a clear knowledge of foreign exchange market.

L1

- To understand the Spot and forward markets. L2
- Understand the core of Interbank quotations. L3
- Explain the International market quotations. L4
- Explore the FEDAI regulations L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards, cure card presentation

Unit II Title: Foreign Exchange Markets & Quantitative Easing No. of Hours-10

Emerging Markets: Impact of Quantitative Easing (QE) and its tapering on emerging markets – short-term capital Exchange Rates - Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls

Learning Outcomes: After completion of this unit, the student will be able to

- To have a clear knowledge of Quantitative easing. L1
- To understand the impact of Short term capital. L2
- Understand the core exchange rate systems. L3
- Explain the system of Bretton Woods. L4
- Explore the impact of exchange rates on exports and imports. L5

Unit III Title: Trade and Development & WTO No of Hours- 10

Foreign Exchange Transactions – Purchase and Sale transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals –Arbitrage Operations – Factors determining Forward margins – Different types of Foreign exchange exposers.

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the relation between trade and development. L1.
- Explain the problem of forward margins. L2
- Analyze the interbank deal. L3
- Understand the arbitrage operations. L4
- Explain the types of foreign exchange exposers. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards, cure cards

Unit IV Title: Global Economic Slowdown No of Hours.10

Ready and Forward Exchange Rates – Principle types of Ready Merchant rates –Ready rates based on cross rates – Forward exchange contracts – Execution of Forward contracts – cancellation and Extensions - Dealing position – Exchange position – Cash position.

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the forward exchange rates. L1
- Understand the ready merchant rates. L2
- Explain the execution of forward contracts. L3
- Explain the situation of cancellation and extentions. L4
- Explain the concept of cash position. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: International Monetary Systems
Hours- 10

No of

Currency Derivatives – Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the currency derivatives. L1
- Understand the currency forwards and futures. L2
- Explain the exchange traded transactions. L3
- Discuss the financial swaps. L4
- Describe the forward rate agreements. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

**as per grouping made by the PGP Office (no deviation permitted)*

Evaluation pattern

Case /Project presentation: Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case for presentation will be given in the class.

Coursera Completion and Viva: Student would select one course related to Geo –politics in discussion with course leader and complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay short answer questions and Case Study.

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

- Alan C Shapiro, MULTINATIONAL FINANCIAL MANAGEMENT, Prentice Hall, New Delhi
- Francis Cherunilam, INTERNATIONAL ECONOMICS, Tata Mc Graw Hill Pub Ltd, New Delhi
- Ian H Giddy, GLOBAL FINANCIAL MARKETS, AITBS Publishers and Distributors, New Delhi
- C Jeevanandam, FOREIGN EXCHANGE: PRACTICE, CONCEPTS, Sultan Chand & Sons, New Delhi

CO PO Mapping

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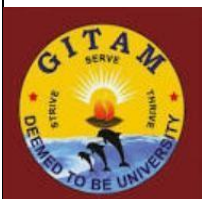
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CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

	Course Code	Course Title	L	T	P	J	S	C
	MBG 207	Financial Institutions and Markets						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				50	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Financial markets, or markets for financial assets, play an important role in the efficient functioning of a market economy. Financial Institutions are any establishments that make these markets function efficiently.

Course Outcomes

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

	Course Outcomes	Assessment
CO1	Apply concepts relevant to financial markets and financial institutions, such as the flow of funds, levels of interest rates and interest rate differentials, to current events or topical issues.	A1
CO2	Determine and analyze the appropriate measures of risk and return for various financial instruments.	A3
CO3	Identify and evaluate the role symmetric versus asymmetric information plays in the structure and operation of the financial system information.	A3 & A2
CO4	Evaluate empirical evidence of market performance, and contrast it with theories of market performance.	A3 & A2
CO5	Understand the mechanics and regulation of financial securities exchanges and determine how the value of stocks, bonds, and securities are calculated.	A4

Unit I Title: Introduction to Financial Institutions No of Hours- 10

Introduction, Financial Institutions, Financial Intermediaries, and Asset Management Firms
 Depository Institutions: Activities and Characteristics, The U.S. Federal Reserve and the Creation of Money,
 Monetary Policy, Insurance Companies, Investment Companies and Exchange-Traded Funds.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a grasp knowledge on various financial institutions. L1
- To understand the functioning of financial intermediaries and asset management firms. L2
- Understand the core concepts involved in US Federal Reserve System. L3
- Explain the mechanism in monetary policy. L4

- Explore the functioning of traded firms. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II Title: Pricing of Financial Assets No. of Hours: 10

Properties and Pricing of Financial Assets, The Level and Structure of Interest Rates, The Term Structure of Interest Rates, Risk/Return and Asset Pricing Models, Primary Markets and the Underwriting of Securities, Secondary Markets.

Learning Outcomes:

After completion of this unit, the student will be able to

- To understand the properties and pricing of financial assets. L1
- To understand the level and structure of interest rates. L2
- Understand the core concepts of interest rates, risk and returns L3
- Explain the mechanism in asset price models. L4
- Explore the functioning of primary and secondary markets. L5

Unit III Title: Treasury and Agency Security Markets No. of Hours: 10

Treasury and Agency Securities Markets, Markets for Common Stock: The Basic Characteristics, Markets for Corporate Senior Instruments: The Residential Mortgage Market, Residential Mortgage-Backed Securities Market, Market for Commercial Mortgage Loans and Commercial Mortgage-Backed

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the role of the treasury and security markets. L1
- Understand the basic characteristics of treasury markets. L2
- Explain the residential mortgage market. L3
- Explain the mechanism of commercial mortgages. L4
- Explain the reasons behind the commercial mortgage loans. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV Title: Maritime Political Geography No. of Hours: 10

Futures Markets, Options Markets, Pricing of Futures and Options Contracts, The Applications of Futures and Options Contracts, OTC Interest Rate Derivatives: Forward Rate Agreements, Swaps, Caps, and Floors, Market for Credit Risk Transfer Vehicles: Credit Derivatives and Collateralized Debt Obligations.

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the Futures markets. L1.
- Explain the Options markets. L2

- Understand pricing of the futures and options contracts. L3
- Outline OTC interest rates and derivatives. L4
- Discuss the significance of credit risk. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: Geopolitics and Financial markets (4 Sessions) No of Hours- 10

International Financial Institutions, International Monetary Fund, ADB, New Development Bank, International Infrastructure Investment Bank, BRICS Development Bank, International Financial Corporations.

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the challenges of International financial institutions. L1
- Understand the International Monetary Fund. L2
- Explain the emergence of New Development Bank. L3
- Discuss the AIIB L4
- Describe the role of International Financial Corporations. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

**as per grouping made by the PGP Office (no deviation permitted)*

Evaluation pattern

Case /Project presentation: Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case for presentation will be given in the class.

Coursera: Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay short answer questions and Case Study.

Coursera Completion and Viva: Student would select one course related to Geo –politics in discussion with course

Mapping COs – Blooms levels – Assessment Tools

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

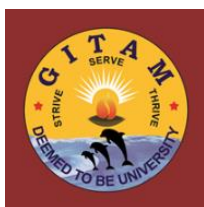
Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. You need to read different books and journal papers to master certain relevant concepts to analyses cases and evaluate projects. Some of these reference books given below will be available in our library.

Suggested Readings:

- ✓ Bank Management and Financial Services Paperback – 1 July 2017, by Peter Rose (Author), Sylvia Hudgin
- ✓ International Financial Institutions, Climate Change & The Urgency To Facilitate Clean Energy Investment In Developing & Emerging Market Economies, ova Science Publishers Inc, Year published: 2017-04-30
- ✓ Coping with Crisis: International Financial Institutions in the Interwar Period by Mokoto Cosova <https://www.biblio.com/>

Electives in Logistics & Supply Chain Management (LSCM)



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: MOP841	Course Title: Production Planning and Control	
Semester: III	Course Type: Elective	Credits: 3 (40 Sessions)
Home Programme(s): MBA, MBA (HR), MBA (IB, IBF, GLSCM)		Batch/Academic Year: 2020-22
Course Leader: Prof. Sai Sudhakar Nudurupati		

Course description and learning objectives

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.

Learning Outcomes:

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

	Course Outcomes	Assessment
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CO1	Understand the systematic planning and control activities to achieve the highest efficiency in producing goods/services.	A1, A2
CO2	Explore the production facilities like men, machines, materials, methods etc., to achieve stated production objectives with respect to quantity, quality, time and cost	A3
CO3	Evaluate & select a range of planning and control methods and techniques that can be used to match supply and demand in a variety of contexts.	A2, A4
CO4	Critique an organisation from production planning and control perspective.	A4
CO5	Work collaboratively and select, apply and critique appropriate theoretical concepts in relation to an organisational context.	A3

Course outline and indicative content

Unit I (6 sessions) (CO1; L1 – L6)

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

Unit II (6 sessions) (CO1, CO2; L1 – L6)

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

Unit III (6 sessions) (CO2, CO3; L1 – L6)

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

Unit IV (6 sessions) (CO3, CO4; L1 – L6)

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

Unit V (6 sessions) (CO4, CO5; L1 – L6)

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

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Mid exam	Individual	Written	20
A2. Coursera / online Course	Individual	Report / Presentation	10
A3. Case study	Groups*	PPT presentations	20
A4. End-term exam	Individual	Written	50

Evaluation pattern

A1: Mid exam: Short or essay questions mainly based on the application of knowledge in the area of supply chain management. The syllabus is from first two units.

A2: Coursera / online course: Complete respective course listed by the course leader through online and required to produce course completion certificate. In addition the student would need to complete an assessment for awarding marks.

A3: Case presentation / Project: Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case/project for presentation will be given in the class.

A4: End-term examination: Short answer and essay answer questions mainly based on the application of knowledge in supply chain management and the syllabus is from all five units. This normally follows the institutional guidelines

Mapping COs - Blooms levels- Assessment Tools

KNOWLEDGE DIMENSION / COGNITIVE DIMENSION	L1. REMEMBER	L2. UNDERSTAND	L3. APPLY	L4. ANALYZE	L5. EVALUATE	L6. CREATE
Factual Knowledge		CO1				
Conceptual Knowledge					CO3	
Procedural Knowledge			CO2		CO4	
Meta Cognitive Knowledge			CO5			

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

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

Referential text books and journal papers:

Slack, N, Chambers, S and Johnston, R (2007), *Operations Management*, 6th Ed, Prentice Hall, ISBN: 0273731602

Burbidge, J L (1981), *Principles of Production Control*. London, Donald and Evans.

Greene, J H (1987), *Production and Inventory Control Handbook*. New York, McGraw Hill.

Mc Leavey, Dennis W and Narasimhan, S L (1985), *Production and Inventory Control*. Boston, Allyn and Bacon. 1985.

Suggested journals:

- Production Planning and Control
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Journal of Operations Management

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1				3			2		5
CO2	3						3	3	9
CO3		3		3			2		8
CO4		3					2		5
CO5	3		1	3	2			3	12
Target Level Max.	6	6	1	9	2	0	9	6	39

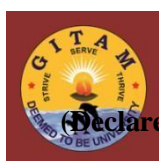
Note:

Mention the POs of relevant program only

for example, if it is General MBA then mention as given below

General MBA-Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.

3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organizations adapt in the emerging business landscape



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Course Code: MOP 845	Course Title: Project Management	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/AcademicYear: 2020-22	
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.

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

	Course Outcomes	Assessment
CO1	Demonstrate an understanding of the project environment, life cycle, and the project selection and approval process.	A1, A3, A4
CO2	Demonstrate the role of the Project Manager in the successful initiation and completion of a project.	A1, A2, A3, A4
CO3	Apply knowledge skills in forming and developing a project team.	A2, A3 & A4
CO4	Develop and integrate core management plans needed for a project.	A3, A4

Course outline and indicative content

UNIT – I: INTRODUCTION (8 Hours)(CO1, CO2, L1 & L2)

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

UNIT – II: PROJECT SCOPE MANAGEMENT (8 Hours)(CO2, L2& L3)

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

UNIT – III:PROJECT PLANNING (8 Hours) (CO2, CO3, L2, L3 & L4)

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(8 Hours) (CO3, CO4, L3, L4& L5)

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

UNIT – V: LEADERSHIP & PROJECT MANAGEMENT(8 Hours)(CO1, CO2, L1, L2 & L3)

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

Assessment methods

	Task	Task type	Task mode	Weightage(%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Presentation	10
A3	Case/Project	Group	Presentation & Report	20
A4	End Term Exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

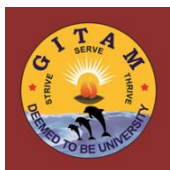
CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO). 0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	3	0	0	0	0	0	0	3	6
C02	3	2	2	0	2	3	2	3	17
CO3	0	3	0	3	0	0	2	3	11
CO4	3	0	0	3	0	2	2	3	13
Target Level Max.	9	5	2	6	2	5	6	12	47

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Ability to help organisations adapt in the emerging business landscape



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Course Code: HOM847	Course Title: Service Operations Management	
Semester: III	Course Type: Elective	Credits: 3
Home Programme(s): MBA (General/IB)		Batch/Academic Year: 2020-22
Course Leader:		

Course description and learning Outcomes

This course addresses the strategic and operational aspects of managing service systems. In addition to discussing the design and operational control of service operations, specific issues pertaining to certain sectors of the service industry are also addressed.

UNIT-I: -

Introduction to Service Operations; Role of Services in Economy; -Nature of services-the Service Concept-Customers and relationships-Managing supply relationships -Global trends in Services Sector; Changing paradigms in Competitiveness of services.

UNIT-II: -

Service Strategy-developing an overall vision for the service system-Developing a service strategy-service culture

UNIT-III: -

Service delivery design-Implications for Service Delivery, Design-service Processes; service People, Resource utilization; Performance Measurement-Linking operations decisions to business performance

UNIT-IV: -

Managing Supply and demand-Managing Waiting Lines-Queuing, Theory Applications in Service Systems- Capacity issues in service systems-Forecasting Demand for services.

UNIT-V: -

Global Services Delivery Models in Practice in IT/ITES and Financial Sectors; Risk & Security issues in Financial Services Sector; Role of technology; Services Management in various sectors

Textbook:

Robert, Graham Clark. *Service Operations Management: Improving Service Delivery*, 2/e. Pearson Education.

Reference Books:

1. Fitzsimmons, J.A. and Fitzsimmons, M.J. *Service Management*, Mc Graw Hill International Edition (2006).
2. David W Parker, *Service operations Management-the total experience*
3. Bill Hollins, Sadie shinkins, *Managing Service Operations-Design and Implementation*, Sage Publications

Journals:

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

SEMESTER – IV

S.No	Code №.	Level of the Course	Title of course	Theory/Project Report	Practical/Viva Voce	Credits		Internal Assessment Marks	External Assessment Marks	Total Marks
							NEW			
1		Elective	Elective – 1 *	3			3	50	50	100
2		Elective	Elective – 2 *	3			3	50	50	100
3		Elective	Elective – 3	3			3	50	50	100
4		Elective	Elective – 4	3			3	50	50	100
5			Open Elective	1	1		1	50	50	100
6			Contemporary Course -1				1	50		50
			Contemporary Course -2				1	50		50
8		Skill Based	Comprehensive Viva				2	100		100
			TOTAL CREDITS (excluding PCDs)				17			
	PCDs	University	Club Activity				2*			
	PCDs	Skill Set	Business Simulations				2			
	PCDs	Skill Set	Spreadsheet Modelling				1			
			TOTAL CREDITS(including PCDs)				20			

***Students should select the Elective-1 and Elective-2 from International Business basket only. Elective-3 and Elective-4 can be chosen from any of the functional baskets.**

Total Credits without PCDs is 101.Total Credits with PCDs-112.

The MBA Programme

Open Elective: This is course that the student should select from the list of open electives offered by University. Student may also choose a course from BSE and NSE Certification courses or UGC Swayam/Moocs courses. However the students has to produce pass/course completion certificate for Viva voce for awarding marks.

PCDs out of 11 credits students must earn minimum 7 credits. But venture Development is a compulsory course.

The curriculum of the Four Semester MBA program is designed to have a total of 112 credits. However for the award of MBA degree, the students has to earn a minimum of 108 credits including 7 PCDs

LIST OF ELECTIVES IN SEMESTER IV

S. No.	CourseCode	CourseLevel	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor LeadCourses										
1.			Finance							
2.	MFI842	Elective	Financial Risk Management	3		3	50	50	100	3
3.	MFI844	Elective	International Financial Management	3		3	50	50	100	3
4.	MFI846	Elective	Corporate Valuation	3		3	50	50	100	3
5.	MFI848	Elective	Financial Derivatives	3		3	50	50	100	3
6.	MFI850	Elective	International Introduction to Investment (CISI – 2)	3		3	50	50	100	3
7.	MFI852	Elective	Insurance Management	3		3	50	50	100	3
8.	MFI 854	Elective	Financial Technology (Fin. Tech.) (New Course)	3		3	50	50	100	3
			Marketing				50	50		
9.	MMK842	Elective	Rural Marketing	3		3	50	50	100	3
10.	MMK844	Elective	Services Marketing	3		3	50	50	100	3
11.	MMK848	Elective	Customer Relationship Management	3		3	50	50	100	3
12.	MMK850	Elective	B2B Marketing	3		3	50	50	100	3
13.	MMK852	Elective	Global Marketing	3		3	50	50	100	3
14.	MMK854	Elective	Marketing Metrics (shifted from 3 to 4 semester)	3		3	50	50	100	3
			Human Resource Management							
15.	MHU842	Elective	Employment Laws - II	3		3	40	60	100	3

16.	MHU844	Elective	Industrial Relations & Statutory Compliance and Drafting	3		3	50	50	100	3
17.	MHU846	Elective	Global Human Resource Management	3		3	50	50	100	3
18.	MHU848	Elective	Strategic Human Resource Management	3		3	50	50	100	3
19.	MHU850	Elective	HR & Technology (Removed in the email sent)	3		3	50	50	100	3
20.	MHU852	Elective	Change Management	3		3	50	50	100	3
			Operations & Supply Chain Management							
21.	MOP842	Elective	Materials Management	3		3	50	50	100	3
22.	MOP844	Elective	Quality Management	3		3	50	50	100	3
23.	MOP846	Elective	Logistics Marketing (Change of Name from Marketing of Logistics Services)	3		3	50	50	100	3
24.	MOP848	Elective	Strategic Logistics Management	3		3	50	50	100	3
25.		Elective	Port & Terminal Management (New Course)	3		3	50	50	100	3
26.		Elective	Global Sourcing (Course from IB basket)	3		3	50	50	100	3
			Business Analytics (New Electives)							
27.		Elective	Web & Social Media Analytics	3		3	50	50	100	3
28.		Elective	Decision Science	3		3	50	50	100	3
29.		Elective	Data Analysis with Python	3		3	50	50	100	3
30.		Elective	Advanced Excel & Models	3		3	50	50	100	3
31.		Elective	Business Intelligence	3		3	50	50	100	3
32.		Elective	HR Analytics	3		3	50	50	100	3

			FINTECH (New Elective Basket)							
33.		Elective	Blockchain & Cryptocurrency	3		3	50	50	100	3
34.		Elective	Financial Modelling Using Excel	3		3	50	50	100	3
35.		Elective	Emerging Technologies in What WAFinance	3		3	50	50	100	3
36.		Elective	Algorithmic Trading	3		3	50	50	100	3
37.		Elective	Accounting Analytics	3		3	50	50	100	3
38.		Elective	FinTech - Innovation & Design Thinking	3		3	50	50	100	3
			International Business							
39.	MBI842	Elective	Managing Global Compliance in Exports	3		3	50	50	100	3
40.	MBI844	Elective	Doing Business with Emerging Markets	3		3	50	50	100	3
41.	MBI846	Elective	International Business Negotiations	3		3	50	50	100	3
42.	MBI848	Elective	Sectoral and Cluster Strategies for International Business	3		3	50	50	100	3
43.	MBI850	Elective	Multilateral Trade Institutions & India	3		3	50	50	100	3
44.	MBI856	Elective	Port and Shipping Management (Logistics Elective)	3		3	50	50	100	3
45.	MBI858	Elective	Global Sourcing (This is there in operations) (Logistics Elective)	3		3	50	50	100	3
			Banking & Financial Services							
46.	MBI852	Elective	International Commodity Management	3		3	50	50	100	3
47.	MBI854	Elective	Risk Management in Banking	3		3	50	50	100	3
48.	MBI852	Elective	International Trade Finance	3		3	50	50	100	3
Logistics & Supply Chain Management (LSCM)										
49.	MOP844	Elective	Quality Management							

50.	MBI856	Elective	Port and Shipping Management (Logistics Elective)	3		3	50	50	100	3
51.	MBI858	Elective	Global Sourcing (This is there in operations) (Logistics Elective)	3		3	50	50	100	3
52.	MAN842	Elective	Strategic Logistics Management	3		3	50	50	100	3



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Course Code: MFI 842

Course Title: Financial Risk Management

Semester: IV

Course Type: Elective

Credits: 3

Home Programme(s): MBA (General)

Batch/Academic Year: 2020-21 Admitted Batch

Course Leader: Dr K LubzaNihar

Course description and learning objectives

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

Learning objectives:

- To provide understanding of essential terms, concepts and principles of financial risk management.
- To build the required skills and ability to apply principles of financial risk management for corporate decision making
- To develop skills in students to use the techniques for risk management.

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

Course outline and indicative content

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of financial risk management	A1,A4
CO2	Apply Tools and techniques deployed in organizations across the risk classes to manage risks	A1,A4
CO3	Analyze information and apply quantitative methods used in Risk Management to support decision making	A2,A4
CO4	Evaluate Credit /Market / Operational Risks	A2,A4
CO5	Formulate a risk management strategy	A2,A4

Unit I (CO1, CO2, L2,L3)

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

Unit II (CO2, L2 & L3)

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

Unit III (CO2, CO3, L12, L3 & L4)

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

Unit IV (CO3, CO4, L13 & L4)

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

Unit V (CO3, CO4, L3, L4 & L5)

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

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1 Mid Exam	Individual	Written	20

A2	Coursera / online course	Individual	Online learning and assessment	10
A3	Case / Project	Individual/ Groups	Presentations, Report	20
A4	End-term exam	Individual	Written (short/long)	50

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

Reading Material:

FRM Exam prep by Kaplan University

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	2	2	3	3	3	0	0	14

CO2	1	1	2	2	2	3	3	2	16
CO3	2	2	1	2	3	3	3	1	17
CO4	1	0	1	1	2	2	2	1	10
Target Level Max.	5	5	6	8	10	11	8	4	57

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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Course Code: MFI844	Course Title: International Financial Management	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA (20-21) Admitted Batch		
Course Leader:		

Course description and learning outcomes

Finance function cannot be isolated from the forces of Globalisation. The growth of Multinationals, the liberalization of capital and foreign exchange markets of various nations and the subsequent increase in the private capital flows across the globe demand the study of International Financial Management (IFM). The increasing contagion effects of financial crisis triggered to the rest of the world has compelled the CFOs of even firms with purely domestic focus. This course draws its concepts from the macro level course in International Economics and the fundamental course in Financial Management, and adds additional dimensions, for building theories and models for decision making at the firm level, especially in an international context.

Learning Objectives

The broad objective of this course is to expose the students to the various issues related Investment, Financing and Risk Management functions of Corporate Financial Management in an international context. In this process it aims at the following specific objectives

- To differentiate International Financial Management from Financial Management
- To understand the environment which add new dimensions to the subject
- To appreciate the conceptual underpinnings in practicing the Finance function in an international context
- To apply a few specific techniques for effective decision making

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

CO	Learning Outcomes	Assessment
CO 1	Understand the international financial environment	A1,A3,A4
CO 2	Apply & evaluate exchange rate regimes & arbitrage process	A1,A3,A4
CO 3	Evaluate alternatives to decide risk exposures	A3
CO 4	Apply funding & borrowing options to take financial decisions in MNCs.	A2,A4
CO 5	Evaluate capital budgeting decisions	A2,A4

Course outline and indicative content

UNIT-I: CO1,L1,L4

International Finance: Finance function in a global context, global financial markets, International Monetary System- Introduction to IDR-Sovereign Risk. International Financial Environment – IMF - SDR – EMU – CAD (BOP)

UNIT-II: CO2, L2,L3

ForeignExchangeMarket:Structure, mechanism ofcurrencytrading,exchangerate quotations, forward contracts, interest arbitrage, exchange rateregimes and the foreign exchange market in India (NP)

UNIT-III: CO3, L1, L2, L3, L4

Management of Currency Exposure: Measurement of exposure andrisk, managing transaction exposure, operating exposure, short-termfinancial management in multinational corporation(NP). Currency Derivatives –Netting – forfeiting.

UNIT-IV: CO4, L2, L3, L4

International Decision:Evaluatingborrowingoptions,fundingavenuesinglobalcorporatemarkets,internationalequityfinancing,introduction to ADRs, GDRs, Private Equity, understanding International transferring. International Capital Structure, International Portfolio

UNIT-V: CO5, L4, L5

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

Assessment methods

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

Mapping COs-Blooms levels- Assessment Tools

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

Meta Cognitive Knowledge				CO4 (A2,A4)	CO5 (A2, A4)	
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Learning and teaching activities

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

Teaching and learning resources

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

TEXTBOOK

Jeff Madura, *International Corporate Finance*, Cengage Learning, Latest Edition.

Alan C Shapiro, *Multinational Financial Management*, John Wiley & Sons.

P.G.Apte, *International Financial Management*, Tata McGraw Hill Co. Ltd.

Eun& Resnick, *International Financial Management*, Tata McGraw Hill Co. Ltd.

C.Jeevanandam, *Foreign Exchange & Risk Management*, Sultan Chand Publishers

Eitman, Stone Hill, and Muffet, *Multinational Financial Management*,

CO PO Mapping

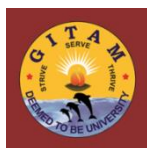
This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

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

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	0	1	1	2	2	1	0	1	8
CO2	1	2	2	1	1	1	1	1	10
CO3	1	1	0	1	1	1	1	1	7
CO4	1	2	0	1	1	1	1	1	8

CO5	1	1	0	1	1	1	1	1	7
Target Level Max.	4	7	3	6	6	5	4	5	40

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organizations adapt in the emerging business landscape



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Course Code: MFI 846	Course Title: Corporate Valuation
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Semester: IV

Course Type: Elective

Credits: 3

Home Programme(s): MBA (General)

Batch/Academic Year: 2020-21 Admitted Batch

Course Leader: Dr. M.S.V Prasad

Course description and learning objectives

The primary objective of a firm is to maximize shareholders' value through effective financial management. Hence it is imperative that all financial managers understand the drivers of corporate value and the process involved in computing corporate value. Gaining an insight into the basic

techniques used for measuring the value of an organisation and the strategies that can be adopted for maximizing shareholders' value will prove beneficial to managers as well as organizations.

Learning objectives:

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

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

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of Mergers & Acquisition and Valuation	A1,A3
CO2	Apply DCF Approach to Mergers & Acquisition and Valuation	A1,A3 & A4
CO3	Analyze the significance of share exchange ratio, significance of P/E Ratio and EPS analysis in the merger process	A2,A4
CO4	Make use of Concept of Mergers and Acquisitions	A2,A4
CO5	Evaluate the Takeover Strategies and Defensive Strategies	A2&A4

Course outline and indicative content

Unit I (8 sessions) (CO1, CO2, L2, L3)

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

Unit II (8 sessions) (CO2, CO3, CO4, L2, L3, L4)

DCF Approach to Corporate Valuation: Introduction, steps, McKinsey's Enterprise DCF Model. Relative valuation approach to corporate valuation: Introduction, steps, Equity Valuation Multiples, Enterprise Valuation Multiples and Operational Multiples (NP).

Unit III (8 sessions) (CO2, CO3, CO4, CO5, L3, L4, L5)

Concept of Mergers and Acquisitions: Types and benefits, major laws involved in M&A - Companies Act 1956, Competition Act 2002 and SEBI Regulations.

Unit IV (8 sessions) (CO1, CO3, L2, L4)

Valuation of Mergers and Acquisitions: Significance of share exchange ratio, significance of P/E Ratio and EPS analysis in the merger process, calculation of minimum and maximum share exchange ratios. (NP)

Unit V (8 sessions) (CO1, CO4, L2, L4)

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

Assessment methods

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

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

- Case Analysis
- Situation Analysis
- Chalk & Talk
- Student Presentations

Teaching and learning resources

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

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

Teaching and learning resources

TEXT BOOK

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

REFERENCES

- Damodaran. A, “Valuation”, New Jersey: John Wiley & Sons, 2006

JOURNALS

- Strategic Management Journal, John Wiley & Sons
- GITAM Journal of Management, GITAM Institute of Management, GITAM (Deemed to be University), Visakhapatnam

CO PO Mapping

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

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

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	2	2	1	1	1	0	0	0	8
CO2	1	1	2	2	2	1	3	3	15
CO3	1	1	2	2	2	3	2	1	14
CO4	2	2	3	3	3	3	3	3	22
CO5	1	1	2	1	2	2	3	3	15
Target Level Max.	7	7	10	9	10	9	11	10	74

General MBA-Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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Course Code: MFI 848

Course Title: Financial Derivatives

Semester: IV

Course Type: Elective course

Credits:: 3

Home Programme(s):MBA

Batch/Academic Year:(20-21)Admitted batch

Course Leader: M.S.V Prasad

Course description and learning objectives

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.

Learning objectives:

This course will help:

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

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

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of financial Derivatives	A1,A4
CO2	Apply techniques of applying forwards and futures trading mechanism using hedging strategies.	A1,A2&A4
CO3	Analyze options contracts using various pricing tools	A2&A4
CO4	Evaluate different options trading strategies	A2 &A4

Course outline and indicative content

Unit I (8 sessions) (CO1, CO2, L2, L3)

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

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

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

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

Options Market: Trading and hedging using Options; equity Options; Options vs. Futures. Option pricing using Black-Scholes Model and Binomial Analysis; Options on Stock Indices and currency; Option Greeks; Exotic Options (NP)

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

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

Unit V (6sessions) (CO3, CO4,L2, L4)

Swaps Markets: Structure, currency, interest-rate, equity and commodity Swaps- pricing of swaps - pricing simulations. (N.P. - Numerical Problems)

Assessment methods

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

Mapping COs - Bloom's levels- Assessment Tools

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

Meta Cognitive Knowledge				CO4 (A2,A4)	CO4 (A2, A4)	
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Learning and teaching activities

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

Teaching and learning resources

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

Prescribed Text Book

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

References

- Ranganatham, M., & Madhumathi, R., "Derivatives and Risk Management", Pearson, New Delhi, 2014
- Kevin, S., "Commodity and Financial Derivatives", Pearson, New Delhi, 2014 (Latest Edition)
- John C Hull and Shankarshan Basu "Options and futures and other derivatives" ninth edition, 2015, Pearson Publishers.

Journals

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

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	2	1	2	2	0	0	0	10
CO2	3	3	2	1	1	1	0	0	11
CO3	2	2	2	3	3	3	2	1	18
CO4	1	3	1	1	3	3	2	2	16
Target Level Max.	9	10	6	7	9	7	4	3	55

Programme Outcomes (POs)

1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.

3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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Course Code: MFI 850	Course Title: CISI – 2 International Introduction to Securities & Investments	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA (20-21) Admitted Batch		
Course Leader:		

Course description and Learning Objectives

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

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

CO	Course Outcomes	Assessment
CO1	To understand the basics of financial services industry.	A1
CO2	To understand the basic economic environment.	A2
CO3	To understand the basic financial services industry.	A3
CO4	To apply the learning in managing investment funds.	A4
CO5	To apply the learning in the CISI module test and obtain certification.	A4

Course outline and indicative content

Unit I (8 sessions) (CO1A1 & A2, A4)

Financial Services Industry -features, role of different parties in the financial services industry. Economic Environment-factors, types-state controlled, market, mixed, open-supply of goods and services-need for credit-causes/impact/control of Inflation/deflation- GDP/BOP/Unemployment.

Unit II (8 sessions)(CO2A2 & A3,A4)

Financial Assets and Markets-types, characteristics, Money Market Instruments-CP/TB/CD, Property Investment-direct/indirect, Foreign Exchange markets, securities-types, features-pre emptive rights, right to vote, capital gain, dividends, risks associated with equity stock.

Unit III (8 sessions) (CO3, A3,A4)

Bonds-characteristics, types, duration, YTM, Derivatives –features, types, futures, options, swaps.

Unit IV (8 sessions) (CO4, A3, A4)

Investment Funds-Mutual funds-Open/closed, REITs, ETFs; Financial services Regulation- financial crime, insider trading and Ethics

Unit V (8 sessions) (CO5, A3, A4)

Other Financial Products- features, types, retirement plans, mortgages, loans and Life assurance.

Assessment methods

Task	Task type	Task mode	Wiegthage (%)
A1			
A2			
A3			
A4			

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge	CO1A1 & A2, A4	CO1A1 & A2, A4				
Conceptual Knowledge			CO2A2 & A3,A4	CO2A2 & A3,A4	CO3, A3,A4	
Procedural Knowledge				CO4, A3, A4	CO4, A3, A4	
Meta Cognitive Knowledge						(CO5, A3, A4)

Learning and teaching activities

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

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyse cases and evaluate projects. Some of these reference books given below will be available in our library. It is expected that an average student will be required to spend about two hour for each hour of contact session. Problem sets and small cases whenever given are a means of focusing on central issues, concepts of knowledge. Your ability to solve them is also a reflection of the extent to which you have understood the concepts read by you.

References

- CISI: International Introduction to Securities & Investment
- Capital Markets, Fifth Edition
- Institutions, Instruments, and Risk Management by [Frank J. Fabozzi](#)
- Introduction to futures and options markets (3rd edition) by John Hull
- All about derivatives by **Michael Durbin**.

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	3	0	1	0	0	0	0	7
CO2	3	3	3	2	1	0	3	1	16
CO3	3	3	3	2	1	0	3	1	16
CO4	3	3	3	2	1	0	0	1	13
CO5	2	2	2	2	2	0	1	0	11
Target Level Max.	14	14	11	9	5	0	7	3	63

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.

7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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Course Code: MFI 852	Course Title: Insurance Management	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s):MBA (General)	Batch/Academic Year: 2020-21 Admitted Batch	
Course Leader: Prof.P.Sheela		

Course description and learning objectives

Risk is part of any business endeavor, unless there is risk taking there is no return. A great deal of time, efforts and money is spent in coping with downside risks by using insurance as a tool. Having an understanding of the fundamentals of risk and insurance management and its application on problem-solving from managerial, consumer, and societal perspectives. This course is very crucial in Management education. This course offers a comprehensive overview and a broad prospective of the principles of Risk Management and Insurance. While emphasizing traditional risk management and insurance, this course introduces other types of risk management and stresses that professionals may use the same general framework to manage all types of risk. The value of insurance lies in the protection it affords from losses arising from risk control failures or from other causes.

This course is designed to:

- Enable the students to understand the way in which business and society make an assessment of, control and manage risk.
- Introduces to the students insurance as a tool for risk management.
- Engage students in active discovery of risk management principles and prepare them to Analyze and use appropriate risk management techniques for various situations.

- Develop the students' critical awareness of the contemporary debates relevant to insurance management from the business and individual point of view.
- Demonstrate knowledge of common insurance policies and the industry operations.

Learning objectives:

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

	Course Outcomes	Assessment
CO1	To use appropriate risk management techniques in situations	A1,A2,A3,A4
CO2	Effectively communicate risk management and insurance, concepts, practices, and applications	A1,A2,A3,A4
CO3	Apply the insurance mechanism in risk management in both life and general	A1,A2,A3,A4
CO4	To analyze various products offered by the insurance companies and their significance;	A1,A2,A3,A4

Course outline and indicative content

Unit I (10 sessions) (CO1,CO2,CO3- L2,L3,L4)

Risk: Introduction to Risk, Risk Identification, Chances of loss, peril and hazard, classification of risk, types of pure risk, burden to the society, methods of handling risk, Risk Management: Objective of risk management, Steps in risk management process, Benefits of risk management, Risk reporting.

Unit II (10 sessions) (CO1,CO2,CO3-L2,L3,L4)

Insurance: Basic characteristics of Insurance, requirements of an insurable risk, types of insurance business, insurance as contract, essential elements, fundamental principles of insurance, Conceptual Framework of Double Insurance, Over-insurance, Under-insurance, Insurance documents.

Unit III (12 sessions) (CO1,CO2,CO3,CO4-L2,L3,L4)

Life Insurance: Principles of Life Insurance, Types of life insurance, policy options, condition & privilege, nomination, assignment, annuities, need for annuities, contract, classification of annuities, Group Insurance, Types of Group insurance Schemes, Group and Pension Insurance Policies, calculation of premium.

Unit IV (10 sessions) (CO2,CO3,CO4,CO5-L2,L3,L4)

General Insurance: Principles of General Insurance, laws related to General Insurance, Types of General Insurance- Fire, Marine, Motor Vehicles, Health Insurance, Rating making in General insurance.

Unit V (12 sessions) (CO2,CO3,CO4,-L2,L3,L4)

Insurance Company Operations: Underwriting-Principles of Underwriting, Underwriting in Life and General Insurance, **Claims Management-**Claim Settlement in General Insurance and Life Insurance,

Insurance Marketing: Marketing of Insurance Products, Reinsurance.

Case study (CO1,CO2, CO3,CO4,CO5-L2,L3,L4,L5)

Assessment methods

Task		Task type	Task mode	Weightage (%)
A1	Two mid examinations will be conducted for 20 marks each. Best of two will be considered for final 20 marks.	Individual		20
A2	Class room Presentations/Seminars and Case analysis/ workshop/training/Assignments/survey/ project work for 20 marks	Groups		20
A3	Coursera course/on line Course(Up on which student need to give presentation/viva)	Individual		10
A4	Semester-end Examination	Individual		50

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, self study, case study discussion, group projects, and presentations.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. However, student should not limit to the books uploaded on the G-Learn and he/she should explore other sources on their own. Student need to read different books and journal papers to master certain relevant concepts to analyze cases and while

preparing project reports. Some of these reference books given below will be available in institute as well as Knowledge Resource Centre.

Text Book

- George E.Rejda,“Principles of Risk Management & Insurance”,Pearson, New Delhi,2014

References

- Scott Harington, “Risk Management & Insurance”, Tata McGraw-Hill Education, New Delhi,2014
- Richard Jones,“RiskBasedManagement”,GulfPub,2014
- Rakesh Agarwal,“GeneralInsuranceAgents”,K.M.RaiMittakforMittalPublications, 2013

Journals

- Journal of Insurance and Risk Management, BIM Tech, New Delhi
- Indian Journal of Risk management, Institute of Management, Nirma University of Science and Technology, Ahmedabad
- GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam
- Indian Journal of Public Enterprise, Institute of Public Enterprise Research.
- The IUP Journal of Risk & Insurance, Hyderabad
- SAARJ Journal of Banking and Insurance Research, South Asian Academic Research Journal.
- ICFAI Journal of Risk & Management, Hyderabad.
- Insurance Chronicle, ICFAI, Hyderabad.
- Insurance Times, Kolkata.
- Yogakshema, LIC of India, Mumbai.

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	2	2	2	2	1	2	3	3	17
CO2	2	2	1	2	3	3	2	2	17
CO3	2	1	2	3	2	3	2	2	17
CO4	3	2	2	3	2	2	2	3	19
Target Level Max.	9	7	8	10	8	10	9	10	70

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape

MARKETING SPECIALIZATION



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Course Code: MMK 842	Course Title: Rural Marketing	
SEMESTER: IV	Course Type: Elective	Credits: 3
Home Program(s): MBA		
Course Leader: Prof.M.Jyothsna		

Course description and learning objectives

Rural Marketing has emerged as an important internal sub-division within marketing discipline particularly in the context of a large rural economy like India. In India the rural economy contributes nearly half of the country's GDP and the size of the rural market is growing in a steady phase and companies are re designing some of their products to match rural consumers' affordability. An insight into a more holistic perspective of rural marketing which includes rural marketing environment, buying behavior, STP approach and Pricing would be beneficial to Management students who wish to move into this emerging area of Rural Marketing.

Learning objectives:

This course intends the student

- To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.
- Differentiate the rural market environment from the urban and semi-urban markets
- Understand the factors influencing the rural consumer behavior and their brand loyalty
- To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.
- To evaluate pricing and distribution strategies for rural consumers

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

S. No.	Course Outcomes (COs)	Assessment
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CO1	Discuss rural market Challenges & Opportunities in a dynamic market.	A1
CO2	Explain and interpret Rural Marketing Evolution and Structure	A3
CO3	Apply the concepts relating to consumer buying behaviour	A3 & A2
CO4	Differentiate and design marketing strategies for rural specific products.	A3 & A2
CO5	Assess and interpret the relevance of pricing and distribution strategies.	A2

Course outline and indicative content

UNIT-I:

A Conceptual Framework, Nature, Characteristics of Rural Market, Challenges & Opportunities. An Overview of Indian Rural Market, ruralmarketing mix. Bottom of the Pyramid.

UNIT-II:

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

UNIT-III:

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

UNIT-IV:

Segmenting, Targeting Positioning: Product strategy, marketing mix challenge, product concept and classification, rural product categories, new product development, product lifecycle, product mix and rural packaging, Need for Innovation in Rural Markets.

UNIT-V:

Pricing: Pricing strategy, Internal influences, pricing objectives, external influences pricing strategies, marketing entry strategies, distribution strategy, channels of distribution, behavior of the channel and communication strategy.

Case Analysis (Not Exceeding 200 words)

Assessment methods

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

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

TEXTBOOK

PradeepKashyap, "RuralMarketing", Pearson, NewDelhi, 2016

REFERENCES

1. Rural Marketing: Text and Cases, 2e Paperback – 2011 by [Krishnamacharyulu](#)
2. AshrafImam, MassoumehNasrollah, ZadehandAph, "RuralMarketing", 2013
3. Mathur, U., "The Rural Marketing Book", 2013
4. Sanal Kumar, "Rural Marketing", Sage Publications, New Delhi, 2012

JOURNALS

1. International Journal of Rural Management , Sage Publications
2. Journal of Rural Studies, [Elsevier](#)
3. Prabandhan: Indian *Journal of Management*.
4. Journal of Marketing, India
5. Journal of Marketing Research, India
6. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

CO PO Mapping

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

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

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	2	2	0	3	0	2	3	0	12
C02	0	0	0	3	0	3	0	0	6
C03	3	0	3	3	0	3	2	0	14
C04	3	0	0	3	0	2	2	0	10
C05	3	0	0	3	0	2	2	0	10
Target Level Max.	11	2	3	15	0	12	9	0	52

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Ability to help organisations adapt in the emerging business landscape



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Course Code: MMK 844

Course Title: Services Marketing

Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/Academic Year:2020-2022	
Course Leader:		

Course description and learning objectives

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.

Learning objectives:

- To able to differentiate between product and services marketing.
- To apply the extended marketing mix and STP process to various service sectors
- To identify the quality dimensions for different services and will be able develop SERVQUAL, service blueprint and service recovery strategies.
- To Able to identify different service strategies and various steps involved in new service development process as well as service distribution.
- To Familiarize with the contemporary trends of services marketing.

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

	Course Outcomes	Assessment
CO1	To develop an understanding of services and service marketing.	A1, A2, A3, A4
CO2	To differentiate the Segmentation, Targeting, Positioning process in services.	A1, A3
CO3	To illuminate the students about the service quality dimensions and SERVQUAL model.	A1, A2, A3, A4
CO4	To apprehend the overview and different strategies for marketing of services.	A3, A4
CO5	To acquire the knowledge of contemporary issues in services marketing.	A3

Course outline and indicative content

Unit I (8 sessions + 2 sessions for Case Studies) (CO1, L2)

Understanding Services: Introduction - meaning of service concepts, nature and scope of services, marketing of services versus physical goods, growth of services sector in India, Classification of services. Customer involvement in service process and managing service encounters.

Unit II (8 sessions + 2 sessions for Case Studies) (CO2,L3)

Services Marketing: The distinguishing key characteristics of services, Consumer behavior in services. Services marketing mix - Product, Pricing, Place, Promotion, People, Physical Evidence and Process. - Service triangle - Segmenting, Targeting and positioning for services marketing.

Unit III (8 sessions + 2 sessions for Case Studies) (CO3, L4)

Role of Quality in Service – Service Quality management, Dimensions of service quality, – gap model - SERVQUAL – demand management services strategies– service blue printing - Service failures and Recovery strategies, etc.

Unit IV (8 sessions + 2 sessions for Case Studies) (CO4, L4)

Overview of Strategies for Services marketing - strategies to deal with intangibility, inventory inconsistency and inseparability of Services - basic service package – new service development stages. Pricing objectives and strategies – service distribution.

Unit V (8 sessions + 2 sessions for Case Studies) (CO5, L5)

Contemporary issues in service marketing - Current trends in services marketing. E-commerce and e-marketing – e-CRM - Innovations in services marketing- self-service technologies - Marketing of varied services.

Assessment methods

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

Mapping COs - Blooms levels- Assessment Tools

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

Meta Cognitive Knowledge						
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Learning and teaching activities

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

Teaching and learning resources

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



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Course Code: MMK 846	Course Title: Marketing Research	
Semester: IV	Course Type: Elective	Credits: 3
HomeProgramme(s):MBA	Batch/AcademicYear: 2020-22	
Course Leader: Dr.P.Giribabu		

Course description and Learning Objectives

This course provides a comprehensive introduction to marketing research, and discusses key concepts, processes, and techniques, as well as their applications. Students gain an appreciation for the breadth and depth of the subject and its significance for a business enterprise. Besides an overview of marketing research, the course covers research with qualitative data, and methods used for analyzing research data to make decisions.

Learning Objectives (LOs)

- Discuss the scope and managerial importance of Market Research and its role in the development of marketing strategy
- Provide a detailed overview of the stages in the Market Research process
- Develop research questions and objectives that can be addressed in a research design
- Use contemporary statistical packages to calculate and report descriptive statistics from quantitative data

- Interpret data analysis in the context of the identified business problems and Communicate research results in written report and oral presentation formats

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

	Course Outcomes (COs)	Assessment
CO1	Understand theoretical aspects of Marketing Research and its role in 21 st century.	A1,A4
CO2	Understand the planning the Research process and designing the questionnaire.	A1,A4
CO3	Analyse measuring and different scaling techniques in Marketing Research.	A1,A3,A4
CO4	Evaluate different applications in Marketing Research and communicate through report writing	A2,A4
CO5	Apply personal and interpersonal recent research trends in different Marketing areas.	A1,A4

Course outline and indicative content

Unit I (07 Sessions) (CO1, L1, L2)

Dynamics of Marketing Research

Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario) Role of Research in Marketing, Practical tips for researchers

Unit II (08 Sessions (CO2, L2,L3)

Planning the Research Process

Introduction, Stages in planning the market research, Interview Techniques, Designing questionnaires and interview guides, Building Attitude Exploration into questionnaires

Unit III (10 Sessions) (CO3, L4, L5)

Measurement and Scaling Techniques

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

Unit IV (10 Sessions) (CO4, L5 & L6)

Applications of Marketing Research

Audience and Advertising Research- Introduction, Purpose, populations involved in audience and advertisement research, procedures for advertisement research, Publication considerations in advertisement research. Social Research- - Introduction, Purpose, populations involved in social research, procedures for social research

Report Writing and Presentation, Interpretation of Marketing Research Reports, Applications of Marketing Research.

Unit V (10 (CO5, L6)

Sessions Recent Trends in Marketing Research

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

Assessment Methods

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

Mapping COs - Blooms levels- Assessment Tools

Knowledge dimension / cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge	CO1 (A1,A4)	CO1, CO2 (A1, A4)	CO2 (A1A4)			
Procedural Knowledge				CO3 (A1,A3,A4)	CO3, CO4 (A1,A2,A3,A4)	CO4, CO5 (A1,A2,A4)
Meta Cognitive Knowledge						

Learning and teaching activities

- Classroom Teaching
- Power Point Presentation

- Application in real life situation
- Problem Solving
- Project
- Assignment etc.

Teaching and learning resources

Text Books:

- Naresh K. Malhotra et.al., “Marketing Research – An Applied Orientation”, 5th Edition, Pearson, UK, 2017
- Nigel Bradley, “Marketing Research - Tools and Techniques”, 3rd Edition, Oxford University Press, New Delhi, 2013.

References:

- Donald R. Cooper & Pamela S Schindler, “Marketing Research – Concepts and Cases” Tata McGraw Hill, New Delhi, 2006.
- G. Berry, “Marketing Research”, 4th Edition, Tata McGraw Hill, New Delhi

Other Readings:

- Business Research Methods , Naval Bajpai, Pearson , Edn-2013
- Sage Handbook of Qualitative Research 4th Ed. by Denzin and Lincoln
- GITAM Journal of Management
- Harvard Business Review, Harvard Business School Publication Co. USA
- Vikalpa, Indian Institute of Management, Ahmedabad

CO PO Mapping

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

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

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	0	0	2	0	0	2	2	9
CO2	0	2	0	2	0	0	0	2	6
CO3	3	3	0	0	0	3	2	2	13
CO4	2	2	0	3	2	2	2	1	14
CO5	0	0	0	2	3	2	3	2	12
Target Level Max.	8	7	0	9	5	7	9	9	54
Programme Outcomes (POs)									
1.	Apply knowledge of management theories and practices to solve business problems.								
2.	Foster analytical and critical thinking abilities for data-based decision making.								
3.	Ability to develop value based leadership approach..								
4.	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.								
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.								
6.	Apply range of entrepreneurial skills in business decisions.								

7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	3	0	0	2	0	0	2	2	9
C02	0	2	0	2	0	0	0	2	5
C03	3	3	0	0	0	3	2	2	13
C04	2	2	0	3	2	2	2	1	14
C05	0	0	0	2	3	2	2	2	11
Target Level Max.	8	7	0	9	5	7	8	10	53

Programme Outcomes (POs)

1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
	Ability to help organisations adapt in the emerging business landscape



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Course Code:MMK 848	Course Title: Customer Relationship Management	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description and learning objectives

Customer Relationship Management is all the tools, technologies and procedures to manage, improve, or facilitate sales, support and related interactions with customers, prospects, and business partners throughout the enterprise. At its core, a CRM tool creates a simple user interface for a collection of data that helps businesses recognize and communicate with customers in a scalable way. The goal of the system is to track, record, store in database, and then determine the information in a way that increases customer relations. At its core, a CRM tool creates a simple user interface

for a collection of data that helps businesses recognize and communicate with customers in a scalable way.

Learning objectives:

This course intends the student to

- Know the basic concepts of Customer Relationship Management and study the relationship between customer loyalty and retention.
- Learn the analytical tools and techniques useful to maintain CRM
- Recognize various aspects of marketing related to CRM and the significance of marketing channels and communication channels in CRM
- Study the facets of implementation of CRM
- Examine the sectoral application of CRM

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

	Course Outcomes	Assessment
CO1	Describe the concepts of Customer Relationship Management Examine the relationship between loyalty, retention to CRM	A1, A2, A4
CO2	Apply the tools and techniques of CRM in Customer Segmentation, Customer Churn Prediction, Market Basket Analysis	A1, A4
CO 3	Analyze the influence of distribution and communication channels on CRM.	A1, A4
CO 4	Explain the issues in implementation of CRM	A1, A4
CO 5	Assess the process of CRM in different industries and develop plans under changing scenarios	A3, A4

Course outline and indicative content

Unit I (10Sessions) (CO1,L1, L2)

Introduction to CRM

Definition, concept, factors led to evolution of CRM, Need and benefits of CRM, IDIC model for building relationship, Features & advantages of e-CRM, process of CRM, types of CRM, CRM Cycle.

Customer Retention: Need & Importance, Determinants of retention, Strategies to boost customer retention

Customer Loyalty: attitudinal vs Behavioural loyalty, types of loyalty, loyalty ladder, loyalty classification on profitability and duration, types of loyalty programmes, Process of designing loyalty programme.

Unit II (08Sessions)(CO2, L3)

Analytical tools and techniques in CRM

Management of Data: Customer database, Passive marketing database and Active marketing database
Data Warehouse: Features of Data Warehouse, ETL process, Multidimensional Analysis.

Analytical CRM through Data Mining: Concept of Data Mining, Techniques. Applications in CRM: Customer Segmentation, Customer Churn Prediction, Market Basket Analysis

Unit III (08 Sessions)(CO3, L4)

CRM: Marketing aspects

Web marketing, digital marketing, analyzing customer buying behavior, customer behavior prediction, customer life-cycle, customer life-time value,

CRM & Marketing channels

Distribution Channels: Functions of distribution channels, Factors affecting CRM through distribution channels, Major challenges in facing CRM through distribution channels.

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

Unit IV ((9Sessions)(CO4, L4)**Implementation of CRM:**

Elements of CRM System, CRM implementation, Key success factors of CRM, Role of a contact center in building relationships, Barriers and Challenges in CRM, Reasons for failure of CRM

Unit V (10 Sessions)(CO5,L5, L6)**Sectoral application of CRM**

CRM in retailing, Business organizations (B2B), Rural marketing

CRM in services marketing: Quality dimensions and service gaps

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

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2Coursera	Individual	Quiz/Assignment	10
A3Project/Case study	Group	Presentations & Report	20
A4End-term exam	Individual	Written	50

Mapping COs - Blooms levels- Assessment Tools

KNOWLEDGE DIMENSION / COGNITIVE DIMENSION	L1. REMEMBER	L2. UNDERSTAND	L3. APPLY	L4. ANALYZE	L5. EVALUATE	L6. CREATE
Factual Knowledge	CO1 (A1, A2, A4)	CO1 (A1, A2, A4)	CO2 (A1, A4)			
Conceptual Knowledge				CO3,CO4 (A1, A4)	CO5 (A3, A4)	
Procedural Knowledge						CO5 (A3, A4)
Meta Cognitive Knowledge						

Learning and teaching activities

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

Teaching and learning resources

TEXT BOOKS

1. Jagdish.N.Sheth,AtulParvatiyar&G.Shainesh - Customer Relationship Management – Emerging Concepts,Tools& Applications- TATA McGraw-Hill , 2001
2. Mallika Srivastava, Customer Relationship Management, VikasPublications, New Delhi,2016.
3. G. Shainesh and Jagdish N Sheth (2006), 'Customer Relationship Management – A Strategic Perspective' Trinity Press (Laxmi Publications): New Delhi

REFERENCES

1. Alex Berson, Stephen Smith, Kurt Thearling., Building DataMining Applications for CRM. Tata McGraw Hill, New Delhi,2014.
2. Mohammed, H.Peeru and A.Sagadevan, CustomerRelationship Management, Vikas Publishing House, New Delhi,2013.
3. PaulGreenberge,CRM-EssentialCustomerStrategiesforthe21stCentury. Tata McGraw Hill, New Delhi,2013.

JOURNALS

1. GITAM Journal of Management, GITAM University, Visakhapatnam, India.
2. HarvardBusinessReview,HarvardBusinessSchoolPublicationCo.,USA
3. Marketing Mastermind, IUP Publications (A Division of the ICFAI Society), Hyderabad, India
- 4.

CO PO Mapping

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

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	3	0	0	0	2	0	2	0	7
CO2	2	3	0	0	2	2	2	2	13
CO3	3	2	0	1	2	0	2	1	11
CO4	2	3	1	0	2	2	2	2	14

CO5	2	1	0	1	2	2	2	3	13
Target Level Max.	12	9	1	2	10	6	10	8	58

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for databaseddecision-making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape



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Course Code: MMK 850	Course Title: B2B Marketing	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s): MBA	Batch/Academic Year: 2020-22	
Course Leader: Dr.T.Venkateswarlu		

Course description and learning objectives

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

Learning objectives:

- To understand the basic concepts of B2B marketing
- To examine the organizational buyer behavior and enrich the knowledge on relevant models and methods of B2B buyer behavior.
- To understand and evaluate B2B Marketing Strategies and tools
- To evaluate how market segmentation, targeting, positioning is carried out in B2B Markets.
- To access the impact of Marketing Communication Mix on B2B Markets.

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

	Course Outcomes	Assessment
CO1	Understand B2B Marketing Concepts for Business Decision Making	A1
CO2	Study the organizational buyer's decision process and influences that shape buying decisions.	A3
CO 3	Get an overall exposure to various B2B Models of various businesses.	A3 & A2
CO 4	Analyse strategies adopted by B2B formats concerning segmentation, targeting and positioning and other Communication aspects of B2B Businesses.	A3 & A2
CO 5	Evaluate promotional strategies that would drive B2B sales.	A2

Course outline and indicative content

Unit I (5 Sessions) (CO1, CO2, L1 & L2)

Introduction to new generation Business-to-Business Marketing: Business and Consumer marketing-A contrast, B2B value chain, Trends and changes in B2B marketing.

Unit II (6Sessions)(CO2, L2& L3)

Organizational buying process: Classifying Products, Customers and Organizations, Types of organizational customers and their unique characteristics, Organizational buying behaviour, Organizational buying process- Various models.

Unit III (10 Sessions)(CO2, CO3, L12, L3 & L4)

Establishing enduring relationships in B2B marketing, new generation value added partnerships roles in B2B Marketing, .Managing buyer seller relationships. **Segmenting Business Markets and Demand Analysis:** Segmenting, Targeting and Positioning. Value based segmentation, Organizational demand analysis, determining market and sales potential, Sales forecasting methods.

Unit IV (10 Sessions)(CO3, CO4, L13 & L4)

Managing Innovation and Marketing Mix: New product development process, Direct & Indirect channels, Distributors & manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members, Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing, B2B Advertising, Trade shows, Personal selling, Key account management.

Unit V (12 Sessions)(CO3, CO4, L3, L4 & L5)

Strategic Perspectives in Business Marketing Planning: Managing services for Business Markets, Use of technology and AI as a strategic intervention for profit maximization, e- commerce for business customers and e-Supply chains in industrial markets, Planning, implementation and control of B2B marketing.

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid Exam	Individual	Written	20
A2	Coursera Case Study	Group	Presentation	10
A3	Project	Group	Field Visit	20
A4	End-term examination	Individual	Written	50

Case Analysis
Field Visit
Research Projects
Problem Solving
Students Presentations

Mapping COs-Blooms levels- Assessment Tools

knowledge dimension / Cognitive dimension	11. remember	12. understand	13. apply	14. analyze	15. evaluate	16. create
Factual Knowledge						
Conceptual Knowledge			CO1 (A1)			
Procedural Knowledge				CO2(A3), CO3(A2&A3)	CO4 (A2) CO5 (A2)	
Meta Cognitive Knowledge						

Teaching and learning resources

E-Resources, Cases, E-Books, Websites, E-Library, Handout

1. B2B Marketing Text & Cases, Havaladar & Dasari, MHE, 5e (should be in stands by July 2020)
2. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, "Business Marketing Management: B2B", 10th Ed., Cengage Learning India Pvt. Ltd., New Delhi, 2012
3. Robert Vitale, Waldemar Pfoertsch and Joseph Giglierano, "Business to Business Marketing", Pearson Publications, New Delhi, 2011
4. James C Anderson and Seshadri, D. V. R., "Business Market Management (B2B): Understanding, Creating and Delivering Value", 3rd Ed., Pearson Publications, New Delhi, 2011
5. Armstrong, Gary and Philip Kotler, "Principles of Marketing", Prentice Hall, New Delhi, 2006
6. Harvard Business Review, Harvard Business School Publication Co. USA
7. Vikalpa, Indian Institute of Management, Ahmedabad
8. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

Learning and teaching activities

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	2	0	0	0	0	0	0	2	4
CO2	2	0	0	0	0	2	0	2	6
CO3	0	1	0	2	0	0	2	1	6
CO4	3	0	0	1	0	2	2	2	10
CO5	0	0	3	0	3	0	0	2	8
Target Level Max.	7	1	3	3	3	4	4	9	34

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
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Course Code: MMK 852	Course Title: Global Marketing	
Semester: IV	Course Type: Elective	Credits:3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader:		

Course description and learning objectives

In an increasingly global economy, businesses need to employ marketing strategies that can advantageously position them in a competitive world market. Global marketing necessitates a firm to understand the environments associated with servicing customers locally with global standard solutions or products, and localize that product as required to maintain an optimal balance of cost, efficiency, customization and localization in a control - customization continuum to meet local, national and global requirements. The objectives of this course is to make the students well versed with Marketing in the global scenario to understand the environment in which the global companies operate, and the importance of market research and various strategies applicable to global markets.

Learning objectives:

This course intends the student to

- To gain a comprehensive understanding of core concepts of global marketing and the ecosystem
- To know about Global Marketing Intelligence and its organization
- To analyze how global markets are segmented.
- To realize the global marketing strategies that affect a company's future performance.
- To get acquainted with multinational sales management and export procedure and documentation.

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

	Course Outcomes	Assessment
CO1	Define globalization and examine various strategies to enter new global markets considering environmental factors affecting global business.	A1, A4
CO2	Determine the significance of global Marketing Research and Information	A1, A4
CO 3	Analyze the bases and process for global markets segmentation and explain the criteria for grouping countries.	A1, A4
CO 4	Assess how modification of product, price and channels are required to operate in a global market.	A2, A3, A4
CO 5	Explain the export procedure and documentation required to operate globally.	A1, A4

Course outline and indicative content**Unit I (07Sessions) (CO1, L1 & L2)****Globalization & Environment**

Globalization: Scope and Objectives – Multinational Corporations – Entry strategies

Environmental factors affecting global business: Economic Environment - Cultural Environment - Political Environment - Legal Environment – Regional Integration.

Unit II (10Sessions)(CO2, L3)**Global Marketing Intelligence**

Global Marketing Research and Information - Information Requirements of Global Markets- Organization for Global Market Research - Global Marketing Information System

Unit III (08 Sessions)(CO3, L4)**Global Market Segmentation**

Segmenting the Global Market- Segmenting Basis and Process- Global Markets and Criteria for Grouping Countries.

Unit IV (10 Sessions)(CO4, L5 & L6)**Global Marketing Decisions**

Product Policy and Planning- Global Pricing Strategies- Global Channels of Distribution - Global Advertising.

Unit V ((10 Sessions)(CO5, L4)**Sales Management & Export Documentation**

Multinational Sales Management and Foreign Sales Promotion - Export Procedure and Documentation - Special Economic Zones.

Case Analysis (Not Exceeding 200 words)

Assessment methods

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

Mapping COs - Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources**TEXT BOOKS**

1. Masaaki Kotabe, KristiaanHelsen, Global Marketing Management, 7th Edition, Wiley, 2016.
2. SvendHollensen, Global Marketing, 7th Edition, Pearson, 2016.
3. Philip R. Cateora , John Graham , Mary C Gilly International Marketing, 17th Edition, McGraw-Hill Education, 2015.
4. Warren J.Keegan., Global Marketing Management, 8th Edition, Pearson, 2013 (latest).

JOURNALS

1. Global Business Review, International Management Institute, New Delhi.
2. International Journal of Global Business and Competition

3. GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam.
4. E- Books and E-Journals

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
 0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	2	0	2	3	1	3	2	0	13
CO2	1	3	0	1	2	2	2	0	11
CO3	2	2	0	2	1	1	1	0	9
CO4	1	2	0	2	2	1	2	0	10
CO5	2	1	0	2	2	2	2	0	11
Target Level Max.	8	8	2	10	8	9	9	0	54

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
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Course Code: MOP 842	Course Title: Materials Management	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/Academic Year: 2020-21	
Course Leader:		

Course description and learning objectives

The cost of materials is a significant component in the over-all cost of production in manufacturing & services. To keep costs low, purchase of material, storage and inventory control becomes essential. Materials management is in fact a bridge between optimal acquisition of input materials and the eventual smooth transfer

into output of products and services. Prudent management of materials becomes thus a core activity. The various concepts and techniques of Materials management would benefit contemporary as well as the evolving futuristic organizations, for their stability and prosperity. This would also facilitate meeting global competitiveness effectively for organizations.

Learning objectives:

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

	Course Outcomes	Assessment
CO 1	To understand the basic concepts of Materials Management for enhancing competitiveness in organizations	A1
CO 2	To recognize the fundamental concepts of various decision making tools used in the Materials Management	A3
CO 3	To understand the frame work of Inventory Control in Organizations	A2
CO 4	To acquire skills in formulating Materials management strategy	A3
CO 5	Evaluate an operation for sustainable materials management.	A3

Course outline and indicative content

Unit I (number of sessions) (CO1, CO2, L1 & L2)

Materials management an Overview: Strategic importance of materials management and its relationship with various functional managements, purchase, stores and inventory control functions.

Unit II (number of sessions)(CO2, L2& L3)

Materials Forecasting & Sourcing: Demand forecasting, sourcing of materials, vendor developing and sellers relationship.

Unit III (number of sessions)(CO2, CO3, L12, L3 & L4)

Materials Planning and Control: Materials planning and budgeting, functions of inventory, Inventory systems and modelling, process of inventory and spare parts management.

Unit IV (number of sessions)(CO3, CO4, L13 & L4)

Stores management: Stores functions, material codification, materials standardization, location of stores, stores security and loss function and stores accounting.

Unit V (number of sessions)(CO3, CO4, L3, L4 & L5)

Materials Management - Organization & Appraisal: Materials management organization, M.I.S for Materials management, Materials management control and its performance appraisal.

Assessment methods

Assessment Tool	Nature	Participation	Assessment mode	Weightage (%)
A1	Mid exam	Individual	Written – L3 level	20
A2	Coursera/ online	Individual		10
A3	Project	Group	Report (15-20 pages)–L5 level	20
A4	End-term examination	Individual	Written (short/long) –L4 level	50

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

CO PO Mapping

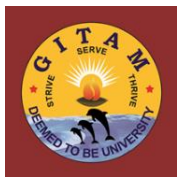
This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	3	0	0	0	0	0	0	3	6
C02	3	0	0	0	0	2	0	3	8
C03	0	3	0	3	0	0	2	3	11
C04	3	0	0	3	0	2	2	3	13
C05	0	0	3	0	3	0	0	3	9
Target Level Max.	9	3	3	6	3	4	4	15	47

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.

7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
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Course Code: MOP 844	Course Title: Quality Management	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader: Prof. Ch. Venkataiah		

Course description and learning objectives

Quality is regarded as a vital component of every organization and will continue to remain important for improving organizational performance and achieving competitive advantage in a firm's industry be it a service or a manufacturing organization. Therefore, this course is designed to:

- Expose the students with the contemporary quality management principles, practices and tools.
- Enhance their skills and abilities to identify, analyze and understand the impacts of quality management systems in any organization.

Learning objectives:

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

	Course Outcomes	Assessment
CO1	Understand various quality concepts.	A1, A3, A4
CO2	Understand TQM Philosophy.	A1, A2, A3, A4
CO3	Apply TQM improvement tools to enhance customer satisfaction and improve processes within their organizations	A2, A3 & A4
CO4	Implement the TQM approach in an organization for continuous quality improvement.	A3, A4

Course outline and indicative content

UNIT – I: UNDERSTANDING QUALITY (8 Hours)(CO1, CO2, L1 & L2)

The concepts of total quality and performance excellence and their applicability to manufacturing, services, health care, education, and modern principles of total quality and its relationship with agency theory.

UNIT – II: QUALITY PHILOSOPHIES (8 Hours)(CO2, L2& L3)

Foundations of performance excellence: Deming Philosophy, Juran Philosophy, Crosby Philosophy, Feigenbaum Philosophy, Taguchi and Kaoru Ishikawa Philosophy.

UNIT – III: QUALITY TOOLS FOR PROCESS MANAGEMENT (8 Hours) (CO2, CO3, L2, L3 & L4)

The seven QC tools (Old & New), Quality Function Deployment (QFD), Failure Mode and Effect Analysis (FMEA).

UNIT – IV: QUALITY TOOLS FOR CONTINUOUS IMPROVEMENT (8 Hours) (CO3, CO4, L3, L4& L5)

5S Methodology, Kaizen, Kanban, PDCA/PDSA Cycle, Six – Sigma, Lean Thinking, Benchmarking & Re-engineering.

UNIT – V: QUALITY MANAGEMENT SYSTEMS (QMS) (8 Hours)(CO1, CO2, L1, L2 & L3)

ISO 9001-2000, Process Approach, Relationship with ISO 9004, ISO 9000 – 2000 certification procedure, ISO 14000: Environmental Management and Quality Audit Guidelines.

Assessment methods

	Task	Task type	Task mode	Weightage(%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Presentation	10
A3	Case/Project	Group	Presentation & Report	20
A4	End Term Exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO). 0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	3	0	0	0	0	0	0	3	6
C02	3	2	2	0	2	3	2	3	17

CO3	0	3	0	3	0	0	2	3	11
CO4	3	0	0	3	2	2	2	3	15
Target Level Max.	9	5	2	6	4	5	6	12	49

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Ability to help organisations adapt in the emerging business landscape



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 Visakhapatnam – 45.

Course Code:MOP 846	Course Title: Marketing of Logistics Services	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch/Academic Year: 2020-22	
Course Leader: Prof. Ch. Venkataiah		

Course description and learning objectives

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:

	Course Outcomes	Assessment
CO1	Understand the importance of marketing logistics.	A1, A3, A4
CO2	Understand the role of marketing and logistics strategies	A1, A2, A3, A4
CO3	Realize the importance of marketing logistics interface	A2, A3 & A4
CO4	Understand the role logistics and customer value	A3, A4
CO5	Realize the importance of time based competition	A1, A3, A4

Course outline and indicative content

UNIT-I (8 Hours)(CO1, CO2, L1 & L2)**INTRODUCTION TO MARKETING LOGISTICS**

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

UNIT-II: (8 Hours)(CO2, L2& L3)**MARKETING STRATEGIES AND LOGISTICS**

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

UNIT-III: (8 Hours) (CO2, CO3, L2, L3 & L4)**LOGISTICS AND CUSTOMER VALUE**

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

UNIT-IV (8 Hours) (CO3, CO4, L3, L4& L5)**STRATEGIC LEAD-TIME MANAGEMENT**

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

UNIT-V: (5 SESSIONS) (8 Hours)(CO1, CO2, L1, L2 & L3)**MANAGING MARKETING LOGISTICS**

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

Assessment methods

	Task	Task type	Task mode	Weightage(%)
A1	Mid Exam	Individual	Written	20
A2	Coursera	Individual	Presentation	10
A3	Case/Project	Group	Presentation & Report	20
A4	End Term Exam	Individual	Written (short/long)	50

Mapping COs-Blooms levels- Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge						
Conceptual Knowledge		CO1 (A1, A4)	CO1 (A1, A3, A4)			

Procedural Knowledge				CO2 (A1, A3), CO3(A2, A3, A4)	CO4 (A2, A3), CO5 (A4)	
Meta Cognitive Knowledge						

Learning and teaching activities

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

Teaching and learning resources

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

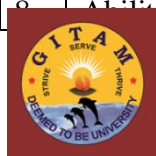
CO PO Mapping

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CO PO Mapping									
CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	3	0	0	0	0	0	0	3	6
C02	3	2	2	0	2	3	2	3	17
CO3	0	3	0	3	0	0	2	3	11
CO4	3	0	0	3	0	2	2	3	13
CO5	2	0	1	3	3	2	3	3	17
Target Level Max.	11	5	3	9	5	7	9	15	64

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
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Course Code:MOP 848	Course Title: Strategic Logistics Management
Semester: IV	Course Type: Elective Credits:3

Home Programme(s):MBA (BA)	Admitted Batch 2020-21
Course Leader: Prof. Sai Sudhakar Nudurupati	

Course description and learning objectives

Traditionally, “Logistics” had been treated as an operational activity and was perceived as an activity which does not have any function other than “transportation”. However, over the past two decades, perceptions on this have changed dramatically and “logistics” gained attention to be included in the strategic planning processes of firms. It has increased its importance from a “minimum necessary function” to (i) an activity of significant cost savings (ii) an activity that had enormous potential to provide better customer service and (iii) a marketing weapon that could be effectively utilized to gain sustainable competitive advantage. The improved logistics capabilities will complement the supply chain operations. The objective set for this course is to provide students with an understanding of conceptual framework in logistics, logistics mix, approaches to logistics management, risk assessment and strategies etc.

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

	Course Outcomes	Assessment
CO1	Understand the role of logistics in strategic planning.	A1, A2
CO2	Explore the role of transportation, storage, distribution and risk management in strategic planning	A2, A4
CO 3	Evaluate the storage capacity and other factors for better utilization of warehouse space	A3
CO4	Analyse the network design to evaluate the location decisions	A4
CO5	Evaluate strategies for reverse logistics and humanitarian logistics	A4

Course outline and indicative content

Unit I (4 sessions) (CO1, CO2; L1 – L6)

Introduction to strategic logistics planning: conceptual framework of logistics; logistics mix, logistics – a system concept; logistics for business excellence; customer service – a key element in logistics; service attributes; value added logistical services; logistics outsourcing – benefits, 3PLs & 4PLs; logistics and competitive strategy: gaining competitive advantage through logistics; the mission of logistics management; the changing logistics environment

Unit II (5 sessions) (CO2, CO3; L1 – L6)

Transportation, storage and material handling: Transportation: transportation modes & options; infrastructure; freight management; transportation networking; Storage: warehousing functions; options; layout design; costing and performance; cold chain infrastructure; Material handling: its role; equipment and systems; packaging.

Unit III (4 sessions) (CO3; L1 – L6)

Inventory management & logistics information systems: Inventory: Its functions; costs related to inventory and controls; Kanban; just-in-time; Logistics information systems (LIS): information needs, designing LIS; role of technology; automatic identification technology; communication technology; simulation

Unit IV (3 sessions) (CO3, CO4;L1 – L6)

Network design analysis: Facility location analysis: network design, its alternatives and costs associated with them; the infinite set approach - centre of gravity of supply and demand; the feasible set approach - location weighted score method

Unit V (5 sessions) (CO5;L1 – L6)

Reverse logistics and humanitarian logistics: why reverse logistic and its scope; product returns; end-of-life disposal schemes; asset value recovery strategies; ethics and impact of logistics & supply chain activities on triple bottom line; green logistics management; Humanitarian logistics: insights & challenges

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Mid exam	Individual	Written	20
A2. Coursera / online Course	Individual	Report / Presentation	10
A3. Case study	Groups*	PPT presentations	20
A4. End-term exam	Individual	Written	50

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

Sople, V.V. (2013). Logistics management (3rd edition). Pearson publications: New Delhi.

Referential text books and journal papers:

- Harrison, A., Van Hoek, R., (2011). *Logistics management strategy: competing through the supply chain*, Fourth edition. Harlow: Financial Times Prentice Hall.
- Chopra, S. and Meindl, P. (2014). *Supply Chain Management: Strategy, Planning and Operation*, Sixth edition. Chennai: Pearson Education.
- Christopher, M. (2011). *Logistics & Supply Chain Management*, Fourth edition. Harlow: Financial Times Prentice Hall.
- Stock, J.R., & Lambert, D.M. (2000). *Strategic logistics management*, Fourth edition. McGraw-Hill/Irwin publications: USA.
- Kovács, G. and Spens, K. M. (2007). "Humanitarian logistics in disaster relief operations", *International Journal of Physical Distribution & Logistics Management*, Vol. 37, No. 2, pp.99-114.
- Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). "A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management", *International Journal of Production Research*, Vol.53, No.21, pp. 6473-6494

Suggested journals:

- International Journal of Physical Distribution & Logistics Management
- Journal of Supply Chain Management
- Supply Chain Management, An International Journal
- Journal of Operations Management
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Production Planning and Control

CO PO Mapping

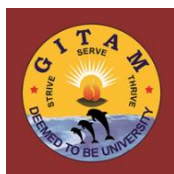
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0= No Relevance, 1= Low Relevance, 2= Medium Relevance, 3= High Relevance									
CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1							3	1	4
CO2	2						3	2	7
CO3	3	3	1	3	2	1	2	3	18
CO4	3	2						2	7
CO5				3				1	4
Target Level Max.	8	5	1	6	2	1	8	9	40

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
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Course Code: MAN 844	Course Title: Big Data Analytics With Hadoop	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s):MBA	Batch / Academic Year: 2020-2022	
Course Leader:		

Course description and learning outcomes

Big data is a term used to describe a massive amount of structured and unstructured data collected over the years from different sources. Analysis of such data may provide great insights for a business. However, traditional data management functions are not capable for handling such data and requires specialized tool. Hadoop is a popular platform for carrying out big data analytics

Learning Objectives

- To acquaint the students with the concepts of big data
- To provide hands on experience in working with Hadoop

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

CO	Course Outcome	Assessment
CO1	Understand the concept of big data and the process of big data analytics	A1, A2
CO2	Write programs in Hadoop Mapreduce	A4, A5
CO3	Write programs in APACHE PIG	A4 A5
CO4	Work with APACHE Hive	A4, A5
CO5	Understand the components in APACHE HBase	A4, A5
CO6	Perform Big Data Analytics with Hadoop Technologies	A3

Course outline and indicative content

Unit I (8 sessions) (CO1 & L2)

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

Unit II (8 sessions) (CO2 & L2, L3)

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

Unit III (8 sessions) (CO3 & L2, L3)

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

Unit IV (8 sessions) (CO4 & L2, L3)

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

Unit V (8 sessions) (CO5, CO6 & L4)

APACHE Hbase: Introduction, Architecture and components, Run modes, configuration, data models, HIVE data loading techniques, Introduction to Apache Spark

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual		20
A2	Coursera	Individual		10
A3	Project	Group		20
A4	End-term examination	Individual		30
A5	Practical	Individual		20

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		CO1(A1) CO2(A4) CO3(A4) CO4(A4) CO4(A4)				
Procedural knowledge		CO1(A2)	CO2(A5) CO3(A5) CO4(A5) CO4(A5)	CO6(A3)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Application cases, Demonstration, Lab Sessions

Teaching and learning resources

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

CO PO Mapping

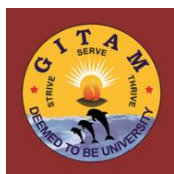
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CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	0	3	0	0	2	2	2	3	12
C02	0	3	0	0	2	2	2	3	12
C03	0	3	0	0	2	2	2	3	12
C04	0	3	0	0	2	2	2	3	12

CO5	0	3	0	0	2	2	2	3	12
CO6	0	3	0	0	2	2	2	3	12
Target Level Max.	0	18	0	0	12	12	12	18	72

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach..
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
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Course Code: MAN 846	Course Title: Machine Learning – II	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA		Batch / Academic Year: 2020 - 2022
Course Leader:		

Course description and learning outcomes

Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.

Learning Objectives

- Understand different categories of Machine Learning
- Understand different algorithms in Machine Learning

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

CO	Course Outcome	Assessment
CO1	Understand the concepts of semi supervised learning	A1
CO2	Understand Association rule mining	A4,A5
CO3	Use a tool to implement Reinforcement Learning Algorithms	A4,A5
CO4	Understand how ANN works	A4,A5
CO5	Understand different applications of Machine Learning	A2, A3

Course outline and indicative content

Unit – I : (8 sessions) (CO1 & L2)

Semi Supervised Learning: Introduction, Algorithms – Self Training, Generative Models, S3VMs, Graph based Algorithms, Multi view Algorithms

Unit I: (8 sessions) (CO2 & L2, L3)

Association Rule mining: The applications of Association Rule Mining: Market Basket, Recommendation Engines, etc., A mathematical model for association analysis; Large item sets; Association Rules, Apriori Algorithm

Unit – II:(8 sessions) (CO3 &L2, L3)

Reinforcement Learning: Markov Decision, Monte Carlo Prediction

Unit – IV: (8 sessions) (CO4 &L2, L3)

Introduction to Deep Learning : Concept, Artificial Neural Networks: Basic Structure of ANN, Types of ANN, Defining and Training of ANN

Unit – V: (8 sessions) (CO5 & L2, L4)

Applications of Machine Learning: Sales and Marketing, Financial Services, Social Media Management, Self Driving Cars, Fraud Detection

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual		20
A2	Coursera	Individual		10
A3	Project	Group		20
A4	End-term examination	Individual		30
A5	Practical	Individual		20

Mapping Cos – Blooms Levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual knowledge						
Conceptual knowledge		Co1(A1) Co2(A4) Co3(A4) Co4(A4)				
Procedural knowledge		CO5(A2)	Co2(A5) Co3(A5) Co4(A5)	Co5(A3)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

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

CO PO Mapping

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C02	0	3	0	0	2	1	2	3	11
C03	0	3	0	0	2	1	2	3	11
C04	0	3	0	0	2	1	2	3	11
C05	0	3	0	0	1	1	3	3	11
Target Level Max.	0	15	0	0	8	5	11	15	54

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach..
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Course Code: MAN 846	Course Title: Machine Learning – II	
Semester: IV	Course Type: Elective	Credits: 3
Home Programme(s): MBA		Batch / Academic Year: 2020 - 2022
Course Leader:		

Course description and learning outcomes

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Learning Objectives

- Understand different categories of Machine Learning
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CO	Course Outcome	Assessment
CO1	Understand the concepts of semi supervised learning	A1
CO2	Understand Association rule mining	A4,A5
CO3	Use a tool to implement Reinforcement Learning Algorithms	A4,A5

CO4	Understand how ANN works	A4,A5
CO5	Understand different applications of Machine Learning	A2, A3

Course outline and indicative content

Unit – I : (8 sessions) (CO1 & L2)

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Unit I: (8 sessions) (CO2 & L2, L3)

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Unit – II:(8 sessions) (CO3 &L2, L3)

Reinforcement Learning: Markov Decision, Monte Carlo Prediction

Unit – IV: (8 sessions) (CO4 &L2, L3)

Introduction to Deep Learning : Concept, Artificial Neural Networks: Basic Structure of ANN, Types of ANN, Defining and Training of ANN

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Applications of Machine Learning: Sales and Marketing, Financial Services, Social Media Management, Self Driving Cars, Fraud Detection

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A5	Practical	Individual		20

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Factual knowledge						
Conceptual knowledge		Co1(A1) Co2(A4) Co3(A4) Co4(A4)				
Procedural knowledge		CO5(A2)	Co2(A5) Co3(A5) Co4(A5)	Co5(A3)		
Meta cognitive knowledge						

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

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

CO PO Mapping

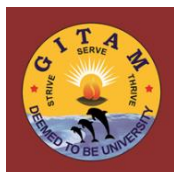
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CO4	0	3	0	0	2	1	2	3	11
CO5	0	3	0	0	1	1	3	3	11
Target Level Max.	0	15	0	0	8	5	11	15	54

Programme Outcomes (POs)

1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach..
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
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Course Code: MAN 850	Course Title: Artificial Intelligence	
SEMESTER: IV	Course Type: Elective & Theory	Credits: 3
Home Programme(s):MBA		Batch/Academic Year: 2020-2022
Course Leader:		

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:

CO	Course Outcome	Assessment
CO1	Understand the concept of Propositional and Predicate Calculus	A1
CO2	Apply state space search	A3
CO3	Apply Recursion based search	A3
CO4	Perform Logic programming using Prolog	A4
CO5	Understand Expert Systems and fundamentals of Machine Learning.	A4, A2

Course outline and indicative content

Unit I (8 sessions) (CO1 & L3)

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

Unit II (8 sessions) (CO2 & L3, L5)

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

Unit III (8 sessions) (CO3 & L4)

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

Unit IV (8 sessions) (CO4 & L4)

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

Unit V (8 sessions) (CO5 & L2, L4)

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

Assessment methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual		20
A2	Coursera	Individual		10
A3	Project	Group		20
A4	End-term examination	Individual		50

Mapping Cos – Blooms Levels – Assessment Tools

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

Learning and teaching activities

Classroom Lectures, Problem solving exercises, Demonstration, Lab Sessions

Teaching and learning resources

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	0	3	0	0	2	2	2	3	12
C02	0	3	0	0	2	2	2	3	12
C03	0	3	0	0	2	2	2	3	12
C04	0	3	0	0	2	2	2	3	12
C05	0	3	0	0	2	2	2	3	12
C06	0	3	0	0	2	2	2	3	12
Target Level Max.	0	18	0	0	12	12	12	18	72

Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value based leadership approach..
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organisations adapt in the emerging business landscape

Semester IV Contemporary Courses offered

S. No.	Course Code	Course Type	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
1.	MCC 801	Elective	CSR & Sustainable Development	2		2	50		50	2
2.	MCC 802 842	Elective	Social Innovation	2		2	50		50	2
3.	MCC 803	Elective	Behavioral Economics	2		2	50		50	2
4.	MCC 804	Elective	Technology Management	2		2	50		50	2
5.	MCC 805	Elective	Environmental Sciences	2		2	50		50	2
6.	MCC 806	Elective	Intellectual Property Systems	2		2	50		50	2
7.	MCC 807	Elective	Technological Entrepreneurship	2		2	50		50	2
8.	MCC 808	Elective	Alternate Dispute Resolution	2		2	50		50	2
9.	MCC 809	Elective	Alternative Investments	2		2	50		50	2
10.	MCC 810	Elective	Financial Metrics	1	2	2	50		50	2
11.	MCC 811	Elective	Contemporary HR Practices	2		2	50		50	2
12.	MCC 812	Elective	HR in Knowledge Management	2		2	50		50	2
13.	MCC 813	Elective	Psychometrics	2		2	50		50	2
14.	MCC 814	Elective	HR Analytics	2		2	50		50	2

			Personal Tax							
15	MCC 815	Elective		2		2	50		50	2
			Planning							

Contemporary Courses

MBA IV SEMESTER

MCC 801:CSR & SUSTAINABLE DEVELOPMENT

INTRODUCTION

Corporate Social Responsibility (CSR) assumes pivotal significance in the world-wide debate on sustainable development. Much of humankind is vulnerable to natural disasters, extreme poverty, infectious disease and a host of other challenges. In the name of development humans have irreversibly harmed the socio-ecological fabric. Businesses have awakened to this fact and are trying to catch up and reduce the alarming rate of this impact.

More than ever, corporations are engaging the larger community with policies and procedures in pursuit of Corporate Social Responsibility (CSR). With India leading the way in 2013, by introducing the historic bill on CSR in the Companies Act 2011, we now require to build young, gender sensitive and environmentally conscious India. It is essential to sensitize future managers about social sector - welfare initiatives, non-governmental interventions and the importance of CSR.

LEARNING OBJECTIVES

To understand the need of corporate social responsibility (CSR) Recognizing various social sectors where CSR can be of significance

Analysing the importance of public-private partnership (PPP) in social development

Sensitize the students about fragile issues of sustainable and responsible business development.

LEARNING OUTCOMES

On completing this course the student

1. Will be more empathetic towards the lesser fortunate strata of the society
2. Will have a positive inclination towards CSR and will be able to appreciate it rather than treat it as a forced obligation
3. Understanding the role of CSR for sustainable development and the various stakeholder perspectives will give them clarity in guiding the firm they associate with in effective implementation of CSR strategies

COURSE SYLLABUS

Unit I: Business and Society: Introduction to Corporate Social Responsibility (CSR): Concepts, social aspects of CSR, drivers of CSR; Corporate Citizenship, limitations of approaches to CSR.

Unit II: CSR debate in India: Indian traditional value system for CSR - from philanthropy to Public-Private-People Partnerships; trusteeship (Gandhism).

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

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

Unit V: Investigating corporate social irresponsibility.

TEXT BOOK

Baxi, C.V., Prasad, A., "Corporate Social Responsibility - concepts and cases", Excel Books, New Delhi: 2013

REFERENCES

Srivastava, A., Kothari, A., "Churning the Earth - the making of Global India", Viking, 2012

Biswas, S.C., Gandhi Theory and Practice Social Impact and Contemporary Relevance, Indian Institute of Advanced Studies, Simla, 1969

Moon, J., "The Contribution of Corporate Social Responsibility to Sustainable Development", John Wiley & Sons Ltd, InterScience 15, 2007

JOURNALS

Journal of Business Ethics

Vikalpa, Indian Institute of Management, Ahmedabad

INTRODUCTION

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

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

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

The course on Social Innovation enables the students to:

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

COURSE SYLLABUS

Unit 1: Market failure, recognizing problems/opportunities, future of the world.

Unit 2: Social Innovation - introduction, stages, sustenance.

Unit 3: Social Innovation in Government, Public Sector, Private Sector, CSR. **Unit 4:** Social Entrepreneurship - meaning, business model, scaling, sustaining. **Unit 5:** Cases related to Social Innovation in the community.

TEXT BOOK

"Building Social Business: The New Kind of Capitalism that Serves Humanity's Most Pressing Needs, Muhammad Yunus", Reviewed By Rodney Schwartz, Public Affairs 2010

ONLINE RESOURCES

http://www.addmecop.eu/home/european/library/literature/Social_Innovator_020310.pdf
<http://www.sbs.ox.ac.uk/centres/skoll/research/Documents/Social%20Innovation.pdf> [http://www.ngobiz.org/picture/File/Social%20Enterpeuneur - The%20Case%20of%20Definition.pdf](http://www.ngobiz.org/picture/File/Social%20Entrepeuneur-The%20Case%20of%20Definition.pdf) <https://www.ashoka.org>

JOURNALS

Stanford Social Innovation Review Stanford University Online Magazine
<http://changemaking.ashoka.org/>

MBA IV Semester
MMC 803:- BEHAVIORAL ECONOMICS

Introduction

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

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

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

Learning Objectives:

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

Learning Outcomes:

On the completion of this course students would be able to

- Students can explain behavioural concepts in individual decision making
- Student would understand behavioural concepts in strategic interaction
- Students could apply simple behavioural concepts to new situations.

Syllabus:

Unit I: Introduction to Behavioral Economics: Understanding Human Behavior - Behavioral Traits - Preferences, Actual Processes, Non-economic information, Decision Fatigue, Manipulation, Bounded Rationality –Optimal Satisficing, Cognitive Surplus- Kahneman's Cognitive System

Unit II: Economic Behavior: Heuristics for complex choices – Utility Function, Cardinal Utility, Satisficing, Directed Cognition, Choice Arbitrariness; Choice with Risk – Exponential Discounting, Learning from New Information – Social Preferences- Social Utility and Decision Making, Bargain Impasse.

Unit III: Economic Anomalies: **Rational Man** – Consumer Choice under Certainty and Uncertainty; **Prospect Theory** – Reference Point, S-Curve, Loss Aversion; **Perception Biases** – Saliency, Framing, Anchoring, Sunk Cost Bias; **Inertial Effects** – Endowment Effect, Status Quo Effect, Disposition Effect; Causality – Representativeness, Conjunction Fallacy, Randomness, Small Sample Bias and Probability Neglect.

Unit IV: Behavioral Finance: Efficient Market Hypothesis – Value Investing – Noise Trading – Positive Economics – Equity Premium Puzzle -

Unit V: Advances in Behavioral Economics: Neuroeconomics –Cognitive Processes, Cognitive Mistakes; Risk-as-Feelings Hypothesis – Experimental Economics - Nudging as a tool to influence freedom of choice – Policy and Behavior

Recommended text book:

1. Behavioral Economics, Edward Cartwright, Routledge, Second edition, 2011.

Reference Books:

1. Human Agency and Behavioral Economics: Nudging Fast and Slow, Cass R Sunstein, Palgrave MacMillan, 2017

2. Misbehaving: The Making of Behavioral Economics, Richard Thaler, W. W. Norton & Company, 2015

3. Behavioral Finance: Understanding the Social, Cognitive and Economic Debates, Edwin T Burton and Sunit N Shah, John Wiley & Sons, 2013.

4. Exotic Preferences: Behavioral Economics and Human Motivation, George Lowenstein, Oxford University Press, 2007

MCC 805: TECHNOLOGY MANAGEMENT

INTRODUCTION

Technology Management is the set of management disciplines that allows organizations to manage their technological fundamentals to create competitive advantage. Technology Management is an integrated planning, design, optimization, operation and control of technological products, processes and services. To enable businesses gain competitive advantage through technology, it is imperative that Management education provides basic knowledge of product innovation, technology transfer and R&D processes.

LEARNING OBJECTIVES

To understand the concepts and significance of technology management To develop knowledge in the area of technology management

To enable students to facilitate organisational change and sustainable improvements at the enterprise level through competitive work systems and effective knowledge management

LEARNING OUTCOMES

The student will be able to

1. Interpret and apply current emerging business concepts in today's technological business environment.
2. Demonstrate competencies with computer software applications.

COURSE SYLLABUS

Unit I: Technology Management (TM): Concept, components, features, drivers, significance, challenges and scope of TM.

Unit II: Technology Planning and Policy: Technology planning, appropriate technology, tools for technology analysis.

Unit III: Technology Acquisition and Innovation: Methods of acquisition, trends of acquisition, decisions of acquisition; types and sources of innovation, process of innovation.

Unit IV: Technology Transfer: Classification, significance, types and process; technology transfer model, modes of technology transfer.

Unit V: Technology Diffusion and Absorption: Importance, integrated diffusion strategy, technology absorption and integrated absorption knowledge model.

TEXT BOOK

Tarik Khalil, "Technology Management", Tata McGraw Hill, New Delhi, 2013.

REFERENCES

Krishnamacharyulu, C. S. G., &Lalitha Rama Krishnan, "Management of Technology - Text & Cases", Himalaya Publishing House, Mumbai, 2011.

Rastogi, P.N., "Management of Technology", Response Books, Sage Publications, New Delhi, 2011.

Robert Szakonyi, "Technology Management", Viva Books Private Limited, New Delhi, 2013.

JOURNALS

Indian Journal of Industrial Relations

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

INTRODUCTION

As the world is overwhelmed by India's astounding growth trajectory, there is a minimal acknowledgement of the ecological costs of the obsession with growth. The current model of economic growth involving commercialization of natural resources and corporate takeover of commons, is ecologically unsustainable. Fast paced business development initiatives pose challenges to the environment in the country. Therefore, more than ever, it is now essential to sensitize future managers to environmental responsibility of corporate decision making and to the necessity to integrate environmentally responsible practices into the management of resources and operations.

LEARNING OBJECTIVES

To provide insights into the complexity of policy, governance and environmental issues

To enable the students to identify resource needs and advocate environmentally sustainable practices

To facilitate the application of scientific knowledge to think critically about environmental management issues in a variety of settings

LEARNING OUTCOMES

After completion of the course the student is

1. Able to understand the interdependence of Environment and Human Well Being.
2. Would Learn the importance of Biodiversity for the sustainability of future generations on this planet earth.
3. Would understand the relevance of Legal Principles in preserving and protecting the Environment in which we live.

COURSE SYLLABUS

Unit I: Common Property Resources: Concept of common property resources, issue of privatization of common property resources, managing common property resources through public private partnership (PPP).

Unit II: Renewable Energy Systems: Sources of renewable energy, potential of renewable energy in India, renewable energy: A policy perspective.

Unit III: Climate Change: Understanding climate change, Green House Effect, United Nations Framework Convention on Climate Change, managing climate change, clean development mechanisms.

Unit IV: Waste Management: Industrial waste management and managing effluents, common effluent treatment plants, e-waste Management.

Unit V: Corporate Environmental Responsibility, market forces and environmental CSR, policies and environmental CSR, welfare effects of environmental CSR.

TEXT BOOK

Pretty, J. et al, (2007), "The Sage Handbook of Environment and Society", New Delhi, Sage

REFERENCES

Russo, M.V. (2008). "Environmental Management: Readings and Cases". New Delhi, Sage.

Srivastava, A., & Kothari, A., (2012), "Churning the Earth: The Making of Global India", Penguin, New Delhi, 2012

JOURNALS

Vikalpa, Indian Institute of Management, Ahmedabad

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

MBA IV Semester
MCC 806 :INTELLECTUAL PROPERTY SYSTEMS

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

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

COURSE SYLLABUS

Unit I: IPRs: Meaning, origin and importance of IPRs, the concepts of Patents, Trade Marks, Copy Rights and Industrial Designs.

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

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

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

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

TEXT BOOK

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

REFERENCES

Sople, V. V., "Managing Intellectual Property", Prentice Hall, Mumbai, 2012 Anurag K. Agarwal;
Business and Intellectual Property; Business Books IIMA; Random House; New Delhi 2010

JOURNALS

Vikalpa, Indian Institute of Management, Ahmedabad

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

MBA IV Semester

MCC 808: ALTERNATIVE DISPUTE RESOLUTION

INTRODUCTION

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

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

LEARNING OBJECTIVES

To understand the importance of alternative methods of dispute settlement To highlight the role of arbitration, conciliation and mediation, and its application

To elucidate the main feature of Arbitration and Conciliation Act, 1996

LEARNING OUTCOMES

After completion of the course the student

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

COURSE SYLLABUS

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

Unit II: Arbitration and Conciliation: meaning and importance of; LokAdalats; concept, organisation and powers of LokAdalat.

Unit III: Other forms of ADR; mini LokAdalats; Village Courts; Mediation Centres; Centres for Women; The Family Courts Act of 1984; The Industrial Disputes Act, 1947.

Unit IV: Mediation and Negotiations: meaning and basic rules of mediation; mediation and

arbitration; benefits of mediation; negotiations meaning and importance; Accord and Satisfaction.

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

TEXT BOOK

Avatar Singh, "Law or Arbitration and Conciliation", Eastern Book Company, Lucknow, 2011

REFERENCES

Rao, P.C., "Alternative Dispute Resolution", United India Publications, New Delhi, 2001

JOURNALS

IUP Journal of Alternative Dispute Resolution The Business Law
Reports
Labour Law Reporter
Digest of Supreme Court Cases

MMC 809: ALTERNATIVE INVESTMENTS

Introduction:

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

Syllabus

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

Reference Book

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

Stuart R. Veale, The Investor's Guidebook to Alternative Investments: The Role of Alternative Investments in Portfolio Design, amazon

Textbooks:

1. Mark J. P. Anson: Handbook of Alternative Assets 2nd John Wiley & Sons
2. Hedge Fund Strategies by Lasse H. Pedersen
3. Real Estate, Thirteenth Edition, by James D. Shilling, Thomson South-Western.
4. Evaluating Hedge Fund Performance, by Vinh Q. Tran, John Wiley & Sons.

MMC 810: FINANCIAL METRICS

INTRODUCTION

Financial analytics helps in analyzing the financial statements and forecast possible future financial scenarios. It can help in improving the performance of a business. Financial analysis software can speed up the creation of reports and present the data in a graphical presentation that is easier to read and interpret.

OBJECTIVES

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

LEARNING OUTCOMES

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

SYLLABUS

Unit I: Analytical Thinking and Financial Statistics: Introduction to Financial Analytics, Financial Statistics – Probability, Combinatorics, Mathematical Expectation, Sample Mean, Standard Deviation, and Variance, Sample Skewness and Kurtosis, Sample Covariance and Correlation, Financial Returns, Capital Asset Pricing Model

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

Unit III: Time Series Analysis: Examining Time Series, Stationary Time Series, Auto-Regressive Moving Average Processes, Power Transformations

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

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

TEXTBOOK

Mark J. Bennet, Dirk L. Hugen (2016), *Financial Analytics with R*, Cambridge: Cambridge University Press.

REFERENCE BOOKS:

- 1) Michael Samonas (2015), *Financial Forecasting, Analysis and Modelling: A Framework for Long-Term Forecasting*, New Delhi: Wiley Publishing.
- 2) Chandan Sengupta (2011), *Financial Analysis and Modeling using Excel and VBA*, New Delhi: Wiley India.
- 3) Scott Proctor K (2010), *Building Financial Models with Microsoft Excel*, New Delhi: Wiley India

INTRODUCTION

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

LEARNING OBJECTIVES

The student gets basics of personal concepts

The student gets calculation of personal tax under various provisions

The student will understand how to plan paying income tax under various exemptions.

The student will get practical knowledge of calculating tax on excel/software The student will know how to file online returns

LEARNING OUTCOMES

On completion of the course

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

COURSE SYLLABUS

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

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

Unit III : Introduction to income from salary-basics calculation of various types of salary components- calculation of allowances and perquisites -(NP)

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

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

Recommended Book:

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

References:

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

INTRODUCTION

HRM is a concept as well as a practice has travelled a long way. Its present form and scope has evolved through a process of additions in the responsibilities, enactment of labour laws and the realities of globalization. The HRM function started as procurement of labour to administrative officer and finally took the shape of personnel manager dealing exclusively with personnel functions. Owing the last decade, emphasis is placed on the development and growth aspects of employees and a large no. of organisations created a new department dealing with Human Resource Development. A number of new concerns in the field of HRM have emerged in the last decade or so. This paper tries to cover some contemporary issues of HR in the present millennium.

OBJECTIVES

To highlight the changing environment of HRM in the 21st century To understand some contemporary issues of HR

To focus on new dimensions of HR

LEARNING OUTCOMES

After completion of the course, the student is able to learn The meaning and the models of employee engagement

The concept of Emotional Intelligence and its role in organizational effectiveness.

The new concept of E-work, Work Force Diversity and Quality of Work life Balance.

COURSE SYLLABUS

UNIT I: HRM in the present era: Meaning importance and scope of employee engagement, Models of employee engagement; Building blocks of employee engagement.

UNIT II: Emotional intelligence; Meaning and importance of Emotional Intelligence; Functions of Emotional Intelligence, Role of Emotional Intelligence in organizational effectiveness.

UNIT III: E-Work ; Meaning and importance of E-work; The Micro and Macro levels of E-work. E-work and Indian Scenario.

UNIT IV: Managing workforce diversity: importance of workforce diversity in MNCs; Modes of managing work force diversity; Role of culture and the role of HR manager;

UNIT V: Quality of Work Life: Meaning and importance of Quality of Work Life; Human, Technological and Organizational approach to Quality of Work Life; Quality Work Life in Indian Context:

TEXT BOOK:

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

REFERENCE BOOKS:

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

JOURNALS:

Human Capital Personnel Today HRD Net Work

MBA IV Semester

MCC 813 :PSYCHOMETRICS

INTRODUCTION

Human Resource Management increasingly deals with behavioral issues at the work situation. Consequently, increased demands are being placed on human resource managers to have a fundamental understanding of the basics of human behavior and an awareness of scientific assessment of behavioral factors significant at work.

LEARNING OBJECTIVES

1. To facilitate a theoretical and applied understanding of human behavior at work.
2. To equip the HR manager to scientifically assess behavior at work using the methods
3. To standardized tools of psychometry.

LEARNING OUTCOMES

The course on psychometrics enables the student to:

1. Identify areas where psychometrics can aid in HR decision making
2. Enlist and use psychometric techniques and tools to aid HR decision making
3. Design techniques as per various HR requirements in the event of unavailability of tools in specific areas.

COURSE SYLLABUS

Unit I : Psychological Assessment: Parameters of Assessment; Psychophysical Methods; Psychological Scaling; Reaction Time; Illusins and embedded figures; Thresholds.

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

Unit III : Abilities: Assessment of General Abilities - Intelligence, Aptitudes; Assessment of Special

Abilities; Standard Progressive Matrices; David's Battery of Differential Abilities; Emotional Quotient.

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

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

TEXT BOOK

Furr, R.M. & Bacharach, V.R. (2014). Psychometrics: An Introduction. Thousand Oaks: Sage.

REFERENCE BOOKS:

Anastasi, A. (1997). Psychological testing. New York: MacMillan. 2013

Ciminero, A.R. (1986). Handbook of behavioral assessment. New York: John Wiley. 2013

Kaplan, R. & Saccuzzo (2007). Psychological testing. Wadsworth: Cengage 2013

JOURNALS

Psychological Assessment

Journal of Psychopathology and Behavioral Assessment

MBA IV Semester
MCC 814: HR ANALYTICS

INTRODUCTION

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

LEARNING OBJECTIVES:

To understand the Concepts of predictive analytics and HCM: 21.

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

LEARNING OUTCOMES

After completion of the course the student is able to learn The conceptual understanding of HR Analytics

The HCM Model of HR Analytics

The meaning of Metrics, the first, second, and third generation metrics

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

JAC Fitzeng: The New HR Analytics

PROFESSIONAL COMPETENCY DEVELOPMENT COURSES (MMB 802 TO MMB 816 & VDC 111)

Professional Competency Development Courses (PCD) consists of eight Courses spread over all the six trimesters. PCD comprises of:

Sl. No.	Course Code	Course	Credits	Marks
1	MMB802	CBA -1	1	50
2	MMB804	Yoga and Meditation	1	50
3	VDC 111	Venture Discovery	2	100
4	MMB808	BEC	1	50
5	MMB810	Soft Skills -1 (Work Shop)	1	50
6	MMB812	CBA -2	1	50
7	MMB814	Soft Skills -2 (Work Shop)	1	50
8	MMB816	Business Simulation Game	2	50
		Total	10	450

The total credits offered under PCD are 10. The student can earn these credits and get included in the marks list only upon successful completion of the programme. All credits pertaining to this category will be reflected in the IV Semester only. The credits will not be reflected in case the student fails to secure pass grade.

The student is required to acquire **7 credits** out of the 10 available credits to be eligible for the award of the degree. In case the student is able to secure more than 7 credits, for calculation of CGPA, the best grade points of 7credit courses will be considered.

In case the student does not secure minimum pass grade point (in securing 7 credits), he/she is required to appear along with the following batch of students. Reappearing for PCD courses is not allowed in the Yoga & Meditation, Business Simulation and BEC courses.

MMB 804: YOGA & MEDITATION

INTRODUCTION

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

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

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

LEARNING OBJECTIVES:

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

LEARNING OUTCOMES

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

1. Experience body flexibility after attending yoga classes.
2. Enhance their attention skills.
3. Become more focused on their studies and improve their health.

ACTIVITY STRUCTURE

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

The assessment would be for 50 marks.

MMB 810 & MMB 814: SOFT SKILLS - 1&2 (Workshop)

INTRODUCTION

Management involves utilising the human capital of an enterprise to contribute to the success of the enterprise. Management is the act of coordinating the efforts of people to accomplish desired goals using available resources efficiently and effectively.

Today's workforce comes from varied social and cultural backgrounds, with differing standards of behaviour. These may not always be in sync with the norms of the organization. The ability to deal with differences, multiculturalism and diversity is needed more than ever. It is important, for students who would be entering the corporate world for the first time, to inculcate behaviour that is appropriate for the workplace. The importance of personal grooming, business etiquette, verbal and non-verbal communication, telephone etiquette and general professional conduct, can never be undermined.

Soft Skills is now recognised as key to making businesses more profitable and better places to work. Increasingly, companies aren't just assessing their current staff and future recruits on their business skills. They are now assessing them on a whole host of soft skill competencies around how well they relate and communicate to others.

It has been found that soft skills can be developed and honed on an on-going basis through good training, insightful reading, observation, and of course, practise, practise, practise.

Students can focus on areas of self-improvement to help improve their behaviour, transform their professional image and create a positive impact in their careers. Greater awareness of grooming and etiquette will help one to develop poise and confidence. This will significantly impact the image that one has in any formal, professional and social situations

LEARNING OBJECTIVES

4. To understand and enhance social skills
5. To develop logical reasoning and quantitative abilities
6. To help build greater confidence when interacting with people
7. To build on the ability to make a positive first impression
8. To help improve the overall appearance

LEARNING OUTCOMES

Soft skills would enable the student in

1. Understanding the strengths and weaknesses of oneself and
2. Gaining confidence in participating in group discussion on current topics.
3. Improving problem solving abilities (Quantitative and Logical)

ACTIVITY STRUCTURE DURING WORK SHOP

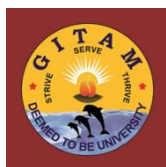
The ideal duration of the work shop would be 6 days, however the Institute may decide the duration of the work shop according to the requirements.

Students would be focusing on the following major activities during the workshop:

- a) Grooming & etiquette
- b) Introspection, self awareness and self introduction
- c) CV writing
- d) Facing interviews
- e) Training in aptitude and employability tests.

Guidance on the above issues would be given by an expert and the deputed Faculty would be guiding them through one-to-one interaction. Assessing them on their performance would be done by the concerned Faculty.

The assessment would be for 50 marks.



GITAM (deemed to be University)

GITAM Institute Management

Course Code: VDC111	Course Title: Venture Discovery	
Semester: I	Course Type: PCD Internal	Credits: 2
Program: All MBA Programmes		
Course Leader: Venture Discovery Centre		

Course description and learning outcomes

India as part of its Make in India initiative has been focusing on creating incubation centers within educational institutions, with an aim to generate successful start-ups. These start-ups will become employment creators than employment seekers, which is the need of the hour for our country.

This common course for all the disciplines is a foundation on venture development. It is an experiential course that lets students venture and find out what is a business, financial and operating models of a business are. How to design and prototype a solutions that meets their customers' needs and generate revenue for the business.

LEARNING OBJECTIVES

- Discover who you are – Values, Skills, and Contribution to Society.
- Gain experience in actually going through the innovation process.
- Conduct field research to test or validate innovation concepts with target customers.
- Understand innovation outcomes: issues around business models, financing for start-ups, intellectual property, technology licensing, corporate ventures, and product line or service extensions.

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

	Learning Outcome	Assessment
1	Understand conceptual framework of the foundation of a venture	A1, A2
2	Understand the concept of purpose, mission and value-add service offered by a venture	A3
3	Analyze design and positioning of the product	A3
4	Demonstrate prototyping	A3
5	Analyze business, revenue and operating models	A3

Course outline and indicative content

Unit I (8 sessions)

Personal Values: Defining your personal values, Excite & Excel, Build a Team, Define purpose for a venture. Four stages: Personal Discovery, Solution Discovery, Business Model Discovery, Discovery Integration.

Unit II (8 sessions)

Solution Discovery: Craft and mission statement, Experience design, Gaining user insight, Concept design and positioning, Product line strategy, Ideation & Impact.

Unit III (8 sessions)

Business Model Discovery: Prototyping solutions, Reality Checks, Understand your industry, Types of business models, Define Revenue Models, Define Operating Models

Unit IV (8 sessions)

Discovery Integration: Illustrate business models, Validate business models, Define company impact

Unit V (8 sessions)

Tell a Story: Can you make money, Tell your venture story.

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Assignments	Individual	Report/Presentation	20
A2. Case / Project/Assignment	Groups* or Individual	Presentations/Report/Assignment	40
A3. Project	Individual/Group	Report/Pitch	40

Transferrable and Employability Skills

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

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed Modules:

Access to NU-IDEA online modules will be provided.

Referential text books and journal papers:

Personal Discovery Through Entrepreneurship, Marc H. Meyer and Chaewon Lee, The Institute of Enterprise Growth, LLC Boston, MA.

Suggested journals:

Vikalpa, Indian Institute of Management, Ahmedabad

Journal of General Management, Mercury House Business Publications, Limited

Harvard Business Review, Harvard Business School Publishing Co. USA

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MMB 808: BUSINESS ENGLISH CERTIFICATE (BEC)

INTRODUCTION

The world may be getting smaller, but people still speak different languages. International trade and business needs a common language and as all are aware, that place has been taken by English language. However, the words of business are different to everyday use so it's not really something everyone picks up intuitively.

Business English Certificate (BEC) programme is one of the value added programmes offered by GITAM Institute of Management in collaboration with University of Cambridge & British Council. BEC is used by hundred of employers, either as part of their staff development programme or as a qualification that they look for when recruiting staff. BEC is a globally recognized qualification and it enhances the job prospects and adds value to the CV of the student. BEC gives the opportunity to learn practical workplace English skills. Preparing for BEC improves one's confidence in using business English, particularly speaking. Many Universities internationally recognize BEC for business courses.

LEARNING OBJECTIVES

To understand the nuances of Business English To enhance the student's English speaking skills

To clearly understand the difference between business English and colloquial English

To achieve maximum proficiency in business English

LEARNING OUTCOMES

Upon completion of this course, students will -

- c Learn to confidently communicate in English at the workplace
- c Acquire the following Business English skills in accordance with their BEC Levels:
- c BEC Preliminary: read reports, charts and advertisements; write short email or memo; understand short conversations; give short presentations.
- c BEC Vantage: read longer business reports and company documents; write letters or proposals; listen to short discussions; contribute to a discussion about a business topic.
- c BEC Higher: understand authentic business articles; write reports and summarize graphs; listen to extended discussions and presentations; give presentations and express opinions in a business discussion.

ACTIVITY STRUCTURE:

BEC is offered at three levels namely, BEC Preliminary, BEC Vantage and BEC Higher, based on four skills - Reading, Writing, Listening and Speaking.

- c BEC Preliminary is a lower intermediate level and is meant for candidates having limited confidence in their usage of English.
- c BEC Vantage is at intermediate level and is suitable for candidates who have fluency in English.
- c BEC Higher is an advanced level certificate and is for candidates who can use English very confidently in both professional and social situations.

The students would be evaluated based on their performance in various tests conducted. The tests include:

- c Diagnostic test
- c Speaking test

- c Mock test conducted by the Institute
- c Test conducted by British Council.

Performance in BEC would be evaluated for 50 marks each. A certificate would be awarded to those students who clear the test conducted by the British Council.

MMB 802 & MMB 812: CURRENT BUSINESS AFFAIRS (CBA) -1&2

INTRODUCTION

Knowledge is Power - Sir Francis Bacon.

It is certain that with knowledge or education one's potential or abilities in life will certainly increase. Having and sharing knowledge is widely recognised as the basis for improving one's reputation and influence. This means a person has the resourcefulness to obtain and criticize useful and informative information in order to become well informed citizens who can make intelligent decisions based upon their understanding and awareness of everyday situations. Equipped with knowledge, a person can project a confident demeanour.

Management students, aspiring to enter the corporate world, need to know what is happening around them and remember them. This can be made easy by inculcating a habit of keenly following the happenings in the world, that can have impact on business, through regular reading, which should include newspapers, magazines - business and other, listen to news and keep a healthy interaction with the whole world.

LEARNING OBJECTIVES

9. Improve reading habit
10. To create awareness on current business matters
11. Improve critical thinking on business issues
12. Equip students with knowledge and skill to succeed in job interviews

LEARNING OUTCOMES

On participation in the discussion and giving the online test On Current Business Affairs the student would

1. Gain an understanding on the issues being dealt currently in the country.
2. Gain confidence in participating in group discussion on current topics.

COURSE STRUCTURE

The student is required to read a Business magazine supplied by the Institution and appear for a weekly online quiz conducted on each Issue. During the class session (two sessions per week) Group Discussion is conducted (group of 6-

8) on current topics relevant to that period and which are considered important for Management students.

REFERENCES

Suggested readings:

Newspapers:

Economic Times Mint

Business Line The Hindu

Magazines:

Business World Business India India Today Business Today

MMB 816: BUSINESS SIMULATION

INTRODUCTION

People learn best by doing.

Business is particularly in need of professionals who are able to turn theory into practice. As the use of interactive technology in games, communication and business expands, so does the need to offer courses based on interactive learning experiences. An emotional involvement is essential to motivate inquiry, to retain information, and to develop strategic thinking skills.

Students learn more and give better evaluations when they enjoy their educational experience. Simulations teach using the ultimate educational combination of reading, lecture and hands-on experience. Students may forget what they read and hear, but few forget a simulation-based course because they inject realism, enthusiasm and interactivity into education. Interaction is "a necessary and fundamental mechanism for knowledge acquisition and the development of both cognitive and physical skills".

Business Simulation is a comprehensive introduction to basic business concepts, providing hands-on decision making experience in R&D, marketing, production and finance. Capstone business simulation teaches business strategy using a more complex business model operating in a multi-layered marketplace.

OBJECTIVES

Demonstrate effectiveness of multi-discipline teams working together To use strategic thinking to an advantage

Understand overall interaction and impact of various parts of a business on one another

Grow an awareness of competition in the business world

To gain knowledge through experiential learning, as to how a business operates, understand key financial metrics, and leverage team-mates' expertise.

LEARNING OUTCOMES

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

Demonstrate understanding of the underlying principles of marketing, management, finance, and accounting and the interrelatedness and impact of these areas on business strategy.

Demonstrate problem-solving skills involving quantitative and statistical analysis

Demonstrate effective oral and written communication skill through case analysis, class discussion and presentations

ACTIVITY STRUCTURE

Students would be assigned into teams and would be given a simulation exercise where they would face a complex and rapidly evolving scenario in which business acumen is tested and enhanced through modelling, analysis and strategic planning. The students would be evaluated based on their participation, the strategies used and the performance of the individual as well as their firm. The assessment would be for 50 marks.

* * *

	Course Code	Course Title	L	T	P	J	S	C
	MBI 842	Managing Global Compliance in Exports						
	Course Owner	Dr.Srilalitha Girija Kumari Sagi	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					50
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Managing global compliance in exports is in conjunction with international business and exports imports management. This course presents various compliance procedures to comply with internationally. It provides a comprehensive knowledge in all areas of Export/Import Trade Compliance. Trade compliance is the process and system of understanding and adhering to the laws and regulations controlling the export and import of goods, products, information and technology between countries.

Learning Outcomes

- Grasp the foundations of compliance in international trade
- Acquire and improve their skills of compliance management and broaden their understanding of how to deal with international procedures of compliances.
- Perform more productively in their operations of international business and deal with compliances.
- Continue enriching and upgrading their knowledge and honing their compliance skills, by applying study techniques (e.g. learning, practice, reflection, and inquiry) as part of the instructional content.
- Acquip with the global compliance skills in exports in conjunction with international business sand exports imports management

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

	Course Outcomes	Assessment
CO1	Understand the concepts related to compliance in the International Business process	A1
CO2	Improve their skills in understanding and managing global compliances	A3
CO 3	Demonstrate skills as trained compliance and international business process	A3 & A2
CO 4	Can deal with the diversity in International trade and global compliance management issues	A3 & A2
CO5	Understand the global compliance skills in exports in conjunction with international business sand exports imports management	A4

Unit I Title : Introduction to Export Administration Regulation Sessions :No. 10

An Introduction to Export Control, Export Administration Regulations (EAR), International Traffic in Arms Regulations (ITAR)

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on EAR Process L1
- To understand the framework of Export Control L2
- Understand the concept of (ITAR) L3
- Explain the importance of International Traffic Control L4
- Explore the framework of International Traffic In Arms Regulations L5

Pedagogy Tools: Case Study, Discussion, Self-reading, Polls, Student Presentations

Unit II Title: Introduction to Foreign Corrupt Practices Act (FCPA) Sessions No.10

Foreign Corrupt Practices Act (FCPA), Customs and Border Protection (CBP) Automated Export System (AES), Classification of goods and compliance requirements.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on FCPA Process L1
- To understand the framework of CBP L2
- Understand the concept of Automated Export System AES) L3
- Explain the importance of Classification of Goods L4
- Explore the framework of Regulations of Compliance L5

Pedagogy Tools: Case Study, Discussion, Self-reading, Polls, Student Presentations

Unit III Title : Foreign Trade Regulation (FTR), ECCN Classification Sessions No.10

Foreign Trade Regulations (FTR) Export Control Classification Number (ECCN) Classification (Jurisdiction, ECCN, Schedule Band HTS) Compliance Program Best Practices, Recent Developments and Changes

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on FTR Process L1
- To understand the framework of ECCN L2
- Understand the concept of HTS Schedule Band L3
- Explain the importance of Classification Procedure L4
- Explore the framework of FTR and ECCN process L5

Pedagogy Tools: Case Study, Discussion, Self-reading, Polls, Student Presentations

Unit IV Title: Licensing Practices, Internal Compliances Process Sessions No. 10

Internal compliance, Licensing Practices, Compliance commitment, Logistics/Traffic and Shipping Export Controls with tariff barriers

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on compliance process L1
- To understand the framework of Licensing Practices L2
- Understand the concept of Traffic and Shipping process L3
- Explain the importance of Export Control Processes L4
- Explore the framework of Tariff Barriers and Procedures L5

Pedagogy Tools: Case Study, Discussion, Self-reading, Polls, Student Presentations

Unit V Title: The ATA Carnet A temporary Under Bond (TIB) Sessions : No. 10

The ATA Carnet, A Temporary Import under Bond (TIB) Temporary Importation under Bond - Duty free entry of goods to be re-exported. Temporary admission, The Temporary Import/Export Scheme (TIS), Mexico - Temporary Entry, Strategic commodities control, Hong Kong

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on ATA Carnet procedure L1
- To understand the framework of TIB and Bonding L2
- Understand the concept of Duty Free Entry of Goods L3
- Explain the importance of Temporary Import & Export Process L4
- Explore the framework of Mexico Temporary Entry L5

Assessment Methods

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

Mapping COs- Blooms levels – Assessment Tools

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

Knowledge						
Procedural Knowledge			CO4(A2)	CO4(A2&A3)		
Meta Cognitive Knowledge			CO5(A3)	CO3(A2, A4)		

Learning and teaching activities

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

Teaching and learning resources

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
 - FICCI Export Control Compliance Manual, FICCI, 2018
- http://ficci.in/spdocument/22974/Final_Export-Control-Compliance-Manual.pdf

CO PO Mapping

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

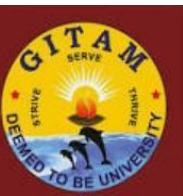
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	Sum

CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

	Course Code	Course Title	L	T	P	J	S	C
	MBI844	Doing Business with Emerging Markets						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					50
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

The course helps the students to understand the cultural, economic and geopolitical environments; and International Relations of emerging markets of the world. It would 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 and to train them with practical orientation of trading with selected emerging market economies.

. Learning Outcomes

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

	Course Outcomes	Assessment
CO1	Understand the regulatory and policy frameworks of the emerging market economies of the world.	A1
CO2	To understand the cultural, economic and geopolitical environments; and International Relations of the emerging market economies of the world.	A3
CO3	Identify and evaluate the role symmetric versus asymmetric information plays in the structure and operation of the financial system information.	A3 & A2
CO4	Identify the Opportunities and Challenges of Doing Business with Asia Pacific Countries.	A3 & A2
CO5	Helps in understanding the practical orientation of trading with selected emerging market economies.	A4

Unit I

Title:

Introduction to Emerging Markets:

No

of Hours- 10

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.

Learning Outcomes: After completion of this unit, the student will be able to

- To have a grasp knowledge on emerging markets. L1
- To understand the functioning of financial markets. L2
- Understand the core concepts of macroeconomic stability. L3
- Explain the infrastructure presence in these economies. L4
- Explore the functioning of the business in emerging economies. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II Title: Operating in the Emerging Markets:

No. of Hours: 10

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

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

Managing Risk in Emerging Markets: Defining risk in EM, Expected and unexpected risk Location risk and targeted risk, from location to targeted risk, Assessing and managing risk- Case Study: Economic Crises: Evidence and Insights from East Asia

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the regulatory and policy frameworks of the emerging market economies of the world. L1
- To understand the cultural, economic and geopolitical environments; and International Relations of the emerging market economies of the world. L2
- Political and Business Systems in the emerging market economies. L3
- Identify the Opportunities and Challenges of Doing Business with Asia Pacific Countries. L4
- Helps in understanding the practical orientation of trading with selected emerging market economies. L5

Unit III Title: Introduction to Emerging Markets:

of Hours.10

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

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the role of the emerging markets. L1

- Understand the factors influencing the macro stability. L2
 - Explain the problem of income inequalities in these economies. L3
 - Explain the influence of demography on economies. L4
 - Explain the reasons behind importance of political stability. L5
- Pedagogy Tools:** Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV Title: Emerging Market Economies –Country Specific Discussions No of Hours- 10

Brazil, Russia, India, China, Vietnam, Indonesia, Philippines, Thailand, Turkey, Africa: Consumer Outlook, Buying Power, Cultural Differences, Technology and Infrastructure, Competitive Advantage of Domestic vs International firms, Effect of Globalization, FDI, Growth, Inflation, Political stability, Poverty, Corruption, Risks, Environmental Issues, Business Development and Micro-Financing, Trade tensions and Policies, Role of WTO and others. Opportunities, Outsourcing and others. **Case Studies:** *Harvard Case Study: Singapore Inc, The Fundamental Institutions of China' s Reforms and Developments, Chenggang Xu*

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the concept of micro financing. L1.
- Explain the Options markets in Asia. L2
- Understand the geopolitics of emerging markets. L3
- Outline role of WTO and other organizations. L4
- Discuss the institutional reforms of China. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: The Asian Emerging Economies No of Hours- 10

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

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the challenges of International trade. L1
- Understand the role of WTO. L2
- Explain the emergence of New Mercantilism. L3
- Discuss the Asian emerging economies. L4
- Describe the role of International Financial Corporations. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

**as per grouping made by the PGP Office (no deviation permitted)*

Evaluation pattern

Case /Project presentation: Students can choose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case for presentation will be given in the class. The requisite case (based on emerging market economies) for presentation will be given in the class. In case of Project topics based on emerging market economies would be suggested for submission of project report and this is followed by Presentation.

Coursera: Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay short answer questions and Case Study.

Mapping COs – Blooms levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create

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

CO PO Mapping

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

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

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.


6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. You need to read different books and journal papers to master certain relevant concepts to analyses cases and evaluate projects. Some of these reference books given below will be available in our library.

Reference Books:

1. International Business; An Asia Pacific perspective by Andrew Delios, Paul W. Beamish Jane W. Lu., Pearson Education; Second edition(January 18, 2010)
 2. Why Nations Fail: The origins of Power, Prosperity and Poverty by Acemoglu, Daron and James Robinson, 2012, Crown Publishing.
 3. Business Growth Strategies for Asia Pacific by Chien.W.Shih.S and Chu.P.Y, 2005, John Wiley & Sons (Asia) Pvt. Ltd.
- Business in Asia Pacific: Text and Cases by Sonia El Kahal, 2001, Oxford University Press.

	Course Code	Course Title	L	T	P	J	S	C
	MBI 846	International Business Negotiations						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					50
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

The success of international business relationships depends on effective business negotiations. Negotiators need to be well prepared. Understanding how to achieve international business negotiation outcomes and the factors relevant to the process will allow negotiators to be more successful. The course content includes Negotiation Fundamentals, Framework for IB Negotiation some international approaches of and types of negotiations.

Course Outcomes

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

	Course Outcomes	Assessment
CO1	Understand the basic concepts and process of Commodity Derivatives.	A1
CO2	Experiment with data through technical tools for decision making.	A3
CO3	Evaluate different markets and strategies for Commodity Derivative Decision Making.	A3 & A2
CO4	Analyze risk and uncertainty in the Market.	A3 & A2
CO5	Understand and perform providing the cost-effective economic development strategies	A4

Unit I

Title: Psychology and negotiation

No of Hours- 10

Psychology and negotiation: negotiators as psychological beings; perceptual distortions and strategies (proactive and reactive); cognitive biases (psychological traps) and counter-measures; framing and reframing crucial to negotiation; emotion as an emerging inquiry and as influence tactics and ethical and unethical tactics: a cultural perspective.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a grasp knowledge on the negotiations. L1
- To understand the psychology of negotiators. L2
- Understand the core concepts of cognitive biases. L3
- Explain the different types of ethical and unethical tactics. L4
- Explore the cultural aspects of negotiations. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II Title: Communication and Negotiation Essentials of Negotiation and the nature of negotiation Ethics in Negotiation No. of hours: 10

Fundamentals of Communication Potential Barriers or miscommunications in negotiation; Effective Communication Skills: Inquiry, good listening, observation Intercultural communication: appropriateness and efficacy Stage-related Communication Considerations; Classroom Activity: Personal Bargaining Inventory Questionnaire and Follow-up Group Discussion; Self-assessment: Are you a good listener? Self-study: 1. Body language; 2. Negotiating Culturally: Dealing with diversity.

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the fundamentals of communication. L1
- To understand the importance of effective communication skills. L2
- To understand the role of intercultural communication. L3
- To understand the stage related communication. L4
- Helps the students to understand the effective ways of bargaining. L5

Unit III Title Basic structure of Integrative Negotiation: No of Hours.10

Basic structure of Integrative Negotiation; some related strategies and tactics; Distinction and relationship between Distributive Bargaining and Integrative Negotiation

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the basic structure of integrative negotiation. L1
- Understand the factors effecting related strategies and tactics. L2
- Explain distributive bargaining. L3
- Explain the Integrative negotiation. L4
- Explain the basic structure of related strategies. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV Title: Planning and Negotiation Process No of Hours- 10

Goals and Strategy as key elements in planning; Stages/Phase-based Negotiation Process; Planning Guide (effective planning steps), Application of Planning Guide Case illustration: strategy choice and strategic negotiation process,

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the key elements of planning. L1.
- Explain the various stages of phased negotiation process. L2
- Understand the planning guide. L3
- Outline role the strategy choice. L4
- Discuss the strategic negotiation process. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: The Central Routes to Influence (4 Sessions) No of Hours- 10

The Central Routes to Influence: The Message and Its Delivery Peripheral Routes to Influence; the Role of Receivers—Targets of Influence.

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the central routes to influence. L1
- Understand the system of message and its delivery L2
- Explain the peripheral routes to influence. L3
- Discuss the role of receivers. L4
- Explain the market targets of influence. L5

Task

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

Evaluation pattern

Evaluation pattern

Case /Project prese

Case / Project presentation: Students can choose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case for presentation will be given in the class. The requisite case (based on International business negotiations) for presentation will be given in the class. In case of Project topics based on commodity markets would be suggested for submission of project report and this is followed by Presentation.

Course era: Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from

End-term examination: Essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay short answer questions and Case Study.

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

This is to map th

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

[illegible]

Clusters can be defined as sectoral and geographical concentration of enterprises, in particular Small and Medium Enterprises (SME)s. Clusters are geographic concentrations of competing and collaborating firms that tend to produce innovation and higher than average wages. Cluster-based economic development strategies are interventions designed to improve a cluster' s performance by addressing the common needs of businesses within the cluster. Clusters generate wealth in a region, clusters give a region a competitive advantage, and clusters can provide the basis for cost-effective economic development strategies.

- Grasp the foundations of negotiation,
- Acquire and improve their skills of negotiation and communication, and broaden their understanding of how to deal with diversity in international negotiation, including the increasing role of English as a lingua franca.
- Perform more productively in their private life and on their future job positions by acting as an educated or trained negotiator.
- Continue enriching and upgrading their negotiation knowledge and honing their negotiation skills, by applying study techniques (e.g. learning, practice, reflection, and inquiry) as part of the instructional content.
- To understand and perform providing the cost-effective economic development strategies.

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

	Course Outcomes	Assessment
CO1	Understand the concepts related to sectoral clusters in International Business process	A1
CO2	Improve their skills in understanding industrial cluster management and sectoral zones.	A3
CO3	Demonstrate skills as a trained international trader in clusters and sectoral zones	A3 & A2
CO4	Can deal with the diversity in International trade and cluster management issues	A3 & A2

CO5	understand and perform providing the cost-effective economic development strategies	A4
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Unit I Title: Introduction to Clusters Session : No. 10

What is a cluster, what characterize clusters typically, role of suppliers, service providers, knowledge providers, and associated institutions that do business with each other and share needs for common talent, technology, and infrastructure, developing Industry Clusters for economic growth. Economic Cluster qualifiers and differentiators

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Industrial Clusters L1
- To understand the Framework of Clusters L2
- Understand the concept of Cluster Development Strategy L3
- Explain the preference given to Cluster Approach L4
- Explore the framework of Technology and Infrastructure system L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

Unit II Title : Sectoral Clusters and Categories Marshallian Trinity Approach Session : No. 10

clusters categories: Emerging (low scale; high growth), Competitive (high scale; growing), Mature (high scale; stable or declining), Stabilizing, (diversifying), Strategic (based on the plans and/or needs of public sector actors. Marhsallian trinity Approach: a) Labor Market Pooling, b) Supplier Specialization c) Knowledge Spillover

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Categories of Clusters L1
- To understand the framework Marshallian Trinity Approach L2
- Understand the concept of Labor Market Pooling L3
- Explain the preference given to Supplier Specialization L4
- Explore the framework of Sect oral Clusters system L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

Unit III Title: Clusters and Strategies Sessions: No. 10

The five types of cluster strategies : defensive cluster strategies, offensive cluster strategies, prospective cluster strategies, cluster-based business recruitment, and pre-cluster consolidation strategies.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Cluster Strategies L1
- To understand the Framework of Defensive Cluster Strategy Policy L2
- Understand the concept of Prospective Cluster Strategies L3
- Explain the preference given to Pre – Cluster Consolidation strategies L4

- Explore the framework of Cluster based business recruitment system L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

Unit IV Title : Clusters of Competencies and Economic Impact Sessions : No. 10

Competencies of Clusters and Economic Impact, determining the industry clusters effect on the economic development of a region, regional economic development strategy of clusters and Economic Performance Process.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Competencies of Clusters L1
- To understand the Framework of Economic impact L2
- Understand the concept of Economic Development Strategy L3
- Explain the preference given to Regional Development L4
- Explore the framework of Clusters and Economic Performance process L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

Unit V Title: Regional Purchase and Local Demand for the Commodities Sessions: No. 10

Cluster analysis with highly localized components and services. Cluster managing and global markets impact and competition. The role of regional purchase coefficients average RPC is the proportion of local demand for the Commodity that is currently met by local production, Developing Local Economy Based on Regional Superior Commodities. Producer groups and Commodity Clusters

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a knowledge on Regional Purchase Process L1
- To understand the Framework of Local Demand Process L2
- Understand the concept of the role Regional Purchase L3
- Explain the preference given to Regional Commodities and supplies L4
- Explore the framework of producer groups and commodity clusters system L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Discussion Groups

Assessment Methods

Task	Task type	Task mode	Weightage (%)
A1Mid Exam	Individual	Written	20
A2 Coursera/online course	Individual	Online learning and assessment	10
A3Case / Project	Individual/Gro ups	Presentations, Report	20
A4 End-term exam	Individual	Written (short/long)	50
			100

Mapping COs – Blooms levels – Assessment Tools

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

Knowledge						
Procedural Knowledge			CO4(A2)	CO4(A2&A3)		
Meta Cognitive Knowledge			CO5(A3)	CO3(A2, A4)		

Learning and teaching activities

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

Teaching and learning resources

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Cluster Development Handbook : to guide your development interventions in a cluster, [Md. JoynalAbdin](#), 2017, Publisher : Create space;
- Guidelinesfor Cluster Development A Handbook for Practitioners, Maxwell Stamp.
- <http://laghu-udyog.gov.in/clusters/clus/ovrclus.htm>

CO PO Mapping

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


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

CO PO Mapping									
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.

8	Evaluate opportunities and risks for operating businesses in the international context.
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	Course Code	Course Title	L	T	P	J	S	C
	MBI 850	Multilateral Trade Institutions & India						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				50	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

International Trade management has gained immense significance in India in the last decade. The objective of this course is to inculcate a strong understanding of the institutional framework of the global trading environment. The students will be able to understand the role of various International Organization in Promoting International Trade. In addition the students will also be able to map the flow of volumes of various commodities from one country to the.

Learning Outcomes

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

	Course Outcomes	Assessment
CO1	To Assess the role of various International Organizations in promoting International Trade.	A1
CO2	Explore and analyze the role of trade promotion bodies of India.	A3
CO3	Students will be able to examine worldwide inter country trade volumes.	A3 & A2
CO4	Understand the various functions and operations of various multilateral trade institutions.	A3 & A2
CO5	Understand the opportunities and challenges of India in the various multilateral trade organizations.	A4

International Trade Environment, Multilateral Trading system, Institutional Framework for Multilateral Trading systems- WTO, Legal Framework for Multilateral Trading System, Implications of Uruguay Round- The Indian Perspective, 4th Ministerial Meeting-Doha Declaration

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a grasp knowledge on multilateral trading systems. L1
- To understand the Institutional framework for Multilateral Trading System. L2
- Understand the core concepts of WTO. L3
- Explain the infrastructure presence in these economies. L4
- Explore the legal framework of Multilateral trading system. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II Title: International Developmental Organizations No. of Hours: 10

Role of World Bank, International Monetary Fund, Asian Development Bank, BRICS Development Bank, Asian Infrastructure Investment Bank, World Trade Organization, United Nations Organization for Trade and Development, International Trade Centre(ITC)-Geneva.

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the regulatory and policy frameworks of the developmental organizations. L1
- To understand the objectives and functioning of international developmental banks. L2
- To understand the Political and Business Systems in the Worlds. L3
- Identify the Opportunities and Challenges of United Nations Organization. L4
- Helps the students to understand the objectives and functioning of the World Bank. L5

Unit III Title: Introduction to Regional Blocks: No of Hours.10

Regional Trade Blocks

European Union, NAFTA, ASEAN, APEC, SAARC, CARICOM, MERCOSUR, SAFTA, BRICS. Quad &G7

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the Regional Trade Blocks. L1
- Understand the factors influencing the formation of trade blocks. L2
- Explain the different regional trade blocks. L3
- Explain the influence of BREXIT on EU. L4
- Explain the reasons behind the formation of recent block Quad. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV**Title: Trade Promotion Organization in India****No of Hours-****10**

Ministry of Commerce, Export Promotion Councils & Commodity Boards, India Trade Promotion Organization, Export-Import Bank of India, ECGC, FIEO, Skill development co-operation.

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the concept of Export Promotion. L1.
- Explain the role of export promotion councils. L2
- Understand the ideology of new mercantilism. L3
- Outline role of trade promotion organization in India. L4
- Discuss the institutional reforms of export promotion in India. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V**Title: Trade Statistics and Data Analysis (4 Sessions)****No of Hours- 10**

Trade Information for Exports/Imports/Investments/Growth rates, Systems of Trade Classification HS/SITC, Various Sources of Trade Statistics, FAO, World Bank, ITC, IMF, DGCI & S, TRAINS, UNCOMTRADE.

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the various sources of trade data sites. L1
- Understand the system of commodity Classification. L2
- Explain the sources of trade data classification. L3
- Discuss the research methods in trade data analysis. L4
- Explain the analysis of trade data. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

**as per grouping made by the PGP Office (no deviation permitted)*

Evaluation pattern

Case /Project presentation: Students can choose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case (based on MTIs) for presentation will be given in the class. In case of Project topics based on Multilateral trade institutions would be suggested for submission of project report and this is followed by Presentation.

Coursera: Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay short answer questions and Case Study.

Mapping COs – Blooms levels – Assessment Tools

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

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Program Outcomes


1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
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4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

Teaching and learning resources

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Reference Books:

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- International Business –V.Sharan
- International Business –SumatiVerma

	MBI 856	Port and Shipping Management	L	T	P	J	S	C
			3	0	0	0	0	3
	Course Owner	Department of Operations	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				36	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Course Description and Course outline

Ports and shipping industry, as a key node in logistics sector, hold a vital role in the growth of foreign trade of a nation. Existence of vibrant ports and robust shipping services help accelerate the pace of development. Considering the significance of India's buoyant foreign trade volumes, the course aims to equip students with the intricacies and make them ready to handle the opportunities and challenges of this sector.

Learning Outcomes

- Role of maritime industry in facilitating global trade and in supporting the growth prospects of a nation.
- The initiatives take by ports in providing value added services to its clients apart from the initiatives in port infrastructural developments that make a port robust.
- The ownership models and how these models influence their ability to provide services to clients and improve performance.
- Various departments/processes at a port and required assets each of such department/process.
- Sourcing and investment procedures at port, cost calculations & tariff fixation at ports.

UNIT - I		No of Hours:7
Maritime business: Role, features, and functions of Shipping in development of economies; Understanding facilities at ports; Physical infrastructure at ports, departments and processes in ports; port vs. terminal; Types of Vessels and Cargo handled; Value added services provided at ports.		
Learning Outcomes:		
After completion of this unit, the student will be able to:		
Explain the functions of Shipping in development of economies		L1
Differentiate between port and terminals		L3
Distinguish various types of vessels		L3
Summarize the overall functionality of port and shipping		L4
Pedagogy tools: Blended learning, Case let, video lectures, self-reading		
UNIT - II		No of Hours: 7
World cargo movement trends, Sea trade routes, Maritime conventions: Hub & spoke ports; Port performance metrics; Review of performance of key ports across the world; Future of ports; Ports and Shipping in India.		
Learning Outcomes:		
After completion of this unit, the student will be able to		
Demonstrate hub and spoke model for ports		L2
Explain various port performance matrices		L1
Examine the performance of key ports across the world		L3
Explain the idea of future ports		L4
Investigates how port & shipping helps Indian economy		L3
Pedagogy tools: Blended learning,Case let, video lectures, self-reading		
UNIT - III		No of Hours: 8

Types of ports: Port ownership models; Meaning, features, role of Inland Container Depots (Dry Ports), Container Freight Stations; Inland waterways; Port capacity planning and management; Port logistics & Supply chain systems; Port strategic alliances, Market positioning and differentiations.

Learning Outcomes:		
After completion of this unit, the student will be able to:		
Prepare port ownership model		L2
Explain the roles of dry ports		L4
Manage Container Freight Stations		L4
Investigates various port strategic alliances		L3
Differentiate how port logistics is different from Supply chain		L4
Pedagogy tools: Blended learning, Case let, video lectures, self-reading		
UNIT - IV		No of Hours: 7
Port and Shipping Operations: Marine Management Services and Operations; Vessels' Planning; The Four Stages of Port and shipping Management and Operations; Marine Terminal Operator (MTO) Agreements and Leasing Opportunities; Marine Terminal Operators and Leasing Opportunities: Case Studies. The future of ports & Shipping - strategic & tactical port planning; Port and shipping planning and decision factors.		
Learning Outcomes:		
After completion of this unit, the student will be able to:		
Explain various marine management services and operations		L3
Pinpoint port & shipping issues and challenges		L3
Formulate Marine Terminal Operators and Leasing Opportunities		L4
Propose strategic & tactical plans		L4
Manage different decisions factors		L4
Pedagogy tools: Blended learning, Case let, video lectures, self-reading		
UNIT - V		No of Hours: 7
Port & Shipping Finance & Investments cost & revenue heads: basis for cost calculations at ports and Shipping; investments appraisals, guidelines of Tariff Authority for Major Ports (TAMP); TAMP Notifications; Understanding Scale of Rates at selected public and private ports; Shipping Costs and freight Calculations.		

Learning Outcomes:	
After completion of this unit, the student will be able to:	
Interpret TAMP notifications	L2
Propose guidelines for port & shipping	L4
Investigate scale of rate at public and private ports	L3
Explain cost and freight calculations	L2
Pedagogy tools: Blended learning, Case let, video lectures, self-reading	

Assessment Methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Lab based / written	20
A2	Coursera	Individual	Online learning and assessment	10
A3	Project Work of live data of public companies from an open universe	Individual	Report with Q&A/Viva	20
A4	End-term exam	Individual	Lab-based /Written	50

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Khalid Bichou, Port Operations, Planning and Logistics, Routledge
- Ronald H. Ballou, Samir K. Srivastava 2007, *Business Logistics/Supply Chain Management*, 5/e, Pearson Education.
- Marine Transportation Management, Henry S. Marcus, Auburn House Pub. Co., 1986.
- Management of Transportation, Bardi Edward J., Cengage Learning (Thompson), 6th Edition 2006 [International Edition].
- Martin Stopford, Maritime Economics, 3e, Routledge, 2009.

Journals

- The Asian Journal of Shipping and Logistics
- International Journal of Shipping and Transport Logistics
- International Journal of Logistics Research and Applications
- Maritime Economics & Logistics
- Journal of Shipping and Trade

CO PO Mapping

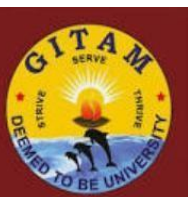
This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	2	3	3	18
Target Level Max.	9	11	4	11	6	6	11	11	70

Programme Outcomes	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision-making.
3.	Ability to develop a value-based leadership approach
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of the business.
5.	Ability to lead themselves and others in achieving organizational goals, contributing effectively to a team environment.
6.	Apply a range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Evaluate opportunities and risks for operating businesses in the international context.

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	Course Code	Course Title	L	T	P	J	S	C
	MBI 858	Global Sourcing						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					50
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

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.

Learning Outcomes

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

	Course Outcomes	Assessment
CO1	Understand need, modes, and models of global sourcing	A1
CO2	Explore and analyze the role of trade promotion bodies of India.	A3
CO3	Students will be able to examine worldwide inter country trade volumes.	A3 & A2
CO4	Understand the various functions and operations of various multilateral trade institutions.	A3 & A2
CO5	Understand the opportunities and challenges of India in the various multilateral trade organizations.	A4

Unit I

Title: Introduction to Global Sourcing

No of Hours- 10

Definition and meaning of Sourcing & Outsourcing; global purchasing management; Skill required; Need for global sourcing; Modes of global sourcing. Global sourcing models & risks involved.

Case Study: Global Sourcing Development at IKEA

Learning Outcomes:

After completion of this unit, the student will be able to

- To understand the concepts of sourcing and outsourcing. L1
- To understand the global purchase management system. L2
- Understand the core concepts of skill requirement. L3
- Explain the infrastructure and needs of global sourcing. L4
- Explore the various global sourcing models and the risks involved. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II

Title: Cost considerations in global sourcing

No. of Hours: 10

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

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the landed costs and landed cost models. L1
- To understand the supply chain requirements. L2
- To understand the relationship between contract and business. L3
- Identify the various risks involved in supply chain. L4
- Helps the students to understand the supply chain risk management strategy. L5

Unit III Title: Strategic sourcing plan and its operations' alignment:

No of Hours.10

Requirement mapping, opportunity analysis, segmentation. Types of Global Sourcing: Technology Oriented Global Sourcing, Cost Oriented Global Sourcing & Competition Oriented Global Sourcing. Global Procurement

Case Study: ASL Case Study

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the Requirement mapping. L1
- Understand the factors influencing the opportunity analysis. L2
- Explain the different models of global sourcing. L3
- Explain the factors influencing global procurement. L4
- Explain the global sourcing market segmentation. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV**Title: Sourcing through Bids and Proposals:****No of Hours- 10**

Solicitation planning and methods. Supplier diversity management – diversity programs, supplier diversity best practices; global supplier diversity; diversity advocacy organizations. Sustainability – Issues, Guidelines, criteria for supplier evaluation, World Bank Reports of International Bidding.

Case Study: Global Sourcing at Nike

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the concept of soliciting and planning. L1.
- Explain the role of global supplier diversity. L2
- Understand Sustainability of supply chain. L3
- Explain supplier evaluation. L4
- Discuss international bidding. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V**Title: Global sourcing trends****No of Hours- 10**

Developing global sourcing strategies; Trends in Global Sourcing, International trade requirements. Sourcing to settle (S2S) – Need for S2S; Implementing, managing, & outsourcing S2S process.

Case Study: Philips healthcare: global sourcing in a post-covid-19 world

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the various global sourcing strategies. L1
- Understand the trends in global sourcing. L2
- Explain the S2S sourcing to settle. L3
- Discuss the outsourcing S2S process. L4
- Explain Needs for S2S. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

**as per grouping made by the PGP Office (no deviation permitted)*

Evaluation pattern

Case /Project presentation: Students can choose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case (based on issues related to global sourcing) for presentation will be given in the class. In case of Project topics based on global sourcing would be suggested for submission of project report and this is followed by Presentation.

Coursera: Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two

units.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay, short answer questions and Case Study.

Mapping COs – Blooms levels – Assessment Tools

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
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CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

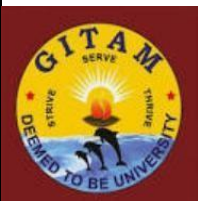
Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. You need to read different books and journal papers to master certain relevant concepts to analyses cases and evaluate projects. Some of these reference books given below will be available in our library.

Reference Books:

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Sourcing and Supply Chain Management – Handfield, Monczka, Patterson; CENGAGE

Electives in banking & Finance

	Course Code	Course Title	L	T	P	J	S	C
	MBI852	International Commodity Management						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				50	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

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

Course Outcomes

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

	Course Outcomes	Assessment
CO1	Understand the basic concepts and process of Commodity Derivatives.	A1
CO2	Experiment with data through technical tools for decision making.	A3
CO3	Evaluate different markets and strategies for Commodity Derivative Decision Making.	A3 & A2
CO4	Analyze risk and uncertainty in the Market.	A3 & A2
CO5	Understand and perform providing the cost-effective economic development strategies	A4

Unit I**Title: Introduction to the commodity markets****No of Hours- 10**

Understanding Commodity markets and derivatives, Physical commodity markets; Characteristics of physical commodity markets and factor affecting demand and supply of commodity, Need for an organized exchange, Types of Derivative, Payoff for the derivative positions, Commodity derivative vs. Financial derivative, Derivative market participants.

Learning Outcomes:

After completion of this unit, the student will be able to

- To have a grasp knowledge on the commodity markets. L1
- To understand the Institutional framework related the commodity markets. L2
- Understand the core concepts of exchange. L3
- Explain the different types of derivatives. L4
- Explore the factors effecting the exchange market. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II**Title: Global commodity exchanges****No. of Hours: 10**

Global Commodity Exchanges, Indian Commodity exchanges, Function and role of exchange, price of the futures, Convergence of spot and futures, Basic principle of Hedging, Speculation, and Arbitrage.

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the global commodity exchanges. L1
- To understand the objectives and functioning of International commodity exchanges. L2
- To understand the role of exchange pricing. L3
- To understand hedging and principles of hedging. L4
- Helps the students to understand the speculation. L5

Unit III Title: Introduction to price analysis of commodities:

No of Hours.10

Price analysis of commodity: fundamental and technical approach; Supply and demand of commodities
Fundamental analysis of copper, Fundamental analysis of sugar, Charts and analysis of charts, Price patterns
Moving Averages, Oscillators, Elliot Wave Theory, Fibonacci Series

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the commodity price analysis. L1
- Understand the factors influencing supply and demand of commodities. L2
- Explain analysis of Charts. L3
- Explain the price patterns and moving averages. L4
- Explain the Elliot Wave theory. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV Title: Trade Promotion Organization in India

No of Hours- 10

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.

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the speculation strategies. L1.
- Explain using futures for benefit of farmers. L2
- Understand risk management. L3
- Outline role of exchange transactions. L4
- Discuss the clearing and settlement process. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: Trade Statistics and Data Analysis (4 Sessions)

No of Hours- 10

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 Outcomes: After completion of this unit, the student will be able to

- Understand the market of agricultural commodities. L1
- Understand the system of commodity Classification. L2
- Explain the recent innovations in commodity markets. L3
- Discuss the metal and energy markets. L4
- Explain the market for agricultural commodities. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
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*as per grouping made by the PGP Office (no deviation permitted)

Evaluation pattern

Evaluation pattern

Case /Project presentation: Students can choose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case for presentation will be given in the class. The requisite case (based on commodity markets) for presentation will be given in the class. In case of Project topics based on commodity markets would be suggested for submission of project report and this is followed by Presentation.

Coursera: Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

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Mapping COs – Blooms levels – Assessment Tools

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

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Program Outcomes

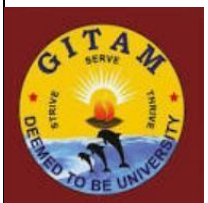
1	Apply knowledge of management theories and practices to solve business problems.
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3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
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7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

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Reference Books:

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Risk Management – IIB / Macmillan Publications
- International Business -SumatiVerma

	Course Code	Course Title	L	T	P	J	S	C
	MF1848	Risk Management in Banking						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				50	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Risk management in banking has been transformed over the past decade, largely in response to regulations that emerged from the global financial crisis. Risk management is essentially a way of knowing what type of uncertainties are out there and taking steps to counter them and be fully prepared for eventualities. Decisions have to be taken, business needs to be conducted. Risk management helps identify uncertainties to make informed decisions.

Learning Outcomes

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

	Course Outcomes	Assessment
CO1	Understanding of terminologies and concepts of Risk Management.	A1
CO2	Understand and assess various risks involved in the banking system.	A3
CO3	Explain the tools and techniques deployed in banks across the risk classes to manage risks.	A3 & A2
CO4	Understand functions of Credit, Market and Operational Risks.	A3 & A2
CO5	Evaluate Credit /Market / Operational Risks across Banks portfolios with Capital standards as prescribed in Basel II and III	A4

Unit I	Title: Introduction to the Risk Management	No of Hours- 10
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Understanding of COSO Framework and Integrated Risk Management - Role of Enterprise risk management in Modern Banks - Bank Balance Sheet Perspective & Risk Management - Overview of Credit Risk, Market Risk / ALM and Operational Risk - Evolution of 'Banking Risk Management' and impetus BIS, Basel's Global Banking advisory norms of Basel I, Basel II and Basel III. - Indian experience in adopting global banking norms and RBI's guidance note on Credit Risk, ALM, Risk Management Systems, Market Risk, Stress Testing, and Operational Risk.

Learning Outcomes:

After completion of this unit, the student will be able to

- | | |
|----------------------------------------------------|----|
| • To have a grasp knowledge on risk management. | L1 |
| • To understand the management of modern banks. | L2 |
| • Understand the core concepts of Risk Management. | L3 |
| • Explain the three Basel Reforms. | L4 |
| • Explore the concept of credit risk. | L5 |

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II	Title: Communication and Negotiation Essentials of Negotiation and the nature of negotiation Ethics in Negotiation	No. of hours: 10
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Establishing a Risk Governance Mechanism for a Bank – Primer on Basics of Risk Management and the need for Risk Capital Measurement & Management in a Bank - Evolving codified risk policies - Risk Measurement methods across ALM, Market Risk, Credit Risk and Operational Risk - Risk Management for the Board Level Functionaries - Risk Based Internal Audit (RIBA).

Learning Outcomes:

After completion of this unit, the student will be able to

- | | |
|--------------------------------------------------------------|----|
| • Understand the fundamentals of risk governance mechanism. | L1 |
| • To understand the importance of risk management. | L2 |
| • To understand the different types of risks. | L3 |
| • To understand the functioning of board level functionaries | L4 |
| • Helps the understand the Risk Based Internal Audit. | L5 |

Unit III	Title: Introduction to Credit Risk Management:	No of Hours.10
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Credit Risk Management and the concept of Risk Weighting and applying Capital based on Risk - Internal Credit Rating Framework for a Bank - Differences between Credit Scoring and Credit Rating Models - Establishing Rating Pool for Banks and Rating Verification, Rating Validation Methodologies, Operative Modalities and Best practices - Credit Rating Framework and its role in maintaining credit quality - Internal Vs External Credit Rating and CRAR - Loan Pricing based on default risk probability - Estimating Credit Risk Capital requirements based on Risk Exposure (RAROC).

Learning Outcomes:

After completion of this unit, the student will be able to

- | | |
|------------------------------------------------------------|----|
| • Understand the basic structure of credit risk management | L1 |
| • Understand the factors effecting the credit score. | L2 |
| • Explain credit models. | L3 |
| • Explain the credit rating framework. | L4 |
| • Explain the Estimating Credit Risk Capital requirements | L5 |

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV	Title: Asset Liability Management	No of Hours- 10
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Asset liability Management (ALM) - Measurement of Interest Rate Risk for ALM and select ALM issues - Interest Rate Risk Management - Gap and Duration Gap Management - Duration Ratio - Interest Rate forecasting for the ALM - Market Risk and its measurement by Value at Risk (VaR)

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the key elements of ALM L1.
- Explain the various stages of interest Rate Risk. L2
- Understand the Gap and duration management. L3
- Outline the role of forecasting ALM. L4
- Discuss the market risk and its measurement. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: Operational Risk and RBI guidelines (4 Sessions) No of Hours- 10

BIS paper on Regulatory Treatment of Operational Risk & RBI Guidelines on Operational Risk Management - Capital Allocation for Operational Risk - Building 'Key Risk Indicators' - Regulatory and Economic Capital Issues – with emphasis on capital bleeding because of poor ORM programme in banks.- Risk Management of Derivative Products - The write-off of the "Too Big to fail" Theory.

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the operational risk. L1
- Understand the system of capital allocation. L2
- Explain the building of key risk indicators. L3
- Discuss the role of risk management of derivative products. L4
- Explain the regulatory frame work of operational risk. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

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Coursera: Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will

contain: Essay short answer questions and Case Study.

Mapping COs – Blooms levels – Assessment Tools

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes


1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. You need to read different books and journal papers to master certain relevant concepts to analyses cases and evaluate projects. Some of these reference books given below will be available in our library.

Reference Books:

Risk Management – IIB / Macmillan Publications

	Course Code	Course Title	L	T	P	J	S	C
	MFI848	International Trade Finance						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version					1.0
	Course Pre-requisite(s)		Contact hours					50
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Globalization and growth of free trade have given numerous opportunities to the growth of financial transactions across the world. The current course on International Trade Finance helps the students develop an understanding of the finance principles required to conduct business in a global environment, including import and export, and multinational operations. The major topics include globalization; trade risk and risk assessment; methods of payment; use of bonds, guarantees, and letters of credit; currency risk management; export credit insurance; trade finance; structure trade finance; terms of payment; international trade theory; the international monetary market; the global capital market; and foreign direct investment.

Learning Outcomes

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

	Course Outcomes	Assessment
CO1	Sensitize students on the finance principles required to conduct the business	A1
CO2	Identify export and import sources of financing.	A3
CO3	Implement risk assessment methods	A3 & A2
CO4	Identify forms and sources of official trade finance.	A3 & A2
CO5	Understand the trends in international trade financing	A4

Unit I Title: Introduction to Globalization & Trade Risks and Risk assessment:

No of Hours- 10

The globalization debate- Managing in global market place for global financing; International trade practices, Product risks, Commercial risks (purchaser risks) adverse business risks, Political risks, Currency risks, Financial risk.

Learning Outcomes:

After completion of this unit, the student will be able to

- Sensitize students on the finance principles required to conduct business in a global environment L1
- Understand the various payment methods used in international trade. L2
- It explains the detailed process flow of complex payment methods like collections, letter of credit, escrow account, and bank guarantees. L3
- Impart knowledge related to risk assessment methods. L4
- Update the students on the trends in international trade financing L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II Title: International Payment Methods:

No. of hours: 10

Export Costing and Transaction Viability
International methods and terms of payment (e.g., cash in advance, letter of credit, clean/documentary collection), Factoring and Forfaiting, Cash Flow Planning and Management, Performance Bonds and Guarantees, Insurance to protect investment in foreign countries, Alternative methods of payment (Countertrade and Consignment).
Case Study: IBM & Thailand

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the fundamentals of payment mechanism. L1
- To understand the cash flow and planning. L2
- To understand the alternative payment methods. L3

- To understand the functioning of factoring and forfaiting L4
- Helps to understand the insurance to protect investment. L5

Unit III Title: Introduction to Trade Finance: No of Hours.10

Finance alternatives Pre-shipment finance Supplier credits Refinancing of supplier credits Buyer credits The international money market, International leasing Lines of credit and local currency finance Project finance and joint venture Multilateral development banks. *Case Study: Project Financing & China*

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the basic structure of pre-shipment finance L1
- Understand the factors effecting the international money market. L2
- Explain credit models. L3
- Explain project financing. L4
- Explain multilateral development banks L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV Title: Export Credit Insurance & Equity Markets No of Hours- 10

The private sector insurance market Export credit agencies Investment insurance, EXIM Bank of India. Benefits of the global capital market Global capital market risks, The Euro currency market, The global bond market & The global equity markets.

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the private sector insurance market L1.
- Explain the investment insurance L2
- Understand the Euro Currency market. L3
- Outline the global bond market. L4
- Discuss the global equity markets. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V Title: International Monetary Markets & Foreign Direct Investment (FDI) No of Hours- 10

The Gold Standard, Bretton Woods System, The collapse of Fixed Exchange Rate System, Exchange Rate Systems in practice, Foreign Direct Investment, Advantages, Costs and Benefits of Foreign Direct Investment, Government policy Instruments & FDI. . *Case Study: The Impossible Trinity Dilemma*

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the operational risk. L1
- Understand the system of capital allocation. L2
- Explain the building of key risk indicators. L3
- Discuss the role of risk management of derivative products. L4
- Explain the regulatory frame work of operational risk. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion &	Individual	Certification & Viva	10

Viva			
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

**as per grouping made by the PGP Office (no deviation permitted)*

Evaluation pattern

Evaluation pattern

Case /Project presentation: Students can choose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case for presentation will be given in the class. The requisite case (based on trade finance) for presentation will be given in the class. In case of Project topics based on commodity markets would be suggested for submission of project report and this is followed by Presentation.

Coursera: Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay short answer questions and Case Study.

Mapping COs – Blooms levels – Assessment Tools

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. You need to read different books and journal papers to master certain relevant concepts to analyses cases and evaluate projects. Some of these reference books given below will be available in our library.

Reference Books:

Risk Management – IIB / Macmillan Publications

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Electives in Logistics & supply Chain Management (LSCM)

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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: MOP844	Course Title: Quality Management	
Trimester: IV	Course Type: Elective	Credits: 3 (30 Hours)
Home Programme(s): MBA (All) 2021-23		
Course Leader: Prof. Ch. Venkataiah		

Course Description and Learning Outcomes

Quality Management and Six Sigma is regarded as a vital component of every organization and will continue to remain important for improving organizational performance and achieving competitive advantage in a firm's industry be it a service or a manufacturing organization. Therefore, this course is designed to:

- Expose the students with the contemporary quality management & Six Sigma principles, practices and tools.
- Enhance their skills and abilities to identify, analyze and understand the impacts of quality management systems in any organization.

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

S. No	Learning Outcome	Assessment
1	Understand TQM Philosophy.	A1
2	Realize the importance of quality management tools.	A1
3	Understand the Lean Management principles.	A3
4	Explain the Six Sigma principles and practices.	A3

5	Implement the TQM & Six Sigma approach in an organization for continuous quality improvement.	A2
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Course Outline and Indicative Content

UNIT – I (6 Hours)

Principles of Quality Management

The concepts of total quality and performance excellence and their applicability to manufacturing, services, health care, education, and modern principles of total quality and its relationship with agency theory.

Quality Philosophies: Deming Philosophy, Juran Philosophy, Crosby Philosophy, Feigenbaum Philosophy, Taguchi and Kaoru Ishikawa Philosophy.

UNIT – II (6 Hours)

Quality Management Tools

The seven QC tools (Old & New), Quality Function Deployment (QFD), Failure Mode and Effect Analysis (FMEA). 5S Methodology, Kaizen, Kanban, PDCA/PDSA

UNIT-III (6 Hours)

Lean Management

The origin and philosophy of lean management, creating lean enterprise, elements of lean and JIT. The continuous improvement process. Organizational challenges in Lean Management.

UNIT – IV (6 Hours)

Six Sigma

Introduction and origin of Six Sigma, Three Sigma versus Six Sigma. The frame-work of Six Sigma programme, Six Sigma Measures – Process Capability Indices, Defects Per Million Opportunities (DPMO), Sigma Score.

UNIT – V (6 Hours)

Six Sigma Methodology

The DMAIC model, Six Sigma Metrics: Cost of poor quality, Six Sigma Project Selection for DMAIC Implementation. Six Sigma Toolbox.

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:

Evans R.James, William M.Lindsay, Quality Control and Management, Cengage learning India.

Assessment methods

Task	Task type	Task mode	Weightage(%)
A1. Mid Exam	Individual	Written	20
A2. Case/Project	Individual	Presentation & Report	20
A3. End Term Exam	Individual	Written (short/long)	60

Evaluation pattern

A1: Mid exam (20 marks; 1-hour duration): One mid examinations will be conducted for 20 marks. The marks secured in the mid exam will be considered as final marks. No Reexaminations will be conducted under any circumstances except exceptional cases as approved by the HOI.

A2: Project (20 marks): Group projects will be allotted after the course commencement and the groups/individual would be expected to submit their reports before 10 days of the closure of the course. The requisite topics for project will be given in the class. Marks will be allotted for the quality of work, report writing, and presentation. Though the report is the contribution of all in a group, differential marks will be allotted based on performance in the project presentations.

A3. End-term examination (60 marks): Short and Essay questions mainly based on the application of knowledge in Quality Management and Six Sigma. The syllabus is from all five units.

Mapping COs - Blooms levels- Assessment Tools

KNOWLEDGE DIMENSION / COGNITIVE DIMENSION	L1. REMEMBER	L2. UNDERSTAND	L3. APPLY	L4. ANALYZE	L5. EVALUATE	L6. CREATE
Factual Knowledge						
Conceptual Knowledge		CO1(A1, A3)	CO1(A1, A2, A3)			
Procedural Knowledge				CO2 (A1, A3), CO3(A1, A2, A3)	CO4 (A1, A2, A3),	
Meta Cognitive Knowledge						CO5 ,


CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO). 0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping									
Internal	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
C01	3	0	0	0	0	0	0	3	6
C02	3	2	2	0	2	3	2	3	17
CO3	0	3	0	3	0	0	2	3	11
CO4	3	0	0	3	2	2	2	3	15
CO5	3	2	0	0	2	0	2	3	12
Target Level Max.	12	7	2	6	6	5	8	15	61

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

	MBI 856	Port and Shipping Management	L	T	P	J	S	C
			3	0	0	0	0	3
	Course Owner	Department of Operations	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				36	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

Course Description and Course outline

Ports and shipping industry, as a key node in logistics sector, hold a vital role in the growth of foreign trade of a nation. Existence of vibrant ports and robust shipping services help accelerate the pace of development. Considering the significance of India's buoyant foreign trade volumes, the course aims to equip students with the intricacies and make them ready to handle the opportunities and challenges of this sector.

Course Outcomes

- Role of maritime industry in facilitating global trade and in supporting the growth prospects of a nation.
- The initiatives take by ports in providing value added services to its clients apart from the initiatives in port infrastructural developments that make a port robust.
- The ownership models and how these models influence their ability to provide services to clients and improve performance.
- Various departments/processes at a port and required assets each of such department/process.
- Sourcing and investment procedures at port, cost calculations & tariff fixation at ports.

UNIT - I		No of Hours:7
Maritime business: Role, features, and functions of Shipping in development of economies; Understanding facilities at ports; Physical infrastructure at ports, departments and processes in ports; port vs. terminal; Types of Vessels and Cargo handled; Value added services provided at ports.		
Learning Outcomes:		
After completion of this unit, the student will be able to:		
Explain the functions of Shipping in development of economies		L1
Differentiate between port and terminals		L3
Distinguish various types of vessels		L3
Summarize the overall functionality of port and shipping		L4
Pedagogy tools: Blended learning, Case let, video lectures, self-reading		
UNIT - II		No of Hours: 7
World cargo movement trends, Sea trade routes, Maritime conventions: Hub & spoke ports; Port performance metrics; Review of performance of key ports across the world; Future of ports; Ports and Shipping in India.		
Learning Outcomes:		
After completion of this unit, the student will be able to		
Demonstrate hub and spoke model for ports		L2
Explain various port performance matrices		L1
Examine the performance of key ports across the world		L3
Explain the idea of future ports		L4
Investigates how port & shipping helps Indian economy		L3
Pedagogy tools: Blended learning,Case let, video lectures, self-reading		
UNIT - III		No of Hours: 8

Types of ports: Port ownership models; Meaning, features, role of Inland Container Depots (Dry Ports), Container Freight Stations; Inland waterways; Port capacity planning and management; Port logistics & Supply chain systems; Port strategic alliances, Market positioning and differentiations.

Learning Outcomes:		
After completion of this unit, the student will be able to:		
Prepare port ownership model		L2
Explain the roles of dry ports		L4
Manage Container Freight Stations		L4
Investigates various port strategic alliances		L3
Differentiate how port logistics is different from Supply chain		L4
Pedagogy tools: Blended learning, Case let, video lectures, self-reading		
UNIT - IV		No of Hours: 7
Port and Shipping Operations: Marine Management Services and Operations; Vessels' Planning; The Four Stages of Port and shipping Management and Operations; Marine Terminal Operator (MTO) Agreements and Leasing Opportunities; Marine Terminal Operators and Leasing Opportunities: Case Studies. The future of ports & Shipping - strategic & tactical port planning; Port and shipping planning and decision factors.		
Learning Outcomes:		
After completion of this unit, the student will be able to:		
Explain various marine management services and operations		L3
Pinpoint port & shipping issues and challenges		L3
Formulate Marine Terminal Operators and Leasing Opportunities		L4
Propose strategic & tactical plans		L4
Manage different decisions factors		L4
Pedagogy tools: Blended learning, Case let, video lectures, self-reading		
UNIT - V		No of Hours: 7
Port & Shipping Finance & Investments cost & revenue heads: basis for cost calculations at ports and Shipping; investments appraisals, guidelines of Tariff Authority for Major Ports (TAMP); TAMP Notifications; Understanding Scale of Rates at selected public and private ports; Shipping Costs and freight Calculations.		

Learning Outcomes:	
After completion of this unit, the student will be able to:	
Interpret TAMP notifications	L2
Propose guidelines for port & shipping	L4
Investigate scale of rate at public and private ports	L3
Explain cost and freight calculations	L2
Pedagogy tools: Blended learning, Case let, video lectures, self-reading	

Assessment Methods

	Task	Task type	Task mode	Weightage (%)
A1	Mid exam	Individual	Lab based / written	20
A2	Coursera	Individual	Online learning and assessment	10
A3	Project Work of live data of public companies from an open universe	Individual	Report with Q&A/Viva	20
A4	End-term exam	Individual	Lab-based /Written	50

Mapping COs-Blooms levels- Assessment Tools

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

Learning and teaching activities

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

Teaching and learning resources

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Khalid Bichou, Port Operations, Planning and Logistics, Routledge
- Ronald H. Ballou, Samir K. Srivastava 2007, *Business Logistics/Supply Chain Management*, 5/e, Pearson Education.
- Marine Transportation Management, Henry S. Marcus, Auburn House Pub. Co., 1986.
- Management of Transportation, Bardi Edward J., Cengage Learning (Thompson), 6th Edition 2006 [International Edition].
- Martin Stopford, Maritime Economics, 3e, Routledge, 2009.

Journals

- The Asian Journal of Shipping and Logistics
- International Journal of Shipping and Transport Logistics
- International Journal of Logistics Research and Applications
- Maritime Economics & Logistics
- Journal of Shipping and Trade

CO PO Mapping


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

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	2	3	3	18
Target Level Max.	9	11	4	11	6	6	11	11	70

Programme Outcomes

1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision-making.
3.	Ability to develop a value-based leadership approach
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of the business.
5.	Ability to lead themselves and others in achieving organizational goals, contributing effectively to a team environment.
6.	Apply a range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Evaluate opportunities and risks for operating businesses in the international context.

	Course Code	Course Title	L	T	P	J	S	C
	MBI 858	Global Sourcing						
	Course Owner	Dr.Radha Raghuramapatruni	Syllabus version				1.0	
	Course Pre-requisite(s)		Contact hours				50	
	Course Co-requisite(s)		Date Approved					
	Alternate Exposure							

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.

Learning Outcomes

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

	Course Outcomes	Assessment
CO1	Understand need, modes, and models of global sourcing	A1
CO2	Explore and analyze the role of trade promotion bodies of India.	A3
CO3	Students will be able to examine worldwide inter country trade volumes.	A3 & A2
CO4	Understand the various functions and operations of various multilateral trade institutions.	A3 & A2
CO5	Understand the opportunities and challenges of India in the various multilateral trade organizations.	A4

Unit I Title: Introduction to Global Sourcing No of Hours- 10

Definition and meaning of Sourcing & Outsourcing; global purchasing management; Skill required; Need for global sourcing; Modes of global sourcing. Global sourcing models & risks involved.

Case Study: Global Sourcing Development at IKEA

Learning Outcomes:

After completion of this unit, the student will be able to

- To understand the concepts of sourcing and outsourcing. L1
- To understand the global purchase management system. L2
- Understand the core concepts of skill requirement. L3
- Explain the infrastructure and needs of global sourcing. L4
- Explore the various global sourcing models and the risks involved. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit II Title: Cost considerations in global sourcing No. of Hours: 10

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

Learning Outcomes:

After completion of this unit, the student will be able to

- Understand the landed costs and landed cost models. L1
- To understand the supply chain requirements. L2
- To understand the relationship between contract and business. L3
- Identify the various risks involved in supply chain. L4
- Helps the students to understand the supply chain risk management strategy. L5

Unit III Title: Strategic sourcing plan and its operations' alignment: No of Hours.10

Requirement mapping, opportunity analysis, segmentation. Types of Global Sourcing: Technology Oriented Global Sourcing, Cost Oriented Global Sourcing & Competition Oriented Global Sourcing. Global Procurement

Case Study: ASL Case Study

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the Requirement mapping. L1
- Understand the factors influencing the opportunity analysis. L2
- Explain the different models of global sourcing. L3
- Explain the factors influencing global procurement. L4
- Explain the global sourcing market segmentation. L5

Pedagogy Tools: Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit IV**Title: Sourcing through Bids and Proposals:****No of Hours- 10**

Solicitation planning and methods. Supplier diversity management – diversity programs, supplier diversity best practices; global supplier diversity; diversity advocacy organizations. Sustainability – Issues, Guidelines, criteria for supplier evaluation, World Bank Reports of International Bidding.

Case Study: Global Sourcing at Nike

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the concept of soliciting and planning. L1.
- Explain the role of global supplier diversity. L2
- Understand Sustainability of supply chain. L3
- Explain supplier evaluation. L4
- Discuss international bidding. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Unit V**Title: Global sourcing trends****No of Hours- 10**

Developing global sourcing strategies; Trends in Global Sourcing, International trade requirements. Sourcing to settle (S2S) – Need for S2S; Implementing, managing, & outsourcing S2S process.

Case Study: Philips healthcare: global sourcing in a post-covid-19 world

Learning Outcomes: After completion of this unit, the student will be able to

- Understand the various global sourcing strategies. L1
- Understand the trends in global sourcing. L2
- Explain the S2S sourcing to settle. L3
- Discuss the outsourcing S2S process. L4
- Explain Needs for S2S. L5

Pedagogy Tools: Case study, Guest lectures, self-reading, polls, Conversation Boards

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

**as per grouping made by the PGP Office (no deviation permitted)*

Evaluation pattern

Case /Project presentation: Students can choose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case (based on issues related to global sourcing) for presentation will be given in the class. In case of Project topics based on global sourcing would be suggested for submission of project report and this is followed by Presentation.

Coursera: Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

Mid exam: Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

End-term examination: essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay, short answer questions and Case Study.

Mapping COs – Blooms levels – Assessment Tools

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

CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).
0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1	1	1	0	1	0	0	1	1	5
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18
Target Level Max.	9	11	4	12	6	6	11	11	70

Program Outcomes

1	Apply knowledge of management theories and practices to solve business problems.
2	Foster analytical and critical thinking abilities for data-based decision making.
3	Ability to develop value based leadership approach.
4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6	Apply range of entrepreneurial skills in business decisions.
7	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8	Evaluate opportunities and risks for operating businesses in the international context.

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. You need to read different books and journal papers to master certain relevant concepts to analyses cases and evaluate projects. Some of these reference books given below will be available in our library.

Reference Books:

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- Sourcing and Supply Chain Management – Handfield, Monczka, Patterson; CENGAGE



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: MOP848	Course Title: Strategic Logistics Management	
Semester: IV	Course Type: Elective	Credits: 3 (40 Hours)
Home Programme(s): MBA, MBA (HR), MBA (IB, IBF, GLSCM)		Batch/Academic Year: 2020-2022
Course Leader: Prof. Sai Sudhakar Nudurupati		

Course description and learning Outcomes

Traditionally, “Logistics” had been treated as an operational activity and was perceived as an activity which does not have any function other than “transportation”. However, over the past two decades, perceptions on this have changed dramatically and “logistics” gained attention to be included in the strategic planning processes of firms. It has increased its importance from a “minimum necessary function” to (i) an activity of significant cost savings (ii) an activity that had enormous potential to provide better customer service and (iii) a marketing weapon that could be effectively utilized to gain sustainable competitive advantage. The improved logistics capabilities will complement the supply chain operations. The objective set for this course is to provide students with an understanding of conceptual framework in logistics, logistics mix, approaches to logistics management, risk assessment and strategies etc.

Learning Outcomes:

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

	Course Outcomes	Assessment
CO1	Understand the role of logistics in strategic planning.	A1, A2
CO2	Explore the role of transportation, storage, distribution and risk management in strategic planning	A2, A4
CO 3	Evaluate the storage capacity and other factors for better utilization of warehouse space	A3
CO4	Analyse the network design to evaluate the location decisions	A4
CO5	Evaluate strategies for reverse logistics and humanitarian logistics	A4

Course outline and indicative content

Unit I (4 sessions) (CO1, CO2; L1 – L6)

Introduction to strategic logistics planning: conceptual framework of logistics; logistics mix, logistics – a system concept; logistics for business excellence; customer service – a key element in logistics; service attributes; value added logistical services; logistics outsourcing – benefits, 3PLs & 4PLs; logistics and competitive strategy: gaining competitive advantage through logistics; the mission of logistics management; the changing logistics environment

Unit II (5 sessions) (CO2, CO3; L1 – L6)

Transportation, storage and material handling: Transportation: transportation modes & options; infrastructure; freight management; transportation networking; Storage: warehousing functions; options; layout design; costing and performance; cold chain infrastructure; Material handling: its role; equipment and systems; packaging.

Unit III (4 sessions) (CO3; L1 – L6)

Inventory management & logistics information systems: Inventory: Its functions; costs related to inventory and controls; Kanban; just-in-time; Logistics information systems (LIS): information needs, designing LIS; role of technology; automatic identification technology; communication technology; simulation

Unit IV (3 sessions) (CO3, CO4; L1 – L6)

Network design analysis: Facility location analysis: network design, its alternatives and costs associated with them; the infinite set approach - centre of gravity of supply and demand; the feasible set approach - location weighted score method

Unit V (5 sessions) (CO5; L1 – L6)

Reverse logistics and humanitarian logistics: why reverse logistic and its scope; product returns; end-of-life disposal schemes; asset value recovery strategies; ethics and impact of logistics & supply chain activities on triple bottom line; green logistics management; Humanitarian logistics: insights & challenges

Task	Task type	Task mode	Weightage (%)
A1. Mid exam	Individual	Written	20
A2. Coursera / online Course	Individual	Report / Presentation	10
A3. Case study	Groups*	PPT presentations	20
A4. End-term exam	Individual	Written	50

Assessment methods

Evaluation pattern

A1: Mid exam: Short or essay questions mainly based on the application of knowledge in the area of supply chain management. The syllabus is from first two units.

A2: Coursera / online course: Complete respective course listed by the course leader through online and required to produce course completion certificate. In addition the student would need to complete an assessment for awarding marks.

A3: Case presentation / Project: Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case/project for presentation will be given in the class.

A4: End-term examination: Short answer and essay answer questions mainly based on the application of knowledge in supply chain management and the syllabus is from all five units. This normally follows the institutional guidelines

Mapping COs - Blooms levels- Assessment Tools

KNOWLEDGE DIMENSION / COGNITIVE DIMENSION	L1. REMEMBER	L2. UNDERSTAND	L3. APPLY	L4. ANALYZE	L5. EVALUATE	L6. CREATE
Factual Knowledge		CO1				
Conceptual Knowledge			CO2			
Procedural Knowledge				CO4	CO5	
Meta Cognitive Knowledge					CO3	

Learning and teaching activities

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

Teaching and learning resources

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

Prescribed text book:

Sople, V.V. (2013). Logistics management (3rd edition). Pearson publications: New Delhi.

Referential text books and journal papers:

Harrison, A., Van Hoek, R., (2011). *Logistics management strategy: competing through the supply chain*, Fourth edition. Harlow: Financial Times Prentice Hall.

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

Christopher, M. (2011). *Logistics & Supply Chain Management*, Fourth edition. Harlow: Financial Times Prentice Hall.
Stock, J.R., & Lambert, D.M. (2000). *Strategic logistics management*, Fourth edition. McGraw-Hill/Irwin publications: USA.

Kovács, G. and Spens, K. M. (2007). "Humanitarian logistics in disaster relief operations", *International Journal of Physical Distribution & Logistics Management*, Vol. 37, No. 2, pp.99-114.

Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). "A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management", *International Journal of Production Research*, Vol.53, No.21, pp. 6473-6494

Suggested journals:

- International Journal of Physical Distribution & Logistics Management
- Journal of Supply Chain Management
- Supply Chain Management, An International Journal
- Journal of Operations Management
- Production and Operations Management
- International Journal of Production and Operations Management
- International Journal of Production Economics
- International Journal of Production Research
- Production Planning and Control

CO PO Mapping

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

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

CO PO Mapping									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
CO1							3	1	4
CO2	2						3	2	7
CO3	3	3	1	3	2	1	2	3	18
CO4	3	2						2	7
CO5				3				1	4
Target Level Max.	8	5	1	6	2	1	8	9	40

Note:

Mention the POs of relevant program only

for example, if it is General MBA then mention as given below

General MBA-Programme Outcomes (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making.
3.	Ability to develop value-based leadership approach.
4.	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6.	Apply range of entrepreneurial skills in business decisions.
7.	Ability to recognize the need and adopt the knowledge of contemporary issues, and also to engage in life-long learning.
8.	Ability to help organizations adapt in the emerging business landscape

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