GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT
GITAM UNIVERSITY

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

VISAKHAPATNAM * HYDERABAD * BENGALURU
Accredited by NAAC with 'A' Grade

REGULATIONS & SYLLABUS
of
Master of Business Administration (HR)
A Two Year Full Time - Trimester Programme
(w.e.f 2016-17 Admitted Batch)

Website : **www.gitam.edu**

2016

CONTENTS

Master of Business Administration (HR)
A Two Year Full Time -Trimester Programme
(*w.e.f. 2016-17 Admitted Batch*)

1.0 ADMISSION

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

2.0 ELIGIBILITY CRITERIA

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

3.0 CHOICE BASED CREDIT SYSTEM

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

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

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

4.0 PROGRAM EDUCATIONAL OBJECTIVES

Our program will produce graduates who:

1. Are competent, creative, and highly valued professionals in industry, academia, or government.

2. Are flexible and adaptable in the workplace, possess the capacity to embrace new opportunities of emerging technologies, and embrace leadership and teamwork opportunities, all affording sustainable management careers.

3. Continue their professional development by obtaining advanced degrees in Management or other professional fields.

4. Act with global, ethical, societal, ecological, and commercial awareness expected of practicing management professionals.

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4.1 PROGRAM OUTCOMES

Our program will produce graduates who have attained:

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

4.2   STRUCTURE OF THE PROGRAM:

The Program Consists of

i)   Foundation Courses (compulsory) which give general exposure to a Student in communication and subject related area.

ii)   Core Courses (compulsory).

iii) Discipline centric electives which

a)   are supportive to the discipline   ⎫ Intra
b)   give expanded scope of the subject   ⎬ Departmental
                                                                       Electives

c)   give inter disciplinary exposure   ⎫ Inter
d)   Nurture the student skills   ⎬ Departmental
                                                                       Electives

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

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

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

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

4.5   Range of Credits

Course	Range of Credits
Theory	2 to 6
Practical	2 to 3
Project Work	1 to 5
Professional Competency Development	1 or 2
Viva Voce	1 or 2
Seminar	1 or 2

4.6   The curriculum of the six trimester MBA (HR) program is designed to have a total of **244 credits**. However for the award of MBA (HR) degree, the students has to earn a minimum of **126 credits** only as shown in Table 1

Table 1: Course Structure

Nature of Course	No.of Courses	Total Credits	Percentage
a) Foundation/general courses	15	45	18.5%
b) Core courses	10	30	12.5%
c) Discipline centric electives (i) Within discipline (ii) Related discipline	38	114	46.5%
d) Open electives/skill based	28	55	22.5%
Total	91	244	100%

Preparatory Courses

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

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

Trimester-wise Programme Structure

4.7 Trimester-I Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH701		Foundation	Management Theory & Practice	3		3	40	60	100	3
2	MMH704		Foundation	Business Environment	3		3	40	60	100	3
3	MMH707		Foundation	Managerial Economics	3		3	40	60	100	3
4	MMH710		Foundation	Organizational Behavior	3		3	40	60	100	3
5	MMH713		Foundation	Financial Accounting and Analysis	3		3	40	60	100	3
6	MMH 716		Foundation	Business Statistics	3		3	40	60	100	3
7	MMH731		Foundation	IT for Management		2	2	100	---	100	1
8	MHR794		Skill Based	Field Work - I The Factories Act, 1948		1	1	50		50	1
9	MMH791		Skill Based	Trimester-end Viva-voce					50	50	1
				Totals:	18	3	21	390	410	800	21

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
1	MMH803	PCD	Value Based	Outbound Training (OBT) *				50		50	**1**
2	MMH804	PCD	Value Based	Yoga & Meditation	2		2	50		50	**1**
				Totals:	**2**		**2**	**100**		**100**	**2**

Key: T = Theory classes, P= Practical, TEE – Term end evaluation, CA – Continuous assessment
OBT *: Credits based on three days continuous assessment during outdoor events.

Trimester-II Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH702		Foundation	Managerial Communication	3		3	40	60	100	3
2	MMH705		Foundation	Cost & Management Accounting	3		3	40	60	100	3
3	MMH708		Foundation	Business Laws	3		3	40	60	100	3
4	MMH711		Value Based	Ethics and Values in Business	3		3	40	60	100	3
5	MMH714		Skill Based	Business Research Methodology	3		3	40	60	100	3
6	MHR702		Foundation	Human Resource Management - I	3		3	40	60	100	3
7	MHR795		Skill Based	Field Work - II Govt. Organizations		1	1	50		50	1
8	MMH792		Skill Based	Trimester-end Viva-voce					50	50	1
				Totals:	18	1	19	290	410	700	20

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
1	MMH805	PCD	Skill Based	Soft Skills-1		4	4	50		50	2
2	MMH806	PCD	Value Based	Social Project *				50		50	1
				Totals:		**4**	**4**	**100**	**0**	**100**	**3**

Key: T = Theory classes, P= Practicals, TEE – Term end evaluation, CA – Continuous assessment

Trimester-III Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH703		Value Based	Gandhian Thought and Management	3		3	40	60	100	3
2	MMH706		Foundation	Operations Management	3		3	40	60	100	3
3	MMH709		Foundation	Marketing Management	3		3	40	60	100	3
4	MMH712		Foundation	Financial Management	3		3	40	60	100	3
6	MMH715		Skill Based	Entrepreneurship	3		3	40	60	100	3
6	MHR703		Foundation	Human Resource Management - II	3		3	40	60	100	3
7	MHR796		Skill Based	Field Work - III The Contract Labour Regulation & Abolition) Act, 1970		1	1	50		50	1
8	MMH793		Skill Based	Year end Viva-voce					100	100	2
				Totals:	18		19	240	460	700	21

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
1	MMH807	PCD	Value Based	Business English Certificate (BEC)-1 #		*	*	-		-	*
2	MMH808	PCD	Value Based	Book Review *				50		50	1
3	MMH809	PCD	Value Based	Current Business Affairs (CBA)-1	2		2	50		50	2
4	MMH812	PCD	Value Based	Soft Skills		4	4	50		50	2
				Totals:	**2**	**4**	**6**	**150**		**150**	**5**

Key: T = Theory, P= Practical, TEE – Term End Evaluation, CA – Continuous Assessment

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

Trimester-IV Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MHR841		Elective	Human Resource Development	3		3	40	60	100	3
2	MHR844		Elective	Employee Welfare & Labour Administration	3		3	40	60	100	3
3	MHR847		Elective	Employment Laws - 1	3		3	40	60	100	3
4	MHR850		Elective	Compensation Management	3		3	40	60	100	3
5	MHR853		Elective	HR Value Proposition	3		3	40	60	100	3
6	MHR856		Skill Based	Human Resource Information Systems	2	2	4	40	60	100	3
7	MMH891		Skill Based	Summer Internship Project Report & Viva				-	100	100	2+1
8	MMH894		Skill Based	Trimester end Viva-Voce				-	50	50	1
				Totals:	17	2	19	240	510	750	22

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
1	MMH807	PCD	Skill Based	Business English Certificate (BEC)-2 #		*	*	-		-	*
2	MMH810	PCD	Value Based	Current Business Affairs (CBA)-2	2		2	50		50	2
				Totals:	2		2	50		50	2

Key: T = Theory, P= Practical, TEE – Term End Evaluation, CA – Continuous Assessment
BEC#: Credit will be given after receiving certification in VI trimester

Trimester-V Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MHR842		Elective	Employment Laws-2	3		3	40	60	100	3
2	MHR845		Elective	Industrial Relations	3		3	40	60	100	3
3	MHR848		Elective	Global Human Resource Management	3		3	40	60	100	3
4	MHR851		Elective	Strategic HRM	3		3	40	60	100	3
5	MHR854		Elective	Drafting - Statutory Compliance Forms	3		3	40	60	100	3
6	MMH892		Skill Based	Comprehensive Viva				-	100	100	2
				Total:	15		15	200	400	600	17

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
1	MMH811	PCD	Skill Based	Business Simulation	4	4		50		50	2
2	MMH807	PCD	Skill Based	Business English Certificate (BEC)-3	2						2
				Totals:	6	4		50		50	4

Key: T = Theory, P= Practical, TEE – Term End Evaluation, CA – Continuous Assessment
Elective *: Choose any 5 courses from the list of 19 electives provided below.
There should be a minimum of 20 students enrolled to offer an elective course

Trimester-VI Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH841 To MMH856	Elective	Contemporary	Contemporary-2 *	4		4	50 + 50		100	4
2	MMH893	Core	Skill Based	Venture Planning/ Research Papers/Project Report				-	150	150	3
3	MOE803*	Open	Skill Based	Open Electives	3		3	100	-	100	3
4	MOE806*	Open	Skill Based	Open Electives	3		3	100	-	100	3
5	MMH896	Core	Skill Based	Project Viva				-	50	50	2
				Totals:	10		10	300	200	500	15

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

Professional Competency Development (PCD) Courses

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

Key: T = Theory, P= Practical, TEE – Term End Evaluation, CA – Continuous Assessment

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

Trimester-VI Professional Competency Courses

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

Note: Professional Competency Development Courses (PCD) offered are for 16 credits, of which the student needs to secure a minimum of 10 credits. In case, the student is able to obtain more credits than required, the PCD Grade Point will be calculated with the highest marks secured out of best 10 credits courses.

Trimester-VI Contemporary Courses

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

4.8 OPEN ELECTIVES

Student has to choose two open elective courses from the options available during two years study period i.e. at any trimester during first year or second year course of study. Each course has 3 credits. Credits will be shown in VI Trimester only. The courses will be chosen from Moocs, Course era, University offered open electives, BSE., & NSE certification courses out of which two courses are to be selected by the student. In case of student who got placement can choose any two courses from Moocs, Course Era, BSE & NSE.

5.0 MEDIUM OF INSTRUCTION

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

6.0 REGISTRATION

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

7.0 ATTENDANCE REQUIREMENTS

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

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

8.0 EVALUATION

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

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

8.3 The marks for each component of assessment are as shown in the Table 2.

Table 2: Assessment Procedure

S.No.	Component of Assessment	Marks Allotted	Type of Assessment	Scheme of Evaluation
1	Theory/Practical	40	Continuous Evaluation	i) Fifteen (15) marks for mid trimester examinations ii) Fifteen marks (15) for Assignment/ Seminar/Mini-project/ Research paper/ Field Projects/ Viva-Voce/Workshop/ presentations/case analysis/GDs iii) Ten (10) marks for two Quizzes carrying 5 marks each.
		60	Trimester-end Examination	Sixty (60) marks for Trimester end examinations Note: In respect of courses having practicals, theory examination shall be for forty (40) marks and practical exam for twenty (20) marks.
	Total	100		
2	Practicals (ITM)	100	Continuous Evaluation	i) 40 marks for lab performance, record and viva-voce
				ii) 60 marks for two tests of 30 marks each (one at the mid-term and the other towards the end of the trimester) conducted by the concerned lab teacher.
3	Project work (6 weeks)	100	Continuous Evaluation	i) Project report carries 50 marks ii) Project viva voce carries 50 marks
4	Social Project/ minor project	50	Continuous Evaluation	i) 30 marks for project report ii) 20 marks for viva voce
5	Research paper / venture planning / project report	200	Continuous Evaluation	i) 150 marks for report submission ii) 50 marks for viva voce
6	Year end viva voce	100	Continuous Evaluation	i) Student will be examined on the comprehensive knowledge on the course he/she studies in that year.
7	Comprehensive Viva-voce	50	Continuous Evaluation	i) Student will be examined on the comprehensive knowledge on the entire course he/she studies up to 5 trimesters.

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

8.2 Trimester End Examination:

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

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

Student shall not be absent for any of the end-term examinations conducted by the Institute. In case the student is absent, in exceptional

cases on application, the Institute will decide the merits of the application on a case to case basis.

8.3 Duration and Pattern of Trimester end Examination:

Duration of the Examination is 3 hours.

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

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

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

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

C. The following shall be the structure of question paper for Computer related courses with practicals.

S.No.	Pattern	Marks
1.	**Section A :** Five one page answer questions (Five out of Eight to be answered).	5 X 2 = 10 marks
2.	**Section B :** Five Essay type questions (either or choice Questions from each unit)	5 X 6 = 30 marks
3.	**Practicals***	20 marks
	Total	**60 marks**

* Should secure minimum 40% marks in computer related practicals.

D. The following shall be the structure of question paper for all the other theory courses

S.No.	Pattern	Marks
1.	**Section A :** Five one page answer questions (Five out of Eight to be answered).	5 X 3 = 15 marks
2.	**Section B :** Five Essay type questions (either or choice Questions from each unit)	5 X 9 = 45 marks
	Total	**60 marks**

8.4 Viva-Voce:

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

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

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

8.5 Project/Internship Seminar/Presentation:

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

8.6 FIELD WORK REGULATIONS

Each student is expected to do field work in his/her I,II, and III Trimesters respectively. The field work carries 50 marks and 1 credit. It is a compulsory course.

REGULATIONS:

Every student shall make a minimum of 3 Saturdays field work out of 4 Saturdays in the trimester.

If any student fall short of 3 Saturdays field work he/she shall make good this field work along with the next year batch of students.

East student shall attend the orientation classes to be conducted by the concerned faculty with out fail, before he/she proceeds to the filed work.

The student shall submit a draft of the field work report to the concerned faculty, who after verifying it return the report to the student for final submission. The report must be certified by the concerned faculty.

All the field work reports shall be in the student's handwriting.

9.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE

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

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

9.1 Supplementary Examination

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

10.0 SPECIAL EXAMINATION

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

11.0 BETTERMENT OF GRADES

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

1. Students who have passed all the courses of a program within the stipulated period of study and who have obtained a Pass or Second Class only are eligible for Betterment of Grades.

2. Candidates who have already secured First Class or First Class with Distinction are not eligible for betterment of Grades.

3. Candidates who have completed the programme of study beyond the stipulated period of study i.e. through Special examinations or subsequently, are not eligible for betterment of Grades.

4. Betterment of Grades is permitted only through appearance of the theory examinations.

5. Betterment of Grades is permitted only once, at the end of the program of study, simultaneously along with Special examinations.

6. Candidates can appear for betterment at one course/subject per trimester, for the number of trimesters they have studied. A six trimester MBA student can appear for betterment in any six courses/subjects. The rules & regulations framed by the University from time to time shall be applicable.

7. The better Grade secured either in the first or betterment appearance shall be considered as the final Grade.

8. New Grade Card/PC shall be issued to candidates who have improved their Grades/Class after submitting the old Grade Card/PC.

9. The date, month and year of the declaration of betterment result shall be printed on the Grade Card/PC

10. Betterment marks shall not be taken into consideration for award of ranks, prizes, and medals.

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

12.0 GRADING SYSTEM

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

Table 3: Grades & Grade Points

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

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

13.0 GRADE POINT AVERAGE

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

$$GPA = \frac{\Sigma\,[\,C \times G\,]}{\Sigma\,C}$$

Where
C = number of credits for the course,
G = grade points obtained by the student in the course.

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

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

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Table 4: CGPA required for award of Class

Distinction	≥ 8.0*
First Class	≥ 6.5
Second Class	≥ 5.5
Pass	≥ 5.0

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

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

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

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

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

14.2 Study abroad programme with University of Nebraska (UNO), Omaha, USA

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

15.0 ELIGIBILITY FOR AWARD OF MBA DEGREE

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

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

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

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

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

16.0 PEDAGOGY

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

Preparatory Courses

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

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

Trimester - I

Trimester-I Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH701		Foundation	Management Theory & Practice	3		3	40	60	100	3
2	MMH704		Foundation	Business Environment	3		3	40	60	100	3
3	MMH707		Foundation	Managerial Economics	3		3	40	60	100	3
4	MMH710		Foundation	Organizational Behavior	3		3	40	60	100	3
5	MMH713		Foundation	Financial Accounting and Analysis	3		3	40	60	100	3
6	MMH 716		Foundation	Business Statistics	3		3	40	60	100	3
7	MMH731		Foundation	IT for Management		2	2	100	---	100	1
8	MHR794		Skill Based	Field Work - I The Factories Act, 1948		1	1	50		50	1
9	MMH791		Skill Based	Trimester-end Viva-voce					50	50	1
				Totals:	18	3	21	390	410	800	21

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
1	MMH803	PCD	Value Based	Outbound Training (OBT) *				50		50	**1**
2	MMH804	PCD	Value Based	Yoga & Meditation	2		2	50		50	**1**
				Totals:	**2**		**2**	**100**		**100**	**2**

Key: T = Theory classes, P= Practical, TEE – Term end evaluation, CA – Continuous assessment
OBT *: Credits based on three days continuous assessment during outdoor events.

MBA(HR) I Trimester
MMH701: MANAGEMENT THEORY AND PRACTICE

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completion of this course the students would be able to

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

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

MBA (HR) I Trimester
MMH704: BUSINESS ENVIRONMENT

INTRODUCTION

The business environment in India is undergoing a dynamic change; what was looked upon as an underdeveloped nation is now regarded as a potential economic power, struggling to take strides in the service industry, providing multinational companies with unparalleled opportunities. With liberalization and privatization taking place in almost all major sectors of the economy, the nature and extent of the role of the state is undergoing fundamental changes; these are excellent portents. In this changing environment of such gigantic dimensions, this course is aimed at sensitizing the students to the value implications of environment on business, in general. The main drive of this course addresses planning and polices of the state, economic trends and balance of payments. Knowing the major legal environment concepts and acts in addition to corporate governance is also to be discussed in this course. Though any business is an economic activity what business ethics and social responsibilities of business should to be addressed, that is introduced in this course.

OBJECTIVES

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

LEARNING OUTCOMES

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

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

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

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

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

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

Text Book

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

Reference Books:

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

Journals

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

MBA (HR) I Trimester
MMH707: MANAGERIAL ECONOMICS

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES:

On completion of this course the student

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

COURSE SYLLABUS

Unit I: Economics - Introduction, Managerial Economics scope, importance of Managerial Economics.

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

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

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

Unit IV: Market Structure - Basis for classification of market power, kinds of competitive market, price and output decisions in perfect competition and imperfect market, Monopoly, Monopolistic, Oligopoly market - Market Failures and Externalities.

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA(HR) I Trimester
MMH710: ORGANIZATIONAL BEHAVIOR

INTRODUCTION

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

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

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

COURSE SYLLABUS

Unit I: The Individual: Ability - physical ability, intelligence. Attitude -Major Job Attitudes - Job Satisfaction.

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA (HR) I Trimester
MMH713: FINANCIAL ACCOUNTING & ANALYSIS

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completion of this course, Student should be able to

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

COURSE SYLLABUS

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

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

Unit III: Preparation of Final Accounts : Objective and need for preparation of Income Statements- Form and contents of income statements - Preparation of Trading Account, Profit and Loss Account with adjustments.

Preparation of Balance Sheet - Objectives and need for balance sheet - form and contents of balance sheet-Preparation of balance sheet with Adjusting Closing Entries relating to Depreciation on Fixed Assets (Straight Line Method and Written Down Value Method), outstanding expenses, prepaid expenses, Income received in advance, accrued income, debtors, creditors and closing stock. (NP)

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

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

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

TEXT BOOK

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

REFERENCES

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

MBA (HR) I Trimester
MMH716 BUSINESS STATISTICS

INTRODUCTION

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

LEARNING OBJECTIVES

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA (HR) I Trimester
MMH731: IT FOR MANAGEMENT

INTRODUCTION

Information Technology has emerged as a vital tool for any business organisation. It helps in performing different managerial tasks with ease and perfection. Electronic based spreadsheet program like MS Excel helps in storing, organising and manipulating the data. It can perform large variety of computations and thus helps the companies to maximize the value of their data. With features provided by Excel, many business firms see it as a vital tool for administration and effective running of a business.

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

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

SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA (HR) I TRIMESTER
MHR791: FILELD WORK - I (The Factories Act, 1948)

INTRODUCTION

The students shall undergo practical training for a period of four Saturdays in a factory located in and around Visakhapatnam to learn the safety, health, welfare facilities provided to the workers and observe the working conditions in the concerned factory. The students have to submit a report thereon along with a practical training certificate obtained from the organization. They have to submit the report to the faculty supervisor who conduct a viva voce on the basis of that report.

LEARNING OBJECTIVES
- To observe the health, safety and welfare facilities in a factory.
- Working conditions provided to the workers by the occupier of the factory.

LEARNING OUTCOMES
- The student learn and analyse the health, safety and welfare facilities in a factory
- The student observe how far the provisions in the Factories Act, 1948 are implemented in that factory.

Trimester - II

Trimester-II Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH702		Foundation	Managerial Communication	3		3	40	60	100	3
2	MMH705		Foundation	Cost & Management Accounting	3		3	40	60	100	3
3	MMH708		Foundation	Business Laws	3		3	40	60	100	3
4	MMH711		Value Based	Ethics and Values in Business	3		3	40	60	100	3
5	MMH714		Skill Based	Business Research Methodology	3		3	40	60	100	3
6	MHR702		Foundation	Human Resource Management - I	3		3	40	60	100	3
7	MHR795		Skill Based	Field Work - II Govt. Organizations		1	1	50		50	1
8	MMH792		Skill Based	Trimester-end Viva-voce					50	50	1
				Totals:	18	1	19	290	410	700	20

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
1	MMH805	PCD	Skill Based	Soft Skills-1		4	4	50		50	2
2	MMH806	PCD	Value Based	Social Project *				50		50	1
				Totals:		**4**	**4**	**100**	**0**	**100**	**3**

Key: T = Theory classes, P= Practicals, TEE – Term end evaluation, CA – Continuous assessment

MBA (HR) II Trimester
MMH702 : MANAGERIAL COMMUNICATION

INTRODUCTION

The focus of this paper is to make the students understand organizational communication, the impact of interpersonal relationships on interpersonal communication, to gain a perspective on the Management process and its dependence on communication.

Learning Objectives:

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

Learning Outcomes:

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

COURSE SYLLABUS

UNIT I: Communicationand Management-The Paradoxof Human Communication- The Management Processand Communication- Communication as a process- Achievingeffectivenessin Human Communication

UNIT II: ManagementofInterpersonalCommunication-Intrapersonal FoundationsforCommunication -Motivation;Perception;Emotions.

UNIT III: Models forUnderstandingInterpersonalRelationships-Models-ExchangeTheory;JohariWindow;TransactionalAnalysis.

UNIT IV: Barriers-PowerDifferences-Language-Defensiveness- Gateways-InterpersonalTrust-Listening-Feedback-Nonverbal Communication-NondirectiveCounselling

UNIT V: InterpersonalInfluence-InterpersonalInfluence-TheInfluence Process-ResistancetoChange-OrganizationalLimitationstoInterpersonal Influence

Caselet(Not Exceeding 200words)

Text Book

Wofford,GerloffandCummins,OrganizationalCommunication-The Keystone toManagerial Effectiveness,McGraw Hill, 1977

Reference Books

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

Journals

1. Asia Pacific Journal of HRM, Asia Pacific Institute of Management, NewDelhi.
2. GITAM Journal of Management, GITAMUniversity, Visakhapatnam.
3. Harvard Business Review, Harvard Business Publishing Co., USA.
4. HRD Times, National HRD Net work, Hyderabad.

MBA II Trimester
MMH705: COST & MANAGEMENT ACCOUNTING

INTRODUCTION

Every business has to manage its finances through well laid out Management and Accounting procedures. Cost Accounting is a branch of Accounting which is designed to measure the economic resources used in producing goods or providing services. Cost and Management Accounting provide the fundamental rules and techniques governing accounting practices, which helps to effectively control and manage costs of a business.

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

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

COURSE SYLLABUS

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

Unit II: Preparation of Cost Sheet: Classification of costs - prime cost, works cost, cost of production, Cost of sales, preparation of cost sheet for special work orders.Issue of materials - FIFO, LIFO, Simple Average and Weighted Average pricing methods.

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

Unit IV: Activity Based Costing (ABC)- Concept of ABC- Categories in activity based costing- allocation of overheads under ABC - Benefits and Limitations of Activity based Costing (NP)

Relevant Costing - Concept of Relevant Costing - Features of Relevant Cost - Decision Making using relevant costing technique. (NP)

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA (HR) II Trimester
MMH708: BUSINESS LAWS

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

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

COURSE SYLLABUS

Unit I: Importance of Contract Act: Meaning and kinds of Contracts, essentials of a Contract, Offer and Acceptance, free consent, capacity of the parties, lawful consideration, legality of object, performance of Contract, discharge of Contract, quasi Contract.

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

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

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

Unit V: Company Law: Definition and kinds of companies - formation and advantages of incorporation of a company - Memorandum of Association-Articles of Association - Prospectus - winding up of a company.

TEXT BOOK

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

REFERENCES

Maheswari&Maheswari, "Business Laws", Himalaya Publishing Company, New Delhi, 2013
Akhileshwar Pathak, "Legal Aspects of Business", Pearson, New Delhi, 2014

JOURNALS

Business Law Reports
Journal of Institute of Management Accountant

MBA (HR) II Trimester
MMH711: ETHICS AND VALUES IN BUSINESS

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completion of this course

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

Manikutty, S., "Being Ethical - Ethics as the foundation of Business", Random House India, Noida, 2013
Worden, S., The Role of Religious and Nationalist Ethics in Strategic Leadership: The Case of J. N. Tata, Journal of Business Ethics, October 2003, Vol.47, Issue 2, pp 147-164
Barsky, A., Investigating the Effects of Moral Disengagement and Participation in Unethical Work Behaviour, Journal of Business Ethics, June 2011, Vol. 104, pp 59-75

JOURNALS

Journal of Business Ethics
Asian Journal of Business Ethics
Vikalpa, Indian Institute of Management, Ahmadabad

MBA (HR) II Trimester
MMH714: BUSINESS RESEARCH METHODOLOGY

INTRODUCTION

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

LEARNING OBJECTIVES

To interpret, define and formulate research problems and, formulate hypotheses that can be tested
To provide exposure to critical analysis, problem solving and research skills
To enable students to understand the rationale for using a particular qualitative and quantitative research method
To enable students to understand and apply a range of methods and to be able to decide on appropriate research designs and methods to investigate their chosen research problems

COURSE SYLLABUS

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

Unit II : Sample design -census Vs population, determination of sample size, sampling techniques- data collection - primary data, secondary data- methods of collecting primary data, guidelines and design of questionnaire, interview and observation techniques, Sources of secondary data.

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

Unit IV: Data Analysis: Diagrammatical and Graphical representation of the data; Components of hypothesis, Hypothesis testing procedure, Parametric tests - t distribution, Z test, F test and ANOVA - one way and two ways test.

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

TEXT BOOK

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

REFERENCES

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

MBA (HR) II Trimester
MHR 702: HUMAN RESOURCE MANAGEMENT-I

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

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

COURSE SYLLABUS

Unit I: Fundamentals of HRM: The nature and importance of HRM - Trends shaping Human Resource Management.

Unit II: Job analysis: Job analysis, job design, job description and Job specification, human resource planning.

Unit III: Acquiring: Recruitment, sources of recruitment - selection, process of selection, roles and responsibilities of HR manager.

Unit IV: Developing: Analyzing training needs and designing the training program, implementing training program, roles and responsibilities of HR manager.

Unit V: Compensation: Basic factors in determining pay rates, basic, supplementary and executive remuneration, roles and responsibilities of HR manager.

TEXT BOOK

Gary Dessler & BijuVarkkey, "Human Resource Management", Pearson, New Delhi, 2013

REFERENCES

Edwin B Flippo, "Personnel Management", Tata McGraw Hill Publishing Co., New Delhi, 1984
John H. Bernardin, "Human Resource Management - An Experiential Approach", Tata McGraw Hill, New Delhi, 2013
Mirza, S. Saiyadain, "Human Resource Management", Tata McGraw Hill, New Delhi, 2013

JOURNALS

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

MBA (HR) II TRIMESTER
MHR792: FILELD WORK - II (Govt. Organizations)

INTRODUCTION

The students shall make not less than four short visits (four Saturdays) to different Government Organizations relating to HR functions. The offices students are expected to visit are, Commissioner of Labour, Provident Fund Office, ESI Office and Inspector of Factories Office. A brief account of these visits shall be prepared in the form of a report and shall be produced to the faculty supervisor at the time of Viva Voce.

LEARNING OBJECTIVES

• The student learn how these offices function for the benefit of industrial workers.
• To gain knowledge of various forms the employer is expected to submit in these offices.

LEARNING OUTCOMES

The students will have direct interactive session with the officers and there by gain practical knowledge of PF Act, ESI Act and Gratuity Act.

Trimester - III

Trimester-III Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH703		Value Based	Gandhian Thought and Management	3		3	40	60	100	3
2	MMH706		Foundation	Operations Management	3		3	40	60	100	3
3	MMH709		Foundation	Marketing Management	3		3	40	60	100	3
4	MMH712		Foundation	Financial Management	3		3	40	60	100	3
6	MMH715		Skill Based	Entrepreneurship	3		3	40	60	100	3
6	MHR703		Foundation	Human Resource Management - II	3		3	40	60	100	3
7	MHR796		Skill Based	Field Work - III The Contract Labour Regulation & Abolition) Act, 1970		1	1	50		50	1
8	MMH793		Skill Based	Year end Viva-voce					100	100	2
				Totals:	18		19	240	460	700	21

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
1	MMH807	PCD	Value Based	Business English Certificate (BEC)-1 #		*	*	-		-	*
2	MMH808	PCD	Value Based	Book Review *				50		50	1
3	MMH809	PCD	Value Based	Current Business Affairs (CBA)-1	2		2	50		50	2
4	MMH812	PCD	Value Based	Soft Skills		4	4	50		50	2
				Totals:	**2**	**4**	**6**	**150**		**150**	**5**

Key: T = Theory, P= Practical, TEE – Term End Evaluation, CA – Continuous Assessment

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

MBA (HR) III Trimester
MMH703: GANDHIAN THOUGHT & MANAGEMENT

INTRODUCTION

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

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

LEARNING OUTCOMES

On completing this course the student

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

COURSE SYLLABUS

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

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

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

Unit IV: Ethics in strategic management: Characteristics of Gandhian Strategy - Dynamism - Experiments of Satyagraha and None-violence.

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

Human Capital
Harvard Business Review
Australian Journal of Management

MBA(HR) III Trimester
MMH706: OPERATIONS MANAGEMENT

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of course the student is able to

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA (HR) III Trimester
MMH709:MARKETING MANAGEMENT

INTRODUCTION

How good is a product or service, if they cannot be sold to the prospective customer? Marketing helps to communicate the value of a product or service to the consumer, with an aim to sell the product. Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability on the field. The importance of the 4 Ps of Marketing, i.e. Product, Pricing, Promotion and Place can never be undermined.

LEARNING OBJECTIVES

- To understand the functionality and application of elements of Marketing Mix
- To be able to create a suitable Marketing plan for a product
- To understand a range of common strategies used, with each of the various marketing mix tools: product, pricing, promotion, and distribution

LEARNING OUTCOMES

The student will be able to

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

COURSE SYLLABUS

Unit I: Overview of Marketing - Introduction to Marketing -Definition, Nature, Scope & Importance of Marketing - Philosophies of Marketing - Recent trends in Marketing

Unit II: Marketing Environment - Analysing Macro & Micro environment-Consumer behaviour - factors influencing buyer behaviour - buying process - Segmenting, Targeting & Positioning

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

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

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

Case let (Not Exceeding 200 words)

TEXT BOOK

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

REFERENCES

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

JOURNALS

GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
Vikalpa, IIM, Ahmedabad
Management Review, IIM, Bangalore

MBA (HR) III Trimester
MMH712: FINANCIAL MANAGEMENT

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

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

COURSE SYLLABUS

Unit 1: Financial Management : An IntroductionMeaning and Definition of financial Management, Goals of Financial Management, Finance Functions, Organisation of finance function, Interface between Finance and other business functions, Time Value of Money.

Unit 2: Investment Decisions:Introduction to Capital Budgeting, Importance of capital Budgeting, Complexities in Capital Budgeting, Phases of Capital Expenditure Decisions, Capital Budgeting Process, Techniques of Capital Budgeting - Accounting Rate of Return, Payback Period, Discounted Payback Period, Net Present Value, Internal Rate of Return and Profitability Index - Introduction to Risk Adjusted Capital Budgeting Techniques

Unit - 3 : Financing Decisions:Cost of Capital - Cost of Debt, Cost of Preference Shares, Cost of Equity Shares, Cost of Retained Earnings, Weighted Average Cost of Capital; Leverages - Introduction - Types of Leverages - Measurement of Operating Leverage, Financial Leverage and Combined Leverage ; Capital Structure - Introduction, Features of Ideal Capital Structure, Factors affecting Capital Structure

Unit 4: Liquidity Decisions:Working Capital Management - Introduction - Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Estimation of Working Capital

Unit 5: Dividend Decisions: Introduction, Forms of Dividends, Types of Dividend Policies, determinants of Dividend Policy -Theories of Dividend Policy - Walter Model, Gordon Model, Modigliani and Miller Model - Bonus Shares and Stock Split - Legal, procedural and Tax Aspects of Dividend Policy.

Recommended Textbook:

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

REFERENCES (All Latest Editions)

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

JOURNALS

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

MBA (HR) III Trimester
MMH715: ENTREPRENEURSHIP

INTRODUCTION

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

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completion of this course the student

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

Entrepreneurship Theory and Practice
International Journal of Entrepreneurial Behaviour and Research
International Journal of Small Business Management
International Journal of Entrepreneurship and Innovation Management

MBA (HR) III TRIMESTER
MHR 703: HUMAN RESOURCE MANAGEMENT-II

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

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

COURSE SYLLABUS

Unit I: Performance Appraisal: Nature, importance of performance appraisal and methods of performance appraisal -

Unit II: Maintenance: Occupational safety, work place health hazards, occupational security, quality of work life and work life balance

Unit III: Separation: separation process - superannuation, discharge, dismissal, VRS and exit interviews

Unit IV: Managing talent: basics of career management, importance of coaching, career management and methods

Unit V: Recent Trends in HRM: The changing role HR managers, challenges of HRM in the new millennium, ethics and fair treatment at work.

TEXT BOOK

George W Bohlander / Scott Asnell, "Principles of Human Resourse Management", Cengage Publication, 16th edition.

REFERENCES

Edwin B Flippo, "Personnel Management", Tata McGraw Hill Publishing Co., New Delhi, 1984
John H. Bernardin, "Human Resource Management - An Experiential Approach", Tata McGraw Hill, New Delhi, 2013
Mirza, S. Saiyadain, "Human Resource Management", Tata McGraw Hill, New Delhi, 2013

JOURNALS

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

MBA (HR) III TRIMESTER
MHR 793:FIELD WORK - III
(The Contract Labour Regulation & Abolition) Act, 1970

INTRODUCTION

There has been an increasing tendency on the part of the employers in many organizations. Now a days to assign more and more work to contractors rather than getting it done through regularly employed work force. This recourse to Contract Labour system may expose the Contract Labour to various abuses by the employer. There fore the Indian Legal System seeks to protect the interest of the Contract Labour by enacting Contract Labour (Regulation and Abolition) Act, 1970.

The students are expected to visit for a period of four Saturdays any one organization either in Public Sector or Private Sector where there is employment of large number of Contract Labour and they have to submit a report to the faculty supervisor at the time of Viva Voce.

LEARNING OBJECTIVES

•   The student learn the problems faced by the Contract Labour in that Organization.
•   The role of Principal Employer in providing various statutory facilities to the Contract Labour in his organization.

LEARNING OUTCOMES

The students will have a knowledge of the problems faced by the Contract Labour when they directly interact with the Contract Labour in that organization.

The students learn the various facilities provided by the Principal Employer to the Contract Labour as per the statute.

Trimester - IV

Trimester-IV Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MHR841		Elective	Human Resource Development	3		3	40	60	100	3
2	MHR844		Elective	Employee Welfare & Labour Administration	3		3	40	60	100	3
3	MHR847		Elective	Employment Laws - 1	3		3	40	60	100	3
4	MHR850		Elective	Compensation Management	3		3	40	60	100	3
5	MHR853		Elective	HR Value Proposition	3		3	40	60	100	3
6	MHR856		Skill Based	Human Resource Information Systems	2	2	4	40	60	100	3
7	MMH891		Skill Based	Summer Internship Project Report & Viva				-	100	100	2+1
8	MMH894		Skill Based	Trimester end Viva-Voce				-	50	50	1
				Totals:	17	2	19	240	510	750	22

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
1	MMH807	PCD	Skill Based	Business English Certificate (BEC)-2 #		*	*	-		-	*
2	MMH810	PCD	Value Based	Current Business Affairs (CBA)-2	2		2	50		50	2
				Totals:	2		2	50		50	2

Key: T = Theory, P= Practical, TEE – Term End Evaluation, CA – Continuous Assessment
BEC#: Credit will be given after receiving certification in VI trimester

MBA(HR) IV Trimester
MHR841: HUMAN RESOURCE DEVELOPMENT

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of course the student is able to

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA (HR) IV Trimester
MHR844: EMPLOYEE WELFARE & LABOR ADMINISTRATION

INTRODUCTION

Employee welfare is a part of social welfare. Employee welfare includes anything that is done for the comfort and improvement of employees' life, and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration which helps the organization to achieve its goals. Welfare may increase the expenses but it will benefit the organisation in the long run, as it had proved to have direct correlation to productivity, loyalty, industrial relations, discipline and brand image. It is also important for HR managers to understand various social security measures, State and Central government machinery responsible for implementation of various legislations on welfare and social security.

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completing the course the student

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

Indian Journal of Industrial Relations
Personnel Today
Labour Law Journal
Labour Law Reporter
GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MBA (HR) IV Trimester
MHR847: EMPLOYMENT LAWS - I

INTRODUCTION

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

LEARNING OBJECTIVES

- To understand the basic concepts of various labour legislations
- To acquire skills in presenting the views during litigations in a court of law
- To acquaint with various formats to be submitted to various labour departments

LEARNING OUTCOMES

After completion of the course the student

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

COURSE SYLLABUS

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

Unit II: The Industrial Disputes Act, 1947.

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

Unit IV: The Minimum Wages Act, 1948 and Payment of Wages Act, 1936.

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

TEXT BOOK

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

MBA (HR) IV Trimester
MHR850: COMPENSATION MANAGEMENT

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completing this course

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

COURSE SYLLABUS

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

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

Unit III: Executive Remuneration - Concept, Unique features of Executive Remuneration Why managers should shall be paid more. CEO's compensation package, new developments in CEO's compensation

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

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

CASELET   (Not Exceeding 200 Words)

TEXT BOOK

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

REFERENCES

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

JOURNALS

GITAM Journal of Management,
GITAM Journal of Management, GITAM University, Visakhapatnam
Harvard Business Review, New Delhi.
HRM Review, Hyderabad
Human Capital, New Delhi
Personnel To-day, Kolkata
NHRD Review, New Delhi.

MBA (HR) IV Trimester
MHR853: HR VALUE PROPOSITION

INTRODUCTION

HR practices generally deal with people performance, information and work because they create an infrastructure that affects, employees, customers, line managers and investors.   When HR practices align with strategies, organizational goals are met and sustained. The concept of HR identified four roles that HR professionals play in an organization; Employee champion administrative expert, change agent and strategic partner. When HR professionals play these roles effectively, that result in outcomes than on activities. It is observed that HR investments build organizational capabilities. These organizational capabilities create intangibles, like, talent, speed, collaboration, accountability, shared mindset, learning and leadership. The essential message of this course is that HR must deliver value. HR practices must create value in the eyes of investors, customers, line managers and employees. HR departments must be organized and they must implement strategies that create value by delivering business results in efficient and effective ways. Similarly HR professionals deliver value when their personal competencies deliver business results. Value is the foundation and premise of the HR architecture.

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

◗ Understands what is HR Value proposition and its relevance in achieving the goals of the company

◗ Learns how to implement the best HR Value Proposition in MNCs.

COURSE SYLLABUS

Unit I : The concept of HR value: The concept of HR Value Proposition; its premise; Five elements of HR Value Proposition; The fourteen criteria of the New HR.

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

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

Unit IV : HR organization; Single business and Functional HR, Holding company business and dedicated HR, diversified business and shared services HR; HR Transaction work; HR Transformation work. Roles for HR professionals: Employee advocates, Human Capital developers, functional experts, Strategic Partner, HR leader; HR Competencies.

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

Text Book :

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

References:

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

MBA (HR) IV TRIMESTER
MHR 856: HUMAN RESOURCE INFORMATION SYSTEM

INTRODUCTION

HRIS is a software solution to help automate and manage HR functions in an organization. It helps in effectively planning and manages HR costs and achieves improved efficiency. ERP on the other hand is software solution that manages all the functional modules in an organization. Knowledge of HRIS and ERP will help in managing the data better and take qualitative decisions.

OBJECTIVES

1. Understand the concept of HRIS and ERP
2. Understand the importance of data and its management
3. Apply the project management concepts in the implementation of HRIS and ERP
4. Understand ERP HR module

LEARNING OUTCOMES:

1. Design an HRIS based on the needs of the organisation
2. Implement an HRIS in an organization using the concepts of project management
3. Implement an ERP by understanding ERP life cycle methodology and project management concepts

SYLLABUS:

UNIT - I: Introduction to HRIS: Definition, Interface between HR and Technology, Need for HRIS, Types of HRIS, System development process of HRIS, Database concepts - Data, Information and Knowledge, DBMS concepts - Entities, Attributes, Relationships, Primary Keys and Foreign Keys

UNIT - II: Designing HRIS : Data and users in HRIS, HRIS Architecture - Two Tier Architecture, Three Tier Architecture, N-Tier Architecture with ERP, Cloud Computing, Planning System Implementation, System Development Life Cycle (SDLC) - Analysis , Need Analysis, Logical Design, Physical Design, Vendor Selection, Assessing System Feasibility

UNIT - III: Project Management in HRIS : IT perspective of project management, HR perspective of project management, Investments in HRIS - Cost Benefit Analysis, Implementation Costs, Estimating Indirect Benefits

UNIT - IV: ERP Implementation: Definition and Need for ERP, Benefits of ERP, ERP Life Cycle, Methodology for Implementation, ERP Package Selection, ERP Project Management

UNIT - V: ERP HRM Module: Human Capital Management Systems, HR solutions from ERP Package Vendors - SAP and Oracle, Strategic and Operational HR Processes, HR Outsourcing, Employee Health and Safety

TEXT BOOK

Kavanagh (2011), Human Resource Information Systems: Basics, Applications, and Future Direction, New Delhi: Sage Publicationa.

REFERENCE BOOKS

1.   Badgi (2012), Practical Guide to Human Resource Information Systems, New Delhi : PHI.
2.   Rajesh Ray (2010), Enterprise Resource Planning, New Delhi: Tata McGraw Hill.
3.   Ashok K Gupta (2008), Developing Human Resource Information System, New Delhi: Daya Publishing House.
4.   Goyal, D.P. (2011), Enterprise Resource Planning a Managerial Perspective, New Delhi: Tata McGraw Hill.

Trimester - V

Trimester-V Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MHR842		Elective	Employment Laws-2	3		3	40	60	100	3
2	MHR845		Elective	Industrial Relations	3		3	40	60	100	3
3	MHR848		Elective	Global Human Resource Management	3		3	40	60	100	3
4	MHR851		Elective	Strategic HRM	3		3	40	60	100	3
5	MHR854		Elective	Drafting - Statutory Compliance Forms	3		3	40	60	100	3
6	MMH892		Skill Based	Comprehensive Viva				-	100	100	2
				Total:	15		15	200	400	600	17

Professional Competency Development (PCD) Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
1	MMH811	PCD	Skill Based	Business Simulation	4	4		50		50	2
2	MMH807	PCD	Skill Based	Business English Certificate (BEC)-3	2						2
				Totals:	6	4		50		50	4

Key: T = Theory, P= Practical, TEE – Term End Evaluation, CA – Continuous Assessment
Elective *: Choose any 5 courses from the list of 19 electives provided below.
There should be a minimum of 20 students enrolled to offer an elective course

MBA (HR) V Trimester
MHR842: EMPLOYMENT LAWS - II

INTRODUCTION

In the present economic scenario, labour laws assume great importance and relevance and therefore an in-depth knowledge of labour laws is a Sine-Qua-non for Personnel Management. Understanding the basics required to sharpen managerial excellence enables Personnel Manager to take right decisions at appropriate times, which would avoid litigations of varied nature and help in maintaining industrial peace and harmony.

LEARNING OBJECTIVES

To understand the basic concepts of various labour legislations
To acquire skills in presenting the views during litigations in a court of law
To acquaint with the documentation that needs to be submitted to various labour departments

LEARNING OUTCOMES

After completion of the course the student

1. Learns various provisions of Factories Act, Contract Labour Act, etc., that are meant for the welfare of the workmen.

2. Understands the philosophy and objectives behind the enactment of various Labour Legislations by the Government of India and states.

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

COURSE SYLLABUS

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

Unit II: The Employees State Insurance Act, 1948.

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

Labour Law Reporter
Personnel Today
Human Capital
GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MBA (HR) V Trimester
MHR845 : INDUSTRIAL RELATIONS

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completing this course the student

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

Indian Journal of Industrial Relations
Human Capital
GITAM Journal of Management, GITAM Institute of Management, GITAM University, Visakhapatnam

MBA (HR) V Trimester
MHR848 : GLOBAL HUMAN RESOURCE MANAGEMENT

INTRODUCTION

In this emerging global economic environment, even companies which operate in domestic markets have to contend with global competition. The rise of India and its growth story highlights the growing role of multinational companies in India and Indian multinationals in global economy. Among the various dimensions of international business, the people dimension or the management of human resources with all its cross-cultural complexities and culture-fit issues in mergers and acquisitions assume greater significance and pose major challenges. Managing people in a multinational context is the essence of international human resource management. This requires a broader perspective of what operating internationally involves, and a clear recognition of the range of issues pertaining to all categories of staffing operating in different functional, task and managerial capacities.

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completing this course the student

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

COURSE SYLLABUS

Unit I: International Human Resource Management: Concept, scope and significance, approaches to International Human Resource Management, differences between domestic and international HR activities, organisational structure of multinational corporations.

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

Unit III: Training and development, methods of training, management development in international assignments, process for repatriation.

Unit IV: Compensation; multinational corporations and compensation system; performance management in MNCs.

Unit V: Labour Relations in multinational corporations; issues and challenges of IHRM.

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA (HR) V Trimester
MHR851 : STRATEGIC HUMAN RESOURCE MANAGEMENT

INTRODUCTION

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

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

LEARNING OBJECTIVES

• To know, how does the management of organization's human resources contributes to the sustained effectiveness of the organization?

• To discuss the impact of various approached to managing human resources, and explore how it can act as source of sustained competitive advantage.

LEARNING OUTCOMES

On completion of this course

1. Student will be able to understand the relationship of HR strategy with overall corporate strategy

2. At the end student can understand the strategic role of specific HR systems

COURSE SYLLABUS

Unit I: Introduction: Definition of SHRM, Need and Importance of SHRM; Human resources as a source of competitive advantage; Traditional HR Vs. Strategic HR, Barriers to strategic HR, Types of Strategies - Corporate Strategy, Business strategy and HR Strategy.

Unit II: Integration of HR Strategy : Integration of HR Strategy with corporate and business strategies; Different approaches to integration; the 5-P model for linking people with strategic needs of business; Role of HRM in strategy formulation and implementation; HR as a Strategic partner;

Unit III: HR Environment and Strategic HR Processes : Impact of Technology, Changing nature of work, demographic changes, workforce diversity etc., on HR; HR Planning , Strategic issues in staffing; Performance Management: Meaning and need for performance management, performance appraisal systems and their limitations.

Unit IV: Training and Development Strategies :   Cross - cultural training, Multi-skilling, Succession Planning; Creating a learning organization; Strategically oriented compensation and reward systems: Skill - based pay broad banding , variable pay, profit sharing, employee stock option plans, executive compensation.

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

TEXT   BOOK:

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

REFERENCE BOOKS:

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

JOURNALS:

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

MBA (HR) V Trimester
MHR854 : Drafting - Statutory Compliance Forms

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student could

1. Analyses the procedure for conducting Domestic enquiry in case an employee commits any act of misconduct has specified in various Labour Legislations.

2. Understand the concepts of dismissal, discharge, suspension and retirement.

COURSE SYLLABUS

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

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

Unit III: Domestic enquiry; the concept importance and the principles governing domestic enquiry and the process of conducting domestic enquiry.

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

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

TEST BOOK

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

REFERENCES

S.N. Mishra; Labour and Industrial Laws, Central Law Publications; New Delhi2013
H.L. Kumar; Law relating to disciplinary proceedings in industries; Universal Law Publications, New Delhi, 2013

JOURNALS

Human Capital
Labour Law Reporter
Personnel today

Trimester - VI

Trimester-VI Courses

Sl. No	Course Code	Course Type	Course Level	Course	Sessions			Marks			Credits
					T	P	Total	CA	TEE	Total	
Instructor Lead Courses											
1	MMH841 To MMH856	Elective	Contemporary	Contemporary-2 *	4		4	50 + 50		100	4
2	MMH893	Core	Skill Based	Venture Planning/ Research Papers/Project Report				-	150	150	3
3	MOE803*	Open	Skill Based	Open Electives	3		3	100	-	100	3
4	MOE806*	Open	Skill Based	Open Electives	3		3	100	-	100	3
5	MMH896	Core	Skill Based	Project Viva				-	50	50	2
				Totals:	10		10	300	200	500	15

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

Professional Competency Development (PCD) Courses

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

Key: T = Theory, P= Practical, TEE – Term End Evaluation, CA – Continuous Assessment

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

Trimester-VI Professional Competency Courses

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

Note: Professional Competency Development Courses (PCD) offered are for 16 credits, of which the student needs to secure a minimum of 10 credits. In case, the student is able to obtain more credits than required, the PCD Grade Point will be calculated with the highest marks secured out of best 10 credits courses.

Trimester-VI Contemporary Courses

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

PROFESSIONAL COMPETENCY DEVELOPMENT COURSES (MMH803 TO MMH812)

Professional Competency Development Courses (PCD) consists of eight Courses spread over all the six trimesters. PCD comprises of:

1.   Outbound Training Programme (OBT)
2.   Yoga & Meditation
3.   Book Review
4.   Current Business Affairs (CBA)
5.   Soft Skills
6.   Social Project
7.   Business Simulation
8.   Business English Certificate (BEC)

The total credits offered under PCD are 16. The student can earn these credits and get included in the marks list only upon successful completion of the programme. All credits pertaining to this category will be reflected in the VI trimester only. The credits will not be reflected in case the student fails to secure pass grade.

The student is required to acquire 10 credits out of the 16 available credits (MPRBA 601 to 612) to be eligible for the award of the degree. In case the student is able to secure more than 10 credits, for calculation of CGPA, the best grade points of 10 credit courses will be considered.

In case the student does not secure minimum pass grade point (in securing 10 credits), he/she is required to appear along with the following batch of students. Reappearing for PCD courses is not allowed in the case of OBT, Yoga & Meditation, Capstone and BEC.

MMH803: OUTBOUND TRAINING (OBT)

INTRODUCTION

Alone we can do so little; together we can do so much. ~ Helen Keller

In today's corporate world, developing teamwork skills in the workplace has become a necessity Teamwork is one of the most important essence of a successful organization. Absence of teamwork can lead to a lot of problems in the organization. It has been observed by organizations and institutions that working as teams gives better results than working individually. Effective teamwork brings success to the entire team and organization as well. Henry Ford - one of the legends of automobile industry said, "If everyone is moving forward together, then success takes care of itself".

Working as a team, to successfully achieve the goals and objectives, requires effective team communication strategies. Teamwork includes communication, understanding and coordination among team members along with mutual trust.

In a team, every individual's contribution is important. Everyone has something to contribute. But in a good team, every individual gives for the cause of the team. A team depends as much on individual creativity as it does on collective thought.

LEARNING OBJECTIVES:

To appreciate the importance of working in teams
Becoming an effective team member
Improving interpersonal communication skills

LEARNING OUTCOME

After participation in the Out Bound Training the student

1. Would be able to identify one's own strengths and weaknesses and use for self development
2. Develops confidence levels and commitment towards achieving tasks

ACTIVITY STRUCTURE

Team building activities make it possible for everyone in the team to participate and allow them to better understand each other's strengths and weaknesses. To enhance and appreciate teamwork, students would be divided into teams

and various activities will be conducted. The activities will be conducted over a three day period at a location outside the Institute. An external agency will be deputed to conduct these activities and assess the student on various parameters.

The total assessment would be for 50 marks.

MMH804: YOGA & MEDITATION

INTRODUCTION

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

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

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

LEARNING OBJECTIVES:

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

LEARNINGOUTCOMES

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

1. Experience body flexibility after attending yoga classes.
2. Enhance their attention skills.
3. Become more focused on their studies and improve their health.

ACTIVITY STRUCTURE

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

The assessment would be for 50 marks.

MMH805 & MMH812: SOFT SKILLS

INTRODUCTION

Management involves utilising the human capital of an enterprise to contribute to the success of the enterprise. Management is the act of coordinating the efforts of people to accomplish desired goals using available resources efficiently and effectively.

Today's workforce comes from varied social and cultural backgrounds, with differing standards of behaviour. These may not always be in sync with the norms of the organization. The ability to deal with differences, multiculturalism and diversity is needed more than ever. It is important, for students who would be entering the corporate world for the first time, to inculcate behaviour that is appropriate for the workplace. The importance of personal grooming, business etiquette, verbal and non-verbal communication, telephone etiquette and general professional conduct, can never be undermined.

Soft Skills is now recognised as key to making businesses more profitable and better places to work. Increasingly, companies aren't just assessing their current staff and future recruits on their business skills. They are now assessing them on a whole host of soft skill competencies around how well they relate and communicate to others.

It has been found thatsoft skills can be developed and honed on an on-going basis through good training, insightful reading, observation, and of course, practise, practise, practise.

Students can focus on areas of self-improvement to help improve their behaviour, transform their professional image and create a positive impact in their careers. Greater awareness of grooming and etiquette will help one to develop poise and confidence. This will significantly impact the image that one has in any formal, professional and social situations

LEARNING OBJECTIVES
- To understand and enhance social skills
- To develop logical reasoning and quantitative abilities
- To help build greater confidence when interacting with people
- To build on the ability to make a positive first impression
- To help improve the overall appearance

LEARNING OUTCOMES

Soft skills would enable the student in

1. Understanding the strengths and weaknesses of oneself and
2. Gaining confidence in participating in group discussion on current topics.
3. Improving problem solving abilities (Quantitative and Logical)

ACTIVITY STRUCTURE

Students would be focusing on the following major activities under this Course:

a) Grooming & etiquette
b) Introspection, self awareness and self introduction
c) CV writing
d) Facing interviews
e) Training in aptitude and employability tests.

Guidance on the above issues would be given by an expert and Faculty would be guiding them through one-to-one interaction. Assessing them on their performance would be done by the Faculty.

The assessment would be for 50 marks.

MMH806: SOCIAL PROJECT

INTRODUCTION

In a large democracy like India, social issues or concerns are many within various communities. Some of them could be common, some unique and depends on the surroundings/environment that the community is exposed to. Even though there could be interventions from governmental and non-governmental bodies, some of these persist, which the community wishes would vanish. This course, Social Project is designed as a study that can take social concerns, research the facts, constraints, alternatives and recommend implementable solutions that can alleviate the concern within a community. Students are expected to go into the community to identify the perennial problem and see the best way to resolve them, by interacting with community members, NGOs and other governmental bodies.

LEARNING OBJECTIVES

1.   To understand the concerns of a community.
2.   To pick a concern that can add maximum value to the community
3.   Analyze, organize and prioritize constraints/concern.
4.   Recommend a solution that is implementable.

LEARNING OUTCOMES

On completing this course the student

1.   Will be able to empathize with the social concern within the community.
2.   Will be able to assess and gather relevant information.
3.   Will be proud that they have made a difference to the community.

ACTIVITY STRUCTURE:

Before the course starts, students are assigned a specific faculty mentor, who will be their point of contact for the social project. As this course is a self-study assessment of concerns within the community. Students are expected to go out into the community to assess problems and work with their faculty mentor to finalize the project and submit a report to earn credits.

MMH807: BUSINESS ENGLISH CERTIFICATE (BEC)

INTRODUCTION

The world may be getting smaller, but people still speak different languages. International trade and business needs a common language and as all are aware, that place has been taken by English language. However, the words of business are different to everyday use so it's not really something everyone picks up intuitively.

Business English Certificate (BEC) programme is one of the value added programmes offered by GITAM Institute of Management in collaboration with University of Cambridge & British Council. BEC is used by hundred of employers, either as part of their staff development programme or as a qualification that they look for when recruiting staff. BEC is a globally recognized qualification and it enhances the job prospects and adds value to the CV of the student. BEC gives the opportunity to learn practical workplace English skills. Preparing for BEC improves one's confidence in using business English, particularly speaking. Many Universities internationally recognize BEC for business courses.

LEARNING OBJECTIVES

To understand the nuances of Business English
To enhance the student's English speaking skills
To clearly understand the difference between business English and colloquial English
To achieve maximum proficiency in business English

LEARNING OUTCOMES

Upon completion of this course, students will -

◗ Learn to confidently communicate in English at the workplace
◗ Acquire the following Business English skills in accordance with their BEC Levels:
◗ BEC Preliminary: read reports, charts and advertisements; write short email or memo; understand short conversations; give short presentations.
◗ 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.
◗ 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.

◗   BEC Preliminary is a lower intermediate level and is meant for candidates having limited confidence in their usage of English.
◗   BEC Vantage is at intermediate level and is suitable for candidates who have fluency in English.
◗   BEC Higher is an advanced level certificate and is for candidates who can use English very confidently in both professional and social situations.

The students would be evaluated based on their performance in various tests conducted. The tests include:

◗   Diagnostic test
◗   Speaking test
◗   Mock test conducted by the Institute
◗   Test conducted by British Council.

Performance in BEC would be evaluated for 50 marks each. A certificate would be awarded to those students who clear the test conducted by the British Council.

MMH808: BOOK REVIEW

INTRODUCTION

Reading maketh a full man; conference a ready man; and writing an exact man - Francis Bacon.

Communication is the basis of our lives and we would in this day and age, be handicapped without it. Communication is a vital element for successful career in the corporate world. Effective Communication is significant for managers in the organizations so as to perform the basic functions of management. Communication is one of the activities that managers devote a great part of their time. Communication can be improved through extensive reading and writing.

Despite the deep penetrating reach of the visual media, books have a definite edge over other mediums of communication and entertainment. Reading is an activity that is both fun and enlightening. It can help us be more knowledgeable and successful. Reading as a habit has always nurtured a wholesome sense of well-being. Avid readers tend to have a better grasp on realities and are known to be better judges of people. However, it has been seen that, with the advent of technology, reading is an activity that many people don't engage in very much. A national survey in USA revealed that 50% of the population hasn't read a book in the last six months!

Reviewing a book after reading enhances the analytical writing which hones the critical thinking. It assesses the ability to articulate and support complex ideas, construct and evaluate arguments, and sustain a focused and coherent discussion. Written Communication involves expressing oneself clearly, using language with precision; constructing a logical argument; note taking, editing and summarising; and writing reports.

LEARNING OBJECTIVES

Experience the pleasure and inculcate the habit of reading
Enhance the critical thinking ability of the students
Master the art of communicating using good writing skills

LEARNING OUTCOMES

After completion of book review the student

1. Will be able to debate, evaluate and assess the ideas.
2. Will improve the overall communication skills.

ACTIVITY STRUCTURE

A general/management book would be given to the student to read. The student is expected to critically analyse, present his/her arguments leading to a conclusion of the writings through this review.

The assessment would be for a total of 50 marks.

MMH809 & MMH810: CURRENT BUSINESS AFFAIRS (CBA)

INTRODUCTION

Knowledge is Power - Sir Francis Bacon.

It is certain that with knowledge or education one's potential or abilities in life will certainly increase. Having and sharing knowledge is widely recognised as the basis for improving one's reputation and influence. This means a person has the resourcefulness to obtain and criticize useful and informative information in order to become well informed citizens who can make intelligent decisions based upon their understanding and awareness of everyday situations. Equipped with knowledge, a person can project a confident demeanour.

Management students, aspiring to enter the corporate world, need to know what is happening around them and remember them. This can be made easy by inculcating a habit of keenly following the happenings in the world, that can have impact on business, through regular reading, which should include newspapers, magazines - business and other, listen to news and keep a healthy interaction with the whole world.

LEARNING OBJECTIVES
- Improve reading habit
- To create awareness on current business matters
- Improve critical thinking on business issues
- Equip students with knowledge and skill to succeed in job interviews

LEARNING OUTCOMES

On participation in the discussion and giving the online test On Current Business Affairs the student would

1. Gain an understanding on the issues being dealt currently in the country.
2. Gain confidence in participating in group discussion on current topics.

COURSE STRUCTURE

The student is required to read a Business magazine supplied by the Institution and appear for a weekly online quiz conducted on each Issue. During the class session (two sessions per week) Group Discussion is conducted (group of 6-8) on current topics relevant to that period and which are considered important for Management students.

REFERENCES

Suggested readings:

Newspapers:

Economic Times
Mint
Business Line
The Hindu

Magazines:

Business World
Business India
India Today
Business Today

MMH811: BUSINESS SIMULATION

INTRODUCTION

People learn best by doing.

Business is particularly in need of professionals who are able to turn theory into practice. As the use of interactive technology in games, communication and business expands, so does the need to offer courses based on interactive learning experiences. An emotional involvement is essential to motivate inquiry, to retain information, and to develop strategic thinking skills.

Students learn more and give better evaluations when they enjoy their educational experience. Simulations teach using the ultimate educational combination of reading, lecture and hands-on experience. Students may forget what they read and hear, but few forget a simulation-based course because they inject realism, enthusiasm and interactivity into education. Interaction is "a necessary and fundamental mechanism for knowledge acquisition and the development of both cognitive and physical skills".

Business Simulation is a comprehensive introduction to basic business concepts, providing hands-on decision making experience in R&D, marketing, production and finance. Capstone business simulation teaches business strategy using a more complex business model operating in a multi-layered marketplace.

OBJECTIVES

Demonstrate effectiveness of multi-discipline teams working together
To use strategic thinking to an advantage
Understand overall interaction and impact of various parts of a business on one another
Grow an awareness of competition in the business world
To gain knowledge through experiential learning, as to how a business operates, understand key financial metrics, and leverage team-mates' expertise.

LEARNING OUTCOMES

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

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.

MBA (HR) VI Trimester
MMH841:CSR & SUSTAINABLE DEVELOPMENT

INTRODUCTION

Corporate Social Responsibility (CSR) assumes pivotal significance in the world-wide debate on sustainable development. Much of humankind is vulnerable to natural disasters, extreme poverty, infectious disease and a host of other challenges. In the name of development humans have irreversibly harmed the socio-ecological fabric. Businesses have awakened to this fact and are trying to catch up and reduce the alarming rate of this impact.

More than ever, corporations are engaging the larger community with policies and procedures in pursuit of Corporate Social Responsibility (CSR). With India leading the way in 2013, by introducing the historic bill on CSR in the Companies Act 2011, we now require to build young, gender sensitive and environmentally conscious India. It is essential to sensitize future managers about social sector - welfare initiatives, non-governmental interventions and the importance of CSR.

LEARNING OBJECTIVES

To understand the need of corporate social responsibility (CSR)
Recognizing various social sectors where CSR can be of significance
Analysing the importance of public-private partnership (PPP) in social development
Sensitize the students about fragile issues of sustainable and responsible business development.

LEARNING OUTCOMES
On completing this course the student

1.   Will be more empathetic towards the lesser fortunate strata of the society
2.   Will have a positive inclination towards CSR and will be able to appreciate it rather than treat it as a forced obligation
3.   Understanding the role of CSR for sustainable development and the various stakeholder perspectives will give them clarity in guiding the firm they associate with in effective implementation of CSR strategies

COURSE SYLLABUS

Unit I: Business and Society: Introduction to Corporate Social Responsibility (CSR): Concepts, social aspects of CSR, drivers of CSR; Corporate Citizenship, limitations of approaches to CSR.

Unit II: CSR debate in India: Indian traditional value system for CSR - from philanthropy to Public-Private-People Partnerships; trusteeship (Gandhism).

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

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

Unit V: Investigating corporate social irresponsibility.

TEXT BOOK

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
https://www.ashoka.org

JOURNALS

Stanford Social Innovation Review Stanford University
Online Magazine http://changemaking.ashoka.org/

MBA (HR) VI Trimester
MMH843: MANAGING NON-GOVERNMENTAL ORGANIZATIONS

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student is

1. Able to learn the role played by Community based organizations in the development of people engaged in Informal Sector.

2. Would be able to Analyze the organizational structure of NGOs and funding of these NGOs.

COURSE SYLLABUS

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

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

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

Unit IV: Measurement of NGOs Performance - financial measures of performance and non-financial measures of performance.

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA (HR) VI Trimester
MMH844: TECHNOLOGY MANAGEMENT

INTRODUCTION

Technology Management is the set of management disciplines that allows organizations to manage their technological fundamentals to create competitive advantage. Technology Management is an integrated planning, design, optimization, operation and control of technological products, processes and services. To enable businesses gain competitive advantage through technology, it is imperative that Management education provides basic knowledge of product innovation, technology transfer and R&D processes.

LEARNING OBJECTIVES

To understand the concepts and significance of technology management
To develop knowledge in the area of technology management
To enable students to facilitate organisational change and sustainable improvements at the enterprise level through competitive work systems and effective knowledge management

LEARNING OUTCOMES

The student will be able to

1. Interpret and apply current emerging business concepts in today's technological business environment.

2. Demonstrate competencies with computer software applications.

COURSE SYLLABUS

Unit I: Technology Management (TM): Concept, components, features, drivers, significance, challenges and scope of TM.

Unit II: Technology Planning and Policy: Technology planning, appropriate technology, tools for technology analysis.

Unit III: Technology Acquisition and Innovation: Methods of acquisition, trends of acquisition, decisions of acquisition; types and sources of innovation, process of innovation.

Unit IV: Technology Transfer: Classification, significance, types and process; technology transfer model, modes of technology transfer.

Unit V: Technology Diffusion and Absorption: Importance, integrated diffusion strategy, technology absorption and integrated absorption knowledge model.

TEXT BOOK

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

MBA (HR) VI Trimester
MMH845 : CHANGE MANAGEMENT

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

The student will be able to

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA (HR) VI Trimester
MMH846 : ENVIRONMENTAL SCIENCES

INTRODUCTION

As the world is overwhelmed by India's astounding growth trajectory, there is a minimal acknowledgement of the ecological costs of the obsession with growth. The current model of economic growth involving commercialization of natural resources and corporate takeover of commons, is ecologically unsustainable. Fast paced business development initiatives pose challenges to the environment in the country. Therefore, more than ever, it is now essential to sensitize future managers to environmental responsibility of corporate decision making and to the necessity to integrate environmentally responsible practices into the management of resources and operations.

LEARNING OBJECTIVES

To provide insights into the complexity of policy, governance and environmental issues
To enable the students to identify resource needs and advocate environmentally sustainable practices
To facilitate the application of scientific knowledge to think critically about environmental management issues in a variety of settings

LEARNING OUTCOMES

After completion of the course the student is

1. Able to understand the interdependence of Environment and Human Well Being.
2. Would Learn the importance of Biodiversity for the sustainability of future generations on this planet earth.
3. Would understand the relevance of Legal Principles in preserving and protecting the Environment in which we live.

COURSE SYLLABUS

Unit I: Common Property Resources: Concept of common property resources, issue of privatization of common property resources, managing common property resources through public private partnership (PPP).

Unit II: Renewable Energy Systems: Sources of renewable energy, potential of renewable energy in India, renewable energy: A policy perspective.

Unit III: Climate Change: Understanding climate change, Green House Effect, United Nations Framework Convention on Climate Change, managing climate change, clean development mechanisms.

Unit IV: Waste Management: Industrial waste management and managing effluents, common effluent treatment plants, e-waste Management.

Unit V: Corporate Environmental Responsibility, market forces and environmental CSR, policies and environmental CSR, welfare effects of environmental CSR.

TEXT BOOK

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 (HR) VI Trimester
MMH847 :INTELLECTUAL PROPERTY RIGHTS

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

1.   Would be able to learn the impact of IPRs on the economic development of a country in the present information era.

2.   Learns the process of registering patents, Trade Marks, and the Legal Aspects of various IPRs as recognized by WTO.

COURSE SYLLABUS

Unit I: IPRs: Meaning, origin and importance of IPRs, the concepts of Patents, Trade Marks, Copy Rights and Industrial Designs.

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

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

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

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

TEXT BOOK

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(HR) VI Trimester
MMH848 : MANAGING SMALL & MEDIUM ENTERPRISES

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

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

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

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

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

MBA(HR) VI Trimester
MMH849: ALTERNATIVE DISPUTE RESOLUTION

INTRODUCTION

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

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

1. Would Acquaint himself with alternative methods of dispute settlement such as Conciliation, Arbitration, and Mediation and their importance over adjudication.

2. Learns the main features the Indian Arbitration and Conciliation Act, 1996 in settlement of Disputes, especially Commercial Disputes.

COURSE SYLLABUS

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

Unit II: Arbitration and Conciliation: meaning and importance of; LokAdalats; concept, organisation and powers of LokAdalat.

Unit III: Other forms of ADR; mini LokAdalats; Village Courts; Mediation Centres; Centres for Women; The Family Courts Act of 1984; The Industrial Disputes Act, 1947.

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

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

TEXT BOOK

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

MBA (HR) VI Trimester
MMH850: PERSONAL TAX PLANNING

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completion of the course

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

COURSE SYLLABUS

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

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

Unit III : Introduction to income from salary-basics calculation of various types of salary components- calculation of allowances and perquisites -(NP)

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

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

Recommended Book:

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.

MBA(HR) VI Trimester
MMH851 : STOCK MARKETS & OPERATIONS

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

On completion od this course

1.   Student is able to understand functions of BSE/NSE

2.   Student is able to trade and analyzeon various stocks

UNIT-I

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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

Unit-V

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

Text Books:

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

REFERENCE BOOKS:

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

JOURNALS

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

MBA(HR)VI Trimester
MMH852: CONTEMPORARY HR PRACTICES

INTRODUCTION

HRM is a concept as well as a practice has travelled a long way. Its present form and scope has evolved through a process of additions in the responsibilities, enactment of labour laws and the realities of globalization. The HRM function started as procurement of labour to administrative officer and finally took the shape of personnel manager dealing exclusively with personnel functions. Owning the last decade, emphasis is placed on the development and growth aspects of employees and a large no. of organisations created a new department dealing with Human Resource Development. A number of new concerns in the field of HRM have emerged in the last decade or so. This paper tries to cover some contemporary issues of HR in the present millennium.

LEARNING OBJECTIVES

To highlight the changing environment of HRM in the 21st century
To understand some contemporary issues of HR
To focus on new dimensions of HR

LEARNING OUTCOMES

After competition of the course, the student is able to learn

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 Like; Quality Work Life in Indian Contest:

TEXT BOOK:

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

REFERENCE BOOKS:

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

JOURNALS:

Human Capital
Personnel Today
HRD Net Work

MBA(HR) VI Trimester
MMH853: INFORMATION TECHNOLOGY LAW

INTRODUCTION

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

LEARNING OBJECTIVES

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

LEARNING OUTCOMES

After completion of the course the student

1. Learns the Legal Aspects of Internet

2. Understands the skills to apply law in relation to Internet cases both civil and criminal.

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

- Computers Today
- Journal on Information Technology
- GITAM Journal of Management

MBA (HR) VI Trimester
MMH854 :PSYCHOMETRICS

INTRODUCTION

Human Resource Management increasingly deals with behavioral issues at the work situation. Consequently, increased demands are being placed on human resource managers to have a fundamental understanding of the basics of human behavior and an awareness of scientific assessment of behavioral factors significant at work.

LEARNING OBJECTIVES

- To facilitate a theoretical and applied understanding of human behavior at work.
- To equip the HR manager to scientifically assess behavior at work using the methods
- To standardized tools of psychometry.

LEARNING OUTCOMES

The course on psychometrics enables the student to:

1. Identify areas where psychometrics can aid in HR decision making

2. Enlist and use psychometric techniques and tools to aid HR decision making

3. Design techniques as per various HR requirements in the event of unavailability of tools in specific areas.

COURSE SYLLABUS

Unit I : Psychological Assessment: Parameters of Assessment; Psychophysical Methods; Psychological Scaling; Reaction Time; Illusins and embedded figures; Thresholds.

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

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

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

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

TEXT BOOK

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: Cengage2013

JOURNALS

Psychological Assessment
Journal of Psychopathology and Behavioral Assessment

MBA (HR) VI Trimester
MMH855 : PERFORMANCE MANAGEMENT

INTRODUCTION

Of all the human resource management functions, performance management has a special place since it is a strong determinant of organizational excellence. Organizations of contemporary era have realized that human resource needs to be continuously excited and provided with opportunities for gratification of motivational needs in order to sustain business growth. Performance management as a concept and practice has substantive potential to fulfil business demands of an organization by integrating its growth with motivational needs of human resource.

LEARNING OBJECTIVES

- To understand the basic concepts of 'Performance Management' and as a tool to measure performance of employees in the workplace

- To identify the fundamental concepts of Performance management in Case analysis

- To acquire knowledge in measuring performance and managing in organizations

LEARNING OUTCOMES

On completion of the course

1. Student will be able to understand the basic aspects of Performance Management

2. Student will be exposed to key tools of Performance Management which helps in practice

COURSE SYLLABUS

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

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

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

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

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

TEXT BOOK

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

REFERENCES

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

JOURNALS

GITAM Journal of Management, GIM, GITAM University, Visakhapatnam
HRM Review

MBA (HR) VI Trimester
MMH856: HR ANALYTICS

INTRODUCTION

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

LEARING 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.

LEARING 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