



Indira School of Business Studies PGDM

Syllabus Booklet

Batch 2020-22

Program: PGDM & PGDM General

PGDM & PGDM General 2020-22

Batch 2020-22

Introduction:

The name of the course is “**Post Graduate Diploma in Management.**”

Objectives: The basic objective of the PGDM is:

- To promote a learning environment that welcomes and honors men and women from diverse cultures for involving themselves in intellectual inquisitiveness, explore knowledge dimensions for future application in industry business and life.
- To develop managers and entrepreneurs in the field of management, who can serve as engines of national and global economic growth and innovation.
- To foster strategic alliance with industry.
- To inculcate the ethical, social and moral values in which is basis of humane social order.

Eligibility:

A candidate is declared eligible for PGDM courses, if he /she have passed the degree examination of a recognized university with a minimum of 50% marks and minimum 45% marks for backward class and differently able candidate from a state of India.

Admission Process:

Candidate applying for admission to ISBS must have a written test score of any of the following tests at the time of admission:

AICTE CMAT/CAT/XAT/MAT/ATMA/JMET.

The institute shortlist candidates for admission for the courses based on Indira Common Admission Process (ICAP): Admission to the institute will be based on performance of candidate in following categories of ICAP

Component	IGI Weightages (%)
*Percentile score in written test of identified entrances tests	50% (150 marks)
Group Discussion	30 % (90 marks)
Personal Interview	20 % (60 marks)

Programme Structure:

The programme is a two year full time programme approved by AICTE and is run in four semesters. The courses are organized around four semesters and are classified as Core Courses (Compulsory for

all), Specialization Core Courses (Compulsory for students opting for the specialization viz. HR, Finance or Marketing), and Elective Courses (Choice based Courses).

The semester-wise distribution of courses based on their nature is as under:

PGDM & PGDM General 2020-22 PROGRAMME STRUCTURE

Particulars	Semester I	Semester II	Semester III	Semester IV	Total Number of Subjects	Total Credits	Total Marks
Generic Core	9	5	4	1	19	49	1500
Specialization Core	-	6	4	3	13	39	1300
Electives	-	2	2	2	06	12	300
Total Number of Subjects	9	13	11	6	39	-	-
Total Credits	25	33	26	16	-	100	-
Total Marks	800	1000	800	500	-	-	3100

Each Student has to complete 100 Credits to qualify for certification in the following manner:

- 20 core Courses amounting to 52 Credits are compulsory for all students regardless of specialization.
- Student would opt for specialization in Semester-II and has to complete all the 12 core specialization courses amounting to 36 Credits.
- The remaining 12 credits he/she has to complete by opting for the specified number of electives from the set of electives being offered.

Assessment Pattern:

The evaluation is based on credit points allocated to subjects which are either 3 credit or 2 credit courses with a 3 credit Summer Internship Program (SIP). Marks are allocated on the basis of theoretical as well as practical subject knowledge. For a full credit subject 60 marks are allocated for final written examination and 40 marks are allocated on the basis of continuous internal evaluation of the performance of the student in the subject throughout the semester, which comprise case studies, presentation, field works, objectives tests and written assessments, etc. For a half credit subject internal evaluation of 50 marks is based on case studies, presentation, field works, objectives tests etc. A judicious mix of internal continuous evaluation and external assessment has been adopted to ensure that students get a consistent and fair assessment for their performance in a subject.

Grading Pattern:

Definition of Grade

Percentage Range				
Minimum	Maximum	Grade	Grade Points	Description of Grade
0	49.99	F	0	Fail
50	54.99	C	1	Satisfactory
55	59.99	B	2	Average
60	64.99	B+	3	Good
65	69.99	A	4	Very Good
70	74.99	A+	5	Excellent
75	100	O	6	Outstanding

The student performance would finally culminate into CGPA (Cumulative Grade Point Average) which would be calculated as under

$$CGPA = \frac{\sum(C_i * GP_i)}{\sum C_i}$$

Specialization Offered:

Students of PGDM are provided with 3 choices for their specialization, via: Human Resource Management, Marketing and Finance.

**Programme Structure PGDM & PGDM General with Specialization in Marketing
(Batch 2020-2022)**

Semester- I

Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC- 101	Economic Analysis for Business Decisions	3	100
Generic Core	G - GC- 102	Management Accounting	3	100
Generic Core	G - GC- 103	Legal Aspects of Business	2	50
Generic Core	G - GC- 104	Managerial Communication	3	100
Generic Core	G - GC- 105	Basics of Marketing	3	100
Generic Core	G - GC- 106	Statistics and Quantitative Techniques	3	100
Generic Core	G - GC- 107	Organizational Behaviour & Theory of Management	3	100
Generic Core	G - GC - 108	Human Resource Management	3	100
Generic Core	G - GC - 109	IT Skills Lab	2	50
		Total	25	800

Semester II- Marketing

Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC - 201	Financial Management	2	50
Generic Core	G - GC - 202	Business Research Methods	3	100
Generic Core	G - GC - 203	Quality and Operations Management	2	50
Generic Core	G - GC - 204	Industry Analysis- Desk Research	2	50
Generic Core	G - GC - 205	Basics of Business Analytics	2	50
Specialization Core	G - MC - 206	Services Marketing	3	100
Specialization Core	G - MC - 207	Sales and Channel Management	3	100
Specialization Core	G - MC - 208	Marketing of FMCG	3	100
Specialization Core	G - MC - 209	Digital Marketing	3	100
Specialization Core	G - MC - 210	Retail Management & E-Commerce	3	100
Specialization Core	G - MC - 211	Supply Chain Management	3	100
Elective	G - ME - 212	Marketing of Financial Products & Services	2	50
Elective	G - ME - 213	Rural Marketing	2	50

Elective	G - ME - 214	Marketing Audit	2	50
Elective	G - ME - 215	Entrepreneurship Development	2	50
		Total (considering choice of 2 electives)	33	1000

Semester III- Marketing				
Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC - 301	Strategy and Enterprise Performance Management	3	100
Generic Core	G - GC - 302	Summer Internship Programme	3	100
Generic Core	G - GC - 303	International Business Exposure Programme	2	50
Generic Core	G - GC - 304	Innovation Management & Sustainability	2	50
Specialization Core	G - MC - 305	Integrated Marketing Communication	3	100
Specialization Core	G - MC - 306	International Marketing	3	100
Specialization Core	G - MC - 307	Product Positioning and Brand Management	3	100
Specialization Core	G - MC - 308	Customer Relationship Management	3	100
Elective	G - ME - 309	B2B Marketing	2	50
Elective	G - ME - 310	Marketing of Luxury Products	2	50
Elective	G - ME - 311	Event Management	2	50
Elective	G - ME - 312	Real Estate Marketing	2	50
		Total (considering choice of 2 electives)	26	800

Semester IV- Marketing				
Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC - 401	Business Ethics and Corporate Governance	3	100
Specialization Core	G - MC - 402	Consumer Behaviour	3	100
Specialization Core	G - MC - 403	Tourism & Hospitality Marketing	3	100
Specialization Core	G - MC - 404	Social Media Marketing	3	100
Elective	G - ME - 405	Marketing of High Tech Products	2	50

Elective	G - ME - 406	Marketing of IT and ITES	2	50
Elective	G - ME - 407	Market Intelligence System	2	50
Elective	G - ME - 408	Data Management	2	50
Total (considering choice of 2 electives)			16	500

**Programme Structure PGDM & PGDM General with Specialization in Finance
(Batch 2020-22)**

SEM I

Nature of Course	Course No	Name of the subject	Credits	Marks
Generic Core	G - GC-101	Economic Analysis for Business Decisions	3	100
Generic Core	G - GC-102	Management Accounting	3	100
Generic Core	G - GC-103	Legal Aspects of Business	2	50
Generic Core	G - GC-104	Managerial Communication	3	100
Generic Core	G - GC-105	Basics of Marketing	3	100
Generic Core	G - GC-106	Statistics and Quantitative Techniques	3	100
Generic Core	G - GC-107	Organizational Behaviour & Theory of Management	3	100
Generic Core	G - GC - 108	Human Resource Management	3	100
Generic Core	G - GC - 109	IT Skills Lab	2	50
Total			25	800

Semester II- Finance

Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC - 201	Financial Management	2	50
Generic Core	G - GC - 202	Business Research Methods	3	100
Generic Core	G - GC - 203	Quality and Operations Management	2	50
Generic Core	G - GC - 204	Industry Analysis- Desk Research	2	50
Generic Core	G - GC - 205	Basics of Business Analytics	2	50
Specialization Core	G - FC - 206	International Finance	3	100

Specialization Core	G - FC - 207	Retail Banking Operations	3	100
Specialization Core	G - FC - 208	Indian Financial System	3	100
Specialization Core	G - FC - 209	Strategic Financial Management	3	100
Specialization Core	G - FC - 210	C2C (Campus to Corporate) - Finance	3	100
Specialization Core	G - FC - 211	Financial Modeling	3	100
Elective	G - FE - 212	Advanced Excel Lab	2	50
Elective	G - FE - 213	Credit Analysis & Appraisal	2	50
Elective	G - FE - 214	Financial Reporting Standards	2	50
Elective	G - FE - 215	Entrepreneurship Development	2	50
Total (considering choice of 2 electives)			33	1000

Semester III- Finance				
Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC - 301	Strategy and Enterprise Performance Management	3	100
Generic Core	G - GC - 302	Summer Internship Programme	3	100
Generic Core	G - GC - 303	International Business Exposure Programme	2	50
Generic Core	G - GC - 304	Innovation Management & Sustainability	2	50
Specialization Core	G - FC - 305	Indian Tax Structure	3	100
Specialization Core	G - FC - 306	Security Analysis and Portfolio Management	3	100
Specialization Core	G - FC - 307	Derivatives and Risk Management	3	100
Specialization Core	G - FC - 308	Wealth and Personal Financial Management	3	100
Elective	G - FE - 309	Rural Banking & Microfinance	2	50
Elective	G - FE - 310	NISM Certifications	2	50
Elective	G - FE - 311	Fixed Income Securities	2	50

Elective	G - FE - 312	Technical Analysis of Financial Markets	2	50
		Total (considering choice of 2 electives)	26	800

Semester IV- Finance				
Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC - 401	Business Ethics and Corporate Governance	3	100
Specialization Core	G - FC - 402	Fundamentals of Insurance	3	100
Specialization Core	G - FC - 403	Strategic Cost Management	3	100
Specialization Core	G - FC - 404	Mergers and Acquisitions	3	100
Elective	G - FE - 405	Fundamental Analysis- Desk Research	2	50
Elective	G - FE - 406	Finance Lab	2	50
Elective	G - FE - 407	Treasury Management	2	50
Elective	G - FE - 408	Banking Laws & Regulations	2	50
		Total (considering choice of 2 electives)	16	500

Programme Structure PGDM & PGDM General with Specialization in HR (Batch 2020-22)				
Semester I				
Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC- 101	Economic Analysis for Business Decisions	3	100
Generic Core	G - GC- 102	Management Accounting	3	100
Generic Core	G - GC- 103	Legal Aspects of Business	2	50
Generic Core	G - GC- 104	Managerial Communication	3	100
Generic Core	G - GC- 105	Basics of Marketing	3	100
Generic Core	G - GC- 106	Statistics and Quantitative Techniques	3	100
Generic Core	G - GC- 107	Organizational Behaviour & Theory of Management	3	100
Generic Core	G - GC - 108	Human Resource Management	3	100

Generic Core	G - GC - 109	IT Skills Lab	2	50
		Total	25	800

Semester II- HR				
Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC - 201	Financial Management	2	50
Generic Core	G - GC - 202	Business Research Methods	3	100
Generic Core	G - GC - 203	Quality and Operations Management	2	50
Generic Core	G - GC - 204	Industry Analysis- Desk Research	2	50
Generic Core	G - GC - 205	Basics of Business Analytics	2	50
Specialization Core	G - HC - 206	Labour Laws- I	3	100
Specialization Core	G - HC - 207	Industrial Relations	3	100
Specialization Core	G - HC - 208	Sustainable HR Practices	3	100
Specialization Core	G - HC - 209	Learning and Development	3	100
Specialization Core	G - HC - 210	Compensation & Benefits	3	100
Specialization Core	G - HC - 211	Designing HR Policies	3	100
Elective	G - HE - 212	Psychometric Tests & Assessment	2	50
Elective	G - HE - 213	Emotional Intelligence	2	50
Elective	G - HE - 214	Conflict & Negotiation Management	2	50
Elective	G - HE - 215	Entrepreneurship Development	2	50
		Total (considering choice of 2 electives)	33	1000

Semester III- HR				
Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC - 301	Strategy and Enterprise Performance Management	3	100
Generic Core	G - GC - 302	Summer Internship Programme	3	100

Generic Core	G - GC - 303	International Business Exposure Programme	2	50
Generic Core	G - GC - 304	Innovation Management & Sustainability	2	50
Specialization Core	G - HC - 305	Labour Laws- II	3	100
Specialization Core	G - HC - 306	Strategic Human Resource Management	3	100
Specialization Core	G - HC - 307	Performance Management System	3	100
Specialization Core	G - HC - 308	Current Trends in HRM	3	100
Elective	G - HE - 309	Employee Wellness & Stress Management	2	50
Elective	G - HE - 310	Coaching & Mentoring	2	50
Elective	G - HE - 311	Recruitment & Selection Lab	2	50
Elective	G - HE - 312	Employer Branding & Employee Value Proposition	2	50
		Total (considering choice of 2 electives)	26	800

Semester IV- HR				
Nature of Course	Course Code	Name of the Course	Credits	Marks
Generic Core	G - GC - 401	Business Ethics and Corporate Governance	3	100
Specialization Core	G - HC - 402	Labour Laws- III	3	100
Specialization Core	G - HC - 403	Human Resource Information System	3	100
Specialization Core	G - HC - 404	Organizational Development & Change Management	3	100
Elective	G - HE - 405	Talent Management	2	50
Elective	G - HE - 406	HR Accounting & Audit	2	50
Elective	G - HE - 407	Knowledge Management	2	50
Elective	G - HE - 408	Diversity & Inclusion	2	50
		Total (considering choice of 2 electives)	16	500

SEMESTER-I

Subjects in Semester-I are applicable for all PGDM students (of PGDM and PGDM General Program) and Specialized Subjects are applicable from Semester-II based on functional specializations selected.

PGDM & PGDM General 2020-22

ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

Programmes: PGDM & PGDM General, Semester: I

Course Code: G - GC-101

Revised in: January 2020

Total Hrs. 45

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE the key terms in micro-economics and macro-economics.
CO 2	UNDERSTANDING	EXPLAIN the key terms in micro-economics and macro-economics, from a managerial perspective.
CO 3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO 4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics and macro-economics, from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO 5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics and macro-economics, for informed business decision making.
CO 6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

Core text book for Reading:

- Managerial Economics By Mithani
- Macroeconomic Theory By M.L. Jhingan

Reference Text Books:

- Managerial Economics By Maheshwari
- Managerial Economics By Ahuja
- Managerial Economics By Samuelson & Nordhaus
- Managerial Economics By Dornbusch & Fisher

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture & Test.

Sr. No.	Topic	Duration (Hrs.)
PART A : MICROECONOMICS		
1	Introduction to Managerial Economics: Meaning, nature, Scope and significance of Managerial Economics. Micro and Macro Economics; Role of Economics in Managerial decisions making; Concept of economics of information	3
2	Demand and Supply Analysis: Meaning of Demand, Determinants of Demand, Demand Function, Law of Demand, Elasticity of demand, Types of elasticity of demand, Demand Forecasting-techniques of Demand Forecasting, Supply - Law of supply, determinants of supply. *Numericals on elasticity of demand.	6
3	Production Analysis: Production Analysis - Meaning, Production Function, economies and diseconomies of scale, Break even Analysis	3
4	Cost and Revenue concepts: Types of cost. Relationship between production & cost. Short & long run cost concepts relationship between various cost concepts. Revenue concepts; Meaning of Average revenue, Marginal revenue and Total Revenue and their relationships. * Numericals on Cost & Revenue concepts.	6
5	Market and Market Structures: Market: Meaning of market, Market forms and market structures, perfect competition and pure competition, Monopolistic competition, oligopoly, monopoly	5
PART B: MACROECONOMICS		
6	Introduction to Macroeconomics: Nature of macroeconomics, scope and importance of macroeconomics, Meaning and concept of National Income, GNP, NNP, GDP, Personal Income, Disposable Income, Per Capita Income, Methods of measuring National Income, Difficulties in measurement of NI, Importance of National Income Analysis, Circular Flow of Income, Meaning of Business Cycles and its phases; Keynesian model of income determination; A brief overview of banking.	6
7	Monetary Policy and Fiscal Policy: Instruments of Monetary Policy, Instruments of Fiscal Policy, Budgetary Fiscal Policy, Role of Monetary Policy and Fiscal Policy in a Developing economy, Role of Central Bank in Economic Development.	5

8	<p>Balance of Payments and International Monetary System: Definition of Balance of Payments, Current and Capital accounts, Items included in Balance of Payments, India's Balance of Payments, Balance of Payments and Balance of Trade, Exchange Rate Determination, Rate of exchange under Gold Standard, Purchasing Power Parity Theory, Modern theory of Exchange Rate Determination; International Monetary Fund-Purpose and objectives, Organization and Functions of I.M.F.</p>	6
9	<p>Theory of Money and Prices: Nature and Functions of Money, Index Numbers, Preparation of Index Numbers, Weighted Index Numbers, Uses of Index Numbers, Value of Money: Its Meaning,, Definition of Inflation, Inflationary Gap, Inflationary process, causes of inflation, Full employment and inflation, Measures to control inflation</p>	5

PGDM & PGDM General 2022

MANAGEMENT ACCOUNTING

Programmes: PGDM & PGDM General, Semester – I Course Code: G - GC-102

Revised in: January 2020

Total Hrs. 45

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO 2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO 3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO 4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO 5	EVALUATING	EVALUATE the financial impact of the decision.

Core text book for Reading:

- Financial Accounting By P.C. Tulsian
- Accounting for Management By Dr. Jawaharlal
- Accountancy By S Kr Paul
- Cost Accounting By Dr. S. N Maheshwari
- Financial Management By P.C. Tulsian

Reference Books:

- Advanced Accountancy By R.L Gupta Radhaswamy
- Accountancy for CA-PE-I By P.C. Tulsian
- Cost Accounting By Saxena Vashist
- Principles and Practice of Cost Accounting By Ashish Bhattacharya
- Financial Management By Sheeba Kapil

Pedagogy:

- Guest lectures, presentations, PPTs, workshop

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Accounting & Accounting Concepts: Introduction to Accounting, Need & Scope of Accounting ,Financial vs. Management Accounting, Users of Accounting Information, Accounting Principles, Significance of accounting, Accounting Principles - Concepts & Conventions.	5
2	Accounting Standards, Accounting Policies & GAAP,IFRS : AS, GAAP, IFRS-Significance & overview.	5
3	Sources of Finance: Different sources of finance-Equity Share capital, Preference share capital, Debenture & Term Loans. Other short term sources of finance	3
4	Mechanics of Accounting: Accounting Cycle, Accounting Equation-Theory & problems.	5
5	Introduction to Journal, ledger, Trial Balance, Profit and Loss Account, Balance Sheet (Schedule III): Journal entries based on accounting equation, Trial Balance, Profit and Loss Account, Balance Sheet Analysis. Introduction to Cash Flow Statement with only conceptual understanding	9
6	Cost Accounting: Basic concepts & Terms in costing, Preparation of Cost Sheet.	6
7	Marginal Costing & Budgetary Control : Basic concepts & Terms in marginal costing – BEP Analysis, CVP Analysis, Budgetary control - Cash Budget, Flexible Budget.	8
8	Introduction to Standard Costing: Basic concepts & Terms Problems on material & Labour Variances.	4

Numerical Problems will be covered on following Topics:

- Accounting Equation & Journal Entries
- Profit and Loss Account as per Revised Schedule III
- Balance Sheet as per revised schedule III
- Cost Sheet
- Marginal Costing
- Cash Budget
- Standard Costing

LEGAL ASPECTS OF BUSINESS

Programmes: PGDM & PGDM General, Semester: I Course code: G – GC - 103

Revised in: January 2020

Total Hrs. : 30

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO 2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO 3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO 4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO 5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations.
CO 6	CREATING	DISCUSS various applications of business laws.

Core text book for Reading:

- Business Legislations for Management – M.C. Kuchhal
- Elements of mercantile Law – N.D.Kapoor

Reference Books:

- Legal Aspects of Business – Ravinder Kumar
- Business Laws – S. D. Geet
- Business Laws – S.S. Gulshan / Gulshan Kapoor
- Business Laws - Balchandani

Pedagogy:

- Class Discussion
- Case lets & Case Study

Sr. No.	TOPIC	DURATION (Hrs.) (L+T+P)
1	Introduction	
	<ul style="list-style-type: none">• Introduction to legal system in India.• Essence of Law for Society & Business managers.	02
2	The Contract Act, 1872	

	<ul style="list-style-type: none"> • Essential elements of Valid Contracts • Contracts of Indemnity & Guarantee • Quasi Contract 	<ul style="list-style-type: none"> • Breach of contract-Meaning & remedies • Discharge of contract • Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency 	08
3	Sale of Goods Act, 1930		
	<ul style="list-style-type: none"> • Contract of sale of goods • Conditions & warranties • Transfer of property • Rights of unpaid seller • Caveat Emptor 		05
4	The Negotiable Instrument Act, 1881		
	<ul style="list-style-type: none"> • Negotiable Instruments – Meaning, Characteristics, Types. • Parties, Holder and holder in due course. • Negotiation and Endorsements Types. • Dishonor of Negotiable Instrument – Noting and Protest 		05
5	The Companies (Amendment) Act, 2015		
	<ul style="list-style-type: none"> • Company – Definition, Meaning, Features and Types, One Person Company. • Incorporation of Company – Memorandum of Association, Articles of Association (Doctrine of Ultra vires, Indoor Management & Constructive Notice) 		05
6	Important Legal Concepts		
	<ul style="list-style-type: none"> • The Consumer Protection Act, 1986 –Unfair & Restrictive Trade Practices, Dispute Redressal Forums • Intellectual Property Rights (Brief Overview on Patents, Copyrights & Trademarks) 		05

MANAGERIAL COMMUNICATION

Programmes: PGDM & PGDM General, Semester: I

Course code: G - GC-104

Revised in: January 2020

Total Hrs.: 45

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO 2	UNDERSTANDING	SUMMARIZE long essays and reports into executive summaries.
CO 3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO 4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO 5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.
CO 6	CREATING	DISCUSS business and social etiquettes.

Core text book for Reading:

- Business Communication Essentials – Fourth Edition- Courtland Bovee & John Thill
- Communication for Business- Fourth Edition- Shirley Taylor

Reference Books:

- Monippally, Matthukutty. M. 2001. Business Communication Strategies. Tata McGraw-Hill.
- Lucas, Stephen.2001. Art of Public Speaking. Mc-Graw Hill.
- Pillai, Radhakrishnan, 2006. Spoken English for you. Emerald Publishers, Chennai.

Pedagogy:

- Audio files and listening to audio recordings using Language Lab
- Video files and watching clippings and analyzing communication boosters
- Scrap Book
- Role plays & Games
- Student presentation individually and in groups

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Managerial Communication: Introduction, Dimensions, Importance and Need. Process, Levels, Channel & Barriers in Communication, Differentiate between formal and informal communication, highlight the concept of non-verbal communication at work scenarios.	7
2	Essential Managerial Communication Skills: (a) Effective Listening skills: Functions and types of Listening, Active and passive listening- Qualities of a good listener and a good speaker. (b) Effective Reading skills: Functions & importance of Reading, factors to be kept in mind while reading. (c) Persuasive Public Speaking skills: Tackling hesitation, fear, shyness and nervousness in speaking, Impromptu speech, Preparing speeches, content preparation for public speaking. (d) Effective Writing skills: Writing the business letter- layout, components and categories of business letters. Emails, reports and proposals-Types, format and project report highlights. Writing Memorandums, other business correspondence like circulars and notices	16
3	Business and social etiquette: Effective grooming skills, how to conduct oneself in a social, work and personal environment. Behavior patterns, effective hygiene standards in personal and social environment.	5
4	Group communication: Factors in group communication, effective meetings with focus on agenda, Minutes of the meeting and purpose of conducting meetings at workplaces.	4
5	Developing Communication for Career Development: Building Careers and resumes -Securing employment in today's job market, Preparing resumes; Applying and interviewing for employment - Writing application/cover letters, understanding the interviewing process, preparing for a job interview, interviewing for success, following-up after an interview	9
6	Constructing Effective Presentations: Summarize the various presentation types, describe how to select appropriate visual aids for a presentation, explain how to structure a presentation for a given audience, audience analysis-preliminary and during the presentation.	4

BASICS OF MARKETING

Program: PGDM & PGDM General, Semester – I Course Code: G - GC-105
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>RECALL</i> and <i>REPRODUCE</i> the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO 2	UNDERSTANDING	<i>DEMONSTRATE</i> the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and <i>ILLUSTRATE</i> the role that marketing plays in the ‘tool kit’ of every organizational leader and manager.
CO 3	APPLYING	<i>APPLY</i> marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO 4	ANALYSING	<i>EXAMINE</i> and <i>LIST</i> marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
CO 5	EVALUATING	<i>EXPLAIN</i> the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO6	CREATING	<i>DISCUSS</i> alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services.).

Text books for Reading:

- Principles of Marketing By Philip Kotler, Gary Armstrong
- Principles of Marketing By McDaniel, Lamb, Hair
- Marketing Management, second edition by Greg W. Marshall and Mark W. Johnston, ISBN-13: 978-0-07-802886-1, McGraw Hill Education.

Reference book for Reading:

- Fundamentals of Marketing – Stanton
- Introduction to Marketing - Adrian Palmer

- Marketing management - Indian context - Dr. Rajan Saxena
- "Pahalwan's: Need for a New Marketing Strategy" CASE by Jyoti Sharma and Subhadip Roy, Harvard Business Publishing, W14488-PDF-ENG

Pedagogy:

- Class room lectures, in-class activities, case discussions, pre-assigned exercises, article reviews & assessment tests.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Introduction to Marketing: Importance of marketing, definition of marketing, scope of marketing, functions of marketing, marketing and its relation to other business functions, Sustainability in green marketing, Difference between sales and marketing, Key marketing terms and concepts- need, want, demand, exchange, marketing myopia and marketing orientations. Concepts of customer value, CDV, CPV, CLV, creating customer value, satisfaction and delight.</p>	06
2	<p>Marketing Mix: Introduction to Marketing Mix Strategy and 4C's (Product, Price, Promotion, Place), Implication of emerging paradigm of sustainability and triple bottom perspective of Marketing Mix, Introduction to Services Marketing Mix, Product mix, Product life cycle, Brand: Definition, Brand Equity Introduction, Brand Elements Pricing Strategy: various steps in pricing process, alternative pricing approaches and methods, Channel Strategy: Types of marketing channels, Channel management, Conflict and cooperation, Vertical Marketing Systems, components of Physical distribution system, transportation, Warehousing, Omni channel as a tool for marketing & Customer experience management. Promotion strategy: Promotion mix, ATL and BTL promotions. Packaging: Purpose, Types and new trends in packaging</p>	07
3	<p>Marketing Environment: Company's Micro and Macro Environment and the changes happening, Challenges due to environment changes, Analyzing the environment- Porter's 5 forces, PESTLE, Marketing Research Process, techniques and limitations, Marketing Information System.</p>	08
4	<p>Marketing Planning: Strategic planning and tactical planning, marketing plans various levels in an organization, steps in the marketing planning process, Successful planning tools including Portfolio Models, BCG and GE, Value chain analysis, SWOT, Marketing Plan-Nature, process and contents of a marketing plan.</p>	04

5	<p>Segmentation, Targeting & Positioning: Segmentation- Bases and process of segmentation, requirements for effective segmentation, niche marketing, segmenting consumer markets, segmenting business markets, Targeting- Evaluating market segments, selecting target market segments, Positioning- Positioning Strategy, differentiation strategy, communicating and delivering the chosen position, Perceptual mapping, Reasons for repositioning.</p>	06
6	<p>Consumer Behavior: Introduction and importance, basic model of consumer behavior, Characteristics affecting consumer behavior, Consumer Decision process and factors affecting CDP, Difference between-Domestic buyer behavior & industrial buyer behavior. Case studies on buying behavior Business Buyer Behavior: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behavior, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process</p>	05
7	<p>Customer Relationship Management and Other Contemporary Issues: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organizations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing</p>	04
8	<p>International Marketing Management: Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing</p>	03
9	<p>Marketing Implementation and Audit: Marketing plan implementation and Control, Marketing Audit. Marketing ethics</p>	02

STATISTICS AND QUANTITATIVE TECHNIQUES

Programmes: PGDM & PGDM General, Semester: I Course Code: G - GC-106

Revised in: January 2020

Total Hrs: 45

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the concepts and models associated with Statistics and Quantitative Techniques.
CO 2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO 3	APPLYING	CALCULATE values of measures of central tendency, measures of dispersion, correlation coefficient etc.
CO 4	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability.
CO 5	EVALUATING	INTERPRET basic statistical data and graphs.
CO 6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

Core text book for Reading:

- Statistical & Quantitative Methods: Ranjeet Chitale: Nirali Prakashan.
- Quantitative Techniques: Theory & Problems: Tulsian P. C., Pandey Vishal: Pearson Education.

Reference book for Reading:

- Sharma J K, Quantitative Techniques
- Statistical Methods, S.P.Gupta
- Beri, G C, Business statistics
- Statistics for Management - Levin and Rubin
- Srivastava T. N. and Rego Shailaja, Statistics for Management, Tata McGraw-Hill
- Vohra N. D., Quantitative Techniques in Management, Tata McGraw-Hill Publishing Co. Ltd
- Anderson, Sweeney, Williams, Statistics for Business & Economics, Cengage Learning

Pedagogy:

- Lectures and Practical Problems, Cases, Assignments, MS Excel for Solving problems.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Statistics: Introduction to Statistics, Data Representations and Frequency Distribution; Graphs- Histogram, Polygon, Ogive, Bar Chart, Pie Chart, Pareto Diagram; Using Microsoft-Excel for the analysis of frequency distribution and Graphs	4
2	Measures of Central Tendency and Measures of Dispersion: Arithmetic Mean, Median, Mode; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Using Microsoft-Excel for the analysis of measures of central tendency and measures of dispersion	7
3	Correlation and Regression Analysis: Karl Pearson coefficient, Spearman's Rank correlation. Simple Regression (Linear); Using Microsoft-Excel for the correlation and regression analysis	6
4	Probability: Definition & the Concept of Probability, Probability Distribution-Normal Distribution (Z Table Related Problem), An Introduction to Microsoft Excel's Normal Distribution functions	4
5	Linear Programming and Special Linear Programming Models-Transportation & Assignment Models: Graphical solution of LPP ; Transportation – Least Cost Method, North West Corner and Vogel's Approximation Method of Allocation, Final Solution by MODI Method, Assignment Problems – Maximization, Minimization, Multiple, Prohibited solutions for balanced and unbalanced Problems.	16
6	Games Theory: Concept of Game Theory; Pure Strategy -2x2 zero sum game and dominance; Mixed Strategy (given 2 x2 matrix).	5
7	Simulation: Concept of Simulation and Random numbers, Monte Carlo Simulation technique, Simulation Exercises	3

ORGANIZATIONAL BEHAVIOR & THEORY OF MANAGEMENT

Program: PGDM & PGDM General, Semester – I

Course Code: G-GC-107

Revised in: January 2020

Total Hours: 45

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>Enumerate</i> various managerial competencies and approaches to management
CO 2	UNDERSTANDING	<i>Explain</i> different concepts related to employee behavior in organizations
CO 3	APPLYING	<i>Apply</i> knowledge of perceptual biases for effective decision making
CO 4	ANALYSING	<i>Analyze</i> different causes of resistance to organizational change
CO 5	EVALUATING	<i>Relate</i> applicability of learning theories with organizational context
CO 6	CREATING	<i>Create</i> plan to motivate different employees with varying needs

Part-A: Organizational Behavior (OB)

Core text book for Reading:

- ORGB- What's Inside, An Innovative Approach to Learning and Teaching Organizational Behaviour (A South Asian Perspective) by Nelson, Quick & Khandelwal published CENGAGE Learning.
- Organizational Behavior: K Aswathappa
- Stephen P. Robbins, Seema Sanghi, Essentials of Organizational Behavior
- Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)

Reference books:

- Newstrom John W. - Organizational Behaviour: Human Behaviour at Work
- Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
- R.S. Dwivedi, Human Relations and Organizational Behavior : Global Perspective
- Anjali Ghanekar, Organizational Behavior
- L.M. Prasad, Organizational Behavior

Pedagogy:

- Case study, articles, activities, games, movie screening, Guest speakers, Project based and assignments.

PGDM & PGDM General 2020-22

Sr. No	Topic	Duration (Hrs.)
1	Introduction to Organizational Behavior Definition, Importance, Goals, Scope, Fundamental Concepts of OB, Different models of OB (autocratic, custodial, supportive, collegial and system) , Challenges and Opportunities in OB.	2
2	Learning Definition, Theories (Classical, Operant, Social Learning), Learning Styles, Significance of Learning for Managers.	2
3	Perception Definition, Factors Influencing Perception, Perception and Attribution, Perception distortion and Decision Making, Impression Management.	2
4	Attitudes Definition, Nature, Components, Job/Work-related attitudes, Changing Attitude.	2
5	Personality Meaning, Determinants of Personality, Type A, Type B Personality, Personality Tests (MBTI, Big Five) , Johari Window, Transaction Analysis (Three Ego States- Parent, Adult and Child, Four Life Positions)	3
6	Motivation Concept, Importance, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory), Contemporary Theory (Equity Theory of Work Motivation)	2
7	Group Dynamics and Teams Concept, Type of Groups, Group Behaviors, Five Stage Model of Group Development, Pitfalls of Groups. Team Dynamics, Differences between teams and groups, Benefits of team, Effective Teamwork.	2
8	Leadership Concept, Managers V/s Leaders, Trait & Behavioral Approach to Leadership, Leadership Styles.	2
9	Conflict Management Concept, Sources, Types, Conflict Management Approach/Styles	2
10	Change Management Concept of Change, Forces that acts as stimulants to change, Theories of Change (Force Field, Lewin's theory), Resistance to Change, Implementing and Managing Change.	2
11	Key Concepts	2

	Overview of Organization Power & Politics, Emotional Intelligence, Overview of Organization Culture, Work Stressors, Types of stress, Prevention and Management of stress, Balancing work and Life, workplace spirituality	
--	--	--

Part-B: Theory of Management

Core text book

- Heinz Wehrich & Harold Koontz: Management (A Global Perspective) Tata McGraw Hill,

Reference books

- 1. Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)
- 2. Stoner, Freeman, Gilbert Jr.: Management (Prentice Hall India)
- 3. Besterfield: Total Quality Management (Pearson/Prentice Hall)
- 4. Giselle Weybrecht: The Sustainable MBA (Times Group Books)

Pedagogy

- Power-point based Lectures;
- Webcasts on selected themes;
- Discussions on relevant published (pre-read) articles.

1	Basic Concepts: Evolution of Management thought, Management Functions, Mintzberg's Managerial Roles, Approaches to Management, Managerial Competencies, Managerial Skills; How Is the Manager's Job Changing? Importance of Sustainability to the Manager's Job.	2
2	Planning Concept, Types of Plans, Management by Objectives (MBO), Planning Effectively in Dynamic Environment.	2
3	Organizing: Concept, Organization Structures (Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure), Chain of Command, Span of Control, Centralization and Decentralization, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations.	2
4	Decision Making: Concept, Process, Behavioral and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making	2
5	Controlling: Concept, The Control Process, Benchmarking of Best Practices.	2

HUMAN RESOURCE MANAGEMENT

Program: PGDM & PGDM General, Semester: I
Revised in: January 2020

Course code: G - GC - 108
Total Hrs. 45

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE various functions & practices of HRM
CO 2	UNDERSTANDING	<i>EXPLAIN</i> different concepts related to Human Resource Management
CO 3	APPLYING	<i>CALCULATE</i> CTC, Gross and Net Salary
CO 4	ANALYSING	<i>COMPARE</i> different methods of Performance Appraisal
CO 5	EVALUATING	<i>EVALUATE</i> the effectiveness of Training Program
CO 6	CREATING	<i>CREATE</i> Job Descriptions for contemporary entry level roles in real world organization

Core text book

- Human Resources Management- K Aswathappa (6th Edition)
- Principles of Human Resource Management by George W. Bohlander& Scott A. Snell published CENGAGE Learning. (16th Edition)

3. Reference books

- Dessler, Gary, Human Resource Management, Pearson Education.
- Personnel Management – C.B Matoria& S V Gankar
- Human Resources Management – Mirza S Saiyadain
- Human Resources Management – L.M.Prasad
- Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi

4. Pedagogy

- Case study based, Presentations based, Assignments and Group activities

Sr. No	Topic	Duration
1	Evolution of HRM: Concept, Importance, Evolution, HR Functions, Role of HR Managers (with perspective of SHRM), Challenges	3

	Human Resource Planning:	
2	Objectives and importance, Planning Process, Methods, Dejobbing, Job Analysis- (Job Description & Job Specification), Job Design, Job Enlargement, Job Rotation, Job Enrichment.	6
3	Recruitment & Selection: Concept, Methods of recruitment, Sources of recruitment, Process of recruitment and selection, Difference between recruitment & selection, Selection tools, interviewing methods, Types of interviews, Overview of Induction and Onboarding	3
4	Training and development: Concept, Difference between training and development, training need assessment, designing and administering training program, methods of training, Flipped Classrooms, Blended Learning, evaluation of Training (Kirkpatrick model)	4
5	Performance Management System: Concept, process, overview of methods, role of managers in performance management, Performance Appraisal Vs Performance Management, Potential Management, outcomes of PMS.	4
6	Compensation and Benefits : Concept, Calculation of CTC& Salary Components, incentive plans, fringe benefits, VRS, Perquisites.	4
7	Retirement and Separation: Types of Retirement/Separation-Superannuation, Resignation-Discharge-Dismissal-Suspension-Layoff- Golden Handshake, Full & Final settlement process, Exit Interview.	3
8	HR Glossary: Career Planning, Succession Planning, Attrition, Employer Branding, Employee Branding, Sabbatical, Green HRM	3

IT SKILLS LAB

Programmes: PGDM & PGDM General, Semester: I Course Code: G - GC-109

Revised in: January 2020

Total Hrs: 30

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO 2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets, Microsoft word and Microsoft Powerpoint.
CO 3	APPLYING	USE various functions of MS Excel, MS Word and MS Powerpoint.
CO 4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO 5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO 6	CREATING	CREATE awareness in upcoming managers of different types of information systems; basics of cloud computing, ERP and social media in an organization so as to enable the use of computer resources efficiently, for effective decision making.

Core books for Reading:

- Excel2010Bible [With CDROM] by John Waken Bach, John Wiley & Sons, 2010 Edition
- Computer fundamentals P.K Sinha
- MIS- Managing the Digital Firm, 13e, by Ken Laudon, Jane Laudon, Pearson Publication

Reference Books:

- Microsoft Office 2010: Illustrated Introductory, (By- David W. Beskeen, Carol Cram, Jennifer Duffy, Lisa Friedrichsen, Elizabeth Eisner)
- Microsoft Office 2010 Plain & Simple By Katherine Murray
- Beginning Microsoft Office 2010 By- Guy Hart-Davis
- Office 2010 for Dummies By- Wallace Wang

Pedagogy:

- Class Room Lectures, Demos on Computer, Practical Assignments & Tests etc.

Sr.	Topic	Duration
-----	-------	----------

No.		(Hrs.)
1	<p>Understanding MS Excel's Files:</p> <ul style="list-style-type: none"> • Ribbon and Shortcut: Create a workbook, Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data, Sort data. • Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts. • Working with Cells and Ranges: Formatting Cells, Name Manager. • Visualizing Data Using Conditional Formatting: Apply conditional formatting. • Printing Your Work: Print a worksheet, Using Print Preview & Other utilities. 	6
2	<p>Creating Formulas & Functions for Business Applications:</p> <ul style="list-style-type: none"> • Introduction to formulas using IF statements and Nested IF statements, basic statistical & financial functions. • Creating Charts and Graphics: Chart your data, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts • Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column • Creating Formulas That Count, Sum, and Sub-total • Protecting Your Work: Using Review Tab Utilities. • Vlookups, HLookups • INDEX and MATCH functions. • Financial functions: PV, PMT, NPER, RATE • Sumif, sumifs, countif, countifs, averageif, averageifs 	10
3	<p>Other essential MS Excel features:</p> <ul style="list-style-type: none"> • Right click, Format Cells window. • Using Data Tab and Data Validation: Getting external Data, Remove, Duplicates, Apply data validation & using utilities from Data Tab • Using Excel Tables • Auto Sum and Auto Fill Function • Protecting Your Work: Using Review Tab Utilities. • Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analyzing Data with Pivot Tables, Producing Report with a Pivot Table. • Data consolidation • Scenario Analysis • Create a macro • Getting external Data 	4
4	<p>MS word: MS word toolbar, shortcut keys, formatting, Header, Footer, tabs, Margins, Page setup, Mail merge, letters, labels, envelope, Table of contents</p>	3

5	MS PowerPoint: Basics of Presentation, create a slide, Views Slide transition, Custom animation, hyperlink, presentation aesthetics, Insert tab utilities, smart art, hyperlink, image resizing	2
6	Basics of Cloud Computing: Components of a data center, What is Cloud and cloud Computing, difference between data center and cloud, Types of cloud service models-SaaS, PaaS, IaaS, Advantages of Cloud Computing.	1
7	Introduction to Management Information Systems: Difference between Data and Information, Information Technology (IT) and Information Systems (IS), What is a Business Process, Role of IT in MIS. Introduction to Data Base concepts, DBMS, Data mining, Data Warehousing, Data Analytics.	2
8	Introduction to ERP Introduction to ERP, Modules in ERP Software, Application of ERP, examples of ERP Software	1
9	Social Media: Using Social Media Effectively	1

PGDM & PGDM General 2020-22

Semester- II Marketing Specialization

PGDM & PGDM General 2020-22

FINANCIAL MANAGEMENT

Programme: PGDM & PGDM General Semester- II
Revised in: January 2020

Course Code: G-GC-201
Total Hours : 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO 1	REMEMBERING	To familiarize the students with the different financial functions to be discharged by a finance manager
CO 2	ANALYZING	To analyze the impact of financial decisions on a corporate entity.
CO 3	UNDERSTANDING	To understand sustainability issues affecting financial statements,
CO 4	CREATING	To develop the analytical skills by associating the tools and techniques for interpretation of business information and application of financial theory in financing related decisions.

2. Core text book for Reading:

- Financial Management – Ravi M. Kishor
- Strategic Financial Management – Meena Goyal
- Financial Management – P.C. Tulsian
- Financial Management – Pattibhi Ram & Bala

3. Reference book for Reading:

- Financial Management – I.M.Pandey
- Financial Management – Prasanna Chandra
- Financial Management _ Khan & Jain
- Financial management and policy -Van Horne James.C

4. Pedagogy:

- Lectures, Presentations from students, Case Study, Practical Assignments
- Note: Figures to the right indicates weightage.
- Weightage of Theory & Numericals: Theory 20% Numericals & Caselets 80%

Sl. No.	Topic	Duration (HRS)
1	Introduction to Financial Management: Meaning and significance of Financial Management, Understanding the financial Statements, Various Sources of Funds.	4
2	Ratio Analysis: Ratio – Meaning & Significance, various types of ratios, Liquidity ratios, Profitability ratios, Efficiency Ratios, Solvency Ratios. Interpretation of ratios. Du-Pont Analysis Numerical on: Calculation of ratios from Balance sheet or profit and loss account or data given.	8
3	Capital Budgeting: Capital Budgeting- Introduction, Capital Budgeting Decision techniques. Non Discounting Techniques-ARR & Payback period Method, Discounting Cash flow techniques-discounted PB method, Profitability index method, NPV method, IRR. Numerical on: Payback Period, ARR, NPV, IRR, PI and Discounted Payback Period.	12
4	Leverage Analysis: Degree of Operating Leverage & Business Risk, Degree of Financial Leverage & Favorable and non-favorable financial Leverage. Numerical on: Simple calculation of operating, financial and combined leverage.	6

PGDM & PGDM General 2020-22

BUSINESS RESEARCH METHODS

Programme: PGDM (General) Semester - II Course code: G - GC - 202

Revised in: May 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO 2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO 3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO 4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO 5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO 6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

Core books for Reading:

- Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press.
- Research Methodology by C.R.Kothari, New Age International Publication.

Reference Books:

- Research Methods for Social Work by Allen, Earl R. Babbie, Cengage.
- Research Methods in Business Studies: A Practical Guide by Pervez Ghauri, Dr Kjell Gronhaug.
- Goods, W.J. and Hatt, P.K., Methods in Social Research, McGraw Hill, New York.
- Scientific Social Surveys and Research: An Introduction to the Background, Content, Methods, Principles and Analysis of Social Studies, Prentice-Hall.
- Moser G., and Kalton G., Survey Methods in Social Investigation.

Pedagogy:

- Lectures, Projects, assignments and use of Statistical Tools (Excel & SPSS).

Sr. No	Topic	Duration
--------	-------	----------

		(Hrs)
1	<p>Foundations of Research: Meaning, Objective, Motivation and Utility of research, Types of research, The research process, Characteristics of a good research, Formulation of a research problem, Need of business research, Application of research in business. Developing a research proposal. Ethics in conducting business research.</p>	7
2	<p>Research Design: Concept, Research designs: Exploratory research design, Descriptive research design, Causal research design, Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches. Choice of a research design. Types of Variables: Independent, dependent, concomitant and extraneous variables. Basic knowledge of Treatment and Control group. Hypothesis testing: Definition, Formulation of hypothesis, Null hypothesis, Alternative hypothesis, Directional hypothesis, Non-directional hypothesis. Qualities of a good hypothesis, Framing Null hypothesis and Alternative hypothesis. Business examples on hypothesis testing.</p>	8
3	<p>Data and Measurement:</p> <p>Meaning, Need for data. Primary data: Definition, Primary data collection methods. Secondary Data: Definition, Sources of secondary data. Advantages and disadvantages of primary data. Advantages and disadvantages of secondary data.</p> <p>Measurement: Concept of measurement, Levels of measurement: Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison and Forced Ranking - Concept and application. Problems in measurement in management research - Validity and Reliability.</p> <p>Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.</p>	9
4	<p>Sampling Techniques: Basic Concepts: Population, Sample, Characteristics of a good sample. Probability Sampling: Simple Random Sampling, Systematic Sampling, Stratified Random Sampling, Cluster Sampling. Non Probability Sampling: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling and Snowballing Sampling methods. Sampling errors, Non-sampling errors, Methods to reduce the errors, Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)</p>	9
5	<p>Data Analysis: Cleaning of data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of mean, median and mode. Standard deviation, Coefficient of variation. Graphical representation of data: Appropriate usage of Bar charts, Pie charts, Line charts, Histograms. Cross tabulations, Bivariate correlation: Meaning, Karl Person's coefficient of correlation, Spearman's rank correlation. Simple linear regression: Meaning of regression,</p>	10

	Purpose and uses, Interpretation of regression co-efficient, Application of regression in business scenarios. t-test and z-test (test of single mean and proportion). Chi -square test of association of attributes. (Statistical analysis using MS excel/SPSS)	
6	Research Reports: Structure of research report, Report writing and presentation. Project assignment: Team project. Research paper discussion.	2

Note:

1. It is desirable to use MS Excel / SPSS for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

QUALITY AND OPERATIONS MANAGEMENT

Programme: PGDM & PGDM General, Semester – II

Course Code: G-GC-203

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>DEFINE basic terms and concepts related to Production, Operations Management and Quality Management.</i>
CO 2	UNDERSTANDING	<i>EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.</i>
CO 3	APPLYING	<i>DESCRIBE the various methods of manufacturing and their characteristics.</i>
CO 4	ANALYSING	<i>ANALYSIS of operational issues in manufacturing and services organizations.</i>
CO 5	EVALUATING	<i>EVALUATE the various steps involved in performing ABC analysis.</i>
CO 6	CREATING	<i>DISCUSS the applications of network analysis techniques in Project Management.</i>

Core books for Reading:

- Operations Management Theory & Practice by B.Mahadevan , Pearson
- Total Quality Management by Poornima M. Charantimath, 2nd Edition, Pearson
- Production and Operations Management by R B Khanna, PHI.
- Quality Management by Kanishka Bedi, Oxford University Press

Reference Books:

- Operations Now - Supply Chain Profitability & Performance by Byron J. Finch
- Production and Operations Management by S.A. Chunwala and .R. Patel
- Production and Operations Management by L.C. Jhamb
- Production and Operations Management by B.S. Goel

Pedagogy:

- Lectures, Case Study, Videos, Power Point presentations, Research Papers.

Sr. No.	Topic	Duration (Hrs.)
1.	Introduction to Quality and Operations Management: Definition, nature, significance and history of Operations Management; Definitions of 'quality', Quality Management -A conceptual framework; Importance of Quality; Cost of Quality (COQ); Dimensions of Product Quality; Dimensions of Service Quality	6
2.	Total Quality Management (TQM): Meaning and Principles of TQM; Quality Gurus: W. Edwards Deming, Joseph Juran, Philip Crosby, Kaoru Ishikawa; Concept of Lean Management; JIT Manufacturing; Kaizen-Continuous Improvement; Poka-Yoke	5
3.	Six Sigma: Introduction to six sigma concept; Six Sigma versus Three Sigma; DMAIC and DMADV approaches in Six Sigma	2
4.	Design of manufacturing processes: Determinants of process characteristics: Volume, Variety and Flow; Types of Processes and Operations systems: Continuous flow systems, Intermittent flow systems, and Project form of Manufacturing; Layout Planning: Types of layouts-Process layout, Product layout, Group Technology Layout, Fixed Position Layout	7
5.	Inventory Management: Concept of inventory, Inventory costs, EOQ Model, Inventory control: ROL, ABC analysis, VED, FSN, GOLF and SOS.	5
6.	Project Management: Introduction to project Management, Introduction to PERT and CPM techniques, Construction of network diagram and finding critical path.	5

INDUSTRY ANALYSIS – DESK RESEARCH

Programme: PGDM & PGDM General, Semester-II
Revised in: January 2020

Course Code: G - GC - 204
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO 2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO 3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO 4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO 5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO 6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

Pedagogy:

Class Room Lectures, Desk Research, Assignments and viva.

I) Sector Analysis to be done based on following points:

- Overview and structure of sector
- Porter's 5 forces model
- PESTEL analysis
- Sub sectors & Main Players in the subsectors/sector
 - Market Size, How many Companies & Top Companies
- Key trends and challenges of the sector
- Regulatory bodies in the sector and their role
- Govt. Initiatives
- Contribution to economy, employment & Growth Rate
- Global issues affecting the sector
- Key technological advancements in the sector
- Future and prospects post COVID-19

II) Company Analysis to be done based on following points:

- Brief of the company
 - (Sector the company belongs to, year of establishment, CEO, Headquarter, geographical location/branches, NSE/BSE listed)
- Vision, mission, values
- Key Financial parameters with brief comments (analysis)
- For finance students- Market capitalization, key financial ratios, EPS, EVA, Turnover, Profit
- For non-finance students- Turnover, Profit
- Products/ Services
- Main competitors and market share of past 5 years
- Key challenges
- SWOT analysis
- Functional Perspective
 - Finance- Sector indices analysis at weekly interval
 - Marketing- pricing strategies, channel management, ad campaigns, extended 3Ps* (applicable for service based organizations)
 - HR- Organization structure, attrition, employee engagement activities, L&D perspective, Green HR
- CSR policy and Corporate Governance Initiatives
- Recent Mergers, Acquisitions and strategic alliances in the sector
- Impact of and response to COVID-19

III) Following table gives the list of sectors and companies from which students can choose sector and company for analysis:

Sr. No	Reference of the Sector	Reference Companies
1	FMCG	Coca Cola, Mother Dairy, Nestle, ITC, Asian Paint, Berger Paint, Godrej, Colgate Palmolive, Nilons, Cargill, Mother Recipe
2	FMCD	Wipro Lighting, Godrej Interior, Kurlon, Furlenco
3	BFSI	HDFC Bank, ICICI, HDFC Ltd., Religare Securities, Janlakshmi Bank, Yes Bank, SBI card, S& P capital, Bajaj Allianz, Birla Capital, Tata Capital, Standard Chartered, ICICI Securities, ICICI Prudential, Mahindra Finance, Karvy, Bajaj Finserv
4	ITES	Deloitte, E- Clerx, TCS, TTL, Sungard, WNS Global, Quick Heal, Tech Mahindra
5	Retail	Reliance Trends, Reliance Retail, Future Retail, Landmark, Toonz retail, Aditya Birla Retail, Amazon

6	Real Estate	Kolte Patil, Marks Developers, 99 acres, Magik bricks, JLL, Gera Developers, Prop tiger
7	Manufacturing	MRF Tyres, Bridgestone, Atlas Copco, Sandvick Asia, Everest Industries, Sanny Engg., Hyundai Construction.
8	Logistics	Samsara Logistics, NYK, OM logistics, DHL, Maersk Logistics
9	Telecom	Airtel, Idea, Jio, Vodafone

PGDM & PGDM General 2020-22

Basics of Business Analytics

Programmes: PGDM & PGDM General Semester – II

Course Code: G-GC-205

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the various analytical tools and techniques of data based business decision making.
CO 2	UNDERSTANDING	UNDERSTAND the use of most commonly used tools used in business analytics.
CO 3	APPLYING	DEVELOP a thought process to think like a data scientist/business analyst.
CO 4	ANALYSING	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools.
CO 5	EVALUATING	SELECT the right tool for the given analytics task.
CO 6	CREATING	CREATE data dashboards using analysis tools for better decision making.

Core books for Reading:

- Business Analytics: The Science of Data-Driven Decision Making by U Dinesh Kumar 2017.
- Analyzing Data with Microsoft Power BI and Power Pivot for Excel by Ferrari Alberto and Russo Marco 2019.
- Learning Tableau 2019: Tools for Business Intelligence, data prep and visual analytics, 3rd Edition by Joshua N Millgan.
- R Programming for Beginners by Sandip Rakshit 2017.

Reference Books:

- Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
- Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, Ryan Sleeper.
- Power Pivot and Power BI - Book by Rob Collie & Avichal Singh
- The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley

Pedagogy:

- Lectures, Videos, Power Point presentations. Lab based workshops using software's. Real life case studies.

Sr. No.	Topic	Duration (Hrs.)
1.	Introduction to Business Analytics: Introduction to Business Problems, Need for Business Analytics, Type of Analytics – Predictive Analytics, Descriptive Analytics, Prescriptive Analytics. Techniques of Data Analysis – Data Exploration, Clustering, Classification, Different Tool used for Data Analysis – Excel, R, Power Bi, Tableau, Data Preparation, Common Data Problems.	6
2.	Introduction to Power BI: Introduction to Power BI - Need, Importance, Power BI - Advantages and Scalable Option, History - Power View, Power Query, Power Pivot, Power BI Data Source Library and DW Files, Power BI Installation and Cloud Account, Power BI Cloud and Power BI Service, Power BI Architecture and Data Access, Power BI Desktop - Installation, Usage, Sample Reports and Visualization Controls, Report Visualizations and Properties, Chart & Map Report Properties, Hierarchies and Drill Down reports, Dashboard Creation & Sharing.	9
3.	Introduction to Tableau: Introduction to Tableau Server & Desktop, Creating Basic Visualizations, Tableau Desktop UI, Connecting to Data – Live Connection, Extract Data, Combine Data Sources, Join Tables, Blend Data Sources, Cross Database Join, Filtering and Sorting Data, Date Functionality – Discrete & Continuous Dates, Fiscal Dates, Mapping Techniques – Heat Map & Highlight Table, Dashboard Creation, Sharing your Work.	9
4.	Introduction to R Language: Introduction to R & R – Studio, Installation of R, Data Structure in R – Variable in R, R-Overview – Vector, Matrix, Array, List, Data Frame. Operators in R, Import Data Set in R, Conditional Statement – Loops, Strings, Decision Making.	6

SERVICES MARKETING

Program: PGDM & PGDM General Semester – II

Course Code: G - MC - 206

Revised in: January 2020

Total Hours: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	RECALL the key concepts in services marketing
CO 2	UNDERSTANDING	EXPLAIN the role of Extended Marketing Mix in Services
CO 3	APPLYING	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services
CO 4	ANALYSING	ANALYSE the significance of services marketing in the Indian and global economy
CO 5	EVALUATING	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment
CO6	CREATING	DEVELOP marketing mix for various services offering

Core Book for Reading:

- Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th ed.
- Services Marketing - Christopher Lovelock
- Services Marketing - Rampal & Gupta

Reference books:

- Essence of Services Marketing - Ardian Payne.
- Services Marketing - Helen Woodruff
- Zeithaml, Valarie A. & Bitner, Mary Jo; Services Marketing – Integrating Customer Focus Across the Firm; Tata McGraw Hill; New Delhi.
- Rao, K., Rama Mohana; Services marketing; Pearson Education; New Delhi.
- Hoffman & Bateson; Essentials of Service Marketing; Thomson Asia Ptc. Ltd., New Delhi.
- Rampal, M.K. & Gupta, S.L.; Services marketing; Galgotia Publications; New Delhi.

Pedagogy:

- In-class activities, case discussions, pre-assigned exercises, article reviews & assessment tests, Research papers.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Introduction to services: Concepts, contribution and reasons for the growth of services sector, Indian and Global Scenario, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle. Consumer behavior in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.</p>	5
2	<p>Marketing Implementation I: Understanding Service Quality Importance of Quality & Dimensions of service quality SERVQUAL Analysis- its application in Service Organizations, SERVQUAL, and SERVPERF, Parsuraman- Zeithamal- Bitner (PZB) Gaps Model, Experience a service and identify gaps , Gronroos model.</p>	7
3	<p>Customer defined service standards Customer defined service standards: “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership & Measurement system for market driven service performance-key reasons for GAP- 2service leadership- Creation of service vision and implementation, Service quality as profit strategy.</p>	8
4	<p>Marketing Mix I and II Service Product and Employee role in service designing The Service Product · Key Issues - The Flower of Service - Core and Supplementary Services - Adding Value via Supplementary Services Employee role in service designing. importance of service employee, Boundary spanning roles, Emotional labor, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3.Customer’s role in service delivery-Importance of customer & customer’s role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.</p>	5
5	<p>Marketing Mix III and IV Role of marketing communication: Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation. Pricing of services-Role of price and value in provider GAP 4, Role of non-monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies.</p>	5

6	<p>Marketing Mix V and VI Physical evidence in services and Distribution Physical evidence in services. Types of service spaces- Role of service scapes, Frame work for understanding service scapes & its effect on behavior-Guidance for physical evidence strategies. Distribution- Distribution Channels for Services, Internationalization of Service Firms, Global Distribution Systems.</p>	5
7	<p>Marketing Mix VII: Designing Customer Service Processes and Relationship Marketing Service Blueprinting, developing service blueprint of a service experienced recently, CRM in services, Concept of loyalty and Creation of a loyalty program -</p>	5
8	<p>An overview of sub sectors of services- Sector overview, challenges and opportunities Financial Services, Hospitality and Tourism Services, Healthcare Services, Educational Services, Telecommunication Services, Logistics Services and IT Services</p>	5

PGDM & PGDM General 2020-21

SALES AND CHANNEL MANAGEMENT

Program: PGDM & PGDM General, Semester: II Course Code: G - MC- 207
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales Management and Channel Management Domain
CO 2	UNDERSTANDING	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
CO 3	APPLYING	APPLY the concepts related to sales and channel management.
CO 4	ANALYSING	ANALYZE the real life scenarios of sales and channel management.
CO 5	EVALUATING	EVALUATE the existing sales and distribution strategies and approaches.
CO6	CREATING	DEVELOP generate and evaluate sales and distribution strategies.

Core Text books for Reading:

- Sales and Distribution Management by Krishna Havaladar and Vasant Cavale
- Sales & Distribution Management: By Dr. S. L. Gupta
- Sales Management Theory and Practice: by Bill Donaldson, Springer Publication
- Marketing Channel Management: A Customer-Centric Approach: By Pingali, Venugopal, Sage publication

Reference books for Reading:

- Sales Management By Richard R Still, Edward W. Cundiff
- Marketing Channels by Louis Stern and El-Ansari
- Marketing Channel Management: People, Products, Programs and Markets by Russell W. Mc Calley
- Marketing Channel Management: Strategic Planning and Tactics by Kenneth G. Hardy
- Strategic Marketing Channel Management by Donald J. Bowersox, M. Bixby Cooper
- Sales and Distribution Management by M V Kulkarni

Pedagogy:

- Class room lectures
- In-class activities
- Case discussions
- Pre-assigned exercises and article reviews

- Field visits with sales people
- Assessment test

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Sales: Definition of sales, Sales management in the 21st century Processes of a sale transaction. Sales Process. New Age Selling. Automation in Personal Selling. Product-selling vs. concept-selling, Product and Customer Centricity, Careers in Sales Management, Modern Roles and required Skills for Sales Managers. The challenges of today's marketplace.	06
2	Introduction to Channel Management: The Concept of Channel Management, Current Challenges in Channel Management, Objectives in Channel Management, channel positioning. Competition in Marketing Channels, Typical Channel Management Decisions. Growing relevance and popularity of Online Channels of Distribution	05
3	Sales planning, forecasting and budgeting: Role of marketing and sales. Link between marketing and sales Basic terms in sales forecasting, Factors influencing sales forecast Sales forecasting methods Sales budget and quotas time management and routing and scheduling	06
4	Selling to organized retail channel: Emergence and concept of organized retail and key accounts key accounts management	04
5	Current Trend in Sales: Cross Selling: Concept and strategies Up Selling: Concept and strategies Value added Selling: Concept and strategies Sales training methodologies Micro sales segmentation. Role of E-commerce in Selling. The Sales Manager as Coach and Leader. Customer Centricity and Principles of Customer Centric Selling.	06
6	Channel Management & Managing Single Channels: A Typology of Marketing Channels, In-House vs. Outsourced Distribution Various types of Channel Members. Managing Distribution network and channel relationship management. Management of Electronic and Mobile Channels. Tailoring channel experiences to deliver the priority benefits sought by channel customers	07

7	<p>Channel Management on the Macro-Level: Multi-Channel Management, Designing the Channel Mix Implementation of New Channels and Touch points, Modern Trade as a Sales Channel, Channel Performance Measurement Situation Analysis, Marketing Channel Selection, Configuration of the Channel Mix, Coordination of the Channel Mix, Distribution Controlling. Disintermediation and Reintermediation. Use of Electronic Marketing Channels for Disintermediation.</p>	07
8	<p>Channel conflict: Meaning of channel conflict Reasons of channel conflict Conflict resolution</p>	04

PGDM & PGDM General 2020-22

MARKETING OF FMCG

Program: PGDM & PGDM General, Semester II
Revised in: January 2020

Course Code: G - MC – 208
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to FMCG Marketing
CO 2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with FMCG Marketing
CO 3	APPLYING	BUILD capabilities for University students to work in FMCG/Retailing, giving overview of value chain, scale of operation, challenges and possibilities for career.
CO 4	ANALYSING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customers in FMCG sector.
CO 5	EVALUATING	EVALUATE suitability and effectiveness of supply chain process, customer management/relationships, consumer marketing and management with information.
CO 6	CREATING	DEVELOP FMCG Marketing and Supply chain plans for various B2B and B2C markets including Online platforms.

Core Text books for Reading:

- Marketing Management, Philip Kotler, Kevin Keller: Books.
- “Retailing Management Text and Cases”, Swapna Pradhan, Tata McGraw Hill, New Delhi.

Reference book for Reading:

- Retailing Management, Michael Levy & Barton A Weitz, Tata MacGraw Hill
- Marketing- Concepts and Cases, Pandit A, Tata McGraw Hill.

Pedagogy:

- Class Room Lectures, Practical Assignments & Test, Field Assignments, Case Study, Role Plays.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to FMCG/Retail industry: <ul style="list-style-type: none"> • Introduction to FMCG and other goods, Mkt. Scenario Sector Growth, Market Size. • Overview of industry and understanding of roles between companies operating in industry. Basics of business dynamics within industry. FMCG product classification 	06
2	Management of FMCG / Retail companies: <ul style="list-style-type: none"> • Management of retails chains formats. • Supply chain management in FMCG industry. • Distribution and warehouse management. • Management of store operations. • Finance model in FMCG/Retailing. • People management and development in FMCG industry. • ECR way of working in FMCG industry. 	08
3	Category management / Buying / Key Account management / Sales: <ul style="list-style-type: none"> • Management of buyer / supplier relationships. • Key account management. • Negotiations in FMCG business. • Category management. • Pricing. • Marketing Orientation for FMCG Managers 	06
4	Marketing / Brand Management: <ul style="list-style-type: none"> • Consumer understanding. • Innovation process in FMCG industry. • Retail brand building. • Effective operations in long value chain: elements of operation, which are very large part of cost structure in FMCG/Retail industry. • FMCG Advt. and promotion. • Push v/s Pull Brands in FMCG • How Ayurvedic and herbal brands are giving tough competition to other brands Eg: Patanjali. 	08
5	Skills and competencies required in work in FMCG and Retail Industry: <ul style="list-style-type: none"> • Category manager / Buyer / Key Account manager / Customer Development manager. • Negotiation, Technical skills and Presentation skills • Project management (time management, setting priorities) • Prediction statistics / Analytical skills. • Business ethics, Business process / business model understanding, Language skills. 	06

6	<p>Future trends and Key challenges in FMCG:</p> <ul style="list-style-type: none"> • Future of industry and challenges which industry faces at the moment. And how these are currently managed. • Consumer marketing research, Power of Branding, Market segmentation. • Relationships, Selling and Negotiation skills. • Project management. 	04
7	<p>FMCG on online platform:</p> <ul style="list-style-type: none"> • How online has become a primary distribution channel for FMCGs - Amazon, Grofers, Big basket, Local Banya (Shut), etc. • Will the offline Mom & Pop kirana stores survive in the ever evolving online space? • Celebrity Endorsement. 	04
8	<p>FMCG Players Cases: International Players, National Players. In-house / Dealer brands cannibalizing sales of FMCGs. Conflict & Crisis Management. Eg: Reckitt Benceiser v/s Big Bazaar, Maggi's Glucotane content and Cadbury's worms case. Sales channel analysis.</p>	03

DIGITAL MARKETING

Program: PGDM & PGDM General, Semester: II Course code: G – MC-209

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE various concepts related to Digital Marketing.
CO 2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, YouTube and Email in digital marketing.
CO 3	APPLYING	MAKE USE OF Facebook, Google Ad words, YouTube and Email for carrying out digital marketing of real life products.
CO 4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, YouTube and Email in various contexts of Digital Marketing.
CO 5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, YouTube and Email.
CO6	CREATING	CREATE appropriate content for Facebook, Google Ad words, YouTube and Email campaigns.

Core text book for Reading:

- Digital Marketing: Strategy, Implementation & Practice- Dave Chaffey & Fiona Ellis-Chadwick
- Jab, Jab, Jab, Right Hook – Gary VaynerchuK
- Web Analytics 2.0 – Avinash KaushiK
- Art of SEO (3rd edition) – Eric Enge

Reference book for Reading:

- Ogilvy on Advertising: - Ogilvy Mather
- Positioning the Battle of your minds: - Al Rise & Jack Trout
- Advertising and promotions : An integrated brand approach Semenik, Richard J

Pedagogy:

- PPT
- Digital Marketing work shop
- Hands on application-based exposure

Sr. No.	Topic	Duration (45 Hrs.)
1	Introduction of Internet Marketing – Overview of Internet marketing -Basic components of Internet marketing -Why Internet marketing? (Facts & figures- past, present & future) -Difference between the traditional marketing & Internet	4

	marketing. (Facts & figures- past, present & future) -Difference between the traditional marketing & Internet marketing.	
2	Basics of Internet Marketing:- Characteristics/salient features of Internet marketing - Internet marketing Mix- Internet Marketing Platforms- E-mail campaigns, website, Webinars, social Networking (Face book, Linked in Twitter, YouTube, gaming, WAP sites, , SMS, Bluetooth, blogs, trade portals, micro sites- What marketers can do in Internet marketing --Branding, promotion, selling, CRM, loyalty program, more information, market research, VAS, contest, campaigns, online sampling, lead generation), Affiliate marketing.	6
3	Digital Media and Engagement: UI, UX, CX and BX for Digital Marketing, Digital Customer Life Cycle, Digital Media and Engagement	3
4	Website design: Web page vs Website, Microsites and landing page, Components of website, Purpose of creating websites, How to build a web page? What makes a website user-friendly? Dynamic vs Static website. What is domain & subdomain name, What is Word Press? Understanding Word Press and its functioning	4
5	Search Engine Optimization:- Types of SEO(Page SEO vs Off-Page SEO,SEO tools, backlinks, outbound link, meta tags, anchor text, robots.txt, Panda algorithm vs Penguin algorithm, Keyword Research, LSI Keyword), Internet media buying & Selling, Internet media planning, Content Marketing, CPC, CTR,CPA	5
6	Search Engine Marketing – Google Ad words	4
7	Social Media & Digital Marketing campaigns: web 2.0, Campaigns based on Face book, Bidding on Facebook, Factors Affecting Ad Placement, YouTube, Twitter, LinkedIn, Integration with traditional media campaigns, Social media optimization (SMO), Social Media Marketing,	3
8	Mobile Marketing, Mobile applications, WAP sites, Other tools, Proximity marketing	3
9	ANALYTICS & Measurement tools: - Measurement parameters, ROI, Case studies. Google. Analytics, Google Trends, Bounce Rate, Average Time on Page, metrics and Dimensions, Page view	3

10	Other Aspects of Digital marketing: Email Marketing: Tools, Email Automation, Best Practices, Marketing Emails, and GDPR Rules. Influencer Marketing: How to use Influencer Marketing for a Brand. How to Identity Influencers? How to become an online influencer?	2
11	Digital Marketing Certification workshop	8

PGDM & PGDM General 2020-22

RETAIL MANAGEMENT & E-COMMERCE

Program: PGDM & PGDM General, Semester – II Subject code: G - MC - 210
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE various concepts associated with retail marketing
CO 2	UNDERSTANDING	EXPLAIN the terms and concepts used in Retail Management
CO 3	APPLYING	ILLUSTRATE value creation & competitive advantage in Retail Management.
CO 4	ANALYSING	ANALYSE the contemporary issues affecting Retail management decisions.
CO 5	EVALUATING	EVALUATE the effectiveness of Retail marketing mix used by different Retail formats
CO6	CREATING	FORMULATE effective retail marketing strategy

Core text book for Reading:

- Retailing Management by Barry Berman and Joel R Evans
- Retailing Management –Levy & Weitz
- The Power of Visual Storytelling- Ekaterina Walte

Reference book for Reading:

- Retailing Management –David and Gilbert
- Retailing Management –Gibson G Vedamani
- Retailing Management –Suja Nair
- Retail Management by Chetan Bajaj, Rajnish Tuli

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Projects, Research Papers, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Retailing & Strategy planning: Retail Industry overview- Global overview, Indian overview, Indian retail Scenario - Indian retailing, its evolution, benefits & current state and its future prospects, The Framework of retailing the importance of developing and applying a retail strategy. Strategic planning in retailing value and value chain. Practical - Developing a retail strategy from the ground up.	5

2	<p>Building Sustainable relationship with consumers in Retailing: Retail relationships, Ethical performance, Situation analysis, Retail consumer behaviour, Factors affecting consumer behaviour, Consumer decision making process, Consumer demographics and lifestyles, Needs and desires, Shopping attitudes and behavior, Merchandise buying, Vendor management and franchising, Retailer actions, CRM, Private label brands. Practical - Retail Selling Skills Theory and project based</p>	5
3	<p>Retail Formats and Types: Retail institutions by ownership, Store-based strategy mix, Non-store based, and other forms of nontraditional retail institutions, Scrambled merchandising, The retail life cycle, Direct marketing, Direct selling, Vending machines Electronic retailing.</p>	4
4	<p>Information Gathering and Processing in Retailing: Trade - Area analysis, Site selection, the retail information system, Characteristics of trading areas, Importance of location to a Retailer, Type of locations, Merchandise management- formulating plans, buying merchandise, analysing merchandise performance.</p>	3
5	<p>Retail Organization and various departments: Operations management, Setting up a retail organization, Human Resource Management in retailing, Financial dimension, Operations dimension, Inventory management, Store management, Receipt management. Supply chain management.</p>	4
6	<p>Pricing in Retailing Factors affecting a Retail price, developing a retail pricing strategy, controlling costs.</p>	3
7	<p>Retail space management and Marketing: Concept of space management, Store layout and design, Promotion strategy, Customer relationship management, Retail marketing mix, Retail communication mix, POP Displays.</p>	2
8	<p>Controlling the Retail Strategy: Integrating and updating the Retail Strategy, Control: Using the Retail Audit</p>	2
9	<p>Emerging Trends in retailing:</p> <ul style="list-style-type: none"> - Tech. developments that have implications on processes of retail stores E.g.: NFC Tech; RFID Tech; etc., - Hybrid Retailing – Merger of online and off-line retailing. Alibaba - Consumer fairs as a retail avenue to spread awareness about the product - Govt. policy on retail industry e.g.: FDI, local sourcing clauses, etc <p>Will online retail kill offline?</p>	2
10	<p>Workshop on 360 degree on Retail Management</p>	6

11	<p>Introduction & Evolution to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce framework, Advantages and Disadvantage of E-commerce, Road map of E-commerce in India.</p>	3
12	<p>Managing the e-Enterprise & E- Marketing: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organization, Organization of Business in an e-Enterprise, E-Marketing: The scope of E-Marketing, Internet Marketing Technique, Innovation Management in retail, Project management in retailing - an introduction.</p> <p>Practical – Understand and explain the working model of a start-up in the retail section and create a project report on its implementation for a product/service of your choice.</p>	6

PGDM & PGDM General 2020-22

SUPPLY CHAIN MANAGEMENT

Program: PGDM & PGDM General, Semester II Course Code: G- MC-211

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the – driving forces in contemporary Supply Chain Management.
CO.2	UNDERSTANDING	EXPLAIN the structure of modern-day supply chains.
CO 3	APPLYING	IDENTIFY the various flows in real world supply chains.
CO 4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
CO 5	EVALUATING	EXPLAIN the Reverse Logistics and its linkage to Sustainability in Supply Chain Management.

Core Text books for Reading:

- Logistics Management - V V Sople, Pearson
- Supply Chain Management: Strategy, Planning & Operations- Sunil Chopra, Peter Meindl, D V Kalra

Reference book for Reading:

- World Class Supply Management: The Key to Supply Chain Management – Burt, Dobbler, Starling.
- Logistics & Supply Chain Management - Cases & Concepts -G Raghuram & N Rangaraj.
- Essentials of Supply Chain Management - Hugos M, N. J. Wiley.
- Supply Chain Management Process, System & Practice, N.Chadrasekaran, Oxford.
- Total Supply Chain Management, Basu & Wright, Elsevier.
- Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall.
- Going Backwards: Reverse Logistics Trends and Practices. Dr. Dale S. Rogers
Dr. Ronald S. Tibben-Lembke Ó1998, Reverse Logistics Executive Council.

Pedagogy:

- Class room lectures, Power Point presentations, Videos, in-class activities, Case discussions, pre-assigned exercises, Research papers, article reviews.

Sr. No.	Topic	Duration (Hrs.)
1	Supply Chain Overview: Introduction to Supply Chain Management, SCM an enabler for business, Three Flows In SCM - Material, Funds and Information , Components of SCM. Introduction to Agribusiness Supply Chain. Demand Management and Forecasting in Supply chain.	06
2	Logistics: Definition, objectives, scope & functions of logistics. Paradigm shift in logistics, logistics concept, logistics solution, future of logistics. Customer service for competitiveness, customer service phases, service attributes, value added logistics services. Difference between SCM and Logistics.	07
3	Warehousing: Warehousing a logistics challenge, Warehousing functions, and options. Site selection, layout design, decision model, costing, strategies, virtual warehouse, and warehouse charter. Performance parameters, warehousing in India, Cold chain infrastructure. Green Warehouses. Innovations in Warehousing.	08
4	Material Storage & Handling Systems: Unit load storage, storage principles, benefits of storage design, storage methods. Role of material handling logistics, Material handling guidelines. Material handling equipment and systems.	04
5	Inventory Management: Inventory-asset or liability, inventory functions, reasons for carrying inventories. Managing Uncertainties. Inventory related cost, inventory controls, and inventory policy guidelines. Classifications of Inventory. Inventory levels at Regional Distribution Centers. In transit .Inventory, Multi Echelon Inventory Optimizations. Vendor Managed Inventory.	06
6	Transportation: Evolution of transportation system, transportation infrastructure, freight management, transportation model. Transportation networks, Route planning, Containerization. Clean Sky Initiative; Hybrid Vehicles. Trade Off's in Transportation design	05

7	Logistical Packaging: Packaging, packaging as unitization, design considerations. Market, Flow and Environment considerations in Packaging. Packaging material, Packaging cost. Bio degradable packing, Eco Labels; QR – Quick Response codes.	04
8	Concept of Supply Chain Management and its strategic significance: Introduction, role in the organization - Intra and Inter organizational supply chain. Role of Sourcing. 3 PL / 4 PL concepts. Supply Chain Models. Supply-Chain Operations Reference (SCOR). Role of ERP and IT in SCM processes.	03
9	Supply Chain Integration: Introduction, push, pull & push-pull systems, demand driven strategies, distribution strategies. Responsiveness. Collaborative Planning, Forecasting and Replenishment (CPFR), Bull Whip Effect. Retailer -supplier partnership, distributor integration. Vendor Rating for Sustainability. Planning tools and reporting through visualisation. Performance measurements in Supply chain.	02
10	Reverse Logistics: Definition, Reverse logistics drivers triangle, Various reasons for Reverse logistics, Classification of returns, Recovery Options.	

MARKETING OF FINANCIAL PRODUCTS AND SERVICES

Program: PGDM & PGDM General, Semester - II Course Code: G - ME – 212

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcome
CO1	REMEMBERING	To Familiarize the students with the various financial services and products in the liberalized Indian economy.
CO2	ANALYSING	To analyze the investment opportunities in capital markets
CO3	UNDERSTANDING	To provide an in-depth perspective of the equity and bond markets
CO4	APPLYING	To equip the students with the practices and processes in the Mutual Fund and Insurance Industry
CO5	EVALUATING	To evaluate the practices followed in marketing of financial products and services

Core books for Reading:

- Financial Services & Markets by Dr. PunithavathyPandian, Vikas Publication, 2012 Edition.

Reference Books:

- Financial Services by NaliniPravaTripathy, Prentice Hall of India Private Limited, 2008 Edition.
- Financial Services by M Y Khan, Tata McGraw-Hill, 5th Edition

Pedagogy:

- Class Room Lectures, Practical Assignments & Test, Field Assignments, Case Study, Role Plays.

Sr. No	Topic	Duration (30 Hrs.)
1	Financial Market Fundamentals: Equity Markets: Capital Markets – Primary and Secondary, Role of capital market in the Economy. Brief History of BSE and NSE. Market Participants. Trading knowledge of secondary market. Bond Markets: Introduction to bond markets. Key terminologies and Regulatory aspects related to the bond markets. Key players in the Bond Markets (such as FIIs, Hedge Funds etc.). Exposure to the trading in Bond market.	6

	<p>Debt Instruments: Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase "Agreements etc.).</p>	
2	<p>Marketing of Financial Services:</p> <p>Importance of Financial Planning: identification of investment needs for retail investors, studying investment behavior - Household Vs. Institutional Investors.</p> <p>Alternate Investment Products: Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view.</p> <p>Career opportunities in Marketing of Financial Services.</p>	4
3	<p>Insurance:</p> <p>Basics of Insurance: Basic understanding of insurance products, types of insurance policies - Role of IRDA, Insurance industry in India.</p> <p>General Insurance: Types of liabilities covered, extent of insurance value, and conditions.</p> <p>Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Whole Life Policy and Endowment Policy and the differences between them.</p> <p>ULIP: ULIP features. Comparison with life insurance plans and Mutual Funds.</p> <p>Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc.</p> <p>Basic Understanding: Property and casualty/liability insurance, Commercial Insurance, Health Insurance.</p> <p>Tax Benefits: Tax benefits of all types of insurances</p>	6
4	<p>Other Financial Services:</p> <ol style="list-style-type: none"> a. Leasing / Hire Purchase b. Housing Finance c. Credit Cards d. Credit Rating Services e. Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital. 	4
5	<p>Mutual Funds and ETF:</p> <p>Mutual Funds and their importance, Basic understanding of NAV and calculation of a Fund – NAV.</p> <p>Types of Mutual Funds in India, classified on the basis of Structure, Investment Objective, and Investment Plan.</p> <p>Relative risks associated with various Mutual Funds in India.</p>	6

	<p>Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF. Gold ETF</p> <p>Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses incurred by a Fund.</p> <p>Guidelines for Investment Advisors while selling Mutual Funds to the clients.</p>	
6	<p>Banking Industry: Marketing of asset and liability products of banks, cross-selling - bank assurance and selling of mutual fund products, DEMAT facility, wealth advisory services.</p> <p>Role of Payments Banks and Small Finance Banks in the Banking Industry</p> <p>Career opportunities in Banking Industry.</p> <p>Services provided by banks related to International Trade like Export Finance, Letter of credit, Buyer's credit.</p>	4

PGDM & PGDM General 2020-22

Rural Marketing

Program: PGDM & PGDM General, Semester II
Revised in: January 2020

Course Code: G-ME - 213
Total Hrs. 30 hours

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>DEFINE</i> various concepts related to Rural and Agricultural Marketing.
CO 2	UNDERSTANDING	<i>UNDERSTAND</i> the rural consumer buying Behavior, Rural Marketing Mix, <i>COMPARE</i> Rural and Urban market on different terms, Environment, and Consumer, Industrial and Agriculture Market.
CO 3	APPLYING	<i>APPLY</i> knowledge and skills of Rural Marketing to design marketing Mix strategies.
CO 4	ANALYSING	<i>ILLUSTRATE</i> the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
CO 5	EVALUATING	<i>EVALUATE</i> the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.
CO6	CREATING	<i>BUILD</i> a model for Marketing of Agricultural products by using marketing mix tools.

Core text book for Reading:

- Rural Marketing Text and Cases by Krishnamacharyulu and Ramakrishna

Reference books:

- Rural Marketing by R Krishnamoorthy
- Rural marketing by sandal kumar
- Agricultural Marketing in India by SS Acharya & N.L. Agarwal
- Rural Marketing Management by T.P. Gopalswamy
- "Fortune at the bottom of the pyramid" by CK Prahlad
- How India earns, spends & saves- unmasking the real India by Rajesh shukla

Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Rural Marketing: Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.	4

2	Rural Consumer Behavior: Changing Profile of the Rural Consumer Understanding Rural Consumer Behavior, Factors affecting Consumer Behavior, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief.	5
3	STP Marketing in Rural Context: Segmentation in rural context, Targeting in rural context Positioning in rural context.	3
4	Product Strategies for rural markets: Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets, New product launch technique for rural market.	4
5	Pricing & promotion strategy to be clubbed Pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns, sales force management	3
6	Distribution - Logistics Management for Rural Market - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers,	4
7	Role of government & NGOs Cooperatives, Agri businesses- name same & corporate Role of micro finance companies	3
8	Rural Marketing: Rural Marketing of financial Services, Rural Marketing of Consumer Durables, Rural marketing of FMCG Products Marketing of Agri products	4

MARKETING AUDIT

Program: PGDM & PGDM General, Semester: II
Revised in: January 2020

Course Code: G-ME-214
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE Marketing Audit, different controls & characteristics and cost benefit analysis
CO 2	UNDERSTANDING	ILLUSTRATE steps of Market Audit process and related audits of an organization
CO 3	APPLYING	EXPERIMENT with tools and techniques used in Market Audit process & analysis
CO 4	ANALYSING	ANALYSE Digital Marketing Audit through its components
CO 5	EVALUATING	INTERPRET Marketing Audit along with its relevance and necessary action plan
CO 6	CREATING	FORMULATE & DISCUSS Digital Marketing Audit of an organization

Core text book for Reading:

- The Practice of Marketing Management by Cohen WA, Macmillan Publishing Company
- Marketing Management: Analysis, Planning, Implementation, and, Control 9th Edition Upper Saddle River, N.J Prentice Hall

Reference Books:

- The Strategic Marketing Plan Audit by Michael Baker
- The Marketing Audit by Jim Blythe

Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

UNIT	Topic	Duration (Hrs.)
1	Introduction to Marketing Audit <ul style="list-style-type: none"> - Marketing Evaluation and Control: Annual - Plan Control, - Profitability Control - Efficiency Control - Strategic Control - Introduction to Marketing Audit - Internal and External Audits Defined - Characteristics - Preparation for the Audit - Where to Focus Company Marketing Efforts - Benefits and Costs Associated 	8
2	Marketing Audit Process <ul style="list-style-type: none"> - Pre-Requisites - Steps in Marketing Audit - Introduction to Phase II: Situation Review - Marketing Audit: Environmental Audit (Macro, Task), - Strategy Audit - Organization Audit - System Audit - Productivity Audit - Functions Audit - The Relationship between Planning and Marketing Audit 	7
3	Systems Analysis to Inform Market Audit <ul style="list-style-type: none"> - Types of Market Audit: Telephone Survey, Mail Survey, Interview, Focus Group, Community Meeting, Systems Costs, Systems Benefits 	4
4	Tools and Techniques <ul style="list-style-type: none"> - The Product / Service Lifecycle - The Boston Consulting Group Matrix - SWOT Analysis - PESTEL Analysis - Porters Five Forces Model - T O W S Matrix - TQM - ISO 9000 / 14000 	4
5	Digital Marketing Audit <ul style="list-style-type: none"> - Role of Market Audits: Keywords - Architecture - Content - Performance - 3 Metrics of Digital Audit: Strategy, Reach, Conversion - Components of Digital Marketing Audit: SEO Audit, Paid Advertising and SEM, Content Marketing, Social Media 	7

Entrepreneurship Development

Program: PGDM & PGDM General, Semester: II
Revised in: January 2020

Course Code: G-ME-215
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	DEFINE	DEFINE the concepts of “entrepreneur”, “entrepreneurship” and list their development in all forms and shapes;
CO 2	SUMMARIZE	SUMMARIZE the legal issues involved while setting up an enterprise and entrepreneurial financing;
CO 3	ILLUSTRATE	ILLUSTRATE the process involved in forming an enterprise & constructing the required business plan to reach entrepreneurial goals and effectively assess entrepreneurial opportunities.
CO 4	ANALYSING	ANALYZE the programs designed and formulated by Central, State governments and other important institution in entrepreneurship development
CO 5	EVALUATING	EVALUATE the special challenges of starting new ventures and introducing new product and service ideas, the process of founding a start-up
CO 6	CREATING	CREATE a business plan.

Core Text books for Reading:

- Entrepreneurship: New Venture Creation – David H. Holt
- Entrepreneurship – Hisrich Peters
- Entrepreneurship Development - Small Business Enterprise- Poornima Charantimath

Reference books for Reading:

- Entrepreneurial Development - Vasant Desai
- Cases in Entrepreneurship - Morse Mitchell
- Management & Entrepreneurship - Bedi
- Entrepreneurship - Bruce Barringer

Pedagogy: Movies, Video Cases & Documentaries, Practical/Field Assignments, Classroom lectures.

Sr. No.	Topic	Duration (Hrs.)
1	The Entrepreneurial Development Perspective Entrepreneurship as a career. What it takes to be an entrepreneur. Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur. Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development. Entrepreneurial Culture Case Study on Entrepreneurial Culture	7
2	Legal Environment and Government support Concept of Licensing, Patent, Copyrights, Trademarks and certifications required,. Brief knowledge about agreements and instruments essential in business, Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants, Concepts of EOU	6
3	Creating Entrepreneurial Venture Entrepreneurship development cycle Business plan: objectives, elements, market analysis, SWOT analysis, Industry analysis, Environment analysis, Porters Five forces Model, Sector analysis: Opportunities and innovation, Buying a existing business, Merger and Acquisitions, Risk evaluation.	6
4	Funding of an enterprise and institutions supporting Entrepreneurs : Sources of Funds – Bootstrapping, Angel and Venture capitalist, other sources of deb. Concept of incubator. Central and state level institutions - SIDBI, NABARD, IDBI.	6
5	Sustainability through Social and Rural Entrepreneurship Defining Social Entrepreneurship: need, characteristics and benefits. Introduction and Concept of rural entrepreneurship, sustainability through rural entrepreneurship, Make in India, Start - up India, Make in India.	5

Semester III- Marketing Specialization

PGDM & PGDM General 2020-22

STRATEGY AND ENTERPRISE PERFORMANCE MANAGEMENT

Programme: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course code: G - GC - 301
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO 2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO 3	UNDERSTANDING	<i>DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.</i>
CO 4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective..
CO 5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

Core Text Books:

- Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition
- Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition
- Management Control Systems : Robert Anthony and Vijay Govindarajan
- Management Control Systems : Pradip Kumar Sinha

Reference Books:

- Business Policy and Strategic Management by P. Subba Rao
- Measure What Matters By John Doerr
- Strategic Management by Friancs Cherunilam
- Modern MCS by Kenneth A. Merchant
- Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th edition.

Pedagogy:

- Classroom sessions, Case studies, Seminars, presentations, Institution visits

Sr. No.	Topic	Duration (Hrs.)
1	1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy	8

	<p>1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management; Process of strategic Management</p> <p>1.3 Stakeholders in business and their roles in strategic management</p> <p>1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)</p> <p>1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP)</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis</p>	
2	<p>2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis</p> <p>2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities</p> <p>2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit</p> <p>2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model</p>	7
3	<p>3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy</p> <p>3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances), Retrenchment– Turnaround, Divestment, Liquidation, Outsourcing Strategies</p>	7

4	<p>4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation;</p> <p>4.2 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework</p>	6
5	<p>5.1 Performance Management: Concept, need</p> <p>5.2 Financial performance evaluation parameters: Responsibility Accounting, External audit, Evaluating economic performance of a business unit, Internal audit, role of financial controllers,</p> <p>EVA, ROI, ROA, MVA approaches for Implementation of performance in a business unit.</p>	6
6	<p>6.1 Performance Evaluation Parameters for Manufacturing Organization;</p> <p>6.2 Performance Evaluation Parameters for Service Organization: Banks, Retail, Hotel, Health care, Non-profit;</p> <p>6.3 Performance Evaluation Parameters for Projects</p>	5
7.	<p>Measure What Matters :</p> <p>7.1 OKRs (Objectives and Key Results) in action: Google, meet OKRs, Operation Crush: An Intel story, Connect: The Intuit Story; Track: The Gates Foundation Story; Stretch: The YouTube Story</p> <p>7.2 The New World of Work: Continuous Performance Management: OKRs and CFRs, Culture: OKRs catalyze culture and CFRs nourish it,Overcoming OKR resistance³ with a culture makeover.</p>	6

SUMMER INTERNSHIP PROGRAMME

Programme: PGDM and PGDM-General, Semester – III
Revised in: January 2020

Course Code: G - GC - 302
Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic process of acquiring on the job skills, knowledge, attitudes and perceptions
CO 2	UNDERSTANDING	EXPLAIN the experience of getting immersed in actual supervised professional environment
CO 3	UNDERSTANDING	<i>DESCRIBE</i> the various insights into working of the real organizations
CO 4	APPLYING	INTEGRATE the deeper understanding gained by working in specific functional areas into your attitude towards work
CO 5	ANALYSING	EXPLAIN the perspective developed towards business organizations in totality
CO 6	CREATING	DEVELOP the confidence for future interviews and Corporate Assignments

Notes:

- At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.
- SIP can be carried out in: Corporate Entity, NGO, ,SME, Government Undertaking, Cooperative Sector
- SIP may be a research project - based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

Executive Summary, Organization profile, Outline of the problem/task undertaken

Research methodology & data analysis (in case of research projects only)

Relevant activity charts, tables, graphs, diagrams, etc.

Learning of the student through the project, Contribution to the host organization

References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The student shall submit TWO hard copies of the project report in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

PGDM & PGDM General 2020-22

INTERNATIONAL BUSINESS EXPOSURE PROGRAMME

Programme: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course Code: G - GC - 303
Total Hrs: 30

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE multiple aspects of international business including culture, social and economic aspects of the region.
CO 2	UNDERSTANDING	UNDERSTAND the foreign economy and its eco-systems.
CO 3	APPLYING	IDENTIFY various environmental factors associated with international business.
CO 4	ANALYSING	EXAMINE various models and practices of International Business.
CO 5	EVALUATING	EVALUATING the difference between domestic and international economy and culture.
CO 6	CREATING	DEVELOP student's perspective of viewing world economy as driver of global business.

Pedagogy:

- International Tour, Guest Sessions, Industry Visits, Interactions with International Experts, International University Visits and International workshop.

INNOVATION MANAGEMENT AND SUSTAINABILITY

Programme: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course Code: G – GC-304
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key areas relevant to innovation management and sustainability.
CO 2	UNDERSTANDING	INTERPRET the various models of innovation.
CO 3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO 4	ANALYSING	ANALYSIS of various applications of design thinking.
CO 5	EVALUATING	EVALUATE the role of sustainability in gaining competitive advantage.
CO 6	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context

Core text books for Reading:

- Innovation Management by Dr. C.S.G. Krishnama Charyulu and Dr. R. Lalitha, Himalaya publishing.
- Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
- The Necessary Revolution by Peter Singe

Reference Books:

- Westland, J.C. (2008) Global Innovation Management: A Strategic Approach, Palgrave Macmillan
- Innovation Management, Allan Afuah, Oxford Indian Edition.
- Complete Design Thinking Guide for Successful Professionals by Daniel Ling
- The sustainable MBA Giselle Weybrecht
- Strategy for Sustainability: A Business Manifesto - Adam Werbach

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Workshop and Field Assignments

Sr. No.	Topic	Duration (Hrs.)
1	Basics of Innovation Management and Sustainability: Innovation Management, Innovation Environment, Innovation Opportunities, , Definitions of Sustainability, Significance of Sustainability, Relation between Innovation and Sustainability	4
2	Managerial Aspects of Innovation Function: Organization for Innovation, Strategizing Innovation, Managing Innovation Function, Climate and Culture for Innovation.	3
3	Innovation Process: New Product Development, Process Innovation, Product Innovation, Innovation Diffusion, Legal Aspects of Innovation, Innovative Society.	3
4	Models of Innovation – Schumpeter and creative destruction, Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster’s S Curve.	5
5	Innovation & Creativity: Creativity and Human Factors – Individual, Team, and Leadership; Creative individual, Group Creativity, Managing Creative Employees, Innovation and Entrepreneurship	4
6	Innovation strategies: Opportunity Recognition and Execution Strategies: Capturing Value from Innovations.	3
7	Design Thinking: Concept and purpose of design thinking; Understand key characteristics of design thinking; Understand the 5 action phases of design thinking-Empathize, Define, Ideate, Prototype and Test	4
8	Transformation to Sustainability: Various Models and Case Study, Sustainability for competitive advantage	4

INTEGRATED MARKETING COMMUNICATION

Program: PGDM & PGDM General, Semester: II
Revised in: January 2020

Course Code: G – MC – 305
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>DESCRIBE</i> the IMC mix and the IMC planning process.
CO 2	UNDERSTANDING	<i>EXAMINE</i> the role of integrated marketing communications in building brand identity, brand equity, and customer franchise.
CO 3	APPLYING	<i>Develop</i> an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign. <i>CONSTRUCT</i> a marketing communication mix to achieve the communications and behavioral objectives of the IMC campaign plan.
CO 4	ANALYSING	<i>Structure</i> an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization and measure and critically evaluate the communications effects and results of an IMC campaign to determine its success
CO 5	EVALUATING	<i>DESIGN</i> a sales promotion campaign and <i>CHOOSE</i> the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product. Critically <i>evaluate</i> the communications effects and results of an IMC campaign to determine its success for a variety of brands.
CO6	CREATING	<i>DEVELOP</i> an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign for a variety of brands.

Core text books for Reading:

- Advertisement & Promotion-IMC perspective: - Belch & Belch
- IMC by Smith & Taylor
- Advertising Management by Jethwaney, Jaishree and Jain, Shruti, Oxford University Press, New Delhi.
- Advertising and Promotions, Semenik Allen, Cengage Learning
- Advertising and Promotion, SHH Kazmi, Satish Batra, Excel Books
- Advertising and Promotions, Shah, D'Souza, Tata McGraw Hill
- Integrated Marketing Communication by Niraj Kumar

- Internet Marketing, Strategy, Implementation & Practice: - Dave, Fiona, Kevin & Richards

Reference books for Reading:

- Ogilvy on Advertising: - Ogilvy Mather
- Positioning the Battle of your minds: - Al Rise & Jack Trout
- Advertising and promotions: An integrated brand approach. Semenik, Richard J
- Integrated advertising, promotion & marketing communication. Clow, Kenneth E
- Advertising And Promotion: An IMC Approach, Shimp Terence
- Principles of advertising & IMC: Duncan, Tom

Pedagogy: Lectures, Case studies, internal projects, Research Papers, Workshop, Role play

Reference Websites: www.afaqs.com; www.campaignindia.in; www.eventfaqs.com; <https://brandequity.economictimes.indiatimes.com/>

Reference Social Media Page

Facebook: Mad Over Marketing (M.O.M), Social Samosa, Marketing Land, Campaign India. Instagram: @madovermarketing_mom; @officialsocialsamosa; @allaboutmarketing.in; @marketingmoves.in

Unit	Topic	Duration (45 Hrs.)
1	<p>Introduction of IMC: Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC program. Advertising Vs Marketing mix. Advertising Design: Types of appeal and appeal in various stages of PLC Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies</p>	6
2	<p>IMC Communication Process : Understanding communication process- source, message and channel factors. Communication response Hierarchy- AIDA Model, Hierarchy of effects, innovation adoption model, information processing model, Maslow Model - Hierarchy of Needs, The DMP (Decision Making Process) Model</p>	6
3	<p>IMC and Planning: IMC Planning Overview IMC Planning Situation Analysis, SWOT Analysis IMC Planning Targeting and Segmenting</p>	6

	<p>IMC Positioning IMC Planning Zero-Based Planning</p>	
4	<p>Advertising Agency: Advertising goals, Goal setting – DAGMAR approach, various budgeting methods used. Selection of ad agency, The Pitch Process ,Ad campaign management, Campaign Design Process The Big Idea in Advertising, Copy In Advertising, Design Process, IMC & message execution</p>	7
5	<p>Media planning: Different mediums of Advertising The Media Planning Process</p> <ul style="list-style-type: none"> • ATL • BTL • Digital • Point of Purchase • Sales Promotion <p>Budgeting Media Evaluation Creativity in Media Planning Content writing</p>	6
6	<p>Other IMC Tools: Consumer and trade sales promotion techniques, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Trade Oriented Sales Promotion Coordinating sales promotion and advertising; Sales promotion abuse Direct marketing, PR, Publicity, Corporate advertising, Social Media Marketing, Influencer Marketing, Meme Marketing, Sponsorship, Co-Branding, In-film Advertising, In-App Advertising, Blogging, Branded Content</p>	5
7	<p>IMC and Regulations and Issues: IMC and Regulation, IMC and Ethical, Social, and Legal Issues, IMC and Measuring Effectiveness: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. Sustainable IMC campaign</p>	4

8	International Advertising: Global environment in advertising, Decision areas in international advertising Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising Industrial advertising: B2B Communication, Special issues in Industrial advertising	5
---	--	---

PGDM & PGDM General 2020-22

INTERNATIONAL MARKETING

Program: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course Code: G – MC-306
Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>ENUMERATE</i> various terms and key concepts associated with international marketing.
CO 2	UNDERSTANDING	<i>EXPLAIN</i> various key concepts used in all aspects of international marketing.
CO 3	APPLYING	<i>APPLY</i> all stages in international marketing management process.
CO 4	ANALYSING	<i>EXAMINE</i> various facets of international marketing environment and the relevant aspects of international marketing management process from a data driven decision perspective.
CO 5	EVALUATING	<i>JUDGE</i> suitability of alternative market segmentation bases, target market selection, market entry strategies, positioning strategies and international marketing mix strategies based on Assessment of international marketing environment.
CO6	CREATING	<i>DESIGN</i> appropriate market segmentation, target market, market entry strategies, positioning strategies and international marketing mix strategies for business organizations.

Core text book for Reading:

- International Marketing Management – Warren Keegan & International Marketing – Concepts & Cases -Dipak Jain.
- Reference Book- G.Cateora & International Marketing – Andrew Hill

Pedagogy:

Class Room Lectures, Activities, Case study, Assignments, Book reviews, & Test.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction and Orientation –International Marketing: Basic understanding of international marketing (I.M), marketing definition, key marketing terms and concepts, marketing orientations, distinction between sales and marketing. Video Case Study –Age of Wal-Mart.	5

2	<p>Segmentation, Targeting & Positioning –International Marketing: Segmentation- Bases and Process of segmentation. Targeting. Competitive frame of reference, POD and POP, differentiation strategies.</p>	5
3	<p>Developing the Marketing Mix - International Marketing: 4Ps, 7Ps, 4Cs of marketing. Product characteristics and classifications, product differentiation Product hierarchy, product systems, product mixes, PLC, NPD, Product Life Cycle marketing strategies. Case Study -: Field Fresh Foods.</p>	7
4	<p>Market Entry Strategies: Licensing, Franchising, Joint Ventures, Mergers & Acquisitions. Greenfield ventures, Exporting, Contract Manufacturing, Agents. Video Case Study –Mergers & Acquisition –CNBC Documentary.</p>	6
5	<p>Designing and managing services- International Marketing: Nature, categories, characteristics of services, Marketing strategies. Services differentiation, Brand strategies, Services marketing mix.</p>	5
6	<p>Global Retailing & Logistics - International Marketing: Distribution strategy, Importance of channels, channel functions and flows, levels of channels, Channel design, channel management, VMS, channel conflict, e-commerce Retailing - types, marketing decisions, private labels. Wholesaling-types, trends. Changing trends in logistics & its strategic implications competitive advantage through channel management. Video Case Study -: Wal-Mart & IKEA.</p>	6
7	<p>Integrated Marketing Communication Strategy: Significance of IMC, Marketing communications mix/modes, developing effective communications. Developing advertising programmed, deciding on media and measuring effectiveness. Sales Promotion- objectives, major decisions. Promotion vs. advertising. Personal Selling- sales force management. Public relations, Direct Marketing, Events, Interactive and word-of mouth marketing. Case Study – Indian Premier League.</p>	6
8	<p>The Digital Revolution and the Global e-Marketplace</p>	5

PRODUCT POSITIONING & BRAND MANAGEMENT

Program: PGDM & PGDM General, Semester: III
Revised in: January 2020

Course Code: G - MC- 307
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE the key concepts, DESCRIBE the elements of product, and brand strategy.
CO 2	UNDERSTANDING	EXPLAIN the process and methods of product positioning and brand management, including how to establish brand identity and build brand equity.
CO 3	APPLYING	IDENTIFY the product positioning and Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO 4	ANALYSING	EXAMINE the key brand concepts by articulating the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space.
CO 5	EVALUATING	FORMULATE effective positioning and branding strategies for real life consumer, business products and services operating in various markets and in the digital space.
CO6	CREATING	COLLECT brand audit data using appropriate tools and PROPOSE strategic recommendations for Reinforcing / Revitalizing / Rejuvenating failed Brands for real life consumer, business products and services in various markets and in the digital space.

Core textbooks for Reading:

- Strategic Brand Management, by Kevin Lane Keller, Pearson 3e
- Brand Management, Dr. S.L.Gupta Himalaya Publishing House
- Strategic Brand Management, J N Kapferer, Kogan Page

- Product Management 4th Edition (Lehmann Donald, Russell Winer)-Tata McGraw Hill Edition
- Product Management 9th Edition (S. A. Chunawalla)-Himalayn Publishing House

Reference books for Reading:

- Best Practice Cases in Branding: Lessons from the World’s Strongest Brands, Kevin Keller, Pearson 3e
- Strategic Brand Management by Kapeferer
- Building Strong Brands by David Aaker

Pedagogy:

- Lectures by Faculty
- Class Exercises based on PBM problems
- Case Analysis
- Brand Audit Project
- Group presentations

Sr. No.	Topic	Duration (Hrs.)
1	Product Management Product management as a basis of marketing organization structure. Role of product manager, Product management in consumer product industry Vs. industrial product industry. Overview of product level marketing plans	4
2	Product Strategy Elements of a product strategy, Defining Competitive set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability, New product failure.	4
3	Product Positioning Introduction, Definition, Significance, Concept, Components, Steps, Strategies, Errors and Approaches Positioning tool: Unilever Brand Key	4
4	Introduction to the concept of Brand Management Brand -Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas. Brand Management in the Digital ERA Challenges to Brand builders.	4
5	Brand Management and Brand Equity	5

	Definition of brand, Challenges in Branding Strategic brand management process, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, and Customer based Brand equity, Brand knowledge, Sources of brand equity - Brand Awareness, Brand Image.	
6	<p>Brand Positioning</p> <p>Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning - Meaning, Point of parity & Point of difference, Positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding. Brand storytelling (brand campaign management).</p>	5
7	<p>Planning & Implementing Brand Marketing Programs</p> <p>Choosing Brand elements to build Brand Equity Designing Marketing Programs to build Brand Equity New perspectives in Marketing, Product Strategy, Pricing Strategy and Channel Strategy.</p> <p>Integrating Marketing Communications -New Media Environment, Overview of Marketing communication options, Developing IMC programs; Leveraging secondary brand associations to build equity-Conceptualizing the leveraging process</p>	5
8	<p>Measuring & Interpreting Brand Performance</p> <p>Developing a brand equity measurement & Management systems-Brand Value Chain, Designing brand tracking studies, Establishing a brand equity management system</p>	5
9	<p>Growing & Sustaining Brand Equity</p> <p>Designing & Implementing Branding strategies - Brand Architecture, Brand Taxonomy. Brand Hierarchy, designing a branding strategy, Using Cause Marketing to build brand equity.</p>	5
10	<p>Introducing and naming new products and brand extensions</p> <p>New Products & brand extensions, Advantages & Disadvantages of Extensions, Evaluating Brand extension opportunities Managing brands over time-Reinforcing brands, Revitalizing brands, Adjustments to brand portfolio</p>	4

CUSTOMER RELATIONSHIP MANAGEMENT

COURSE: PGDM & PGDM General, SEMESTER: III CODE: G - MC - 308
REVISED IN: Jan 2020 TOTAL: 45 HRS.

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE and DESCRIBE basic concepts and theories related to CRM
CO 2	UNDERSTANDING	UNDERSTAND and EXPLAIN key concepts and theories associated with CRM
CO 3	APPLYING	APPLY and ILLUSTRATE principles, theories and models of CRM in B2B and B2C markets
CO 4	ANALYSING	CLASSIFY Customer acquisition and retention strategies and ANALYZE Customer database in CRM.
CO 5	EVALUATING	EVALUATE suitability and effectiveness of CRM strategies in specific marketing situation.
CO 6	CREATING	DEVELOP CRM strategies/plans for various B2B and B2C markets.

Core textbooks for reading:

- Customer Relationship Management By William G. Zikmund
- Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier
- Relationship Management – Text and Cases, S. Shajahan, TMGH.

Reference Books:

- Handbook of Relationship Marketing by Jagdish Sheth and Atul Parvatiyar, Response Books, Sage Publications.
- Customer Relationship Management - Perspectives from the Marketplace by Simon Knox, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryals, Elsevier.
- Total Relationship Management by Evert Gummesson, Elsevier.
- Understanding CRM, Seema Girdhar, Excel Books.

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Book reviews, Class-Test and Subject specific videos, Research Papers.

Sr. No	Topic	Duration (Hrs)
1	Introduction to CRM: Definition, nature and concept of CRM. Diminishing customer loyalty, Brand loyalty as behaviour. Six Markets Framework, Transactional Vs Relationship Marketing, Criticality of Customer Relationships, Non- Traditional Competition, Market Maturity, Misalignment between Revenue and Profits, Benefits of CRM - Service Benefits, Benefits to customers, Why Should Businesses Adopt CRM?	5
2	Strategy and Management of a CRM function: Planning, design and application of CRM. Creating a CRM plan. Integrating with other business/marketing plans. Customer Acquisition and Customer retention strategies. Rewarding Loyal customers, Disruptive Innovations, Cross-selling and Up-selling.	7
3	CRM Marketing Issues and Considerations: Developing customer understanding and intelligence. Communicating with customers. Developing relationships and loyalty. Customer satisfaction, service functions and considerations.	4
4	CRM in Services: Characteristics of Services, Service Quality Dimensions, Service Failure and Recovery, CRM Applications.	3
5	Tools for CRM: Decision Support System(DSS), Data Mining and Data Warehousing, Business Intelligence, Enterprise Resource Planning (ERP), eCRM: Basic concepts of eCRM, Benefits of eCRM, Steps in eCRM, Success factors in eCRM, CRM tools: [ORACLE, SIBEL, SalesLogix, Talisma, MS Dynamics, Sugar CRM, Salesforce Dot Com (SFDC)] Customer Relationship Management: Technology Dimensions - E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones.	6
6	CRM functions and operations: Call centre management Role of IT in CRM. Website and E-marketing Direct marketing	4
7	CRM in Business Markets: Key Account Management, Customer Value Management Database Marketing, Personalized Pricing	3
8	Components of a CRM Solution: Steps in Sales cycle, CRM Implementation Roadmap, Operational Issues in Implementing CRM, Budgeting for Attraction Vs Retention, Issues to be Considered Before Allocating Resources	4

9	Guarding against CRM failures: Creating the right culture, Ensuring right CRM implementation, The 7 deadly sins in CRM.	3
10	CRM Workshop	6

PGDM & PGDM General 2020-22

B2B Marketing

Program: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course Code: G - ME - 309
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE the terms and concepts related to Business-to-Business marketing.
CO 2	UNDERSTANDING	EXPLAIN the terms and concepts used in business-to-business marketing.
CO 3	APPLYING	IDENTIFY challenges and opportunities in Business-to-Business Marketing.
CO 4	ANALYSING	FORMULATE segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business-to-Business marketing
CO 5	EVALUATING	DESIGN marketing mix elements considering business-to-business sales and service situations.
CO 6	CREATING	DEVELOP marketing plan for business-to-business Marketing situations.

Core Text books for Reading:

- Business Marketing Management – Michael D Hutt: Engage Learning.
- Business Marketing Text & Cases – Krishna Havaladar; Tata McGraw Hill Pvt Ltd.

Reference book for Reading:

- Industrial Marketing – Milind Phadtare; PHI
- Industrial Marketing – Reeder, Brierly, Reeder; PHI.
- Global Marketing – Hollensen & Banerjee; Pearson.
- Industrial Marketing by Hill, Alexander & Cross, Irwin.
- Industrial Marketing by Mukerjee, Excel Book.

Pedagogy:

- Chalk and Board, Power Point Presentations, Videos, Class room discussion, Case Studies, Research Papers, News articles.

Sr. No.	Topic	Duration (Hrs.)
1	Overview of Business-to-Business Marketing: What is Business marketing? Consumer V/S Business Marketing - Types of Customers in Business Marketing, Types of Industrial Goods, Types of Business Market Demand Organizational & Government Markets. Characteristics of Government markets.	3
2	Organizational Buying Behavior: Organizational Buying Process, Forces Shaping Organizational Buying Behavior, Buying Center / Decision Making Unit. Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing - Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making.	4
3	Segmentation, Targeting & Positioning for B2B Markets: Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market. Positioning.	4
4	Product Strategy for B2B Markets: Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of - Projects, Industrial Services, High technology products. Technology markets.	3
5	Pricing Strategy for B2B Markets: Factors influencing Pricing Decisions, Pricing Strategies - Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing. Pricing of Technology and services. Reverse Auctions.	4
6	Industrial Distribution Channels: Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis. Challenges in Global distribution.	3
7	Personal Selling & Promotions for B2B Markets: Personal Selling: Role & Characteristics of Personal Selling, Consultative Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.	4

8	Business Communication: Advertising & Sales Promotion- Role of Advertising, Developing Integrated Communication Program, Managing B2B Advertising & Measuring Effectiveness, Role of Trade Shows. Social Marketing in B2B.	3
9	Trends in B2B marketing	2

PGDM & PGDM General 2020-22

Marketing of Luxury Products

Program: PGDM & PGDM General, Semester III Course Code: G - ME - 310
Revised in: January 2020 Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	RECALL and DESCRIBE the key concepts and principles of luxury brand management and marketing.
CO 2	UNDERSTANDING	DESCRIBE the unique consumer behavior in the context of luxury products.
CO 3	APPLYING	IDENTIFY potential new luxury products and how they relate to a variety of markets, including emerging markets & India.
CO 4	ANALYSING	COMPARE and CONTRAST the luxury products, brands and industry with routine products, brands and industry.
CO 5	EVALUATING	ASSESS internal and external factors impacting the luxury markets nationally, internationally and globally.
CO6	CREATING	Formulate marketing strategy for contemporary luxury products and brands.

Core text book for Reading:

- The road to Luxury- The evolution, markets and strategies of luxury brand management – Ashok Som and Christian Blanckaert
- The luxury market in India- Maharajas to masses editors Glyn Atwal and Soumya Jain

Reference books:

- The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands -Jean Noel Kapferer and Vincent Bastien
- India by design-the pursuit of Luxury and fashion-Michael Boroian and Alix de Poix.

Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction: Introduction to Luxury Sector. Luxury Management in Emerging markets	3
2	Luxury Goods & Services Introduction to the concepts, attributes, and democratization of luxury products. Luxury product categories of apparel, footwear, handbags, automobiles.	3
3	Luxury & Culture Evolution of art & fashion until the 1950s and how it is closely linked with luxury. Impact of cultural emergence and diversity on a luxury brand's design and creative language. How a luxury brand defines fads and trends.	3
4	Visual Influences in Luxury Basics of color, balance, texture, and other such aspects while exploring the luxury design fundamentals, design philosophy and symbolical language of various luxury brands.	3
5	Styling & Etiquette Grooming, professional & personal styling, photography, and written & verbal communication skills in a professional environment.	3
6	Luxury Brand Management Management strategies used by luxury brands from a global perspective. Age-old strategies deployed by luxury brands like Ferrari, Hermes, and Louis Vuitton.	3
7	Financial Management Financial models and terms to analyze the performance of luxury brands.	2
8	Luxury Distribution & Supply Chain Management Supply chain, distribution systems & strategies, leasing systems, entry modes, and retail performance in luxury.	3
9	Luxury Retail Management Retailing challenges and customer evolutions luxury brands are facing today	3

	<p>Tools necessary to manage luxury stores including analysis of location and design concept</p> <p>Selection, training and motivation of staff</p>	
10	<p>Luxury PR & Advertising</p> <p>How to design a PR & Advertising strategy for a luxury brand- Media Buying, Budgeting, PR Planning, and PR Strategy.</p> <p>E-Luxury & Digital Media</p> <p>Online strategies adopted by luxury brands, to foster customer engagement.</p>	4

PGDM & PGDM General 2020-22

Event Management

Program: PGDM & PGDM General, Semester III Course Code: G - ME - 311
Revised in: January 2020 Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 1	REMEMBERING	DESCRIBE the fundamentals of event management & different types of Events
CO 2	UNDERSTANDING	EXPLAIN the conceptual framework of Event Management
CO 3	APPLYING	DESIGN & Market an event from various perspectives
CO 4	ANALYSING	EXAMINE possible shortfalls on an event & create necessary backup systems to avoid failures
CO 5	EVALUATING	COMPARE Success of an event in comparison to the set objectives

Core text book for Reading:

- Ms. Annie Stephen, Mr. Hariharan, PRINCIPLES OF EVENT MANAGEMENT Himalaya Publishing House, 2016.

Reference books:

- Tallon, A.F. Fashion Marketing and Merchandising, 3rd ed., Sequoia Books, 1986.
- Avvich, Barry, Event and Entertainment Marketing Delhi, Vision Books 1994.
- Berry, Isaac, The Business Growth Handbook, Marquis Books, USA, 1991.
- Event Management by Lynn Van Der Wagen & Brenda R Carlos.
- Successful Event Management by Anton Shone & Bryn Parry
- Event management, an integrated & practical approach By Razaq Raj, Paul Walters & Tahir Rashid
- Event management, a professional approach By Ashutosh Chaturvedi

Pedagogy: Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos. Assignments to include exposure to practical events.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Introduction to Event Management Event Definition, Event Management, Historical context, Event Marketing, Event Designing, The Diverse Marketing Needs Addressed by Events, Drivers to demands of events, Marketing Plan for events, Relationship Building, Creating Opportunities for Better Deals with Different Media, Events and the Economy.</p>	6
2	<p>Facets of Event Management Vendor Management. Event Infrastructure, Core Concept, Manpower management - Core People, Core Talent, Core Structure. Set Objectives for the Event, Negotiating Contracts with Event Organisers, Locating Interaction Points, Banners, displays etc., Preparing the Company's Staff for the Event, Post-event Follow-up Event Organisers Targeting Clients, Selecting Event Categories to Serve, Selecting and Contracting with Other Key Elements in Chosen Categories.</p>	6
3	<p>Marketing of Event Concept of Market in Events, Revenue & Nonrevenue Generating Customers, Segmentation, Targeting and Positioning of the Market for Events, ATL and BTL promotion , Niche marketing in events, Branding in Events- Benefit Levels, Event Hierarchy, Categories of Events and their Characteristics, Competitive Events, Artistic Expression, Cultural Celebrations, Retail Events, Reach-interaction Matrix, Event Variations, Concept of Pricing in Events, Risk Rating, Feedback from the Market, Skills Required for Negotiating the Best Prize, Validation against Pricing Objectives, A thorough assessment of the internal systems and overheads.</p>	5
4	<p>Activities in Event Management Production elements , Networking Components, Print Media, Radio Television, The Internet, Cable Network, Outdoor Media, Direct Marketing, Sales Promotions, Audience Interaction, Public Relations, Merchandising, In-venue Publicity, Activities in Event Management, Pre-event Activities, During-event Activities, Post-event Activities, Planning, Organizing, Staffing, Leading and Coordination, Controlling, Event Management Information System, Setting Objectives, Development of the Strategic Market Plan, Environmental Assessment, Competitive Assessment, Gaining Competitive Advantages, Business Potential Assessment.</p>	6
5	<p>Strategies of Event Management Strategic Approach, Critical Success Factor Analysis, Strategic Alternatives Arising from Environmental Analyses, Maintenance Strategy, Developmental Strategy, Preemptive Strategy, Survival Strategy, Strategic Alternatives Arising from Competitive Analyses Sustenance Strategy, Rebuttal Strategy, Accomplishment Strategy, Venture Strategy Strategic Alternatives Arising from Defined Objectives, Risk Interaction Matrix ,Risk versus Return Matrix, Forms of Revenue Generation, The Basic Evaluation Process, Measuring Performance, Concept Research, Formative Evaluation, Objective Evaluation, Summative Evaluation Correcting deviations, Critical Evaluation Points.</p>	5

6	Special Events – Types and Category, Sports, Rallies, Corporate events. Costing of Events, Permissions required, Understanding Local Legislation and Tax Laws, Event Safety and Security. Celebrity / Artist management.	2
---	---	---

PGDM & PGDM General 2020-22

REAL ESTATE MARKETING

Program: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course Code: G-ME - 312
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 1	REMEMBERING	UNDERSTAND and remember the concept of real estate market and its marketing
CO 2	UNDERSTANDING	ANALYSE the Market trends and factors affecting the growth of real estate & Acknowledge the Legal regulation in India regarding Real estate market - RERA etc
CO 3	APPLYING	IDENTIFY and diagnose the common agency malpractices & Discuss the importance of ethical behaviour.
CO 4	ANALYSING	COMPREHEND the increasingly sophisticated estate agency industry, especially in light of the introduction of regulatory controls
CO 5	EVALUATING	EVALUATE the effectiveness of marketing strategies adopted by real estate marketers - Case studies.

Core textbooks:

- Real estate marketing in 21st Century by Michael Smith.
- Real estate marketing: Strategy, personal selling, negotiations, management and ethics by M Sirgy.

Reference books:

- Mastering the art of selling real estate by Tom Hopkins
- Real estate marketing playbook by Brandon Doyle.
- Real estate law, practice and procedure by Rajkumar S Adukia.

Pedagogy:

- Online class room lectures, Case study, Assignments, Research Papers, Class-Test and Subject specific videos

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Real estate Marketing: Scope; Nature, Significance Real estate Marketing, Factors influencing Real estate Marketing: demographical, marketing Environment, social environment, economic environment, technological environment, political-legal environment. Concept of real estate, asset, investments, Terms used in real estate: carpet area, saleable area, land, Types of residential plots.	6
2	Real estate market and consumers: Process of buying and selling in real estate market in India, identifying and defining target markets/ customers, segmentation of customers, approaching target customers, understanding consumer behaviour. Roles of parties involved: developers, engineers, architects, government.	5
3	Real estate marketing strategies and Real estate marketing mix: formulation of sales and marketing plans and strategies, implementation of plans, defining the marketing mix for real estate: product, pricing Promotion and distribution strategies: Communication process, media choosing, feedback collection and promotion budget, functions of distribution channels, channel behavior and organization, channel design and management decisions, Social marketing, digital marketing. Post sales activity: documentation and registration.	5
4	Legal aspects of Real estate marketing: Introduction to RERA, 2016: concepts, definition, entering into contract and basic formalities, legal due diligence, mandatory approvals. Malpractices of estate agents, liabilities and indemnity, professional and regulatory controls, estate agent associations, Discuss the importance of ethical behavior.	5
5	Real estate services: Brokerage, renting, selling, consulting, property management and valuation. Definition and roles of estate agent, inspection and viewing of property, negotiation skills, drafting provisional agreement for sale and purchase/tenancy.	4

Semester- IV, Marketing Specialization

PGDM & PGDM General 2020-22

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Programmes: PGDM & PGDM General, Semester - IV
Revised in: January 2020

Course code: G – GC - 401
Total Hrs. : 45

Course Outcome: On successful completion of the course the learner will be able

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE major theories, concepts, terms and models of Business Ethics and Corporate Governance.
CO 2	UNDERSTANDING	UNDERSTAND the business ethical decision rationale.
CO 3	APPLYING	APPLY Principles, Theories, Models and Framework of Business Ethics and Corporate Governance in order to incorporate value system in work culture and work place.
CO 4	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior.
CO 5	EVALUATING	INTERPRET the Corporate Governance Models.
CO 6	CREATING	ELABORATE ethical issues in different business areas of marketing, HRM and Finance.

Core books for Reading:

- Ethics in Business & Corporate Governance – S.K Mandol (2nd Edition)
- Corporate Governance – Principles, Policies and Practices – A.C. Fernando, EK Satheesh (3rd Edition)

Reference Books:

- Corporate Governance – Anil Kumar
- Business Ethics, Concept & Cases – Manuel Velasquez
- Business Ethics – Peterson & Ferrell

Pedagogy:

- Case study
- Class discussion with current & relevant examples

Sr. No.	TOPIC	DURATION (Hrs.)
1	Business Ethics - Introduction	6
	Concept of Ethics, Introduction to business ethics, Morality & Moral Standards, Ethical Principles Scope, Nature & Relevance of Ethics in Management Ethics – Rights & Duties Law, Ethics & Business	
2	Business Ethics – Application & Issues	8

	<p>Ethical Decision making in Business – Ethical Dilemma for a manager</p> <p>Ethics – Individual (Rights & Obligations) and Organization responsibility for ethics.</p> <p>Ethical Issues in Marketing / Finance / Human Resource.</p> <p>Ethics & Environment – Ecological protection and Carbon Credit</p>	
3	Corporate Governance – Introduction	6
	<p>Concept of corporation and Corporate governance, corporate citizenship</p> <p>Distinction between Governance & Management</p> <p>Corporate Governance - Meaning, Scope (Narrow to Broader Perspective), Issues in Corporate Governance</p>	
4	Evolution of Corporate Governance	6
	<p>Historical Perspective of Corporate Governance</p> <p>Theories on Corporate Governance – Stewardship, Agency, Stakeholder theory.</p> <p>Corporate Governance Models – Anglo-American, Japanese, German & Indian model on corporate governance</p> <p>Essence of governance – Obligation towards Society, Investors, Employees, Customer. Shareholder vs Stakeholder.</p>	
5	Committees & Codes on Corporate Governance	6
	<p>Development of codes on Corporate Governance – CII Code, SEBI initiative. Birla, Narayan Murthy, Uday Kotak Committee. McKinsey Survey and Cadbury committee.</p> <p>World Bank & OECD Principles on Corporate Governance</p>	
6	Issues, Agents & Institutions in Corporate Governance	7
	<p>Whistle Blowing Mechanism, Insider Trading.</p> <p>Corporate governance & Investor Protection- Rights & privileges of shareholders</p> <p>Board of Directors & Corporate Governance – Roles & Responsibility of Directors, Independent Directors, Director Remuneration</p> <p>Auditors & Corporate Governance</p> <p>Corporate Governance & CSR</p>	
7	Corporate Governance in emerging economy	6

	<p>Governance in developing and transition economy - Problems, Institutional framework, Challenges.</p> <p>Governance in global Society - Globalization, Role of MNC, Global Issues on governance.</p> <p>Governance & Sustainability.</p>	
--	--	--

Suggested Case Studies:

<ul style="list-style-type: none"> ▪ Merck & Company – River Blindness in Africa. 	<ul style="list-style-type: none"> ▪ Satyam Computers / Infosys.
<ul style="list-style-type: none"> ▪ Slavery in Chocolate Industry 	<ul style="list-style-type: none"> ▪ Global Trust Bank / Asian or Global Financial Crisis
<ul style="list-style-type: none"> ▪ Fall of Enron Corporation 	<ul style="list-style-type: none"> ▪ ITC – Is Corporate Governance Skin Deep

PGDM & PGDM General 2020-22

CONSUMER BEHAVIOR

Program: PGDM & PGDM General, Semester- IV
Revised in: January 2020

Course Code: G - MC – 402
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.
CO 2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.
CO 3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.
CO 4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO 5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).
CO6	CREATING	DISCUSS the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer.

Core text book for Reading:

- Consumer behavior 10th Edition by Blackwell, Miniard and Engel

Reference book for Reading:

- Consumer Behavior by Soloman
- Consumer Behavior by Schiffman

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture

Unit	Topic	Duration (Hrs.)
1	Consumer Behavior and Consumer Research: Trends in CB, Underlying principles of CB Indian Consumer, Demographic & Socio-economic Profile, Measurement of social classes in India using Socio-Economic Classes (SEC). Urban & Rural Markets, Living Standards Measures (LSM). Living Standards Measures (LSM), Characteristics of BoP Consumers. Consumer Behavior and STP, VALS framework. New Developments in the field of Consumer Research-Neuromarketing	7

2	Consumer Decision Making Process: Types - high involvement & low involvement Models - Schiffman & Kanauk, Blackwell. Process - Need recognition to Divestment Variables affecting Decision process Buying Roles	6
3	Purchase Process: Fully Planned Purchase, Partially planned purchase, unplanned Purchase. Purchase process & Components of Purchase process.	5
4	Post Purchase Processes: Consumption behavior & Experience Cognitive Dissonance CRM, Customer loyalty & Retention strategies.	6
5	Individual Determinants of CB: Learning & memory- learning theories, long term and short-term memory Personality - trait theory, Freud, Jung Consumer Motivation & Perception Consumer knowledge & memory Consumer Beliefs, opinions and attitudes	7
6	Environmental Influences on CB: Culture and subcultures, values & norms Changing Indian Values and factors affecting Indian consumer behavior. Social Class & social stratification Family and Household Influences Group and Personal Influences Marketing Mix: Influence of marketing mix variables	6
7	Influencing CB communications: Making Customer Contact: Exposure, Attention. Shaping Consumers Opinion: Opinion Formation Shaping Consumers Opinion: Opinion Change Helping consumers remember -cognitive learning Helping consumers remember – retrieval	4
8	Diffusion of Innovation: Origin, concept, importance and applications	2
9	Sustainability in CB: Sustainability in CB	2

Tourism and Hospitality Marketing

Program: PGDM & PGDM General, Semester IV
Revised in: January 2020

Course Code: G-MC-403
Total Hrs.45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE core concepts of Tourism and Hospitality industry and IDENTIFY various hospitality and tourism considerations
CO 2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
CO 3	APPLYING	ORGANIZE and APPLY related numerical, pictorial and graphical data and MAKE USE OF them into business information
CO 4	ANALYSING	ANALYSE important components of Service quality in Hospitality and Tourism industry and INTEGRATE them for appropriate service delivery through practical applications in the hospitality and tourism industry.
CO 5	EVALUATING	CREATE Appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality and tourism industry.
CO6	CREATING	FORMULATE overall functioning in hospitality and tourism industry and PROPOSE a blend of legal and customer-based strategies to meet customer relationship marketing and face the challenges.

Core text book for Reading:

- Marketing of Hospitality and Tourism-Prasanna Kumar
- Marketing of Hospitality and Tourism- Philip Kotler, John T. Bowen, James Makens, Seyhmus Baloglu

Reference books:

- Tourism Operations and Management – S. Roday, A. Biwal, V. Joshi, Oxford University Press, New Delhi
- Tourism and Hospitality Marketing-A global perspective – Simon Hudson
- Marketing Leadership in Hospitality and Tourism- Robert C. Lewis, Stowe Shoemaker, Peter C. Yesawich, [Richard Chambers](#)

Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction Marketing for Hospitality and Tourism Service Characteristics of Hospitality & Tourism Mktg Development of the hospitality and tourism industry. Current trends affecting the hospitality and tourism industry. Meaning of tourism, Components of tourism, Tourism system, Significance of tourism to a nation, Seven pillars of tourism	7
2	Careers in the Hospitality and Tourism Field Career options in the hospitality and tourism industry, Entrepreneurship in tourism industry Characteristics that employers look for in hospitality- or tourism-related fields. Advantages and disadvantages of working in the hospitality industry.	7
3	The role of the customer and relationship marketing Behaviors of the tourist and business customers. Role of relationship marketing in the tourism and hospitality arena. Underlying principles of relationship marketing and how they apply to the tourism and hospitality marketing.	7
4	Marketing planning for tourism and hospitality organizations Understand the importance of internal marketing in a tourism and hospitality organization. Process of segmentation, targeting and positioning within the tourism and hospitality industry. The extended tourism and hospitality marketing mix. Marketing planning for organizations operating in the tourism and hospitality industry. Tourism planning process and role of social media in tourism marketing	8
5	Understanding Destination Marketing	6

	<p>Define and understand the key issues in the marketing of tourist destinations.</p> <p>4As of the destination marketing mix.</p> <p>Tourism destination life cycle.</p> <p>Itinerary planning and marketing for a specific destination</p>	
6	<p>Indian Tourism and Hospitality Industry</p> <p>Future of the Indian tourism and hospitality industry</p> <p>Challenges of the Indian tourism and hospitality industry</p> <p>History of Indian Tourism industry and evolution of marketing in tourism in India over the years</p>	5
7	<p>National & International Tourism Organizations</p> <p>Ministry of Tourism ITDC, WTO, IATA, ICAO, UFTA</p>	5

PGDM & PGDM General 2020-22

SOCIAL MEDIA MARKETING

Program: PGDM & PGDM General, Semester - IV Course Code: G-MC - 404

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the Basics of Social Media Marketing.
CO 2	UNDERSTANDING	UNDERSTAND the concept of Social media marketing strategy and different platforms on which it can be implemented
CO 3	APPLYING	INTERPRET the significance of Content marketing and its application.
CO 4	ANALYSING	INFER the components of Social media marketing and the need for social media marketing strategy
CO 5	EVALUATING	ASSESS the viability of Social media marketing concept, plan, strategy and factors affecting in the selection of Social Media marketing agency.
CO6	CREATING	INTEGRATE different social media platforms in one social media marketing plan and emerging with a unifying plan.

Core Text Books:

- Social Media ROI by Olivier Blanchard
- The new relationship marketing by mari smith

Reference Books:

- See you on the internet building your small business with digital marketing by Avery Swartz.
- Brand story telling: Put customers at the heart of your story by Miri Rodriguez.

Pedagogy:

- Class Room Lectures (online), Power Point Presentations, Case study, Guest Lecture, Audio / Video input Clippings, Research Paper.

Sr. No	Topic	Duration (Hrs.)
1	<p>Social Media: A background & Social media marketing: Social media evolution, History, definitions, background, importance of social interactions, Modes of social interactions, Social media marketing: a concept, Need of social media marketing, New age requirements, Social media marketing for all.</p>	5
2	<p>Social Media marketing Strategy and Management: What is social media strategy? need and implementation of the strategy, Social media planning: developing a social media plan and executing the plan, Social media management as a concept, Targeting and managing customers & their expectations, Creating competitive advantage, Drawing behavioral based inferences and conclusions, Launch of new products\services.</p>	6
3	<p>Components of Social Media Marketing: Content marketing: creation and diffusion, rules of content creation, Types of content and Content strategies, how to build good content, Branding and Social media marketing, acting as an advertising aid, conducting research, Seeding & Viral marketing, Paid marketing, Crowd funding: a concept, Social media Audit: introduction, objective, process.</p>	6
4	<p>Social media platforms and their utility: Identifying different social media platforms: Facebook, Instagram, WhatsApp, LinkedIn, Twitter, YouTube, creating and managing business accounts, connecting with target audiences.</p>	6
5	<p>Social Media Marketing agency services: Outsourcing of Social media marketing, agencies providing social media marketing services, identify the factors in selection of an agency, cost benefit analysis, common practices and trends in social media marketing.</p>	6
6	<p>Additional concepts: Influencer marketing, Certifications in social media marketing, mobile and location marketing, micro blogging, video marketing, extended role: developing a career out of it. Online Reputation Management with social media: introduction, usages and examples, Community Building and Social Proof: Definitions, concept, need, process, building community, examples.</p>	6

7	Workshop on Social Media Marketing and practical assignment	10
---	--	----

PGDM & PGDM General 2020-22

Marketing of High-Tech Products

Program: PGDM & PGDM General, Semester - IV Course Code: G-GC - 405
Revised in: January 2020 Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the characteristics of High Technology Products and key concepts associated with Marketing of High-Tech Products.
CO 2	UNDERSTANDING	EXPLAIN key concepts associated with Marketing of High-Tech Products
CO 3	APPLYING	APPLY marketing plans and decisions in specific situations in High-Tech Markets.
CO 4	ANALYSING	EXAMINE the suitability of Marketing Mix Strategies/Plans in the light of marketing environment for high Tech products.
CO 5	EVALUATING	EVALUATE alternative Marketing Mix Strategies/Plans for High-Tech Products
CO6	CREATING	DEVELOP Marketing Mix Strategies/Plans for High-Tech Products.

Core text book for reading:

- Marketing of High Technology Products and Innovations (2010) – Jakki J. Mohr, Sanjit
- Sengupta, Stanley F. Slater 3rd Edition.

Reference Books:

- New Products Management, 9th ed., by Merle Crawford and Anthony DiBendetto

Pedagogy:

- Lectures, Case studies, team projects, guest sessions.

Sr. No	Topic	Duration (Hrs.)
1	<p>Introduction</p> <p>Why “High-Tech Marketing?” What is “high-tech?”</p> <p>Review of marketing; common characteristics of high-tech environments</p> <p>Network effects and standards; types of innovations (incremental/breakthrough), and contingency theory of high-Tech marketing</p>	7
2	<p>Innovation Ecosystems</p> <p>Disruption; Creative destruction</p> <p>Innovation Diffusion</p> <p>Discovering New Points of Differentiation</p>	6
3	<p>Market Applications Strategic Focus</p> <p>Marketing Strategy: How it Fits with Business Strategy; Math for Strategists</p> <p>High-Tech vs. Low-Tech Marketing Business Model Analysis for Entrepreneurs</p> <p>Customer Intimacy and Other Value Disciplines, Business Marketing</p>	7
4	<p>Intellectual Property Rights</p> <p>Finding the Balance: IP In the Digital Age</p> <p>Search Engine Optimization</p>	5

5	Product Development in High Tech Firms Nanotechnology Biomimicry	5
---	---	---

PGDM & PGDM General 2020-22

MARKETING OF IT & ITES

Program: PGDM & PGDM General, Semester – IV Course Code: G – ME-406
Revised in: January 2020 Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE service marketing mix and concepts of IT & ITES enabled services
CO 2	UNDERSTANDING	DESCRIBE facets of software marketing as a field of study.
CO 3	APPLYING	ILLUSTRATE the role of promotion and distribution functions in software marketing.
CO 4	ANALYSING	ANALYZE and develop in depth of understanding of Software Marketing Practices.
CO 5	EVALUATING	EVALUATE the new emerging areas in IT sector.
CO6	CREATING	INTEGRATE the concept of Customer satisfaction and service quality with service marketing especially IT enabled services..

Core text books for Reading:

- Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4thEdition.
- Services Marketing - Rampal& Gupta

Reference book for Reading:

- Software That Sells : A Practical Guide to Developing and Marketing your ^Software Project, Edward Hasted
- Supplementary Reading Material Services Marketing - Christopher Lovelock
- Websites - www.softwaremarketingresource.com www.softwareceo.com
- Journals- Journal of Services Marketing
- Uesugi, Shiro (Ed.), IT Enabled Services, Springer

Pedagogy:

- Lectures, Presentations, Case Study Analysis and Class Projects

Sr. No.	Topic	Duration (Hrs.)
1	Global and Indian Software Industry Environment: Meaning of IT enabled services, Opportunities and Strategies in IT Enabled Services. Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software	6

	Export Industry. Different types of IT organization, Different Types of IT product companies such as SaaS, PaaS. Difference between IT services companies and IT product companies.	
2	Services Marketing Mix: 7 Ps of Services Marketing Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/Business analysis and creating/ sustaining competitive advantage - Segmenting, Targeting and Positioning. Different roles and Job positions in IT industry, requirement of sales and marketing personnel in IT industry.	4
3	Promotion: Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion; Trade Shows, Role of Relationship Marketing in promoting software.	4
4	Distribution: Place - Distribution Strategies for Software Products / Services; Challenges in distribution of Software Products and Services; Role of Internet in distribution of Software Products and Services. Pricing: Factors involved in pricing software Products, Price estimating for Software Projects, Pricing Models : T&M model, Usage based pricing, User based pricing, subscription pricing .	4
5	IT & ITES marketing: In International markets & Legal aspects of IT & ITES marketing, legal forms and documents. Understanding of IT Law - IT Act, 2000.	4
6	Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services. New emerging areas in IT sector.	4
7	Introduction to Enterprise: Software solution and Hands-on experience on any of the Enterprise software solution, Introduction to latest IT tools in the market.	4

MARKET INTELLIGENCE SYSTEM

Program: PGDM & PGDM General, Semester: IV **Course Code:G-ME-407**
Revised in: January 2020 **Total Hrs. 30**

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE Market Intelligence (MI) System along with its stages, structure & types
CO 2	UNDERSTANDING	EXPLAIN Market Intelligence (MI) from a managerial perspective
CO 3	APPLYING	APPLY tools and techniques such as data mining, data visualization, information analysis and selection
CO 4	ANALYSING	OUTLINE Components of Market Intelligence Systems through conceptual framework
CO 5	EVALUATING	DEVELOP Global Perspective in Marketing Intelligence System and its customization
CO6	CREATING	DESIGN qualitative & quantitative Research tools for Marketing Intelligence System

Core text book for Reading:

- Principles of Marketing by Kotler, P., & Armstrong, G. (2010) Pearson Education
- Marketing Intelligence and Strategic Marketing Management by Chaudhari Ranjan VDM Verlag

Reference Books:

- Kotler, P.: Marketing Management. Prentice Hall. 1991. ISBN 80-85605-0802
- 21 Lessons for the 21st Century by Yuval Noah Harari Johathan Cape
- Cox, D. And Good, R. (1967), How to build a marketing information system. Harvard Business Review, Vol. 45, No.3, PP. 145-154.

Pedagogy:

- Class Room Lectures, Presentations, Case study, Assignments, Research Papers, Class-Test and Subject specific videos.

UNIT	Topic	Duration (Hrs.)
1	Introduction to Market Intelligence Systems <ul style="list-style-type: none">- The Functions of Management- Managerial Roles- Data based Decision Making- Stages in the Decision-Making Process- Structure of Marketing Intelligence System	7

	<ul style="list-style-type: none"> - Role of Intelligence in Marketing Strategy - Planning, Management, and, Control - Types of Intelligence for Effective Marketing Management - Benefits and Importance 	
2	Components of Market Intelligence Systems <ul style="list-style-type: none"> - Evolution - Conceptual Framework of Market Intelligence Systems - Conceptual Model - Marketing Intelligence Sources - Stakeholders: Influence of Macro-Economics - Competitor Analysis - Trends and Market Growth - Regulations, The MKIS Model 	6
3	Tools and Techniques <ul style="list-style-type: none"> - Research Process - Typology of Research Designs - Desk, Field Research - Qualitative and Quantitative Methods of Data Collection - Analysis of Data Collected - Sampling Methods and Statistical Theory - Administering Questionnaires - Designing and Writing Questionnaires - Ethical Behavior in Intelligence - Regression Analysis - Mean and Standard Deviation - Sample Size Determination - Hypothesis Testing 	7
4	Global Perspective <ul style="list-style-type: none"> - International / National / Global Marketing Intelligence System Model - Individual Country Need - Integration to Form Global - Issues in Co ordination - Internet Based Services - Development of E Commerce - Online Surveys - Social Network Systems 	6
5	The Technological Challenge – Artificial Challenge <ul style="list-style-type: none"> - Disillusionment - Work - Liberty (Big Data is Watching you) - Equality (Those who Own the Data Own the Future) 	4

Data Management

Program: PGDM & PGDM General, Semester – IV
Revised in: January 2020

Course Code: G-ME - 408
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE the concept of data mining and data analytics.
CO 2	UNDERSTANDING	EXPLAIN the working of Database Management System.
CO 3	APPLYING	APPLY the concept of data warehousing, big data mining and research to data.
CO 4	ANALYSING	ANALYSE the techniques of Big data analytic
CO 5	EVALUATING	ASSESS the importance, purpose, objective of Cloud computing
CO6	CREATING	PLAN data management and market related strategies to it.

Core textbooks:

- Database Systems: The complete handbook, by Hector Garcia-Molina, Jennifer Widom and Jeffrey ullman.
- Modern Database Management by Jeffrey A hoffer, Prescott and McFadden, Publisher: Prentice Hall - 2007

Reference books:

- Database systems and concepts by A silberschatz, H Korth, S Sudarshan, Publisher: MvGraw-Hill. (5th edition).
- Database Systems by Rob and Coronel(7th edition), Publisher: Cengage Learning.

Pedagogy:

- Online class room lectures, Case study, Assignments, Research Papers, Class-Test and Subject specific videos

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Data Management: Scope; Nature, Significance of Data Management, Need of Data Management, Basic of Computer and Data, Sectors dependent on data, Data based decisions regarding product development and market strategies, Data based validation of ever-changing market and consumers in backdrop of various factors.	6
2	Database Management System and its applications: Definitions, Advantages and Disadvantages of DBMS, Terminologies, Rows, columns, Tables, Primary key, and other basic features. Types of DBMS, use of DBMS, database development process, database designs, models, basic building blocks, ER diagrams.	6
3	Data Warehousing and Data Mining: Data cleaning, extract -transform and load pipelines, Data cubes, data on the web. Database warehouse meaning, definitions, architecture, characteristics, purpose and problems.	7
4	Big data processing and Cloud computing: Big data modelling and management system Integration and processing Challenges of Big data analytic Regression and classification techniques, Cloud computing: meaning, purpose, importance, application, infrastructure.	6
5	Market Search and Data: Market research: definition, need and application. Primary data and secondary data, methods of market research, combining research and data generated, data scientist.	5

Semester- I, Finance Specialization

PGDM & PGDM General 2020-22

ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

Programmes: PGDM & PGDM General, Semester: I

Course Code: G - GC-101

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE the key terms in micro-economics and macro-economics.
CO 2	UNDERSTANDING	EXPLAIN the key terms in micro-economics and macro-economics, from a managerial perspective.
CO 3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO 4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics and macro-economics, from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO 5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics and macro-economics, for informed business decision making.
CO 6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

Core text books:

- Managerial Economics By Mithani
- Macroeconomic Theory By M.L. Jhingan

Reference Books:

- Managerial Economics By Maheshwari
- Managerial Economics By Ahuja
- Managerial Economics By Samuelson & Nordhaus
- Managerial Economics By Dornbusch & Fisher

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture & Test.

Sr. No.	Topic	Duration (Hrs.)
PART A : MICROECONOMICS		
1	Introduction to Managerial Economics: Meaning, nature, Scope and significance of Managerial Economics. Micro and Macro Economics; Role of Economics in Managerial decisions making; Concept of economics of information	3
2	Demand and Supply Analysis: Meaning of Demand, Determinants of Demand, Demand Function, Law of Demand, Elasticity of demand, Types of elasticity of demand, Demand Forecasting-techniques of Demand Forecasting, Supply - Law of supply, determinants of supply. *Numericals on elasticity of demand.	6
3	Production Analysis: Production Analysis - Meaning, Production Function, economies and diseconomies of scale, Break even Analysis	3
4	Cost and Revenue concepts: Types of cost. Relationship between production & cost. Short & long run cost concepts relationship between various cost concepts. Revenue concepts; Meaning of Average revenue, Marginal revenue and Total Revenue and their relationships. * Numericals on Cost & Revenue concepts.	6
5	Market and Market Structures: Market: Meaning of market, Market forms and market structures, perfect competition and pure competition, Monopolistic competition, oligopoly, monopoly	5
PART B: MACROECONOMICS		
6	Introduction to Macroeconomics: Nature of macroeconomics, scope and importance of macroeconomics, Meaning and concept of National Income, GNP, NNP, GDP, Personal Income, Disposable Income, Per Capita Income, Methods of measuring National Income, Difficulties in measurement of NI, Importance of National Income Analysis, Circular Flow of Income, Meaning of Business Cycles and its phases; Keynesian model of income determination; A brief overview of banking.	6
7	Monetary Policy and Fiscal Policy: Instruments of Monetary Policy, Instruments of Fiscal Policy, Budgetary Fiscal Policy, Role of Monetary Policy and Fiscal Policy in a Developing economy, Role of Central Bank in Economic Development.	5

8	Balance of Payments and International Monetary System: Definition of Balance of Payments, Current and Capital accounts, Items included in Balance of Payments, India's Balance of Payments, Balance of Payments and Balance of Trade, Exchange Rate Determination, Rate of exchange under Gold Standard, Purchasing Power Parity Theory, Modern theory of Exchange Rate Determination; International Monetary Fund-Purpose and objectives, Organization and Functions of I.M.F.	6
9	Theory of Money and Prices: Nature and Functions of Money, Index Numbers, Preparation of Index Numbers, Weighted Index Numbers, Uses of Index Numbers, Value of Money: Its Meaning,, Definition of Inflation, Inflationary Gap, Inflationary process, causes of inflation, Full employment and inflation, Measures to control inflation	5

PGDM & PGDM General 2022

MANAGEMENT ACCOUNTING

Programmes: PGDM & PGDM General, Semester – I Course Code: G - GC-102

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO 2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO 3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO 4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO 5	EVALUATING	EVALUATE the financial impact of the decision.

Core text books:

- Financial Accounting By P.C. Tulsian
- Accounting for Management By Dr. Jawaharlal
- Accountancy By S Kr Paul
- Cost Accounting By Dr. S. N Maheshwari
- Financial Management By P.C. Tulsian

Reference Books:

- Advanced Accountancy By R.L Gupta Radhaswamy
- Accountancy for CA-PE-I By P.C. Tulsian
- Cost Accounting By Saxena Vashist
- Principles and Practice of Cost Accounting By Ashish Bhattacharya
- Financial Management By Sheeba Kapil

Pedagogy:

- Guest lectures, presentations, PPTs, workshop

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Accounting & Accounting Concepts: Introduction to Accounting, Need & Scope of Accounting ,Financial vs. Management Accounting, Users of Accounting Information, Accounting Principles, Significance of accounting, Accounting Principles - Concepts & Conventions.	5
2	Accounting Standards, Accounting Policies & GAAP,IFRS : AS, GAAP, IFRS-Significance & overview.	5
3	Sources of Finance: Different sources of finance-Equity Share capital, Preference share capital, Debenture & Term Loans. Other short term sources of finance	3
4	Mechanics of Accounting: Accounting Cycle, Accounting Equation-Theory & problems.	5
5	Introduction to Journal, ledger, Trial Balance, Profit and Loss Account, Balance Sheet (Schedule III): Journal entries based on accounting equation, Trial Balance, Profit and Loss Account, Balance Sheet Analysis. Introduction to Cash Flow Statement with only conceptual understanding	9
6	Cost Accounting: Basic concepts & Terms in costing, Preparation of Cost Sheet.	6
7	Marginal Costing & Budgetary Control : Basic concepts & Terms in marginal costing – BEP Analysis, CVP Analysis, Budgetary control - Cash Budget, Flexible Budget.	8
8	Introduction to Standard Costing: Basic concepts & Terms Problems on material & Labour Variances.	4

Numerical Problems will be covered on following Topics:

- Accounting Equation & Journal Entries
- Profit and Loss Account as per Revised Schedule III
- Balance Sheet as per revised schedule III
- Cost Sheet
- Marginal Costing
- Cash Budget
- Standard Costing

LEGAL ASPECTS OF BUSINESS

Programmes: PGDM & PGDM General, Semester: I Course code: G – GC - 103

Revised in: January 2020

Total Hrs. : 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO 2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO 3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO 4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO 5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations.
CO 6	CREATING	DISCUSS various applications of business laws.

Core text books:

- Business Legislations for Management – M.C. Kuchhal
- Elements of mercantile Law – N.D.Kapoor

Reference Books:

- Legal Aspects of Business – Ravinder Kumar
- Business Laws – S. D. Geet
- Business Laws – S.S. Gulshan / Gulshan Kapoor
- Business Laws - Balchandani

Pedagogy:

- Class Discussion
- Case lets & Case Study

Sr. No.	TOPIC	DURATION (Hrs.) (L+T+P)
1	Introduction	
	<ul style="list-style-type: none">• Introduction to legal system in India.• Essence of Law for Society & Business managers.	02
2	The Contract Act, 1872	

	<ul style="list-style-type: none"> • Essential elements of Valid Contracts • Contracts of Indemnity & Guarantee • Quasi Contract 	<ul style="list-style-type: none"> • Breach of contract-Meaning & remedies • Discharge of contract • Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency 	08
3	Sale of Goods Act, 1930		
	<ul style="list-style-type: none"> • Contract of sale of goods • Conditions & warranties • Transfer of property • Rights of unpaid seller • Caveat Emptor 		05
4	The Negotiable Instrument Act, 1881		
	<ul style="list-style-type: none"> • Negotiable Instruments – Meaning, Characteristics, Types. • Parties, Holder and holder in due course. • Negotiation and Endorsements Types. • Dishonor of Negotiable Instrument – Noting and Protest 		05
5	The Companies (Amendment) Act, 2015		
	<ul style="list-style-type: none"> • Company – Definition, Meaning, Features and Types, One Person Company. • Incorporation of Company – Memorandum of Association, Articles of Association (Doctrine of Ultra vires, Indoor Management & Constructive Notice) 		05
6	Important Legal Concepts		
	<ul style="list-style-type: none"> • The Consumer Protection Act, 1986 –Unfair & Restrictive Trade Practices, Dispute Redressal Forums • Intellectual Property Rights (Brief Overview on Patents, Copyrights & Trademarks) 		05

MANAGERIAL COMMUNICATION

Programmes: PGDM & PGDM General, Semester: I

Course code: G - GC-104

Revised in: January 2020

Total Hrs.: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO 2	UNDERSTANDING	SUMMARIZE long essays and reports into executive summaries.
CO 3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO 4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO 5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.
CO 6	CREATING	DISCUSS business and social etiquettes.

Core text books:

- Business Communication Essentials – Fourth Edition- Courtland Bovee & John Thill
- Communication for Business- Fourth Edition- Shirley Taylor

Reference Books:

- Monippally, Matthukutty. M. 2001. Business Communication Strategies. Tata McGraw-Hill.
- Lucas, Stephen.2001. Art of Public Speaking. Mc-Graw Hill.
- Pillai, Radhakrishnan, 2006. Spoken English for you. Emerald Publishers, Chennai.

Pedagogy:

- Audio files and listening to audio recordings using Language Lab
- Video files and watching clippings and analyzing communication boosters
- Scrap Book
- Role plays & Games
- Student presentation individually and in groups

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Managerial Communication: Introduction, Dimensions, Importance and Need. Process, Levels, Channel & Barriers in Communication, Differentiate between formal and informal communication, highlight the concept of non-verbal communication at work scenarios.	7
2	Essential Managerial Communication Skills: (a) Effective Listening skills: Functions and types of Listening, Active and passive listening- Qualities of a good listener and a good speaker. (b) Effective Reading skills: Functions & importance of Reading, factors to be kept in mind while reading. (c) Persuasive Public Speaking skills: Tackling hesitation, fear, shyness and nervousness in speaking, Impromptu speech, Preparing speeches, content preparation for public speaking. (d) Effective Writing skills: Writing the business letter- layout, components and categories of business letters. Emails, reports and proposals-Types, format and project report highlights. Writing Memorandums, other business correspondence like circulars and notices	16
3	Business and social etiquette: Effective grooming skills, how to conduct oneself in a social, work and personal environment. Behavior patterns, effective hygiene standards in personal and social environment.	5
4	Group communication: Factors in group communication, effective meetings with focus on agenda, Minutes of the meeting and purpose of conducting meetings at workplaces.	4
5	Developing Communication for Career Development: Building Careers and resumes -Securing employment in today's job market, Preparing resumes; Applying and interviewing for employment - Writing application/cover letters, understanding the interviewing process, preparing for a job interview, interviewing for success, following-up after an interview	9
6	Constructing Effective Presentations: Summarize the various presentation types, describe how to select appropriate visual aids for a presentation, explain how to structure a presentation for a given audience, audience analysis-preliminary and during the presentation.	4

BASICS OF MARKETING

Program: PGDM & PGDM General, Semester – I Course Code: G - GC-105

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	<i>RECALL</i> and <i>REPRODUCE</i> the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO 2	UNDERSTANDING	<i>DEMONSTRATE</i> the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and <i>ILLUSTRATE</i> the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO 3	APPLYING	<i>APPLY</i> marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO 4	ANALYSING	<i>EXAMINE</i> and <i>LIST</i> marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
CO 5	EVALUATING	<i>EXPLAIN</i> the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO6	CREATING	<i>DISCUSS</i> alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services.).

Core Text books:

- Principles of Marketing By Philip Kotler, Gary Armstrong
- Principles of Marketing By McDaniel, Lamb, Hair
- Marketing Management, second edition by Greg W. Marshall and Mark W. Johnston, ISBN-13: 978-0-07-802886-1, McGraw Hill Education.

3. Reference book for Reading:

- Fundamentals of Marketing – Stanton
- Introduction to Marketing - Adrian Palmer
- Marketing management - Indian context - Dr. Rajan Saxena

- "Pahalwan's: Need for a New Marketing Strategy" CASE by Jyoti Sharma and Subhadip Roy, Harvard Business Publishing, W14488-PDF-ENG

4. Pedagogy:

- Class room lectures, in-class activities, case discussions, pre-assigned exercises, article reviews & assessment tests.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Introduction to Marketing: Importance of marketing, definition of marketing, scope of marketing, functions of marketing, marketing and its relation to other business functions, Sustainability in green marketing, Difference between sales and marketing, Key marketing terms and concepts- need, want, demand, exchange, marketing myopia and marketing orientations. Concepts of customer value, CDV, CPV, CLV, creating customer value, satisfaction and delight.</p>	06
2	<p>Marketing Mix: Introduction to Marketing Mix Strategy and 4C's (Product, Price, Promotion, Place), Implication of emerging paradigm of sustainability and triple bottom perspective of Marketing Mix, Introduction to Services Marketing Mix, Product mix, Product life cycle, Brand: Definition, Brand Equity Introduction, Brand Elements Pricing Strategy: various steps in pricing process, alternative pricing approaches and methods, Channel Strategy: Types of marketing channels, Channel management, Conflict and cooperation, Vertical Marketing Systems, components of Physical distribution system, transportation, Warehousing, Omni channel as a tool for marketing & Customer experience management. Promotion strategy: Promotion mix, ATL and BTL promotions. Packaging: Purpose, Types and new trends in packaging</p>	07
3	<p>Marketing Environment: Company's Micro and Macro Environment and the changes happening, Challenges due to environment changes, Analyzing the environment- Porter's 5 forces, PESTLE, Marketing Research Process, techniques and limitations, Marketing Information System.</p>	08
4	<p>Marketing Planning: Strategic planning and tactical planning, marketing plans various levels in an organization, steps in the marketing planning process, Successful planning tools including Portfolio Models, BCG and GE, Value chain analysis, SWOT, Marketing Plan-Nature, process and contents of a marketing plan.</p>	04

5	<p>Segmentation, Targeting & Positioning: Segmentation- Bases and process of segmentation, requirements for effective segmentation, niche marketing, segmenting consumer markets, segmenting business markets, Targeting- Evaluating market segments, selecting target market segments, Positioning- Positioning Strategy, differentiation strategy, communicating and delivering the chosen position, Perceptual mapping, Reasons for repositioning.</p>	06
6	<p>Consumer Behavior: Introduction and importance, basic model of consumer behavior, Characteristics affecting consumer behavior, Consumer Decision process and factors affecting CDP, Difference between-Domestic buyer behavior & industrial buyer behavior. Case studies on buying behavior Business Buyer Behavior: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behavior, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process</p>	05
7	<p>Customer Relationship Management and Other Contemporary Issues: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organizations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing</p>	04
8	<p>International Marketing Management: Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing</p>	03
9	<p>Marketing Implementation and Audit: Marketing plan implementation and Control, Marketing Audit. Marketing ethics</p>	02

STATISTICS AND QUANTITATIVE TECHNIQUES

Programmes: PGDM & PGDM General, Semester: I Course Code: G - GC-106

Revised in: January 2020

Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the concepts and models associated with Statistics and Quantitative Techniques.
CO 2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO 3	APPLYING	<i>CALCULATE</i> values of measures of central tendency, measures of dispersion, correlation coefficient etc.
CO 4	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability.
CO 5	EVALUATING	INTERPRET basic statistical data and graphs.
CO 6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

Core text books:

- Statistical & Quantitative Methods: Ranjeet Chitale: Nirali Prakashan.
- Quantitative Techniques: Theory & Problems: Tulsian P. C., Pandey Vishal: Pearson Education.

Reference books:

- Sharma J K, Quantitative Techniques
- Statistical Methods, S.P.Gupta
- Beri, G C, Business statistics
- Statistics for Management - Levin and Rubin
- Srivastava T. N. and Rego Shailaja, Statistics for Management, Tata McGraw-Hill
- Vohra N. D., Quantitative Techniques in Management, Tata McGraw-Hill Publishing Co. Ltd
- Anderson, Sweeney, Williams, Statistics for Business & Economics, Cengage Learning

Pedagogy:

- Lectures and Practical Problems, Cases, Assignments, MS Excel for Solving problems.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Statistics: Introduction to Statistics, Data Representations and Frequency Distribution; Graphs- Histogram, Polygon, Ogive, Bar Chart, Pie Chart, Pareto Diagram; Using Microsoft-Excel for the analysis of frequency distribution and Graphs	4
2	Measures of Central Tendency and Measures of Dispersion: Arithmetic Mean, Median, Mode; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Using Microsoft-Excel for the analysis of measures of central tendency and measures of dispersion	7
3	Correlation and Regression Analysis: Karl Pearson coefficient, Spearman's Rank correlation. Simple Regression (Linear); Using Microsoft-Excel for the correlation and regression analysis	6
4	Probability: Definition & the Concept of Probability, Probability Distribution-Normal Distribution (Z Table Related Problem), An Introduction to Microsoft Excel's Normal Distribution functions	4
5	Linear Programming and Special Linear Programming Models-Transportation & Assignment Models: Graphical solution of LPP ; Transportation – Least Cost Method, North West Corner and Vogel's Approximation Method of Allocation, Final Solution by MODI Method, Assignment Problems – Maximization, Minimization, Multiple, Prohibited solutions for balanced and unbalanced Problems.	16
6	Games Theory: Concept of Game Theory; Pure Strategy -2x2 zero sum game and dominance; Mixed Strategy (given 2 x2 matrix).	5
7	Simulation: Concept of Simulation and Random numbers, Monte Carlo Simulation technique, Simulation Exercises	3

ORGANIZATIONAL BEHAVIOR & THEORY OF MANAGEMENT

Program: PGDM & PGDM General, Semester – I Course Code: G-GC-107

Revised in: January 2020

Total Hours: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management
CO 2	UNDERSTANDING	EXPLAIN different concepts related to employee behavior in organizations
CO 3	APPLYING	APPLY knowledge of perceptual biases for effective decision making
CO 4	ANALYSING	ANALYZE different causes of resistance to organizational change
CO 5	EVALUATING	RELATE applicability of learning theories with organizational context
CO 6	CREATING	CREATE plan to motivate different employees with varying needs

Part-A: Organizational Behavior (OB)

Core text book for Reading:

- ORGB- What's Inside, An Innovative Approach to Learning and Teaching Organizational Behaviour (A South Asian Perspective) by Nelson, Quick & Khandelwal published CENGAGE Learning.
- Organizational Behavior: K Aswathappa
- Stephen P. Robbins, Seema Sanghi, Essentials of Organizational Behavior
- Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)

Reference books:

- Newstrom John W. - Organizational Behaviour: Human Behaviour at Work
- Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
- R.S. Dwivedi, Human Relations and Organizational Behavior : Global Perspective
- Anjali Ghanekar, Organizational Behavior
- L.M. Prasad, Organizational Behavior

Pedagogy:

- Case study, articles, activities, games, movie screening, Guest speakers, Project based and assignments.

Sr. No	Topic	Duration (Hrs.)
1	Introduction to Organizational Behavior Definition, Importance, Goals, Scope, Fundamental Concepts of OB, Different models of OB (autocratic, custodial, supportive, collegial and system) , Challenges and Opportunities in OB.	3
2	Learning Definition, Theories (Classical, Operant, Social Learning), Learning Styles, Significance of Learning for Managers.	3
3	Perception Definition, Factors Influencing Perception, Perception and Attribution, Perception distortion and Decision Making, Impression Management.	3
4	Attitudes Definition, Nature, Components, Job/Work-related attitudes, Changing Attitude.	3
5	Personality Meaning, Determinants of Personality, Type A, Type B Personality, Personality Tests (MBTI, Big Five) , Johari Window, Transaction Analysis (Three Ego States- Parent, Adult and Child, Four Life Positions)	4
6	Motivation Concept, Importance, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory), Contemporary Theory (Equity Theory of Work Motivation)	3
7	Group Dynamics and Teams Concept, Type of Groups, Group Behaviors, Five Stage Model of Group Development, Pitfalls of Groups. Team Dynamics, Differences between teams and groups, Benefits of team, Effective Teamwork.	3
8	Leadership Concept, Managers V/s Leaders, Trait & Behavioral Approach to Leadership, Leadership Styles.	2
9	Conflict Management Concept, Sources, Types, Conflict Management Approach/Styles	2
10	Change Management Concept of Change, Forces that acts as stimulants to change, Theories of Change (Force Field, Lewin's theory), Resistance to Change, Implementing and Managing Change.	3
11	Key Concepts	3

	Overview of Organization Power & Politics, Emotional Intelligence, Overview of Organization Culture, Work Stressors, Types of stress, Prevention and Management of stress, Balancing work and Life, workplace spirituality	
--	--	--

Part-B: Theory of Management

Core text book

- Heinz Wehrich & Harold Koontz: Management (A Global Perspective) Tata McGraw Hill,

Reference books

- 1. Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)
- 2. Stoner, Freeman, Gilbert Jr.: Management (Prentice Hall India)
- 3. Besterfield: Total Quality Management (Pearson/Prentice Hall)
- 4. Giselle Weybrecht: The Sustainable MBA (Times Group Books)

Pedagogy

- Power-point based Lectures;
- Webcasts on selected themes;
- Discussions on relevant published (pre-read) articles.

1	Basic Concepts: Evolution of Management thought, Management Functions, Mintzberg's Managerial Roles, Approaches to Management, Managerial Competencies, Managerial Skills; How Is the Manager's Job Changing? Importance of Sustainability to the Manager's Job.	2
2	Planning Concept, Types of Plans, Management by Objectives (MBO), Planning Effectively in Dynamic Environment.	2
3	Organizing: Concept, Organization Structures (Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure), Chain of Command, Span of Control, Centralization and Decentralization, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations.	4
4	Decision Making: Concept, Process, Behavioral and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making	2
5	Controlling: Concept, The Control Process, Benchmarking of Best Practices.	3

HUMAN RESOURCE MANAGEMENT

Program: PGDM & PGDM General, Semester: I
Revised in: January 2020

Course code: G - GC - 108
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE various functions & practices of HRM
CO 2	UNDERSTANDING	EXPLAIN different concepts related to Human Resource Management
CO 3	APPLYING	CALCULATE CTC, Gross and Net Salary
CO 4	ANALYSING	COMPARE different methods of Performance Appraisal
CO 5	EVALUATING	EVALUATE the effectiveness of Training Program
CO 6	CREATING	CREATE Job Descriptions for contemporary entry level roles in real world organization

Core text books:

- Human Resources Management- K Aswathappa (6th Edition)
- Principles of Human Resource Management by George W. Bohlander & Scott A. Snell published CENGAGE Learning. (16th Edition)

Reference books:

- Dessler, Gary, Human Resource Management, Pearson Education.
- Personnel Management – C.B Matoria & S V Gankar
- Human Resources Management – Mirza S Saiyadain
- Human Resources Management – L.M.Prasad
- Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi

Pedagogy

- Case study based, Presentations based, Assignments and Group activities

Sr. No	Topic	Duration
1	Evolution of HRM: Concept, Importance, Evolution, HR Functions, Role of HR Managers (with perspective of SHRM), Challenges	5
2	Human Resource Planning: Objectives and importance, Planning Process, Methods, Dejobbing, Job Analysis- (Job Description & Job Specification), Job Design, Job Enlargement, Job Rotation, Job Enrichment.	7

3	Recruitment & Selection: Concept, Methods of recruitment, Sources of recruitment, Process of recruitment and selection, Difference between recruitment & selection, Selection tools, interviewing methods, Types of interviews, Overview of Induction and Onboarding	6
4	Training and development: Concept, Difference between training and development, training need assessment, designing and administering training program, methods of training, Flipped Classrooms, Blended Learning, evaluation of Training (Kirkpatrick model)	5
5	Performance Management System: Concept, process, overview of methods, role of managers in performance management, Performance Appraisal Vs Performance Management, Potential Management, outcomes of PMS.	4
6	Compensation and Benefits : Concept, Calculation of CTC& Salary Components, incentive plans, fringe benefits, VRS, Perquisites.	7
7	Retirement and Separation: Types of Retirement/Separation-Superannuation, Resignation-Discharge-Dismissal-Suspension-Layoff- Golden Handshake, Full & Final settlement process, Exit Interview.	5
8	HR Glossary: Career Planning, Succession Planning, Attrition, Employer Branding, Employee Branding, Sabbatical, Green HRM	6

IT SKILLS LAB

Programmes: PGDM & PGDM General, Semester: I Course Code: G - GC-109

Revised in: January 2020

Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO 2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets, Microsoft word and Microsoft Powerpoint.
CO 3	APPLYING	USE various functions of MS Excel, MS Word and MS Powerpoint.
CO 4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO 5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO 6	CREATING	CREATE awareness in upcoming managers of different types of information systems; basics of cloud computing, ERP and social media in an organization so as to enable the use of computer resources efficiently, for effective decision making.

Core books:

- Excel2010Bible [With CDROM] by John Waken Bach, John Wiley & Sons, 2010 Edition
- Computer fundamentals P.K Sinha
- MIS- Managing the Digital Firm, 13e, by Ken Laudon, Jane Laudon, Pearson Publication

Reference Books:

- Microsoft Office 2010: Illustrated Introductory, (By- David W. Beskeen, Carol Cram, Jennifer Duffy, Lisa Friedrichsen, Elizabeth Eisner)
- Microsoft Office 2010 Plain & Simple By Katherine Murray
- Beginning Microsoft Office 2010 By- Guy Hart-Davis
- Office 2010 for Dummies By- Wallace Wang

Pedagogy:

- Class Room Lectures, Demos on Computer, Practical Assignments & Tests etc.

Sr. No.	Topic	Duration (Hrs.)
---------	-------	-----------------

1	<p>Understanding MS Excel's Files:</p> <ul style="list-style-type: none"> • Ribbon and Shortcut: Create a workbook, Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data, Sort data. • Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts. • Working with Cells and Ranges: Formatting Cells, Name Manager. • Visualizing Data Using Conditional Formatting: Apply conditional formatting. • Printing Your Work: Print a worksheet, Using Print Preview & Other utilities. 	6
2	<p>Creating Formulas & Functions for Business Applications:</p> <ul style="list-style-type: none"> • Introduction to formulas using IF statements and Nested IF statements, basic statistical & financial functions. • Creating Charts and Graphics: Chart your data, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts • Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column • Creating Formulas That Count, Sum, and Sub-total • Protecting Your Work: Using Review Tab Utilities. • Vlookups, HLookups • INDEX and MATCH functions. • Financial functions: PV, PMT, NPER, RATE • Sumif, sumifs, countif, countifs, averageif, averageifs 	10
3	<p>Other essential MS Excel features:</p> <ul style="list-style-type: none"> • Right click, Format Cells window. • Using Data Tab and Data Validation: Getting external Data, Remove, Duplicates, Apply data validation & using utilities from Data Tab • Using Excel Tables • Auto Sum and Auto Fill Function • Protecting Your Work: Using Review Tab Utilities. • Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analyzing Data with Pivot Tables, Producing Report with a Pivot Table. • Data consolidation • Scenario Analysis • Create a macro • Getting external Data 	4
4	<p>MS word: MS word toolbar, shortcut keys, formatting, Header, Footer, tabs, Margins, Page setup, Mail merge, letters, labels, envelope, Table of contents</p>	3
5	<p>MS PowerPoint:</p>	2

	Basics of Presentation, create a slide, Views Slide transition, Custom animation, hyperlink, presentation aesthetics, Insert tab utilities, smart art, hyperlink, image resizing	
6	Basics of Cloud Computing: Components of a data center, What is Cloud and cloud Computing, difference between data center and cloud, Types of cloud service models-SaaS, PaaS, IaaS, Advantages of Cloud Computing.	1
7	Introduction to Management Information Systems: Difference between Data and Information, Information Technology (IT) and Information Systems (IS), What is a Business Process, Role of IT in MIS. Introduction to Data Base concepts, DBMS, Data mining, Data Warehousing, Data Analytics.	2
8	Introduction to ERP Introduction to ERP, Modules in ERP Software, Application of ERP, examples of ERP Software	1
9	Social Media: Using Social Media Effectively	1

PGDM & PGDM General 2020-22

Semester- II, Finance Specialization

PGDM & PGDM General 2020-22

FINANCIAL MANAGEMENT

Programme: PGDM & PGDM General Semester- II
Revised in: January 2020

Course Code: G-GC-201
Total Hours : 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO 1	Knowledge	FAMILIARIZE the students with the different financial functions to be discharged by a finance manager
CO 2	Analyze	ANALYZE the impact of financial decisions on a corporate entity.
CO 3	Understand	UNDERSTAND sustainability issues affecting financial statements,
CO 4	Create	DEVELOP the analytical skills by associating the tools and techniques for interpretation of business information and application of financial theory in financing related decisions.

Core text books:

- Financial Management – Ravi M. Kishor
- Strategic Financial Management – Meena Goyal
- Financial Management – P.C. Tulsian
- Financial Management – Pattibhi Ram & Bala

Reference books:

- Financial Management – I.M.Pandey
- Financial Management – Prasanna Chandra
- Financial Management _ Khan & Jain
- Financial management and policy -Van Horne James.C

Pedagogy:

- Lectures, Presentations from students, Case Study, Practical Assignments
- Note: Figures to the right indicates weightage.
- Weightage of Theory & Numericals: Theory 20% Numericals & Caselets 80%

Sr. No.	Topic	Duration (HRS)
1	Introduction to Financial Management: Meaning and significance of Financial Management, Understanding the financial Statements, Various Sources of Funds.	4
2	Ratio Analysis: Ratio – Meaning & Significance, various types of ratios, Liquidity ratios, Profitability ratios, Efficiency Ratios, Solvency Ratios. Interpretation of ratios. Du-Pont Analysis Numerical on: Calculation of ratios from Balance sheet or profit and loss account or data given.	8
3	Capital Budgeting: Capital Budgeting- Introduction, Capital Budgeting Decision techniques. Non Discounting Techniques-ARR & Payback period Method, Discounting Cash flow techniques-discounted PB method, Profitability index method, NPV method, IRR. Numerical on: Payback Period, ARR, NPV, IRR, PI and Discounted Payback Period.	12
4	Leverage Analysis: Degree of Operating Leverage & Business Risk, Degree of Financial Leverage & Favorable and non-favorable financial Leverage. Numerical on: Simple calculation of operating, financial and combined leverage.	6

BUSINESS RESEARCH METHODS

Programme: PGDM (General) Semester - II Course code: G - GC - 202

Revised in: May 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO 2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO 3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO 4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO 5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO 6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

Core books:

- Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press.
- Research Methodology by C.R.Kothari, New Age International Publication.

Reference Books:

- Research Methods for Social Work by Allen, Earl R. Babbie, Cengage.
- Research Methods in Business Studies: A Practical Guide by Pervez Ghauri, Dr Kjell Gronhaug.
- Goods, W.J. and Hatt, P.K., Methods in Social Research, McGraw Hill, New York.
- Scientific Social Surveys and Research: An Introduction to the Background, Content, Methods, Principles and Analysis of Social Studies, Prentice-Hall.
- Moser G., and Kalton G., Survey Methods in Social Investigation.

Pedagogy:

- Lectures, Projects, assignments and use of Statistical Tools (Excel & SPSS).

Sr. No	Topic	Duration (Hrs)
1	<p>Foundations of Research: Meaning, Objective, Motivation and Utility of research, Types of research, The research process, Characteristics of a good research, Formulation of a research problem, Need of business research, Application of research in business. Developing a research proposal. Ethics in conducting business research.</p>	7
2	<p>Research Design: Concept, Research designs: Exploratory research design, Descriptive research design, Causal research design, Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches. Choice of a research design. Types of Variables: Independent, dependent, concomitant and extraneous variables. Basic knowledge of Treatment and Control group. Hypothesis testing: Definition, Formulation of hypothesis, Null hypothesis, Alternative hypothesis, Directional hypothesis, Non-directional hypothesis. Qualities of a good hypothesis, Framing Null hypothesis and Alternative hypothesis. Business examples on hypothesis testing.</p>	8
3	<p>Data and Measurement:</p> <p>Meaning, Need for data. Primary data: Definition, Primary data collection methods. Secondary Data: Definition, Sources of secondary data. Advantages and disadvantages of primary data. Advantages and disadvantages of secondary data.</p> <p>Measurement: Concept of measurement, Levels of measurement: Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison and Forced Ranking - Concept and application. Problems in measurement in management research - Validity and Reliability.</p> <p>Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.</p>	9
4	<p>Sampling Techniques: Basic Concepts: Population, Sample, Characteristics of a good sample. Probability Sampling: Simple Random Sampling, Systematic Sampling, Stratified Random Sampling, Cluster Sampling. Non Probability Sampling: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling and Snowballing Sampling methods. Sampling errors, Non-sampling errors, Methods to reduce the errors, Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)</p>	9
5	<p>Data Analysis: Cleaning of data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of mean, median and mode. Standard deviation, Coefficient of variation. Graphical representation of data: Appropriate usage of Bar charts, Pie charts, Line charts, Histograms. Cross tabulations, Bivariate correlation:</p>	10

	Meaning, Karl Person's coefficient of correlation, Spearman's rank correlation. Simple linear regression: Meaning of regression, Purpose and uses, Interpretation of regression co-efficient, Application of regression in business scenarios. t-test and z-test (test of single mean and proportion). Chi -square test of association of attributes. (Statistical analysis using MS excel/SPSS)	
6	Research Reports: Structure of research report, Report writing and presentation. Project assignment: Team project. Research paper discussion.	2

Note:

3. It is desirable to use MS Excel / SPSS for delivery of unit 5.
4. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

PGDM & PGDM General 2020-22

QUALITY AND OPERATIONS MANAGEMENT

Programme: PGDM & PGDM General, Semester – II

Course Code: G-GC-203

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations Management and Quality Management.
CO 2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO 3	APPLYING	DESCRIBE the various methods of manufacturing and their characteristics.
CO 4	ANALYSING	ANALYSIS of operational issues in manufacturing and services organizations.
CO 5	EVALUATING	EVALUATE the various steps involved in performing ABC analysis.
CO 6	CREATING	DISCUSS the applications of network analysis techniques in Project Management.

Core text books:

- Operations Management Theory & Practice by B.Mahadevan , Pearson
- Total Quality Management by Poornima M. Charantimath, 2nd Edition, Pearson
- Production and Operations Management by R B Khanna, PHI.
- Quality Management by Kanishka Bedi, Oxford University Press

Reference Books:

- Operations Now - Supply Chain Profitability & Performance by Byron J. Finch
- Production and Operations Management by S.A. Chunwala and .R. Patel
- Production and Operations Management by L.C. Jhamb
- Production and Operations Management by B.S. Goel

Pedagogy:

- Lectures, Case Study, Videos, Power Point presentations, Research Papers.

Sr. No.	Topic	Duration (Hrs.)
1.	Introduction to Quality and Operations Management: Definition, nature, significance and history of Operations Management; Definitions of 'quality', Quality Management -A conceptual framework; Importance of Quality; Cost of Quality (COQ); Dimensions of Product Quality; Dimensions of Service Quality	6
2.	Total Quality Management (TQM): Meaning and Principles of TQM; Quality Gurus: W. Edwards Deming, Joseph Juran, Philip Crosby, Kaoru Ishikawa; Concept of Lean Management; JIT Manufacturing; Kaizen-Continuous Improvement; Poka-Yoke	5
3.	Six Sigma: Introduction to six sigma concept; Six Sigma versus Three Sigma; DMAIC and DMADV approaches in Six Sigma	2
4.	Design of manufacturing processes: Determinants of process characteristics: Volume, Variety and Flow; Types of Processes and Operations systems: Continuous flow systems, Intermittent flow systems, and Project form of Manufacturing; Layout Planning: Types of layouts-Process layout, Product layout, Group Technology Layout, Fixed Position Layout	7
5.	Inventory Management: Concept of inventory, Inventory costs, EOQ Model, Inventory control: ROL, ABC analysis, VED, FSN, GOLF and SOS.	5
6.	Project Management: Introduction to project Management, Introduction to PERT and CPM techniques, Construction of network diagram and finding critical path.	5

INDUSTRY ANALYSIS – DESK RESEARCH

Programme: PGDM & PGDM General, Semester–II
Revised in: January 2020

Course Code: G - GC - 204
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO 2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO 3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO 4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO 5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO 6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

Pedagogy:

- Class Room Lectures, Desk Research, Assignments and viva.

Sector Analysis to be done based on following points:

- Overview and structure of sector
- Porter's 5 forces model
- PESTEL analysis
- Sub sectors & Main Players in the subsectors/sector
 - Market Size, How many Companies & Top Companies
- Key trends and challenges of the sector
- Regulatory bodies in the sector and their role
- Govt. Initiatives
- Contribution to economy, employment & Growth Rate
- Global issues affecting the sector
- Key technological advancements in the sector
- Future and prospects post COVID-19

Company Analysis to be done based on following points:

- Brief of the company
 - (Sector the company belongs to, year of establishment, CEO, Headquarter, geographical location/branches, NSE/BSE listed)
- Vision, mission, values
- Key Financial parameters with brief comments (analysis)
- For finance students- Market capitalization, key financial ratios, EPS, EVA, Turnover, Profit
- For non-finance students- Turnover, Profit
- Products/ Services
- Main competitors and market share of past 5 years
- Key challenges
- SWOT analysis
- Functional Perspective
 - Finance- Sector indices analysis at weekly interval
 - Marketing- pricing strategies, channel management, ad campaigns, extended 3Ps* (applicable for service based organizations)
 - HR- Organization structure, attrition, employee engagement activities, L&D perspective, Green HR
- CSR policy and Corporate Governance Initiatives
- Recent Mergers, Acquisitions and strategic alliances in the sector
- Impact of and response to COVID-19

Following table gives the list of sectors and companies from which students can choose sector and company for analysis:

Sr. No	Reference of the Sector	Reference Companies
1	FMCG	Coca Cola, Mother Dairy, Nestle, ITC, Asian Paint, Berger Paint, Godrej, Colgate Palmolive, Nilons, Cargill, Mother Recipe
2	FMCD	Wipro Lighting, Godrej Interior, Kurlon, Furlenco
3	BFSI	HDFC Bank, ICICI, HDFC Ltd., Religare Securities, Janlakshmi Bank, Yes Bank, SBI card, S& P capital, Bajaj Allianz, Birla Capital, Tata Capital, Standard Chartered, ICICI Securities, ICICI Prudential, Mahindra Finance, Karvy, Bajaj Finserv
4	ITES	Deloitte, E- Clerx, TCS, TTL, Sungard, WNS Global, Quick Heal, Tech Mahindra
5	Retail	Reliance Trends, Reliance Retail, Future Retail, Landmark, Toonz retail, Aditya Birla Retail, Amazon

6	Real Estate	Kolte Patil, Marks Developers, 99 acres, Magik bricks, JLL, Gera Developers, Prop tiger
7	Manufacturing	MRF Tyres, Bridgestone, Atlas Copco, Sandvick Asia, Everest Industries, Sanny Engg., Hyundai Construction.
8	Logistics	Samsara Logistics, NYK, OM logistics, DHL, Maersk Logistics
9	Telecom	Airtel, Idea, Jio, Vodafone

PGDM & PGDM General 2020-22

Basics of Business Analytics

Programmes: PGDM & PGDM General Semester – II

Course Code: G-GC-205

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the various analytical tools and techniques of data based business decision making.
CO 2	UNDERSTANDING	UNDERSTAND the use of most commonly used tools used in business analytics.
CO 3	APPLYING	DEVELOP a thought process to think like a data scientist/business analyst.
CO 4	ANALYSING	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools.
CO 5	EVALUATING	SELECT the right tool for the given analytics task.
CO 6	CREATING	CREATE data dashboards using analysis tools for better decision making.

Core books:

- Business Analytics: The Science of Data-Driven Decision Making by U Dinesh Kumar 2017.
- Analyzing Data with Microsoft Power BI and Power Pivot for Excel by Ferrari Alberto and Russo Marco 2019.
- Learning Tableau 2019: Tools for Business Intelligence, data prep and visual analytics, 3rd Edition by Joshua N Millgan.
- R Programming for Beginners by Sandip Rakshit 2017.

Reference Books:

- Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
- Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, Ryan Sleeper.
- Power Pivot and Power BI - Book by Rob Collie & Avichal Singh
- The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley

Pedagogy:

- Lectures, Videos, Power Point presentations. Lab based workshops using software's. Real life case studies.

Sr. No.	Topic	Duration (Hrs.)
1.	Introduction to Business Analytics: Introduction to Business Problems, Need for Business Analytics, Type of Analytics – Predictive Analytics, Descriptive Analytics, Prescriptive Analytics. Techniques of Data Analysis – Data Exploration, Clustering, Classification, Different Tool used for Data Analysis – Excel, R, Power Bi, Tableau, Data Preparation, Common Data Problems.	6
2.	Introduction to Power BI: Introduction to Power BI - Need, Importance, Power BI - Advantages and Scalable Option, History - Power View, Power Query, Power Pivot, Power BI Data Source Library and DW Files, Power BI Installation and Cloud Account, Power BI Cloud and Power BI Service, Power BI Architecture and Data Access, Power BI Desktop - Installation, Usage, Sample Reports and Visualization Controls, Report Visualizations and Properties, Chart & Map Report Properties, Hierarchies and Drill Down reports, Dashboard Creation & Sharing.	9
3.	Introduction to Tableau: Introduction to Tableau Server & Desktop, Creating Basic Visualizations, Tableau Desktop UI, Connecting to Data – Live Connection, Extract Data, Combine Data Sources, Join Tables, Blend Data Sources, Cross Database Join, Filtering and Sorting Data, Date Functionality – Discrete & Continuous Dates, Fiscal Dates, Mapping Techniques – Heat Map & Highlight Table, Dashboard Creation, Sharing your Work.	9
4.	Introduction to R Language: Introduction to R & R – Studio, Installation of R, Data Structure in R – Variable in R, R-Overview – Vector, Matrix, Array, List, Data Frame. Operators in R, Import Data Set in R, Conditional Statement – Loops, Strings, Decision Making.	6

INTERNATIONAL FINANCE

Programme: PGDM & PGDM General, Semester: II Course Code: G - FC - 206
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcome
CO1	REMEMBER	To know the fundamental concepts of International Finance and Exchange Rate Systems
CO2	ANALYSE	To analyze and use the tools, techniques and strategies to make International finance related decisions
CO3	UNDERSTAND	To understand the challenges in international financial management
CO4	APPLY	To apply the hedging tools in international financial transactions
CO5	EVALUATE	To evaluate the regulatory environment in which international market works with special reference to India

Core text books:

- Foreign Exchange & Risk Management By C. Jeevanandan
- International Financial Management By P. G. Apte
- International Financial Management By O.P. Agrawal
- International Financial Management By E. Clark

Reference books:

- International Financial Management By V.V.Sharan
- International Financial Management By Eun & Resnick
- International Financial Management By Alan Shapiro
- International Financial Management By Madhu Vij

List of Journals / Periodicals / Magazines / Newspapers etc.:

- Journal of Finance
- Monetary Economics – ICFAI Journal
- Money & Finance (ICRA Bulletin)
- Public Finance
- Treasury Management – ICFAI Magazine
- Business Standard
- The Economic Times
- Financial Express
- Business Today
- Business India
- Business World
- Finance India

Pedagogy: Lectures and Practical Problems, Cases, Assignments, ET Articles

Examination details:

- Conceptual questions in the final exams 60 percent.
- Numerical questions in the final exam 40 percent.

Sr. No	Topic	Duration (Hrs)
1	<p>International Finance: Types of International Trade: a. International Trade (Import Export) b. FDI (Foreign Direct Investment) c. FII (Foreign Institutional Investment) d. Joint Ventures e. Licensing Franchising Risks in International Transactions: a. Political risk b. Exchange Rate risk c. Counter Party risk d. Liquidity risk e. Risk Seekers (taking advantage from speculation)</p>	4
2	<p>International Financial Institutions: a. IMF b. World Bank c. EMU d. Agencies in International Trade</p>	2
3	<p>The Balance of Payments: a. Introduction b. Accounting principles in Balance of Payments c. Components of the Balance of Payments d. Deficit and Surplus in the Balance of Payments e. Disequilibrium in Balance of Payments f. Measures to correct disequilibrium</p>	4
4	<p>Financing International Trade</p> <ul style="list-style-type: none"> - Open account - Consignment - Advance payment - Documentary drafts (Documents against payment and documents against acceptance) - Letter of Credit - Forfaiting - Buyer's credit 	7

	<ul style="list-style-type: none"> - Supplier's credit - Export Financing in India by EXIM Bank - Uniform Customs & Practice for Documentary Credits (UCP 600) - Packing Credit Loan in Foreign Currency (PCFC) <p>International Commercial Terms (Incoterms)</p> <ul style="list-style-type: none"> - Nostro, Vostro and Loro - EXW (Ex Works). ... - FCA (Free Carrier). ... - FAS (Free Alongside Ship). ... - FOB (Free On Board). ... - CFR (Cost and Freight). ... - CIF (Cost, Insurance and Freight). ... - CIP (Carriage and Insurance Paid). 	
5	<p>Exchange Rate Concepts:</p> <ul style="list-style-type: none"> a. Exchange rate determination b. Exchange rate regime in India c. Fixed rate d. Managed Float (Intervention by RBI) e. Full Float <p>Purchasing Power Parity Theory and Interest Rate Parity Theory Currency Convertibility</p> <ul style="list-style-type: none"> a. Current Account Convertibility b. Capital Account Convertibility c. Convertibility in India <p>FEMA (1999) and FERA (1973)</p>	6
6	<p>Foreign Exchange Arithmetic:</p> <p>Quotes for Currency Pairs Foreign exchange rates</p> <ul style="list-style-type: none"> a. Direct and indirect quote b. Bid and ask rate c. Cross rate d. Spot rate and forward rate e. Inter Bank rate, Bill rate, TT rate (Telegraphic Transfer) <p>Numerical on: Bid-ask spread, calculate cross rates, Arbitrage opportunities, Calculation of forward rates, forward premium and discount.</p>	8
7	<p>Currency Derivatives</p> <p>Participants in Indian Currency Derivatives Market</p>	10

	<p>Four derivative products</p> <ol style="list-style-type: none"> a. Forwards b. Futures c. Options d. Swaps <p>Interest Rate Futures</p> <p>Terminology of options,</p> <p>Principles of option pricing (Binomial Model and Black Scholes Model)</p> <p>Numerical on:</p> <ol style="list-style-type: none"> a. Forward rate computations b. Valuation of a forward contract c. Profit or loss from speculation in currency futures d. Arbitrage with and without transaction costs 	
8	<p>Hedges Related to Cash Management</p> <ol style="list-style-type: none"> a. Currency diversification b. Pooling c. Leading and Lagging d. Netting e. Borrowing in local currencies f. Money market hedge g. Contractual hedges (detailed in currency derivatives chapter) 	4

PGDM & PGDM

RETAIL BANKING OPERATIONS

Programme: PGDM& PGDM General, Semester: II Course Code: G-FC-207
Revised in: January 2020 Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO 1	Knowledge	HAVE knowledge of retail banking services and products
CO 2	Analyze	ANALYZE the creditworthiness of borrowers for retail loans
CO 3	Understand	UNDERSTAND laws related to banking, the classification of deposits and deployments of funds

Core text books:

- Management of Banking and Financial Services – P Suresh and Justin Paul
- Principals and Practice of Banking – IIBF
- Indian Banking - MachiRaju

Reference books:

- The Future of Retail Banking - Joseph A. DiVanna
- The Art of Better Retail Banking - Hugh Croxford , Frank Alex : Wiley
- Modern Banking - Shelagh Heffernan : Wiley

Pedagogy

- Lectures, Cases, Assignments, ET Articles

Sr. No	Topic	Duration (Hrs)
1	Definition of banking, Functions of commercial Banks: Primary and ancillary, Evolution of Banks in India – Pre and Post-Independence, Nationalization, Post 1991 – Entry of Private Sector Banks, Structure of banking in India , Differentiated Banks-Small Banks & Payment Banks, Virtual Banking, Retail Banking Boom.	5
2	NI Act – Types of Negotiable Instruments: PNs, BOE, Cheques, Protection to Paying Banker and collecting banker, Bouncing of Cheques - Section 138.	5
3	Banker -Customer Relationships, Mode of Operations & Types of Customers, KYC & AML Requirements, Customer service, Banking Ombudsman Scheme	5
4	Rights & Obligations of a Banker- Right of Lien & right of set-off. Obligation to honour cheques (S.31 of N.I. Act), Obligation to maintain secrecy of customer accounts	4
5	Retail Banking Liability Products: Time and demand Deposits CASA, FD, RD, Auto Sweep, Reverse Sweep.	6
6	Retail Asset products: Features of Retail Loans, Credit Score – CIBIL, Retail Lending Cycle, Home loan, Car loan, Education Loans, Gold Loan and Personal Loan, Rate of interest – MCLR, Types of Repayments, Calculation of EMIs, Moratorium Period, Concept of Delinquency and NPA.	6
7	Ancillary services: DD, MT, TT, BPO, safe deposit locker, safe custody, pension payment, collection of direct taxes and indirect taxes. Collection of bills, Cheques clearing house operations, Distribution of Third Party Products - Demat and 3 in 1 Accounts, Insurance, Mutual funds, etc.	4
8	FinTech in Banking: Alternate delivery Channels - Core banking solution, Internet Banking, Mobile Banking, ATM, Phone banking, SMS Banking, New financial products - Debit and Credit cards, E payment - ECS, NEFT, RTGS, IMPS, NACH, UPI, Payment wallets.	4
9	Risk Management in Banks Asset Liability Management (ALM), BASEL Norms, Capital Adequacy Norms	4
10	Functions and importance of Relationship Manager	2

INDIAN FINANCIAL SYSTEM

Programme: PGDM & PGDM General, Semester: II Course Code: G-FC-208
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO No	Cognitive Abilities	Course Outcomes
CO 1	Remembering	HAVE KNOWLEDGE about the Indian Financial System
CO 2	Understanding	UNDERSTAND the types of markets, institutions, instruments and regulators within the Financial System
CO3	Applying	HAVE THE CAPABILITY AND CONFIDENCE to utilize the knowledge in related Finance subjects such as Security Analysis, Fixed Income, Derivatives, Wealth Management, Risk Management to name a few

Core text books:

- L M Bhole Financial Institutions and Markets Tata McGraw Latest Edition
- M Y Khan Indian Financial Systems Tata McGraw Latest Edition

Reference books:

- Indian Financial System and Markets by Siddhartha SankarSaha (Tata McGraw Hill)
- The Indian Financial System and Development - Vasant Desai - Himalaya Publishing House
- Clifford Gomez, Financial Markets, Institutions and financial Services PHI Learning
- Indian Financial System – Pathak
- Indian Financial System – Dr. G. Ramesh Babu
- Gordon E. and Natarajan K., Financial Markets and Institutions, Himalaya Publishing
- Advance Financial Management- Kohak

Pedagogy:

- Classroom sessions, Case studies, Seminars, presentations, Institution visits

Sr. No	Topic	Duration
1	Introduction to Indian Financial System: Organizational structure of the Indian Financial System	2
2	Financial Markets: Organized and Unorganized markets, Money markets, Capital Market, Primary & Secondary Market - Exchanges, OTC.	6
3	Financial Institutions: Regulated– Banks, NBFCs, Development Finance institutions – All India level/State Finance co/Others - Depositories, Custodial. Unregulated– Money lenders, land lords, pawn brokers, traders.	5
4	Financial Instruments: Term – Short/medium/long term instruments 1. Primary – Equities, Debt 2. Secondary – Time deposits, Insurance, MF units.	5
5	Financial Services: Types of Financial Services: Funds based services, Fee based services, Financial services classified by types of customers – retail, corporate, institutional. Commercial Finance: Factoring& Forfeiting, Hire Purchase, Bill Discounting, Equipment and Infrastructure Finance Lease –Types of Lease, advantages and disadvantages, Make or Buy Decision making. Credit Rating: Origin, definition, advantages, credit Ratings Process & Symbols, credit rating agencies - global and Indian. Merchant Banking: Definition of Merchant Banking and its scope,Services Offered By Merchant Bankers.	8
6	Regulatory Framework: Need and Importance of regulatory framework in finance field, Major Regulators in India - Reserve Bank of India (RBI), Insurance Regulatory & Development Authority of India (IRDAI), Security Exchange Board of India (SEBI), Pension Fund Regulatory & Development Authority of India (PFRDA) Quasi-regulatory institutions: National Bank for Agriculture and Rural Development (NABARD), Small Industries Development Bank of India (SIDBI), National Housing Bank (NHB),	10
7	Equity Markets:	9

	Public issue management - Functions, Mechanism, role of issue manager, activities involved in public issue, various types of new issues - Private placement, Initial public offer, Rights issue, Bonus issue, stock option(ESOPs), Offer for Sale, Listing Agreement.	
--	---	--

PGDM & PGDM General 2020-22

Strategic Financial Management

Programme: PGDM & PGDM General, Semester- II
Revised in: January 2020

Course Code: G-FC-209
Total Hours : 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcome
CO1	REMEMBER	FAMILIARIZE the students with the different financial functions to be discharged by a finance manager
CO2	ANALYSE	ANALYZE the impact of financial decisions on a corporate entity
CO3	UNDERSTAND	UNDERSTAND sustainability issues affecting financial statements
CO4	APPLY	DEVELOP the analytical skills by associating the tools and techniques for interpretation of business information and application of financial theory in financing related decisions
CO5	EVALUATE	EVALUATE the practices followed in valuation of mergers and acquisitions

Core text book for Reading:

- Financial Management – Ravi M. Kishor
- Strategic Financial Management – Meena Goyal
- Financial Management – P.C. Tulsian
- Financial Management – Pattibhi Ram & Bala

Reference book for Reading:

- Financial Management – I.M.Pandey
- Financial Management – Prasanna Chandra
- Financial Management _ Khan & Jain
- Financial management and policy -Van Horne James.C

Pedagogy:

- Lectures, Presentations from students, Case Study, Practical Assignments
- Note: Figures to the right indicates weightage.
- Weightage of Theory & Numericals: Theory 20% Numericals & Caselets 80%

Sr. No.	Topic	Duration (HRS)
1	Introduction to Strategic Financial Management: Objectives & Importance	4
2	Cost of Capital: Cost of Capital – Meaning & Significance , Methods of calculating cost of capital (Equity, Preference shares, Debentures, Long Term loans), Weighted Average Cost of Capital, Numerical on: Calculation of WACC (using market value and book value weights).	6
3	Capital Structure: Capital Structure - Meaning & Significance, factors of Optimum capital structure, Various aspects of capital structure. Theories of Capital Structure: Net income approach, Net operating theory approach, Traditional theory, Modigliani Miller propositions I & II Concept of Over capitalization and Under capitalization. Numerical on Capital Structure.	8
4	Working Capital Management: Working Capital Management – need, Sources of working capital, factors determining working capital, operating cycle. Numerical on Working capital calculation based on cash cost and total cost	8
5	Corporate Dividend Policies: Basics Concepts, Dividend Models, Relevance Theories-Walter’s model, Gordon’s Model, Irrelevance Theories-Modigliani-Miller model. Dividend Policies-Concept of Agency cost, Free Cash-flow Hypothesis & Bird -in-hand Argument.	6
6	Corporate Restructuring: Introduction to Mergers & Acquisition, Types of Mergers – Horizontal, Vertical, Conglomerate & Concentric Mergers, Advantages & Disadvantages of Mergers, Reverse Merger, joint Venture, Reasons of failures of mergers. De-mergers – Divestment, Spin-off, Split-up, Sell-off, Management Buy-out, Leverage Buyout, Amalgamation, Defense against Hostile Takeover, Economic value Added (EVA)	8
7	Case Studies in Strategic Financial Management	5

Note: Numerical will be asked on following topics

1. Cost of capital
2. Working capital management
3. Calculation of exchange ratio

C2C- Campus to Corporate- Finance

Programme: PGDM & PGDM General, Semester: II Course Code: G-FC-210

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO 1	Knowledge	UNDERSTAND risk management and derivatives in a holistic manner.
CO 2	Analyze	UNDERSTAND various investment products and functioning of financial markets.
CO 3	Understand	TO HAVE AN OVERVIEW about the wealth management process & personal financial planning.

Core text books:

- NISM Module for Equity Derivatives
- Investment Analysis and Portfolio management By Prasanna Chandra, 5th Edition, Tata McGraw Hill Publication
- Wealth Management: The Financial Advisor's Guide to Investing and Managing Client Assets by Harold Evensky

Reference books:

- Risk Management Insurance & Derivatives G. Kotreshwar
- Security analysis and Portfolio Management By Fischer and Jordon
- One up on wall street – Peter Lynch

Pedagogy:

- Case Study, Presentations, Industry Visit

Summer Internship Programme

Sr. No	Topic	Duration
1	Investment Environment: Types of Assets, Taxonomy of Financial Asset, Types of Securities & its features, Difference between Investment Speculation & Gambling, Different Investment Avenues & Classes, Financial Market and Economy, Primary and secondary markets, BSE & NSE & its role and function, Role of SEBI with regard to Secondary Markets.	3
2	Risk & Return: Concept of risk- Different Types of Risk systematic(Beta) & Un-systematic risk, Measures of Risk, Risk and risk Aversion, Relationship between Risk & Return, Time series analysis of	4

	past returns. Construction of portfolio. Objective of portfolio construction, Optimal Risky Portfolio.	
3	Fixed Income Bond Valuation: Concept of Fixed Income Securities, Debentures and Bonds, Bond yield, Bond Maturity and Bond Duration Bond Return & Valuation - Plain Vanilla Bond, Debt Market in India	4
4	Mutual Funds and other Investment Companies: Investment Companies, concept and Types, cost of investing in MF, Exchange Traded Funds, NAV and Performance of MF.	4
5	Introduction to Derivatives · Application of Derivatives – for Risk Management & Speculation (Leveraging) · Basic Terms & properties of Options / Futures / Forwards	6
6	Futures & Forwards · Pricing & Valuation of Futures/Forwards · Risk Management using Futures · Basis Risk, Clearing House, Daily Settlement & Margins · Introduction to Currencies /Commodity/Interest rate futures Stock & Stock Index Futures	6
7	Mechanics & Properties of Options Conditions for options Options sensitivity to the o Underlying o Volatility o Strike price o Interest rate o Time to expiration	3
8	Investment Planning: Equity – Primary and Secondary Market, Fundamental Analysis, Study of few important stocks with important ratios (Beta, P/E, EPS) Debt – Types of Bonds, Mutual Funds – Concept, Advantages and Disadvantages of Mutual Funds, Commodities – Metal and Non – Metals, Precious Metals, Physical and E – Metals, ETF Fixed Income Instruments – Bank Fixed Deposits, Recurring deposits, Corporate deposits, Post Office savings schemes, RBI relief bonds.	6
9	Retirement Planning: Basics of retirement planning Economic problems of retirement years. Numerical on Retirement planning Types of Retirement Plans, PPF, NPS, Annuity Reverse Mortgage	6
10	Financial Planning process: Need Analysis Available Resources Risk Profiling	3

	Asset Allocation Portfolio Construction, Monitoring & Rebalancing Cases in Investment Portfolio Management	
--	--	--

PGDM & PGDM General 2020-22

Financial Modeling

Programme: PGDM & PGDM General, Semester - II Course Code: G-FC-211
Revised in: January 2020 Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	Understanding	INTERPRET financial statements of the company
CO2	Analyzing	ESTIMATE future performance of the company on the basis of financial models
CO3	Create	CREATE a valuation and recommendation report

Reference Books:

- Excel Models for Business and Operations Management by John F. Barlow
- Financial Analysis and Modeling Using Excel And VBA by Chandan Sengupta

Pedagogy : Class room lectures , Hands on training on MS - excel

Sr. No	Topic	Duration (Hrs)
1	Basic Excel for Financial Modeling: <ul style="list-style-type: none">• Formatting of Excel Sheets,• Use of Excel Formula Functions• Advanced Modeling Techniques• Data Filter and Sort• Charts and Graphs,• Table formula and Scenario building• Lookups: Vlookup Match & offset, pivot tables• Various functions for proper presentation• Introduction to R Language and VBA	5
2	Financial Statement Analysis: <ul style="list-style-type: none">• Introduction to Financial Statements and Financial Reporting• Preparation and Analysis of Income Statement, Balance Sheet, Cash Flow Statement,• Financial Ratio Analysis of Company and industries• Peer to peer analysis• Company Analysis v/s Industry Analysis• Enterprise Value Analysis	10

3	Financial Model Building <ul style="list-style-type: none"> • Introduction to Modeling • Hardcoding of financial statements, annual and quarterly • Preparation of revenue and cost model • Preparation of debt, fixed asset, Capex and working capital schedules • Preparing Assumption sheet • Forecasting of financial statements using financial and non-financial information 	15
4	Valuation: <ul style="list-style-type: none"> • Vertical & Horizontal Analysis • Valuation using present value and multiplier models • Preparation of recommendation report 	15

PGDM & PGDM General 2020-22

ADVANCED EXCEL LAB

Programme: PGDM & PGDM General, Semester: II Course code: G - FE – 212

Revised in: January 2020

Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcome
CO1	UNDERSTAND	UNDERSTAND the various tools and functions in Excel
CO2	APPLY	APPLY learning of MS Excel Utilities in various management applications
CO3	CREATE	GAIN PROFICIENCY in creating solutions for Data Management and Reporting

Core text book

- Excel 2016 Bible by John Walkenbach, John Wiley & Sons

Reference books

- Excel 2007 for Dummies by Greg Harvey
- New Perspectives on Microsoft Office Excel 2007

Pedagogy

- LAB 100% practical oriented

Sr. No.	Topic	Duration (Hrs.)
1	Understanding Excel's Basics: Understanding Excel's Files, Ribbon and Shortcut: Create a workbook , Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet , Create an Excel table, Filter data by using an AutoFilter, Sort data by using an AutoFilter, Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts, Working with Cells and Ranges: Formatting Cells, Name Manager, Visualizing Data Using Conditional Formatting: Apply conditional formatting, Printing Your Work: Print a worksheet , Using Print Preview & Other Utilities, Lab based Evaluation, Outlines & Grouping, Paste Functions	6
2	Working With Formulae and Functions: Working with Dates and Times & Text: Working with Dates & Time, Creating Formulae that Manipulate Text - Upper, Proper, Lower, Concatenate, Text to column, Creating Formulae That Count, Sum, Subtotal: Create a formula, Use a function in a formula, Creating Formulas That Look Up	6

	Values: VLookup, HLookup, Match & Index, Lab based Evaluation, IF & Nested IF	
3	Financial Functions and Creating Charts: Creating Formulas for Financial Applications: Introduction to formulas e.g. PV, FV, PMT, NPER, RATE, NPV, IRR, XIRR, Creating Balance Sheet, Investment Calculations, Depreciation calculations, Creating Charts and Graphics: Chart your data, Creating Sparkline Graphics, Using Insert Tab Utilities, Lab based Evaluation, EDATE & EOMONTH, Effective Annual Rate, Sum Product Function,	6
4	Using Advanced Excel Features: Using Custom Number Formats: Right click, Format Cells window, Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab, Protecting Your Work: Using Review Tab Utilities, Activate and use an add-in, Power Pivot, Data Importing. Protecting Your Work: Using Review Tab Utilities, Performing Spreadsheet What-If Analysis: Create a macro, Activate and use an add-in, Google sheets and sharing Lab based Evaluation	6
5	Analyzing Data with Excel : Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analyzing Data with Pivot Tables, Producing Report with a Pivot Table. Performing Spreadsheet What-If Analysis, Charts: Creating Basic Charts & Static Charts. Lab based Evaluation	6

CREDIT ANALYSIS & APPRAISAL

Programme: PGDM & PGDM General, Semester: II
Revised in: January 2020

Course Code: G-FE-213
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO No	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	FAMILIARIZE learners with the various aspects of credit management
CO 2	UNDERSTANDING	UNDERSTAND the various processes involved in the credit monitoring practices
CO3	ANALYZE	ANALYZE financial statements for assessment of credit needs of borrowers

Core text books:

- Credit Appraisal, Risk Analysis and Decision Making - D.D.Mukherjee – Snow White Publications
- Banking Strategy, Credit Appraisal, and Lending Decisions - Hrishikes
- Bhattacharya - Oxford University Press
- Shekar and Shekar “ Banking Theory and Practice”

Reference books:

- Vishwanathan R. “Industrial Finance “Macmillan, New Delhi Prasad K, Nirmala and Chandradas. “ Banking and Financial System

Pedagogy

- Classroom sessions, Case studies, Seminars, presentations, Institution visits

Sr. No	Topic	Duration (Hrs)
1	Principles of Credit Management: Principles of Lending - Evaluation of Borrower – Sanctioned limit-Principles of good lending	4
2	Credit Evaluation -Financial statement analysis- Cash flow analysis - Projections- Management of the firm and other factors- Feasibility study.	5

3	Credit Policy in Banks: Need for Credit Policy - Types of Credit - Bank Credit for Various Sectors, Lending to different categories of borrowers- Sole Proprietorship, Partnership, Ltd. Companies –Procedure	5
4	Working Capital Lending – Tandon Committee, Nayak Committee, Assessed Bank Finance(ABF), Term Lending & Project Finance	5
5	Documentation: Importance of Documentation -Renewal of Documents - Security Offered for Document, Different Types of Charge- Mortgage, Pledge, Hypothecation, Lien, Assignment	6
6	Credit Monitoring: Financial Supervision - Financial Follow-up - Financial Follow-up Reports- - Physical Follow - up.- Identifying Problem Loans - Loan Classification - NPA management	5

PGDM & PGDM General 2020-22

FINANCIAL REPORTING STANDARDS

Programme: PGDM & PGDM General, Semester II Course Code: G-FE-214

Revised in: January 2020

Total Hrs : 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcome
CO1	UNDERSTANDING	DEVELOP the understanding of financial statements including consolidated financial statements of group companies and financial reports of various types of entities
CO2	EVALUATING	FAMILIARIZE the students with recent developments in the area of financial reporting- Sustainability Reporting & Disclosures
CO3	REMEMBERING	REMEMBER the financial disclosures required from the perspective of financial reporting
CO4	ANALYSING	ANALYZE the reporting practices followed by Indian Companies
CO5	APPLYING	UNDERSTAND the application of Ind AS in Financial Reporting practices in India

Core text books:

- First Lessons in Financial Reporting – M P Vijay Kumar
- First Lessons in Accounting Standards- MP Vijay Kumar

Reference books:

- Accounting Standards- DS RAWAT
- International Financial Reporting Standards- Kulkarni

Pedagogy:

- Lectures, Presentations from students, Case lets, Practical Assignments, Study of Annual reports of various conglomerates, Workshops.

Sr. No	Topic	Duration (Hrs)
1.	Statutory and Regulatory Framework in India - The Companies Act 2013 - Securities and Exchange Board of India - Standard Listing Agreement – Clause 49 - Accounting Standards issued by ICAI Disclosures in Director report under Companies Act, 2013	8

	Event Based Disclosures to be made by the Company Disclosure mandatory to be made by a listed company	
2	IFRS: Meaning, Objective and Convergence of IFRS	2
3	Detailed Study of following Ind AS Ind AS 101: First-time Adoption of International Financial Reporting Standards Ind AS 108: Operating Segments Ind AS 112: Disclosure of Interest in Other Entities Ind AS 113: Fair Value Measurement	5
4.	Ind AS 1: Presentation of Financial Statements Ind AS 2: Inventories Ind AS 7: Statement of Cash Flows Ind AS 8: Accounting Policies, Change in Accounting Estimates and Errors Ind AS 10: Events after the Reporting Period Ind AS 16: Property, Plant and Equipment Ind AS 23: Borrowing Costs Ind AS 24: Related Party Disclosures Ind AS 33: Earnings Per Share Ind AS 36: Impairment of Assets Ind AS 37: Provisions, Contingent Liabilities and Contingent Assets Ind AS 38: Intangible Assets	12
5.	Human Resource Reporting Triple Bottom Line Reporting	3

Entrepreneurship Development

Program: PGDM & PGDM General, Semester: II
Revised in: January 2020

Course Code: G-ME-215
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	DEFINE	DEFINE the concepts of “entrepreneur”, “entrepreneurship” and list their development in all forms and shapes;
CO 2	SUMMARIZE	SUMMARIZE the legal issues involved while setting up an enterprise and entrepreneurial financing;
CO 3	ILLUSTRATE	ILLUSTRATE the process involved in forming an enterprise and constructing the required business plan to reach entrepreneurial goals and effectively assess entrepreneurial opportunities.
CO 4	ANALYSING	ANALYZE the programs designed and formulated by Central, State governments and other important institution in entrepreneurship development
CO 5	EVALUATING	EVALUATE the special challenges of starting new ventures and introducing new product and service ideas, the process of founding a start-up
CO 6	CREATING	CREATE a business plan.

Core text books:

- Entrepreneurship: New Venture Creation – David H. Holt
- Entrepreneurship – Hisrich Peters
- Entrepreneurship Development - Small Business Enterprise- Poornima Charantimath

Reference books:

- Entrepreneurial Development - Vasant Desai
- Cases in Entrepreneurship - Morse Mitchell
- Management & Entrepreneurship - Bedi
- Entrepreneurship - Bruce Barringer

Pedagogy: Movies, Video Cases & Documentaries, Practical/Field Assignments, Classroom lectures.

Sr. No.	Topic	Duration (Hrs.)
1	The Entrepreneurial Development Perspective Entrepreneurship as a career. What it takes to be an entrepreneur. Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur. Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development. Entrepreneurial Culture Case Study on Entrepreneurial Culture	7
2	Legal Environment and Government support Concept of Licensing, Patent, Copyrights, Trademarks and certifications required,. Brief knowledge about agreements and instruments essential in business, Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants, Concepts of EOU	6
3	Creating Entrepreneurial Venture Entrepreneurship development cycle Business plan: objectives, elements, market analysis, SWOT analysis, Industry analysis, Environment analysis, Porters Five forces Model, Sector analysis: Opportunities and innovation, Buying a existing business, Merger and Acquisitions, Risk evaluation.	6
4	Funding of an enterprise and institutions supporting Entrepreneurs : Sources of Funds – Bootstrapping, Angel and Venture capitalist, other sources of deb. Concept of incubator. Central and state level institutions - SIDBI, NABARD, IDBI.	6
5	Sustainability through Social and Rural Entrepreneurship Defining Social Entrepreneurship: need, characteristics and benefits. Introduction and Concept of rural entrepreneurship, sustainability through rural entrepreneurship, Make in India, Start - up India, Make in India.	5

Semester- III, Finance Specialization

PGDM & PGDM General 2020-22

STRATEGY AND ENTERPRISE PERFORMANCE MANAGEMENT

Programme: PGDM & PGDM General Semester – III
Revised in: January 2020

Course code: G - GC - 301
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO 2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO 3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective..
CO 5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

Core Text Books:

- Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition
- Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition
- Management Control Systems : Robert Anthony and Vijay Govindarajan
- Management Control Systems : Pradip Kumar Sinha

Reference Books:

- Business Policy and Strategic Management by P. Subba Rao
- Measure What Matters By John Doerr
- Strategic Management by Friancs Cherunilam
- Modern MCS by Kenneth A. Merchant
- Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th edition.

Pedagogy:

- Classroom sessions, Case studies, Seminars, presentations, Institution visits

Sr. No.	Topic	Duration (Hrs.)
1	1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy	8

	<p>1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management; Process of strategic Management</p> <p>1.3 Stakeholders in business and their roles in strategic management</p> <p>1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)</p> <p>1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP)</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis</p>	
2	<p>2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis</p> <p>2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities</p> <p>2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit</p> <p>2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model</p>	7
3	<p>3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy</p> <p>3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances), Retrenchment– Turnaround, Divestment, Liquidation, Outsourcing Strategies</p>	7

4	<p>4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation;</p> <p>4.2 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework</p>	6
5	<p>5.1 Performance Management: Concept, need</p> <p>5.2 Financial performance evaluation parameters: Responsibility Accounting, External audit, Evaluating economic performance of a business unit, Internal audit, role of financial controllers,</p> <p>EVA, ROI, ROA, MVA approaches for Implementation of performance in a business unit.</p>	6
6	<p>6.1 Performance Evaluation Parameters for Manufacturing Organization;</p> <p>6.2 Performance Evaluation Parameters for Service Organization: Banks, Retail, Hotel, Health care, Non-profit;</p> <p>6.3 Performance Evaluation Parameters for Projects</p>	5
7.	<p>Measure What Matters :</p> <p>7.1 OKRs (Objectives and Key Results) in action: Google, meet OKRs, Operation Crush: An Intel story, Connect: The Intuit Story; Track: The Gates Foundation Story; Stretch: The YouTube Story</p> <p>7.2 The New World of Work: Continuous Performance Management: OKRs and CFRs, Culture: OKRs catalyze culture and CFRs nourish it,Overcoming OKR resistance³ with a culture makeover.</p>	6

SUMMER INTERNSHIP PROGRAMME

Programme: PGDM and PGDM-General, Semester – III
Revised in: January 2020

Course Code: G - GC - 302
Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic process of acquiring on the job skills, knowledge, attitudes and perceptions
CO 2	UNDERSTANDING	EXPLAIN the experience of getting immersed in actual supervised professional environment
CO 3	UNDERSTANDING	DESCRIBE the various insights into working of the real organizations
CO 4	APPLYING	INTEGRATE the deeper understanding gained by working in specific functional areas into your attitude towards work
CO 5	ANALYSING	EXPLAIN the perspective developed towards business organizations in totality
CO 6	CREATING	DEVELOP the confidence for future interviews and Corporate Assignments

Notes:

- At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.
- SIP can be carried out in: Corporate Entity, NGO, SME, Government Undertaking, Cooperative Sector
- SIP may be a research project - based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

Executive Summary, Organization profile, Outline of the problem/task undertaken

Research methodology & data analysis (in case of research projects only)

Relevant activity charts, tables, graphs, diagrams, etc.

Learning of the student through the project, Contribution to the host organization

References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The student shall submit TWO hard copies of the project report in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

PGDM & PGDM General 2020-22

INTERNATIONAL BUSINESS EXPOSURE PROGRAMME

Programme: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course Code: G - GC - 303
Total Hrs: 30

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE multiple aspects of international business including culture, social and economic aspects of the region.
CO 2	UNDERSTANDING	UNDERSTAND the foreign economy and its eco-systems.
CO 3	APPLYING	IDENTIFY various environmental factors associated with international business.
CO 4	ANALYSING	EXAMINE various models and practices of International Business.
CO 5	EVALUATING	EVALUATING the difference between domestic and international economy and culture.
CO 6	CREATING	DEVELOP student's perspective of viewing world economy as driver of global business.

Pedagogy:

- International Tour, Guest Sessions, Industry Visits, Interactions with International Experts, International University Visits and International workshop.

INNOVATION MANAGEMENT AND SUSTAINABILITY

Programme: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course Code: G – GC-304
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key areas relevant to innovation management and sustainability.
CO 2	UNDERSTANDING	INTERPRET the various models of innovation.
CO 3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO 4	ANALYSING	ANALYSIS of various applications of design thinking.
CO 5	EVALUATING	EVALUATE the role of sustainability in gaining competitive advantage.
CO 6	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context

Core text books:

- Innovation Management by Dr. C.S.G. Krishnama Charyulu and Dr. R. Lalitha, Himalaya publishing.
- Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
- The Necessary Revolution by Peter Singe

Reference Books:

- Westland, J.C. (2008) Global Innovation Management: A Strategic Approach, Palgrave Macmillan
- Innovation Management, Allan Afuah, Oxford Indian Edition.
- Complete Design Thinking Guide for Successful Professionals by Daniel Ling
- The sustainable MBA Giselle Weybrecht
- Strategy for Sustainability: A Business Manifesto - Adam Werbach

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Workshop and Field Assignments

Sr. No.	Topic	Duration (Hrs.)
1	Basics of Innovation Management and Sustainability: Innovation Management, Innovation Environment, Innovation Opportunities, , Definitions of Sustainability, Significance of Sustainability, Relation between Innovation and Sustainability	4
2	Managerial Aspects of Innovation Function: Organization for Innovation, Strategizing Innovation, Managing Innovation Function, Climate and Culture for Innovation.	3
3	Innovation Process: New Product Development, Process Innovation, Product Innovation, Innovation Diffusion, Legal Aspects of Innovation, Innovative Society.	3
4	Models of Innovation – Schumpeter and creative destruction, Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster’s S Curve.	5
5	Innovation & Creativity: Creativity and Human Factors – Individual, Team, and Leadership; Creative individual, Group Creativity, Managing Creative Employees, Innovation and Entrepreneurship	4
6	Innovation strategies: Opportunity Recognition and Execution Strategies: Capturing Value from Innovations.	3
7	Design Thinking: Concept and purpose of design thinking; Understand key characteristics of design thinking; Understand the 5 action phases of design thinking-Empathize, Define, Ideate, Prototype and Test	4
8	Transformation to Sustainability: Various Models and Case Study, Sustainability for competitive advantage	4

INDIAN TAX STRUCTURE

Programme: PGDM & PGDM General, Semester: III Course Code: G-FC-305
Revised in: January 2020 Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcome
CO1	REMEMBERING	KNOW the direct and indirect tax laws in India.
CO2	UNDERSTANDING	UNDERSTAND individual and corporate tax provisions as financial planning tools.
CO3	EVALUATING	APPLY tax laws at individual and corporate level
CO4	APPLYING	ANALYSE various ways of tax planning
CO5	ANALYSING	EVALUATE the GST mechanism in India

Core text books:

- Dr. Vinod K.Singhania & Dr.Monica Singhania - Students Guide to Income Tax
- Direct Taxation – Dr. Meena Goyal

Reference Books:

- Dr. Vinod K. Singhania & Dr. Monica Singhania - Tax Planning & Management
- Indirect Taxation – V. S. Datey
- Students handbook on Indirect Taxes – Snow White Publications
- Indirect Taxes Made Easy - Central Excise, Customs, Service Tax and VAT – Prof. Govindan

Pedagogy:

Lectures & Discussions, Assignments & Presentations, Numerical Problems Solving, Case law discussion

Sr No	Topic	Duration
1	Basic Concepts and Tax Rates	3
2	Residential Status: Resident, Resident-Not Ordinary resident Non-Resident	3
3	Income from Salary: Gratuity, Leave encashment, Pension, Allowances, Perquisites, Provident Fund, Deductions	4
4	Income from House Property: Basics, Self-occupied property, Deemed to be Let Out Property, Let out property, Deductions	4
5	Profits and Gains from Business of Profession: Basics, Permissible expenses and incomes, Non- Permissible expenses and incomes	4

6	Capital gains : Basics, Long term and short term capital gain, Indexation	4
7	Income from Other sources : Basics, Gift, Winning of lotteries, crosswords and puzzles, Family pension, Other sources	3
8	Deductions under Chapter VIA and Relief	4
9	Computation of net taxable Income	3
10	Income Tax Payment and Assessment (TDS)	1
11	Tax Planning	1
12	GST GST – benefits GST- features Threshold exemption Composition levy Input tax credit HSN (Harmonized System of Nomenclature) code IT preparedness (minimal physical interface) GST rates Transaction value Who is liable to pay GST? When is GST payment to be done by the taxable person?	11

Note: Financial Year applicable for the paper will be the Financial Year pertaining to the Academic Year. E.g. For the academic year 2021-2022, applicable Financial Year will be 2020-2021.

Weightage of numerical	60%
Weightage of theory	40%

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Programme: PGDM & PGDM General, Semester - III Course Code: G- FC- 306

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcome
CO1	REMEMBERING	KNOW the various concepts relating to security and portfolio management
CO2	UNDERSTANDING	EXPLAIN the various theories of investment analysis and portfolio management
CO3	APPLYING	CALCULATE risk and return on investments using various concepts
CO4	ANALYSING	ANALYSE & discover the intrinsic value of a security
CO5	EVALUATING	DESIGN /CREATE optimal portfolio

Core text books:

- Investments by Zvi Bodie, & Mohanty
- Investment Analysis and Portfolio management By Prasanna Chandra
- Investment Analysis and Portfolio management By Reilly/Rrown
- Investment Analysis and Portfolio management By M. Rangnatham and R. Madhumathi

Reference books:

- Investment Analysis and Behaviour By Mark Hirschey and John Nofsinger,
- Security analysis and Portfolio Management By Fischer and Jordon
- Fundamental of Investments Gordon Alexander, William Sharpe and Jeffery Bailey
- Security analysis and Portfolio Management By Sudhindra Bhatt

Pedagogy:

- Lectures & Discussions, Assignments & Presentations, Numerical Problems Solving, Case law discussion.

Sr. No	Topic	Duration (Hrs.)
1	Investment Environment: Types of Assets, Taxonomy of Financial Asset, Types of Securities & its features, Difference between Investment Speculation & Gambling, Different Investment Avenues & Classes, Financial Market and Economy, Primary and secondary markets, BSE & NSE & its role and function, Role of SEBI with regard to Secondary Markets.	4
2	Risk & Return: Concept of risk- Different Types of Risk systematic(Beta) & Un-systematic risk, Measures of Risk, Risk and risk Aversion, Relationship between Risk & Return, Time series analysis of past returns. Construction of portfolio. Objective of portfolio construction, Optimal Risky Portfolio.	8
3	Fundamental & Technical Analysis: Macro Economic Analysis, Industry Analysis, Company analysis- financials and subjective appraisal, Corporate Actions- Dividend, Buyback of shares, Stock split & their impact on stock prices. An overview of Technical Analysis.	6
4	Company Valuation: Factors affecting valuation - Book Valuation Techniques – Dividend Discount Model, Discounted Cash flow Approach, Relative valuation - P/E ratio, P/B ratio, EV/EBITDA ratio, Project on Company Valuation.	6
5	Fixed Income Bond Valuation: Concept of Fixed Income Securities, Debentures and Bonds, Bond yield, Bond Maturity and Bond Duration, Bond Return & Valuation - Plain Vanilla Bond, Debt Market in India.	6
6	Mutual Funds and other Investment Companies: Structure of Mutual Fund, concept and Types, cost of investing in MF, Exchange Traded Funds, NAV and Performance of MF.	4
7	Introduction to Portfolio Theory & Portfolio Management: The Markowitz Portfolio Selection Model, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.	8
8	Efficient Market Hypothesis: Concept of EMH and its Implication, Behavioral Finance.	3

Numerical can be asked from

Chapter 2 Risk & Returns
Chapter 4 Company Valuation
Chapter 5 Fixed Income Bond Valuation
Chapter 6 Mutual Funds
Chapter 7 Portfolio Management

PGDM & PGDM General 2020-22

DERIVATIVES AND RISK MANAGEMENT

Programme: PGDM & PGDM, General Semester: III Course Code: G-FC-307

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO G-FC-308.1	Knowledge	UNDERSTAND risk management and derivatives in a holistic manner.
CO G-FC-308.2	Analyze	UNDERSTAND the techniques and functioning of the risk management and derivatives.

Core text book:

- Foreign Exchange & Risk Management – C. Jeevanandam

Reference book:

- Risk Management Insurance & Derivatives G. Kotreshwar

Pedagogy:

- Case Study, Presentations, Industry Visit

Sr. No	Topic	Duration
1	Introduction to Risk Management: Risk Management Process, Risk Analysis, Risk Evaluation, Risk Reporting, Risk Treatment, VaR, Hedge Fund, Weighted Average VaR, Forensic Audit.	6
2	Introduction to Derivatives · Application of Derivatives – for Risk Management & Speculation (Leveraging) · Basic Terms & properties of Options / Futures / Forwards	4
3	Futures & Forwards · Pricing & Valuation of Futures/Forwards · Risk Management using Futures · Basis Risk Clearing House, Daily Settlement & Margins · Introduction to Currencies /Commodity/Interest rate futures Stock & Stock Index Futures	6
4	Mechanics & Properties of Options Conditions for options Options sensitivity to the o Underlying o Volatility o Strike price	6

	<ul style="list-style-type: none"> o Interest rate o Time to expiration 	
5	Basic Option strategies & Profit Diagrams	4
6	Arbitrage/Reverse Arbitrage Portfolio Hedging , Normal equity hedging strategies using equity spot & futures, synthetic option, Introduction to option pricing model using binomial & black Scholes	6
7	Equity Derivative Strategies using · equity futures & options - Protective Put, Covered Call	4
8	Forex Risk Management Techniques 1. International Business Exposures 2. Management of Exposures 3. Currency Swaps 4. Forward -Forward Swaps 5. International Capital Budgeting Forex Methods 6. Interest Rates Swaps & Currency Swaps	6
9	Credit Derivatives Introduction, Securitization of financial assets- features & analysis, advantages to issuer & investor , risk involved in securitization, credit default swaps (CDS)- structure & operations	3

WEALTH AND PERSONAL FINANCIAL MANAGEMENT

Programme: PGDM & PGDM General, Semester III
Revised in: January 2020

Course Code: G-FC-308
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	UNDERSTAND	UNDERSTAND important aspects of personal financial planning.
CO2	EVALUATE	EVALUATE various investment options available to an individual.
CO3	CREATE	CREATE a goal based financial plan.

Core text books:

- Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.
- CFP Modules of FPSB Ltd or any of the Authorized Education Partner.

Reference books:

- Excellent Investment advisor - Nick Murray
- Beating the street – Peter Lynch
- One up on wall street – Peter Lynch
- Introduction to Financial Planning, Indian Institute of Banking & Finance
- Personal Financial Planning Theory and Practice, Kaplan Schweser

Pedagogy: Class Room Lectures, Activities, Case study, Assignments, Guest Lectures

Sr. No	Topic	Duration (Hrs.)
1	Introduction to Wealth Management and Financial Planning: Need & scope of Wealth Management, Need and Scope of Financial Planning, Role of Financial planner, Assessing Personal Goals and Priorities, Preparation of Personal Budget, Personal Financial Statements, Risk Profiling, Financial Planning Process, Financial Planning Pyramid	8
2	Emergency planning, Insurance Planning and Debt Management: Emergency planning: concept and importance, Insurance Planning - Need of Insurance Planning, Life & Non-Life Insurance: Concept and Types, Debt Management – Types of Loans, Credit cards, Credit score	8
3	Investment Planning: A. Asset Classes B. Investment Avenues: 1. Direct Equity,	10

	<p>2. Mutual Funds – Concept, Advantages and Disadvantages, Types, ETFs, PMS</p> <p>3. Commodities – Metal and Non – Metals.</p> <p>4. Debt - Fixed Income Instruments – Bank Deposits, Corporate deposits, Post Office savings schemes, Types of Bonds & Debentures</p> <p>5. Alternate Investment Funds</p> <p>6. Real Estate Investment</p> <p>7. Gold</p> <p>C. Investment Criteria – Risk - Return, Taxation, Liquidity</p> <p>D. Asset Allocation Strategies - Performance Analysis of different Asset Classes, Portfolio Construction, Monitoring, & Rebalancing, Risk Assessment - Reinvestment Risk, Over Diversification v/s Concentration Risk</p> <p>E. Time Value of Money</p> <p>F. Case studies and Numericals</p>	
4	<p>Retirement Planning and Estate Planning:</p> <p>Basics of retirement planning, Pre and post retirement phase, Numerical on Retirement planning</p> <p>Types of Retirement Plans:</p> <p>PPF, NPS, Annuities, Pension Plans, Reverse Mortgage, Senior Citizen Schemes</p> <p>Estate Planning – What is Estate? Who needs Estate Planning? Nomination, POA, Will Creation & Trusts</p>	10
5	<p>Tax Planning:</p> <p>a. Tax Implications of different investment products</p> <p>b. Allowances & Deductions for Tax planning</p>	6
6	<p>Marketing of financial products:</p> <p>Client Segmentation, Investors, Speculators and Arbitragers</p> <p>Ethics in Financial Advisory, Relationship Marketing, Investor's psychology</p>	3

RURAL BANKING & MICROFINANCE

Programme: PGDM & PGDM General, Semester: III **Course Code: G-FE-309**
Revised in: January 2020 **Total Hrs. 30**

Course Outcome: On successful completion of the course the learner will be able to

CO No	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	REMEMBER the important terms and concepts pertaining to rural banking & microfinance.
CO2	UNDERSTANDING	UNDERSTAND the key issues linked to rural banking including the challenges inherent therein and get acquainted with the initiatives taken for addressing the said issues
CO3	APPLYING	APPLY the knowledge of the micro finance initiatives as a socially responsive and yet commercially viable proposition by studying case studies

Core text book

- Micro-Finance: Prospects & Operation- Macmillan-IIBF
- Micro Finance in India- P. Arunachalam –Serials Publications
- Micro Finance & Rural Development in India- B. P. Nanda, S.K. Dash, J. Rath

Reference books

- Microfinance - Rajagopalan - ICFAI Press,
- Websites www.nabard.org www.banknetindia.com www.rbi.org.in www.iba.org

Pedagogy

- : Classroom sessions, Case studies, Seminars, presentations, Institution visits

Sr. No	Topic	Duration (Hrs)
1	Composition of the Institutional Credit System (ICS) in India and roles played by different constituents of ICS – Scheduled Commercial Banks, Regional Rural Banks, Co-operative Credit Societies- Regulatory Framework in Rural Financial Institutions- Role of RBI & NABARD	5
2	Major policy initiatives launched in India for aligning the banking system to socio-economic goals of the national development process - priority sector in lending, Nationalization of major commercial banks.	5

3	Outline of subsidy-linked credit programmes of the Government like PMRY, SGSY, SJSRY & SLRS	4
4	Initiatives of the Government (without subsidy-link) like Kisan Credit Card, Differential Rate of Interest (DRI) scheme (KCC) scheme, Financing of Agriclincs/Agribusiness Centres	4
5	Genesis and evolution of microfinance: different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India. Micro-Finance Institutions. Issues faced by microfinance in India – case study of SKS MFI and Grameen Bank. Value chain financing – Rural finance – need for rural finance – Chit fund finance and its regulation in India – Sharadha chit fund case study, Shadow banking.	5
6	Small Finance Banks – Operating guidelines of Reserve Bank of India for small finance banks – Small finance banks and financial inclusion – History and list of small finance banks – functions of small finance banks – Business model of small finance banks.	5
7	Role of technology as an enabler	2

NISM Certifications

Programme: PGDM & PGDM General, Semester: III Course Code:G-FE- 310
Revised in: January 2020 Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcome
CO1	REMEMBERING	KNOW the concept of mutual funds
CO2	UNDERSTANDING	UNDERSTAND the fundamentals of Risk and Return, Valuation Principles and the various Corporate Actions.
CO3	EVALUATING	EVALUATE the qualities of a good research report.

Core text books:

- NISM Module – VA Mutual fund Distributors Certification Examination
- NISM Module –XV Research Analyst Module

Section No	Sr . No	Topic	Duration (Hrs)
1		Mutual Fund	
	1	CONCEPT AND ROLE OF A MUTUAL FUND: Introduction, Types of Funds, Key Development Over the Years	2
	2	FUND STRUCTURE, CONSTITUENTS, LEGAL AND REGULATORY ENVIRONMENT: Legal Structure of Mutual Funds in India, Key Constituents of a Mutual Fund, Other Service Providers, Role of Regulators in India, Investment Restrictions for Schemes, Investors' Rights & Obligations, Can a Mutual Fund Scheme go bust?	2
	3	OFFER DOCUMENT & FUND DISTRIBUTION AND CHANNEL MANAGEMENT PRACTICES: Offer Document – NFO, SID, SAI, Key Information Memorandum, Distribution channel, Channel Management Practices	1
	4	ACCOUNTING, VALUATION AND TAXATION: Accounting and Expenses, Valuation & Taxation	2
	5	INVESTOR SERVICES Mutual Fund Investors, , KYC Requirements for Mutual Fund Investors, PAN Requirements and Micro-SIPs, Additional Documentation Requirements applicable for Institutional Investors, Demat Account, Transactions with Mutual Funds, Transactions through the Stock Exchange, Investment Plans and Services	2

6	RETURN, RISK& PERFORMANCE OF FUNDS: Drivers of Returns in a Scheme, Measures of Returns, Drivers of Risk in a Scheme, Measures of Risk, Benchmarks and Performance, Quantitative Measures of Fund Manager Performance	2
7	SCHEME SELECTION: How to choose between Scheme Categories?, How to select a Scheme within a Scheme Category?, Which is the Better Option within a Scheme?, Sources of Data to track Mutual Fund Performance	2
8	SELECTING THE RIGHT INVESTMENT PRODUCTS FOR INVESTORS: Financial and Physical Assets, Real Estate – Physical or Financial?, Gold – Physical or Financial?, Fixed Deposit or Debt Scheme, National Pension System (NPS), Other Financial Products	1
9	HELPING INVESTORS WITH FINANCIAL PLANNING, RECOMMENDING MODEL PORTFOLIOS AND FINANCIAL PLANS: Introduction to Financial Planning, Life Cycle and Wealth Cycle in Financial Planning, Alternate Financial Planning Approaches, Risk Profiling, Asset Allocation, Model Portfolios	2
2	Research Analyst	
1	Introduction to Research Analyst Profession Research Analyst Profession, Primary responsibilities of a Research Analyst, Basic principles of interaction with Companies / Clients, Important qualities of a Research Analyst	1
2	Introduction to Securities Market 'Securities' and 'Securities Market', Product Terminology, Structure of Securities Market, Various market participants and their activities, Kinds of transaction, Dematerialization and Rematerialization of securities.	1
3	Terminology in Equity and Debt Markets Terminology in Equity Market, Terminology in Debt Market, Types of Bonds.	1
4	Fundamentals of Research Investments, Research on businesses or stocks, Fundamental Analysis - Top down approach and Bottom up approach, Technical Analysis, Behavioral Finance.	2
5	Economic Analysis Basic principles of microeconomics, basic principles of macroeconomics, various macroeconomic variable, Sources of information for economic analysis.	2

6	<p>Industry Analysis Porter's five force model for industry analysis, Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) Analysis, Boston Consulting Group (BCG) Analysis, Structure Conduct Performance (SCP) Analysis, Key Industry Drivers, Regulatory environment/framework, Sources of information for industry analysis.</p>	2
7	<p>Company Analysis – Qualitative Dimensions Business and Business Model, Competitive Advantages/Points of differentiation over the competitors, Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, Quality of management (including independent directors) and governance, Pricing power and sustainability of this power, Organization structure, Critical business drivers/success factors, Risks in the business, Compliance orientation of the company, Documentation on Guidance v/s Actuals, Sources of information for analysis</p>	2
8	<p>Company Analysis – Quantitative Dimension History of Business Vs. Future of Business, Basics of Profit and Loss Account (P/L), Basics of Balance Sheet (B/S), Basics of Cash Flows, Contingent Liabilities, Off-balance sheet items, Accounting Policies, Notes to Accounts, Basics of Taxation affecting to Companies, Important points to keep in mind while looking at financial, Quality of business in the past through quantitative lenses, Peeping in to future with caution, Peer Comparison, History of Equity expansion, Dividend and earnings history, History of corporate actions, Ownership and Insiders' Sales and Purchase of stocks in the past, Corporate Actions, Valuation Principles, Fundamentals of Risk and Return, Qualities of a good Research Report.</p>	2
9	<p>Legal and Regulatory Environment Regulatory infrastructure in Financial Markets, Important regulations in Indian Securities Market, Code of Conduct/Ethics for Research Analyst, Disclosure Requirements for Research Analysts.</p>	1

Fixed Income Securities

Programme: PGDM & PGDM General Semester - III
Revised in: January 2020

Course Code: G- FE-311
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO1	REMEMBERING	REMEMBER basic features of Fixed Income Securities
CO2	UNDERSTANDING	EXPLAIN, in detail, all the theoretical concepts of Debt Market
CO3	APPLYING	APPLY various trading and investment strategies in Debt Market

Core text book:

- NCFM Fixed Income Securities

Reference books:

- Fixed Income Securities: Valuation, Risk & Risk Management, By Pietro Veronesi
- Fixed Income Markets in India – Joydeep Sen, Abhishek Apte
- Fixed Income Securities – Frank J. Fabozzi

Pedagogy:

- Lectures & Discussions, Assignments & Presentations, Numerical Problems Solving, Case law discussion.

Sr. No	Topic	Duration (Hrs.)
1	Indian Debt Markets: A Profile Market Segments; Participants In The Debt Markets; Secondary Market For Debt Instruments.	2
2	Debt Instruments: Fundamental Features: Instrument Features; The Coupon Of A Bond; Term To Maturity Of A Bond; Principal Repayment Of A Bond,	2
3	Central Government Securities: Bonds & T-Bills Introduction; G-Secs: Trends In Volumes, Tenor And Yields; Primary Issuance Process; Participants In Government Bond Markets; Constituent SGL Accounts; Primary Dealers; Satellite Dealers; Secondary Markets For Government Bonds; Settlement Of Trades In G-Secs, T-Bills – Issuance Process; Cut-Off Yields; Investors In T-Bills; Secondary Market Activity In T-Bills	2
4	State Government Bonds & Call Money Markets Gross Fiscal Deficit Of State Governments And Its Financing; Volumes And Coupon Rates; Ownership Pattern Of State Government Bonds; Volumes In The Call Market; Participants In The Call Markets; Call Rates.	2
5	Corporate Debt: Bonds Market Segments; Listing Criteria On NSE – WDM; Secondary Market For Corporate Debt Securities; Credit Rating; Rating Symbols	2
6	Commercial Paper & Certificate Of Deposits	

	Guidelines For CP Issue; Rating Notches For Cps; Growth In The CP Market; Stamp Duty; Certificates Of Deposit.	3
7	REPOS Introduction; Repo Rate; Calculating Settlement Amounts In Repo Transactions; Advantages Of Repos; Repo Market In India: Some Recent Issues; Secondary Market Transactions In Repos.	3
8	Bond Market Indices And Benchmarks I-BEX: Sovereign Bond Index; The FIMMDA NSE MIBID-MIBOR, LIBOR.	1
9	Trading Mechanism In The NSE-WDM Description Of The NSE-WDM; Order Types And Conditions; Market Phases And Starting Up; Trading Mechanism; Order Entry; Order Validation; Order Matching; Trade Management; Reports; Settlement; Rates Of Brokerage	2
10	Regulatory and Procedural Aspects Government Securities Act, 2006; SEBI (Guidelines For Disclosure And Investor Protection), 2000; SEBI (Issue And Listing Of Debt Securities) Regulations, 2008; Market Practices And Procedures	1
11	Valuation of Bonds Bond Valuation: First Principles; Time Path Of A Bond; Valuing A Bond At Any Point On The Time Scale; Accrued Interest Yield - Current Yield, Yield To Maturity (YTM), Yield To Maturity Of A Zero Coupon Bond, Using The Zero-Coupon Yield For Bond Valuation, Bond Equivalent ; Weighted Yield; YTM Of A Portfolio; Realised Yield; Yield-Price Relationships Of Bonds.	4
12	Bond Duration Introduction And Definition; Calculating Duration Of A Coupon Paying Bond; Computing Duration On Dates Other Than Coupon Dates; Modified Duration; Rupee Duration; Portfolio Duration; Limitations Of Duration	3
13	Fixed Income Derivatives What Are Fixed-Income Derivatives - Forward Rate Agreement; Mechanics Of Forward Rate Agreements; Interest Rate Futures; Interest Rate Swaps; Guidelines On Exchange Traded Interest Rate Derivatives	3

Note: Numerical will be based on the units - 11,12 & 13.

Technical Analysis of Financial Markets

Programme: PGDM & PGDM General Semester - III Course Code: G- FE-312
Revised in: January 2020 Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO1	REMEMBERING	FAMILIARIZE the students with the concept of technical analysis
CO 2	UNDERSTANDING	UNDERSTAND the various tools used in technical analysis
CO 3	ANALYZING	DEVELOP the analytical skills by using the tools and techniques for interpretation of charts and indicators for investing decisions.

Core text book:

- NCFM Technical Analysis Module

Reference books:

- Time Your Trades with Technical Analysis – Satchidanand Pradhan, Hemant Kakle & Dr. Shrirang Joshi
- Technical Analysis Explained – Martin J Pring

Pedagogy:

- Lectures & Discussions, Assignments & Presentations, Numerical Problems Solving, Case law discussion.

Sr. No	Topic	Duration (Hrs.)
1	Introduction To Technical Analysis: What is technical analysis?; Price discounts everything; Technical Analysis; Basic assumption; Strengths and weakness of technical analysis.	4
2	Candle Charts: Different Types of Charts; Candlestick analysis - One candle pattern; Two candle pattern; Three candle pattern	4
3	Pattern Study: Support & Resistance Lines; Types of Patterns - Trend Reversal Pattern, Continuation pattern, Head & Shoulder, Inverted Head & Shoulder, Double Bottom & double Top, Flag – Upward & Downward, Cup & Handle;	4
4	Major Indicators & Oscillators: What does a technical indicator offer?; Use of indicator; When to Use Indicator? ; Types of indicators – Simple Moving Average, Exponential moving average; Oscillators - Relative strength index (RSI), Moving average convergence/divergence(MACD), Stochastic, Parabolic Sar, Average Directional Index (ADX), William %R, Pivot Point.	6
5	Trading Strategies:	4

	Day Trading - Advantages of Day trading & Risks associated with risk trading; Positional Trading - Advantages of Positional trading & Risks associated with risk trading; Strategies - strategies for day trading & momentum trading strategies.	
6	Dow Theory and Elliott Wave Theory: Dow Theory - Introduction , Principles of Dow Theory, Significance of Dow Theory, Problems with Dow Theory; Elliot Wave – Introduction, Fundamental Concept, After Elliott.	4
7	Trading Psychology and Risk Management: Risk Management; Components of risk management - Stop loss & uses of stop loss, Analyze reward risk ratio; Trail stop loss; Booking Profit; qualities of successful traders; golden rules of traders; do's and don'ts in trading, rules to stop losing money; choosing the right market to trade - importance of discipline in trading.	4

Numerical can be asked from
Chapter 2, 3, 4, 5

PGDM & PGDM General 2020-22

Semester IV, Finance Specialization

PGDM & PGDM General 2020-22

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Programmes: PGDM & PGDM General, Semester - IV
Revised in: January 2020

Course code: G – GC - 401
Total Hrs. : 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE major theories, concepts, terms and models of Business Ethics and Corporate Governance.
CO 2	UNDERSTANDING	UNDERSTAND the business ethical decision rationale.
CO 3	APPLYING	APPLY Principles, Theories, Models and Framework of Business Ethics and Corporate Governance in order to incorporate value system in work culture and work place.
CO 4	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior.
CO 5	EVALUATING	INTERPRET the Corporate Governance Models.
CO 6	CREATING	ELABORATE ethical issues in different business areas of marketing, HRM and Finance.

Core books:

- Ethics in Business & Corporate Governance – S.K Mandol (2nd Edition)
- Corporate Governance – Principles, Policies and Practices – A.C. Fernando, EK Satheesh (3rd Edition)

Reference Books:

- Corporate Governance – Anil Kumar
- Business Ethics, Concept & Cases – Manuel Velasquez
- Business Ethics – Peterson & Ferrell

Pedagogy:

- Case study
- Class discussion with current & relevant examples

Sr. No.	TOPIC	DURATION (Hrs.)
1	Business Ethics - Introduction	6
	Concept of Ethics, Introduction to business ethics, Morality & Moral Standards, Ethical Principles Scope, Nature & Relevance of Ethics in Management Ethics – Rights & Duties Law, Ethics & Business	
2	Business Ethics – Application & Issues	8

	<p>Ethical Decision making in Business – Ethical Dilemma for a manager</p> <p>Ethics – Individual (Rights & Obligations) and Organization responsibility for ethics.</p> <p>Ethical Issues in Marketing / Finance / Human Resource.</p> <p>Ethics & Environment – Ecological protection and Carbon Credit</p>	
3	Corporate Governance – Introduction	6
	<p>Concept of corporation and Corporate governance, corporate citizenship</p> <p>Distinction between Governance & Management</p> <p>Corporate Governance - Meaning, Scope (Narrow to Broader Perspective), Issues in Corporate Governance</p>	
4	Evolution of Corporate Governance	6
	<p>Historical Perspective of Corporate Governance</p> <p>Theories on Corporate Governance – Stewardship, Agency, Stakeholder theory.</p> <p>Corporate Governance Models – Anglo-American, Japanese, German & Indian model on corporate governance</p> <p>Essence of governance – Obligation towards Society, Investors, Employees, Customer. Shareholder vs Stakeholder.</p>	
5	Committees & Codes on Corporate Governance	6
	<p>Development of codes on Corporate Governance – CII Code, SEBI initiative. Birla, Narayan Murthy, Uday Kotak Committee. McKinsey Survey and Cadbury committee.</p> <p>World Bank & OECD Principles on Corporate Governance</p>	
6	Issues, Agents & Institutions in Corporate Governance	7
	<p>Whistle Blowing Mechanism, Insider Trading.</p> <p>Corporate governance & Investor Protection- Rights & privileges of shareholders</p> <p>Board of Directors & Corporate Governance – Roles & Responsibility of Directors, Independent Directors, Director Remuneration</p> <p>Auditors & Corporate Governance</p> <p>Corporate Governance & CSR</p>	
7	Corporate Governance in emerging economy	6

	<p>Governance in developing and transition economy - Problems, Institutional framework, Challenges.</p> <p>Governance in global Society - Globalization, Role of MNC, Global Issues on governance.</p> <p>Governance & Sustainability.</p>	
--	--	--

Suggested Case Studies:

<ul style="list-style-type: none"> ▪ Merck & Company – River Blindness in Africa. 	<ul style="list-style-type: none"> ▪ Satyam Computers / Infosys.
<ul style="list-style-type: none"> ▪ Slavery in Chocolate Industry 	<ul style="list-style-type: none"> ▪ Global Trust Bank / Asian or Global Financial Crisis
<ul style="list-style-type: none"> ▪ Fall of Enron Corporation 	<ul style="list-style-type: none"> ▪ ITC – Is Corporate Governance Skin Deep

PGDM & PGDM General 2020-22

Fundamentals of Insurance

Programmes: PGDM & PGDM General, Semester - IV
Revised in: January 2020

Course code: G – FC - 402
Total Hrs. : 45

Course Outcome: On successful completion of the course the learner will be able to

CO No	Cognitive Abilities	Course Outcomes
CO 2	UNDERSTANDING	Be able to understand and functioning of Insurance markets – CO1
CO 3	APPLYING	Be equipped with the theoretical and practical knowledge of various Life & Non-Life Insurance products – CO2
CO 2	UNDERSTANDING	Be able to understand Financial Risk Management using Insurance Products

Core text book for Reading:

- Risk and Insurance Concepts , P Perriasamy, M Veerasevalam
- Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House
- Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand
- Principles of Insurance Management, Neelam Gulati, Excel Books.

Reference books:

- General Insurance Guide, Dr. L.P.GUPTA.
- Principles of Risk Management and Insurance, George Rejda, Pearson Education
- Risk Management and Insurance by Trieschmann

Pedagogy:

- Lectures & Discussions, Assignments & Presentations, Numerical Problems Solving, Case law discussion.

Sr. No	Topic	Durati on (Hrs.)
1	Basics of Insurance: Introduction: History and evolution; Types of Risks and Characteristics of Insurable Risks, Perils, Hazards; Functions of Insurance - Insurable interest, Subrogation and Contribution, Basic understanding of insurance products; Role of IRDAI; Insurance industry in India.	5
2	Life Insurance: Basic concept of Life Insurance – Human Life Value(HLV); HLV Calculations (Numericals) ; Advantages of Life insurance; Its beneficiaries and its types; Life Insurance Products –Term Insurance, Endowment Policy, Whole-Life Policy, Child	10

	Policy, Unit Linked Insurance Policy and other relevant products. ULIP Fund value calculations (Numericals) Taxation and tax benefits on Life Insurance, Introduction to MWP ACT; Underwriting – Meaning of Underwriting, Underwriting Process, Underwriting Considerations, Renewals, Lapse and Claim. Concept of Sum Assured, Life Cover, Bonus and Maturity Value. Concepts of Riders and types of riders.	
3	Health Insurance: Basic concept of Health Insurance; Advantages of Health Insurance; Its beneficiaries and its types; Health Insurance Products –Mediclaim Insurance Policy –Base Policy, Top-up Policy and Super Top-Up insurance Policy; Critical Illness Insurance; Personal Accidental Insurance & Travel Insurance; Taxation and tax benefits on Health Insurance Products. Concept of No Claim Bonus	10
4	General Insurance: How General insurance works; Advantages of General Insurance; Types of liabilities covered; extent of insurance value and conditions; Types of General Insurance; General Insurance Products in India; Specialized Insurances i.e. Oil & Energy Risks insurance – Satellite insurance, Reinsurance; Role of GIC	9
5	Risk Management: Risk analysis, Concept of long term risk; Risk Management Techniques - Risk avoidance, Risk retention, Risk reduction and control, Risk financing, Difference: , Insurance decisions in personal financial planning, Role of Actuary	8
6	Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc.	3

STRATEGIC COST MANAGEMENT

Programme: PGDM & PGDM General, Semester: IV Course Code: G- FC-403
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBER	REMEMBER traditional costing and alternative costing methodologies and their applications
CO 2	UNDERSTAND	UNDERSTAND strategic cost management concepts, frameworks, and applications
CO 3	APPLY	FAMILIARIZE with tools to trace the cost and estimate the cost of the product or service as the case may be.
CO 4	ANALYZE	ANALYZE the usefulness of cost and management accounting in management decision making
CO 5	EVALUATE	EVALUATE strategic level issues impacting an organization

Core books:

- Management and Cost Accounting-Colin Drury
- Business Strategy and Strategic Cost Management – Institute of Cost Accountants of India

Reference Books:

- Strategic Cost Management- Hongreen, Datar & Foster
- Cost Management-Hansen & Mowen

Pedagogy: Lectures, Class room discussions, Problem solving, Case study, Articles

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to cost concepts & cost management Fixed & Variable costs Cost object & Cost pool Direct & Indirect costs Sunk cost Opportunity cost Cost Management	6
2	Relevant Costing Concept of relevancy Incremental/Differential costing Three aspects of decision making <ul style="list-style-type: none"> - MIS aspect - Fixed cost aspect - Opportunity cost aspect Decision making related to: <ul style="list-style-type: none"> - Discontinuance of product - Purchase Vs Manufacture - Key factor analysis - Opportunity cost - Uncertainty 	8
3	Activity Based Costing (ABC) Concept & need of ABC Value added & Non value added activities Categories of activities Corporate strategy & ABC ABC system Vs Traditional costing system Activity Based Management	8
4	Pricing Decisions Concept of pricing Approaches to pricing <ul style="list-style-type: none"> - Cost plus pricing - Competition based pricing - Value based pricing - Minimum pricing General principles of pricing policy Pricing strategies <ul style="list-style-type: none"> - Penetration pricing - Skimming pricing - Price discrimination - Price below marginal cost 	9

5	Transfer Pricing Concept of Transfer Price Objectives of Transfer Pricing Methods of Transfer Pricing Cost based methods <ul style="list-style-type: none"> - Variable cost based - Full cost based - Cost (+) mark-up based Market price based method Negotiated transfer pricing International transfer pricing	8
6	Tools & Techniques of Cost Management Target Costing Life Cycle Costing Kaizen Costing Quality Cost Business Process Re- engineering (BPR) Value Chain Analysis Benchmarking Pareto Analysis	6

Weightage of Theory + Numerical & Cases: 70:30

Numerical and Cases to be included on Unit Nos. 2,3,4,5

MERGERS AND ACQUISITIONS

Programme: PGDM & PGDM General, Semester: IV Course Code: G-FC-404

Revised in : January 2020

Total Hours : 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO 1	KNOWLEDGE	FAMILIARIZE the students with the concepts of Mergers and Acquisitions
CO 2	ANALYZE	ANALYZE the impact of M&A decisions on a corporate entity
CO 3	APPLY	EVALUATE principles used for mergers & acquisitions

Core text books:

- Mergers, Acquisitions and Corporate
- Restructuring - Chandrashekar, Krishnamurthy & Vishwanath
- Strategic Financial Management – Meena Goyal
- Mergers, Acquisitions and Corporate Restructuring - Prasad C. Godbole

Reference books:

- Corporate Restructuring – A shareholder value perspective – Das Ranjan
- Corporate Restructuring in Public Sector Enterprises – P. K. Biswasroy
- Mergers, Acquisitions and Corporate Restructuring in India: Procedures and case Studies – Rachna Jawa
- Mergers, Restructuring and Corporate Control – Et Al Weston

Pedagogy:

- Lectures, Presentations from students, Case Study, Practical Assignments
- Weightage of Theory & Numericals: Theory 80% Numericals & Caselets 20%

Sr.	Topic	Duration (hrs)
1	Corporate Restructuring :Definition of Corporate Restructuring Main forms of Corporate Restructuring viz. Merger, Consolidation , Acquisition , Divestiture, De-merger, Carve –out, Joint Venture, Reduction of Capital , Buy-back of Securities.	4
2	Mergers and Acquisition as a Growth Strategy: Ansoff's Product Market Matrix Classes of Growth Opportunities and M&A viz, intensive growth, integrative growth and diversification growth.	4
3	Motives and synergies of Mergers and Acquisition: Friedrich Trautwein's Merger Motive Model, Monopoly Theory, Efficiency Theory, Valuation Theory, Raider Theory Empire Building Theory.	4
4	Take Over and Defense Tactics: Friendly takeover vs. hostile takeover, Takeover tactics, Successful Takeover Tactics in India. Defense Tactics.	3
5	Intents of Target Companies: Motives of Target Companies, Typical Characteristics of Takeover Candidates.	3
6	Legal Aspects of Mergers and Acquisition : SEBI Takeover regulations of 2011	4
7	Accounting and Taxation Aspects: Accounting for Amalgamation and Demergers Tax Aspects of Amalgamation and Demergers.	4
8	Funding of Acquisitions : Methods of Effecting Payment of Consideration, Sources of Funds	4
9	Valuation of Target Companies : Concept of Value of a Company, Methods of Enterprise and Equity Valuation, Introduction of Dividend Discount Model, Enterprise DCF Model, Issues in Valuation of Target Company, Sustainability Issues affecting viability & valuation of deals.	6
10	Leveraged Buyout and Going Private: Leveraged Buyout and Going Private, Management Buyout.	2
11	Case Studies	7

FUNDAMENTAL ANALYSIS- DESK RESEARCH

Programme: PGDM & PGDM General, Semester IV
Revised in: January 2020

Course Code: G-FE-405
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	UNDERSTAND	UNDERSTAND the basic concepts of Fundamental Analysis and Valuation Methodologies
CO 2	APPLY	APPLY the concepts to understand the companies
CO 3	ANALYZE	ANALYZE the performance of companies
CO 4	EVALUATE	EVALUATE whether a share is overvalued or undervalued

Core text book :

- Fundamental Analysis Module- NCFM

Reference book:

- Fundamental Analysis for Investors- Raghu Palat, Vision Books, IV th Edition

Pedagogy:

- Chalk & Talk, Research paper discussion, Research Projects

Sr. No	Topic	Duration
1	Fundamental Analysis- An Introduction What is Fundamental Analysis? Why Fundamental Analysis is relevant for investing? Efficient market hypothesis Arguments against EMH Steps in Fundamental Analysis	7
2	Mechanics of Risk and Return Concept of “Time value of Money” Interest rate and Discounting factors Opportunity Cost Risk-free rate Equity Risk Premium The Beta Risk adjusted return (Sharpe Ratio)	7

3	<p>Understanding Financial Statements</p> <p>Where can one find financial statements?</p> <p>The Director's report</p> <p>The Auditor's report</p> <p>Financial Statements</p> <p>Balance Sheet</p> <p>Income Statements</p> <p>Cash flow statement</p> <p>Financial Ratio</p> <p>Du-pont analysis</p> <p>Cash Conversion Cycle</p>	8
4	<p>Valuation Methodologies</p> <p>Top Down valuation</p> <p>Economy</p> <p>Industry</p> <p>Company</p> <p>Discounted cash flow (DCF) models</p> <p>Dividend Discount Model (DOM)</p> <p>FCFF and FCFE based DCF</p> <p>Sum of the parts (SOTP)</p> <p>Price- Earnings Ratio</p> <p>Price to book value ratio</p> <p>EBITDA ratio</p> <p>Price/ Sales ratio</p>	8

PGDM & PGDM General 2020-22

Finance Lab

Programme: PGDM& PGDM General, Semester - IV
Revised in: January 2020

Course Code: G- FE- 406
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1	UNDERSTANDING	INTERPRET financial status of an Individual in a comprehensive manner
CO2	EVALUATE	ASSESS desired financial objectives and various strategies for achieving the same.
CO3	CREATE	BUILD a detailed and practically implementable financial plan for various scenarios.

Core text book for Reading:

- Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.

Reference books:

- Introduction to Financial Planning, Indian Institute of Banking & Finance
- Personal Financial Planning Theory and Practice, Kaplan Schweser
- Personal Financial Planning, Benedict Koh Wai Mun Fong, Pearson

Pedagogy: Presentation and Discussion, Classroom Activities, Simulation Game, Numericals

Sr. No	Topic	Duration (Hrs.)
1	Introduction to Money Management: Importance of Saving and Investing money, Benefits of Starting early and power of compounding, Basics of Cash flow management	2
2	Basics of Investments: Concept of Inflation, Impact of inflation on goals, expenses and returns , Approaches to beat the inflation, Criticality of planning for retirement, Factors affecting investment decisions (Age, Time Horizon, Risk, Return, Taxes, Fees, Financial Goals)	4
3	Understanding Risk & Returns: Approaches to calculate returns – Total Value, Total Percentage, Absolute returns, CAGR, Types of Risks – market volatility & uncertainty, not making enough returns, Risk vs. returns with respect to various asset classes, Short term vs. Long term returns	4
4	Asset Allocation: Concept of Asset classes and instruments involved, Equity Vs. Debt, Risk & return associated with every asset class, Asset allocation vs. asset class returns, Risk mitigation through diversification, Drivers to asset allocation (Goals, Risk tolerance, time & Age), Portfolio Management Strategies – Conservative to Aggressive	4
5	Introduction to Investment products:	5

	Banking products – Saving account, FD, RD, Flexi FD, Bonds Market – Structure, Participant, understating the creditworthiness, return potential, Stock Market - Structure, Participant, Primary vs. Secondary Market, return potential, Checklist before you Start Investing	
6	Mutual Funds: Mutual Funds – Concept, Structure, Fund Flow Cycle, Advantages of investing, Types of Mutual Funds, Risk>Returns Tradeoff, Mutual Funds vs other investment avenues, Introduction to ETF, Arbitrage Funds, Hybrid Funds, Process of investing in Mutual Funds (SIP/STP/SWP), Understanding a Mutual Fund Fact Sheet (Benchmark, Historical Returns, Risk assessment, Expense ratio, performance analysis), Mutual Fund Options – Growth, Dividend, Dividend Reinvestment, Mutual Fund Plans –Direct vs. Regular, Importance of Advisor	5
7	Introduction to Insurance: Concept of Risk Management, Separating Investment and Insurance, Types of Insurance – Health & Life, Types of Health Insurance, Type of Life Insurance	4
8	Tax Planning: Introduction to investments under Section 80 C for tax deduction, Tax Rates on Investments	2

Treasury Management

Programme: PGDM& PGDM General, Semester - IV
Revised in: January 2020

Course Code: G- FE- 407
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO.1	KNOWLEDGE	FAMILIARIZE the students with the different aspects of treasury management
CO.2	UNDERSTAND	UNDERSTAND the role of treasury in international banking and cash management

Core text book:

- Financial Management – Ravi Kishore

Reference books:

- Cost Accounting & Financial Management – Ravi Kishore – Taxman Publication
- Corporate Finance & Investment –R. Pike and B Neale – Prentice Hall of India
- International Corporate Finance – Ghosh Roy - Mac Milan India
- Effective Management Workout – V.K.Singh – Himalaya Publishing House
- www.treasury-management.com

Pedagogy:

- Lectures & Discussions, Assignments & Presentations, Numerical Problems Solving, Case law discussion.

Sr. No	Topic	Durati on (Hrs.)
1	Scope and Function of Treasury Management: Objectives of Treasury, Structure and Organization, Responsibilities of Treasury Manager, Function of treasury, Role and Functions of RBI, Recent Developments in the RBI's Policy Framework.	6
2	Short, Medium and Long term Funding, Cost Centre / Profit Centre: Financial Planning and Control, Capital Budgeting, Risk Analysis	6
3	Cash Management: Meaning and Importance of Cash Management, Objectives of Cash Management, Cash Flow Cycle, Cash Flow Budgeting and Forecasting, Liquidity Management: Objectives, Sources & Maturity Concerns: Short term and Long term Liquidity.	6
4	Internal Control: The Need and Importance – Financial and Operational risks – Internal v/s External Control, The Need and Significance of Internal and External Audit.	6
5	Treasury's role in International Banking: Changing Global Scenario and Treasury Functions, Treasury Structure- Front and Back Office, Forex Cash Management – Positions v/s Cash Flows Funding Alternatives, Moral and Ethical aspects.	6

BANKING LAWS & REGULATIONS

Programme: PGDM & PGDM General Semester: IV Course Code: G-FE-408
Revised in: January 2020 Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO No	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	To know about the legal & regulatory framework of banking system
CO 1	REMEMBERING	To know the various laws and enactments affecting day to day banking operations

Core text book:

- Legal Aspects of Banking- IIBF, Macmillan Publication, 4th Edition

Reference books:

- Case Book on Law of Banking - Dastoor
- Legal Decisions Affecting Bankers- K. Randeria

Pedagogy

- Lectures, Cases, Assignments, ET Articles, Seminars, presentations, Institution visits

Sr. No	Topic	Duration (Hrs)
1	Regulations & Compliance- Important provisions & Salient features of RBI Act, 1949 Important provisions & Salient features of Banking Regulations Act 1949 Powers of RBI and Government w.r.t Banking Laws	10
2	Legal Aspects of Banking Operations Indemnities/ Guarantees L.C and deferred payments Modes of creation of charges	8
3	Banking Related Laws- a.SARFAESI Act- Important Provisions, Process of Securitization b.Consumer Protection Act- Consumer Redressal Forum, Consumer Protection Council, Rights of Consumers c. Banking Ombudsman Act- Important Provision, Key terms d. Debt Recovery Tribunal- Formation & Working of Tribunals, Appellate Tribunals.	8

4	Specific Acts :- a. Transfer of Property Act b. Negotiable Instruments Act c. Foreign Exchange Management Act (FEMA) d. Insolvency & Bankruptcy Act	4

PGDM & PGDM General 2020-22

Semester- I, HR Specialization

PGDM & PGDM General 2020-22

ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

Programmes: PGDM & PGDM General, Semester: I

Course Code: G - GC-101

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE the key terms in micro-economics and macro-economics.
CO 2	UNDERSTANDING	EXPLAIN the key terms in micro-economics and macro-economics, from a managerial perspective.
CO 3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO 4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics and macro-economics, from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO 5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics and macro-economics, for informed business decision making.
CO 6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

Core text books:

- Managerial Economics By Mithani
- Macroeconomic Theory By M.L. Jhingan

Reference Books:

- Managerial Economics By Maheshwari
- Managerial Economics By Ahuja
- Managerial Economics By Samuelson & Nordhaus
- Managerial Economics By Dornbusch & Fisher

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture & Test.

Sr. No.	Topic	Duration (Hrs.)
PART A : MICROECONOMICS		
1	Introduction to Managerial Economics: Meaning, nature, Scope and significance of Managerial Economics. Micro and Macro Economics; Role of Economics in Managerial decisions making; Concept of economics of information	3
2	Demand and Supply Analysis: Meaning of Demand, Determinants of Demand, Demand Function, Law of Demand, Elasticity of demand, Types of elasticity of demand, Demand Forecasting-techniques of Demand Forecasting, Supply - Law of supply, determinants of supply. *Numericals on elasticity of demand.	6
3	Production Analysis: Production Analysis - Meaning, Production Function, economies and diseconomies of scale, Break even Analysis	3
4	Cost and Revenue concepts: Types of cost. Relationship between production & cost. Short & long run cost concepts relationship between various cost concepts. Revenue concepts; Meaning of Average revenue, Marginal revenue and Total Revenue and their relationships. * Numericals on Cost & Revenue concepts.	6
5	Market and Market Structures: Market: Meaning of market, Market forms and market structures, perfect competition and pure competition, Monopolistic competition, oligopoly, monopoly	5
PART B: MACROECONOMICS		
6	Introduction to Macroeconomics: Nature of macroeconomics, scope and importance of macroeconomics, Meaning and concept of National Income, GNP, NNP, GDP, Personal Income, Disposable Income, Per Capita Income, Methods of measuring National Income, Difficulties in measurement of NI, Importance of National Income Analysis, Circular Flow of Income, Meaning of Business Cycles and its phases; Keynesian model of income determination; A brief overview of banking.	6
7	Monetary Policy and Fiscal Policy: Instruments of Monetary Policy, Instruments of Fiscal Policy, Budgetary Fiscal Policy, Role of Monetary Policy and Fiscal Policy in a Developing economy, Role of Central Bank in Economic Development.	5

8	Balance of Payments and International Monetary System: Definition of Balance of Payments, Current and Capital accounts, Items included in Balance of Payments, India's Balance of Payments, Balance of Payments and Balance of Trade, Exchange Rate Determination, Rate of exchange under Gold Standard, Purchasing Power Parity Theory, Modern theory of Exchange Rate Determination; International Monetary Fund-Purpose and objectives, Organization and Functions of I.M.F.	6
9	Theory of Money and Prices: Nature and Functions of Money, Index Numbers, Preparation of Index Numbers, Weighted Index Numbers, Uses of Index Numbers, Value of Money: Its Meaning,, Definition of Inflation, Inflationary Gap, Inflationary process, causes of inflation, Full employment and inflation, Measures to control inflation	5

PGDM & PGDM General 2022

MANAGEMENT ACCOUNTING

Programmes: PGDM & PGDM General, Semester – I Course Code: G - GC-102

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO 2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO 3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO 4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO 5	EVALUATING	EVALUATE the financial impact of the decision.

Core text books:

- Financial Accounting By P.C. Tulsian
- Accounting for Management By Dr. Jawaharlal
- Accountancy By S Kr Paul
- Cost Accounting By Dr. S. N Maheshwari
- Financial Management By P.C. Tulsian

Reference Books:

- Advanced Accountancy By R.L Gupta Radhaswamy
- Accountancy for CA-PE-I By P.C. Tulsian
- Cost Accounting By Saxena Vashist
- Principles and Practice of Cost Accounting By Ashish Bhattacharya
- Financial Management By Sheeba Kapil

Pedagogy:

- Guest lectures, presentations, PPTs, workshop

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Accounting & Accounting Concepts: Introduction to Accounting, Need & Scope of Accounting ,Financial vs. Management Accounting, Users of Accounting Information, Accounting Principles, Significance of accounting, Accounting Principles - Concepts & Conventions.	5
2	Accounting Standards, Accounting Policies & GAAP,IFRS : AS, GAAP, IFRS-Significance & overview.	5
3	Sources of Finance: Different sources of finance-Equity Share capital, Preference share capital, Debenture & Term Loans. Other short term sources of finance	3
4	Mechanics of Accounting: Accounting Cycle, Accounting Equation-Theory & problems.	5
5	Introduction to Journal, ledger, Trial Balance, Profit and Loss Account, Balance Sheet (Schedule III): Journal entries based on accounting equation, Trial Balance, Profit and Loss Account, Balance Sheet Analysis. Introduction to Cash Flow Statement with only conceptual understanding	9
6	Cost Accounting: Basic concepts & Terms in costing, Preparation of Cost Sheet.	6
7	Marginal Costing & Budgetary Control : Basic concepts & Terms in marginal costing – BEP Analysis, CVP Analysis, Budgetary control - Cash Budget, Flexible Budget.	8
8	Introduction to Standard Costing: Basic concepts & Terms Problems on material & Labour Variances.	4

Numerical Problems will be covered on following Topics:

- Accounting Equation & Journal Entries
- Profit and Loss Account as per Revised Schedule III
- Balance Sheet as per revised schedule III
- Cost Sheet
- Marginal Costing
- Cash Budget
- Standard Costing

LEGAL ASPECTS OF BUSINESS

Programmes: PGDM & PGDM General, Semester: I Course code: G – GC - 103

Revised in: January 2020

Total Hrs. : 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO 2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO 3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO 4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO 5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations.
CO 6	CREATING	DISCUSS various applications of business laws.

Core text books:

- Business Legislations for Management – M.C. Kuchhal
- Elements of mercantile Law – N.D.Kapoor

Reference Books:

- Legal Aspects of Business – Ravinder Kumar
- Business Laws – S. D. Geet
- Business Laws – S.S. Gulshan / Gulshan Kapoor
- Business Laws - Balchandani

Pedagogy:

- Class Discussion
- Case lets & Case Study

Sr. No.	TOPIC	DURATION (Hrs.) (L+T+P)
1	Introduction	
	<ul style="list-style-type: none">• Introduction to legal system in India.• Essence of Law for Society & Business managers.	02
2	The Contract Act, 1872	

	<ul style="list-style-type: none"> • Essential elements of Valid Contracts • Contracts of Indemnity & Guarantee • Quasi Contract 	<ul style="list-style-type: none"> • Breach of contract-Meaning & remedies • Discharge of contract • Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency 	08
3	Sale of Goods Act, 1930		
	<ul style="list-style-type: none"> • Contract of sale of goods • Conditions & warranties • Transfer of property • Rights of unpaid seller • Caveat Emptor 		05
4	The Negotiable Instrument Act, 1881		
	<ul style="list-style-type: none"> • Negotiable Instruments – Meaning, Characteristics, Types. • Parties, Holder and holder in due course. • Negotiation and Endorsements Types. • Dishonor of Negotiable Instrument – Noting and Protest 		05
5	The Companies (Amendment) Act, 2015		
	<ul style="list-style-type: none"> • Company – Definition, Meaning, Features and Types, One Person Company. • Incorporation of Company – Memorandum of Association, Articles of Association (Doctrine of Ultra vires, Indoor Management & Constructive Notice) 		05
6	Important Legal Concepts		
	<ul style="list-style-type: none"> • The Consumer Protection Act, 1986 –Unfair & Restrictive Trade Practices, Dispute Redressal Forums • Intellectual Property Rights (Brief Overview on Patents, Copyrights & Trademarks) 		05

MANAGERIAL COMMUNICATION

Programmes: PGDM & PGDM General, Semester: I

Course code: G - GC-104

Revised in: January 2020

Total Hrs.: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO 2	UNDERSTANDING	SUMMARIZE long essays and reports into executive summaries.
CO 3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO 4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO 5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.
CO 6	CREATING	DISCUSS business and social etiquettes.

Core text books:

- Business Communication Essentials – Fourth Edition- Courtland Bovee & John Thill
- Communication for Business- Fourth Edition- Shirley Taylor

Reference Books:

- Monippally, Matthukutty. M. 2001. Business Communication Strategies. Tata McGraw-Hill.
- Lucas, Stephen.2001. Art of Public Speaking. Mc-Graw Hill.
- Pillai, Radhakrishnan, 2006. Spoken English for you. Emerald Publishers, Chennai.

Pedagogy:

- Audio files and listening to audio recordings using Language Lab
- Video files and watching clippings and analyzing communication boosters
- Scrap Book
- Role plays & Games
- Student presentation individually and in groups

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Managerial Communication: Introduction, Dimensions, Importance and Need. Process, Levels, Channel & Barriers in Communication, Differentiate between formal and informal communication, highlight the concept of non-verbal communication at work scenarios.	7
2	Essential Managerial Communication Skills: (a) Effective Listening skills: Functions and types of Listening, Active and passive listening- Qualities of a good listener and a good speaker. (b) Effective Reading skills: Functions & importance of Reading, factors to be kept in mind while reading. (c) Persuasive Public Speaking skills: Tackling hesitation, fear, shyness and nervousness in speaking, Impromptu speech, Preparing speeches, content preparation for public speaking. (d) Effective Writing skills: Writing the business letter- layout, components and categories of business letters. Emails, reports and proposals-Types, format and project report highlights. Writing Memorandums, other business correspondence like circulars and notices	16
3	Business and social etiquette: Effective grooming skills, how to conduct oneself in a social, work and personal environment. Behavior patterns, effective hygiene standards in personal and social environment.	5
4	Group communication: Factors in group communication, effective meetings with focus on agenda, Minutes of the meeting and purpose of conducting meetings at workplaces.	4
5	Developing Communication for Career Development: Building Careers and resumes -Securing employment in today's job market, Preparing resumes; Applying and interviewing for employment - Writing application/cover letters, understanding the interviewing process, preparing for a job interview, interviewing for success, following-up after an interview	9
6	Constructing Effective Presentations: Summarize the various presentation types, describe how to select appropriate visual aids for a presentation, explain how to structure a presentation for a given audience, audience analysis-preliminary and during the presentation.	4

BASICS OF MARKETING

Program: PGDM & PGDM General, Semester – I **Course Code: G - GC-105**
Revised in: January 2020 **Total Hrs. 45**

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO 2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO 3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO 4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
CO 5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services.).

Core Text books:

- Principles of Marketing By Philip Kotler, Gary Armstrong
- Principles of Marketing By McDaniel, Lamb, Hair
- Marketing Management, second edition by Greg W. Marshall and Mark W. Johnston, ISBN-13: 978-0-07-802886-1, McGraw Hill Education.

Reference books:

- Fundamentals of Marketing – Stanton
- Introduction to Marketing - Adrian Palmer

- Marketing management - Indian context - Dr. Rajan Saxena
- "Pahalwan's: Need for a New Marketing Strategy" CASE by Jyoti Sharma and Subhadip Roy, Harvard Business Publishing, W14488-PDF-ENG

Pedagogy:

- Class room lectures, in-class activities, case discussions, pre-assigned exercises, article reviews & assessment tests.

Sr. No.	Topic	Duration (Hrs.)
1	<p>Introduction to Marketing: Importance of marketing, definition of marketing, scope of marketing, functions of marketing, marketing and its relation to other business functions, Sustainability in green marketing, Difference between sales and marketing, Key marketing terms and concepts- need, want, demand, exchange, marketing myopia and marketing orientations. Concepts of customer value, CDV, CPV, CLV, creating customer value, satisfaction and delight.</p>	06
2	<p>Marketing Mix: Introduction to Marketing Mix Strategy and 4C's (Product, Price, Promotion, Place), Implication of emerging paradigm of sustainability and triple bottom perspective of Marketing Mix, Introduction to Services Marketing Mix, Product mix, Product life cycle, Brand: Definition, Brand Equity Introduction, Brand Elements Pricing Strategy: various steps in pricing process, alternative pricing approaches and methods, Channel Strategy: Types of marketing channels, Channel management, Conflict and cooperation, Vertical Marketing Systems, components of Physical distribution system, transportation, Warehousing, Omni channel as a tool for marketing & Customer experience management. Promotion strategy: Promotion mix, ATL and BTL promotions. Packaging: Purpose, Types and new trends in packaging</p>	07
3	<p>Marketing Environment: Company's Micro and Macro Environment and the changes happening, Challenges due to environment changes, Analyzing the environment- Porter's 5 forces, PESTLE, Marketing Research Process, techniques and limitations, Marketing Information System.</p>	08
4	<p>Marketing Planning: Strategic planning and tactical planning, marketing plans various levels in an organization, steps in the marketing planning process, Successful planning tools including Portfolio Models, BCG and GE, Value chain analysis, SWOT, Marketing Plan-Nature, process and contents of a marketing plan.</p>	04

5	<p>Segmentation, Targeting & Positioning: Segmentation- Bases and process of segmentation, requirements for effective segmentation, niche marketing, segmenting consumer markets, segmenting business markets, Targeting- Evaluating market segments, selecting target market segments, Positioning- Positioning Strategy, differentiation strategy, communicating and delivering the chosen position, Perceptual mapping, Reasons for repositioning.</p>	06
6	<p>Consumer Behavior: Introduction and importance, basic model of consumer behavior, Characteristics affecting consumer behavior, Consumer Decision process and factors affecting CDP, Difference between-Domestic buyer behavior & industrial buyer behavior. Case studies on buying behavior Business Buyer Behavior: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behavior, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process</p>	05
7	<p>Customer Relationship Management and Other Contemporary Issues: Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organizations, Significance of Customer Relationship Management, Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing</p>	04
8	<p>International Marketing Management: Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Promotions Policy, International Branding, Country of Origin Effects, International Pricing</p>	03
9	<p>Marketing Implementation and Audit: Marketing plan implementation and Control, Marketing Audit. Marketing ethics</p>	02

STATISTICS AND QUANTITATIVE TECHNIQUES

Programmes: PGDM & PGDM General, Semester: I Course Code: G - GC-106

Revised in: January 2020

Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the concepts and models associated with Statistics and Quantitative Techniques.
CO 2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO 3	APPLYING	CALCULATE values of measures of central tendency, measures of dispersion, correlation coefficient etc.
CO 4	ANALYSING	EVALUATE the various facets of a business problem and develop problem solving ability.
CO 5	EVALUATING	INTERPRET basic statistical data and graphs.
CO 6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

Core text books:

- Statistical & Quantitative Methods: Ranjeet Chitale: Nirali Prakashan.
- Quantitative Techniques: Theory & Problems: Tulsian P. C., Pandey Vishal: Pearson Education.

Reference books:

- Sharma J K, Quantitative Techniques
- Statistical Methods, S.P.Gupta
- Beri, G C, Business statistics
- Statistics for Management - Levin and Rubin
- Srivastava T. N. and Rego Shailaja, Statistics for Management, Tata McGraw-Hill
- Vohra N. D., Quantitative Techniques in Management, Tata McGraw-Hill Publishing Co. Ltd
- Anderson, Sweeney, Williams, Statistics for Business & Economics, Cengage Learning

Pedagogy:

- Lectures and Practical Problems, Cases, Assignments, MS Excel for Solving problems.

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Statistics: Introduction to Statistics, Data Representations and Frequency Distribution; Graphs- Histogram, Polygon, Ogive, Bar Chart, Pie Chart, Pareto Diagram; Using Microsoft-Excel for the analysis of frequency distribution and Graphs	4
2	Measures of Central Tendency and Measures of Dispersion: Arithmetic Mean, Median, Mode; Measures of Dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Using Microsoft-Excel for the analysis of measures of central tendency and measures of dispersion	7
3	Correlation and Regression Analysis: Karl Pearson coefficient, Spearman's Rank correlation. Simple Regression (Linear); Using Microsoft-Excel for the correlation and regression analysis	6
4	Probability: Definition & the Concept of Probability, Probability Distribution-Normal Distribution (Z Table Related Problem), An Introduction to Microsoft Excel's Normal Distribution functions	4
5	Linear Programming and Special Linear Programming Models-Transportation & Assignment Models: Graphical solution of LPP ; Transportation – Least Cost Method, North West Corner and Vogel's Approximation Method of Allocation, Final Solution by MODI Method, Assignment Problems – Maximization, Minimization, Multiple, Prohibited solutions for balanced and unbalanced Problems.	16
6	Games Theory: Concept of Game Theory; Pure Strategy -2x2 zero sum game and dominance; Mixed Strategy (given 2 x2 matrix).	5
7	Simulation: Concept of Simulation and Random numbers, Monte Carlo Simulation technique, Simulation Exercises	3

ORGANIZATIONAL BEHAVIOR & THEORY OF MANAGEMENT

Program: PGDM & PGDM General, Semester – I Course Code: G-GC-107

Revised in: January 2020

Total Hours: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management
CO 2	UNDERSTANDING	EXPLAIN different concepts related to employee behavior in organizations
CO 3	APPLYING	APPLY knowledge of perceptual biases for effective decision making
CO 4	ANALYSING	ANALYZE different causes of resistance to organizational change
CO 5	EVALUATING	RELATE applicability of learning theories with organizational context
CO 6	CREATING	CREATE plan to motivate different employees with varying needs

Part-A: Organizational Behavior (OB)

Core text books:

- ORGB- What's Inside, An Innovative Approach to Learning and Teaching Organizational Behaviour (A South Asian Perspective) by Nelson, Quick & Khandelwal published CENGAGE Learning.
- Organizational Behavior: K Aswathappa
- Stephen P. Robbins, Seema Sanghi, Essentials of Organizational Behavior
- Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)

Reference books:

- Newstrom John W. - Organizational Behaviour: Human Behaviour at Work
- Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
- R.S. Dwivedi, Human Relations and Organizational Behavior : Global Perspective
- Anjali Ghanekar, Organizational Behavior
- L.M. Prasad, Organizational Behavior

Pedagogy:

- Case study, articles, activities, games, movie screening, Guest speakers, Project based and assignments.

Sr. No	Topic	Duration (Hrs.)
1	Introduction to Organizational Behavior Definition, Importance, Goals, Scope, Fundamental Concepts of OB, Different models of OB (autocratic, custodial, supportive, collegial and system) , Challenges and Opportunities in OB.	3
2	Learning Definition, Theories (Classical, Operant, Social Learning), Learning Styles, Significance of Learning for Managers.	3
3	Perception Definition, Factors Influencing Perception, Perception and Attribution, Perception distortion and Decision Making, Impression Management.	2
4	Attitudes Definition, Nature, Components, Job/Work-related attitudes, Changing Attitude.	2
5	Personality Meaning, Determinants of Personality, Type A, Type B Personality, Personality Tests (MBTI, Big Five) , Johari Window, Transaction Analysis (Three Ego States- Parent, Adult and Child, Four Life Positions)	3
6	Motivation Concept, Importance, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory), Contemporary Theory (Equity Theory of Work Motivation)	3
7	Group Dynamics and Teams Concept, Type of Groups, Group Behaviors, Five Stage Model of Group Development, Pitfalls of Groups. Team Dynamics, Differences between teams and groups, Benefits of team, Effective Teamwork.	4
8	Leadership Concept, Managers V/s Leaders, Trait & Behavioral Approach to Leadership, Leadership Styles.	2
9	Conflict Management Concept, Sources, Types, Conflict Management Approach/Styles	3
10	Change Management Concept of Change, Forces that acts as stimulants to change, Theories of Change (Force Field, Lewin's theory), Resistance to Change, Implementing and Managing Change.	3
11	Key Concepts	2

	Overview of Organization Power & Politics, Emotional Intelligence, Overview of Organization Culture, Work Stressors, Types of stress, Prevention and Management of stress, Balancing work and Life, workplace spirituality	
--	--	--

Part-B: Theory of Management

Core text book

- Heinz Wehrich & Harold Koontz: Management (A Global Perspective) Tata McGraw Hill,

Reference books

- Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)
- Stoner, Freeman, Gilbert Jr.: Management (Prentice Hall India)
- Besterfield: Total Quality Management (Pearson/Prentice Hall)
- Giselle Weybrecht: The Sustainable MBA (Times Group Books)

Pedagogy

- Power-point based Lectures;
- Webcasts on selected themes;
- Discussions on relevant published (pre-read) articles.

1	Basic Concepts: Evolution of Management thought, Management Functions, Mintzberg's Managerial Roles, Approaches to Management, Managerial Competencies, Managerial Skills; How Is the Manager's Job Changing? Importance of Sustainability to the Manager's Job.	4
2	Planning Concept, Types of Plans, Management by Objectives (MBO), Planning Effectively in Dynamic Environment.	3
3	Organizing: Concept, Organization Structures (Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure), Chain of Command, Span of Control, Centralization and Decentralization, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations.	3
4	Decision Making: Concept, Process, Behavioral and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making	3
5	Controlling: Concept, The Control Process, Benchmarking of Best Practices.	2

HUMAN RESOURCE MANAGEMENT

Program: PGDM & PGDM General, Semester: I
Revised in: January 2020

Course code: G - GC - 108
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE various functions & practices of HRM
CO 2	UNDERSTANDING	EXPLAIN different concepts related to Human Resource Management
CO 3	APPLYING	CALCULATE CTC, Gross and Net Salary
CO 4	ANALYSING	COMPARE different methods of Performance Appraisal
CO 5	EVALUATING	EVALUATE the effectiveness of Training Program
CO 6	CREATING	CREATE Job Descriptions for contemporary entry level roles in real world organization

Core text books

- Human Resources Management- K Aswathappa (6th Edition)
- Principles of Human Resource Management by George W. Bohlander & Scott A. Snell published CENGAGE Learning. (16th Edition)

Reference books

- Dessler, Gary, Human Resource Management, Pearson Education.
- Personnel Management – C.B Matoria & S V Gankar
- Human Resources Management – Mirza S Saiyadain
- Human Resources Management – L.M.Prasad
- Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi

4. Pedagogy

- Case study based, Presentations based, Assignments and Group activities

Sr. No	Topic	Duration
1	Evolution of HRM: Concept, Importance, Evolution, HR Functions, Role of HR Managers (with perspective of SHRM), Challenges	4

	Human Resource Planning:	
2	Objectives and importance, Planning Process, Methods, Dejobbing, Job Analysis- (Job Description & Job Specification), Job Design, Job Enlargement, Job Rotation, Job Enrichment.	6
3	Recruitment & Selection: Concept, Methods of recruitment, Sources of recruitment, Process of recruitment and selection, Difference between recruitment & selection, Selection tools, interviewing methods, Types of interviews, Overview of Induction and Onboarding	6
4	Training and development: Concept, Difference between training and development, training need assessment, designing and administering training program, methods of training, Flipped Classrooms, Blended Learning, evaluation of Training (Kirkpatrick model)	6
5	Performance Management System: Concept, process, overview of methods, role of managers in performance management, Performance Appraisal Vs Performance Management, Potential Management, outcomes of PMS.	5
6	Compensation and Benefits : Concept, Calculation of CTC& Salary Components, incentive plans, fringe benefits, VRS, Perquisites.	6
7	Retirement and Separation: Types of Retirement/Separation-Superannuation, Resignation-Discharge-Dismissal-Suspension-Layoff- Golden Handshake, Full & Final settlement process, Exit Interview.	6
8	HR Glossary: Career Planning, Succession Planning, Attrition, Employer Branding, Employee Branding, Sabbatical, Green HRM	6

IT SKILLS LAB

Programmes: PGDM & PGDM General, Semester: I Course Code: G - GC-109

Revised in: January 2020

Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.
CO 2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets, Microsoft word and Microsoft Powerpoint.
CO 3	APPLYING	USE various functions of MS Excel, MS Word and MS Powerpoint.
CO 4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.
CO 5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO 6	CREATING	CREATE awareness in upcoming managers of different types of information systems; basics of cloud computing, ERP and social media in an organization so as to enable the use of computer resources efficiently, for effective decision making.

Core books

- Excel 2010 Bible [With CDROM] by John Waken Bach, John Wiley & Sons, 2010 Edition
- Computer fundamentals P.K Sinha
- MIS- Managing the Digital Firm, 13e, by Ken Laudon, Jane Laudon, Pearson Publication

Reference Books:

- Microsoft Office 2010: Illustrated Introductory, (By- David W. Beskeen, Carol Cram, Jennifer Duffy, Lisa Friedrichsen, Elizabeth Eisner)
- Microsoft Office 2010 Plain & Simple By Katherine Murray
- Beginning Microsoft Office 2010 By- Guy Hart-Davis
- Office 2010 for Dummies By- Wallace Wang

Pedagogy:

- Class Room Lectures, Demos on Computer, Practical Assignments & Tests etc.

Sr. No.	Topic	Duration (Hrs.)
---------	-------	-----------------

1	<p>Understanding MS Excel's Files:</p> <ul style="list-style-type: none"> • Ribbon and Shortcut: Create a workbook, Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet, Create an Excel table, Filter data, Sort data. • Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts. • Working with Cells and Ranges: Formatting Cells, Name Manager. • Visualizing Data Using Conditional Formatting: Apply conditional formatting. • Printing Your Work: Print a worksheet, Using Print Preview & Other utilities. 	6
2	<p>Creating Formulas & Functions for Business Applications:</p> <ul style="list-style-type: none"> • Introduction to formulas using IF statements and Nested IF statements, basic statistical & financial functions. • Creating Charts and Graphics: Chart your data, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts • Working with Dates & Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column • Creating Formulas That Count, Sum, and Sub-total • Protecting Your Work: Using Review Tab Utilities. • Vlookups, HLookups • INDEX and MATCH functions. • Financial functions: PV, PMT, NPER, RATE • Sumif, sumifs, countif, countifs, averageif, averageifs 	10
3	<p>Other essential MS Excel features:</p> <ul style="list-style-type: none"> • Right click, Format Cells window. • Using Data Tab and Data Validation: Getting external Data, Remove, Duplicates, Apply data validation & using utilities from Data Tab • Using Excel Tables • Auto Sum and Auto Fill Function • Protecting Your Work: Using Review Tab Utilities. • Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analyzing Data with Pivot Tables, Producing Report with a Pivot Table. • Data consolidation • Scenario Analysis • Create a macro • Getting external Data 	4
4	<p>MS word: MS word toolbar, shortcut keys, formatting, Header, Footer, tabs, Margins, Page setup, Mail merge, letters, labels, envelope, Table of contents</p>	3
5	<p>MS PowerPoint:</p>	2

	Basics of Presentation, create a slide, Views Slide transition, Custom animation, hyperlink, presentation aesthetics, Insert tab utilities, smart art, hyperlink, image resizing	
6	Basics of Cloud Computing: Components of a data center, What is Cloud and cloud Computing, difference between data center and cloud, Types of cloud service models-SaaS, PaaS, IaaS, Advantages of Cloud Computing.	1
7	Introduction to Management Information Systems: Difference between Data and Information, Information Technology (IT) and Information Systems (IS), What is a Business Process, Role of IT in MIS. Introduction to Data Base concepts, DBMS, Data mining, Data Warehousing, Data Analytics.	2
8	Introduction to ERP Introduction to ERP, Modules in ERP Software, Application of ERP, examples of ERP Software	1
9	Social Media: Using Social Media Effectively	1

PGDM & PGDM General 2020-22

Semester- II HR Specialization

PGDM & PGDM General 2020-22

FINANCIAL MANAGEMENT

Programme: PGDM & PGDM General Semester- II
Revised in: January 2020

Course Code: G-GC-201
Total Hours : 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Ability	Course Outcomes
CO 1	KNOWLEDGE	FAMILIARIZE the students with the different financial functions to be discharged by a finance manager
CO 2	ANALYZE	ANALYZE the impact of financial decisions on a corporate entity.
CO 3	UNDERSTAND	UNDERSTAND sustainability issues affecting financial statements,
CO 4	CREATE	DEVELOP the analytical skills by associating the tools and techniques for interpretation of business information and application of financial theory in financing related decisions.

Core text books:

- Financial Management – Ravi M. Kishor
- Strategic Financial Management – Meena Goyal
- Financial Management – P.C. Tulsian
- Financial Management – Pattibhi Ram & Bala

Reference books:

- Financial Management – I.M.Pandey
- Financial Management – Prasanna Chandra
- Financial Management _ Khan & Jain
- Financial management and policy -Van Horne James.C

Pedagogy:

- Lectures, Presentations from students, Case Study, Practical Assignments
- Note: Figures to the right indicates weightage.
- Weightage of Theory & Numericals: Theory 20% Numericals & Caselets 80%

Sr. No.	Topic	Duration (HRS)
1	Introduction to Financial Management: Meaning and significance of Financial Management, Understanding the financial Statements, Various Sources of Funds.	4
2	Ratio Analysis: Ratio – Meaning & Significance, various types of ratios, Liquidity ratios, Profitability ratios, Efficiency Ratios, Solvency Ratios. Interpretation of ratios. Du-Pont Analysis Numerical on: Calculation of ratios from Balance sheet or profit and loss account or data given.	8
3	Capital Budgeting: Capital Budgeting- Introduction, Capital Budgeting Decision techniques, Non Discounting Techniques-ARR & Payback period Method, Discounting Cash flow techniques-discounted PB method, Profitability index method, NPV method, IRR. Numerical on: Payback Period, ARR, NPV, IRR, PI and Discounted Payback Period.	12
4	Leverage Analysis: Degree of Operating Leverage & Business Risk, Degree of Financial Leverage & Favorable and non-favorable financial Leverage. Numerical on: Simple calculation of operating, financial and combined leverage.	6

PGDM & PGDM General 2022-23

BUSINESS RESEARCH METHODS

Programme: PGDM (General) Semester - II Course code: G - GC - 202

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO 2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO 3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO 4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO 5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO 6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

Core books:

- Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press.
- Research Methodology by C.R.Kothari, New Age International Publication.

Reference Books:

- Research Methods for Social Work by Allen, Earl R. Babbie, Cengage.
- Research Methods in Business Studies: A Practical Guide by Pervez Ghauri, Dr Kjell Gronhaug.
- Goods, W.J. and Hatt, P.K., Methods in Social Research, McGraw Hill, New York.
- Scientific Social Surveys and Research: An Introduction to the Background, Content, Methods, Principles and Analysis of Social Studies, Prentice-Hall.
- Moser G., and Kalton G., Survey Methods in Social Investigation.

Pedagogy:

- Lectures, Projects, assignments and use of Statistical Tools (Excel & SPSS).

Sr. No	Topic	Duration (Hrs)
1	<p>Foundations of Research: Meaning, Objective, Motivation and Utility of research, Types of research, The research process, Characteristics of a good research, Formulation of a research problem, Need of business research, Application of research in business. Developing a research proposal. Ethics in conducting business research.</p>	7
2	<p>Research Design: Concept, Research designs: Exploratory research design, Descriptive research design, Causal research design, Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches. Choice of a research design. Types of Variables: Independent, dependent, concomitant and extraneous variables. Basic knowledge of Treatment and Control group. Hypothesis testing: Definition, Formulation of hypothesis, Null hypothesis, Alternative hypothesis, Directional hypothesis, Non-directional hypothesis. Qualities of a good hypothesis, Framing Null hypothesis and Alternative hypothesis. Business examples on hypothesis testing.</p>	8
3	<p>Data and Measurement:</p> <p>Meaning, Need for data. Primary data: Definition, Primary data collection methods. Secondary Data: Definition, Sources of secondary data. Advantages and disadvantages of primary data. Advantages and disadvantages of secondary data.</p> <p>Measurement: Concept of measurement, Levels of measurement: Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison and Forced Ranking - Concept and application. Problems in measurement in management research - Validity and Reliability.</p> <p>Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.</p>	9
4	<p>Sampling Techniques: Basic Concepts: Population, Sample, Characteristics of a good sample. Probability Sampling: Simple Random Sampling, Systematic Sampling, Stratified Random Sampling, Cluster Sampling. Non Probability Sampling: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling and Snowballing Sampling methods. Sampling errors, Non-sampling errors, Methods to reduce the errors, Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numerical not expected)</p>	9
5	<p>Data Analysis: Cleaning of data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of mean, median and mode. Standard deviation, Coefficient of variation. Graphical representation of</p>	10

	data: Appropriate usage of Bar charts, Pie charts, Line charts, Histograms. Cross tabulations, Bivariate correlation: Meaning, Karl Person's coefficient of correlation, Spearman's rank correlation. Simple linear regression: Meaning of regression, Purpose and uses, Interpretation of regression coefficient, Application of regression in business scenarios. t-test and z-test (test of single mean and proportion). Chi -square test of association of attributes. (Statistical analysis using MS excel/SPSS)	
6	Research Reports: Structure of research report, Report writing and presentation. Project assignment: Team project. Research paper discussion.	2

Note:

5. It is desirable to use MS Excel / SPSS for delivery of unit 5.
6. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

PGDM & PGDM General 2020-22

QUALITY AND OPERATIONS MANAGEMENT

Programme: PGDM & PGDM General, Semester – II

Course Code: G-GC-203

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations Management and Quality Management.
CO 2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real world context.
CO 3	APPLYING	DESCRIBE the various methods of manufacturing and their characteristics.
CO 4	ANALYSING	ANALYSIS of operational issues in manufacturing and services organizations.
CO 5	EVALUATING	EVALUATE the various steps involved in performing ABC analysis.
CO 6	CREATING	DISCUSS the applications of network analysis techniques in Project Management.

Core books:

- Operations Management Theory & Practice by B.Mahadevan , Pearson
- Total Quality Management by Poornima M. Charantimath, 2nd Edition, Pearson
- Production and Operations Management by R B Khanna, PHI.
- Quality Management by Kanishka Bedi, Oxford University Press

Reference Books:

- Operations Now - Supply Chain Profitability & Performance by Byron J. Finch
- Production and Operations Management by S.A. Chunwala and .R. Patel
- Production and Operations Management by L.C. Jhamb
- Production and Operations Management by B.S. Goel

Pedagogy:

- Lectures, Case Study, Videos, Power Point presentations, Research Papers.

Sr. No.	Topic	Duration (Hrs.)
1.	Introduction to Quality and Operations Management: Definition, nature, significance and history of Operations Management; Definitions of 'quality', Quality Management -A conceptual framework; Importance of Quality; Cost of Quality (COQ); Dimensions of Product Quality; Dimensions of Service Quality	6
2.	Total Quality Management (TQM): Meaning and Principles of TQM; Quality Gurus: W. Edwards Deming, Joseph Juran, Philip Crosby, Kaoru Ishikawa; Concept of Lean Management; JIT Manufacturing; Kaizen-Continuous Improvement; Poka-Yoke	5
3.	Six Sigma: Introduction to six sigma concept; Six Sigma versus Three Sigma; DMAIC and DMADV approaches in Six Sigma	2
4.	Design of manufacturing processes: Determinants of process characteristics: Volume, Variety and Flow; Types of Processes and Operations systems: Continuous flow systems, Intermittent flow systems, and Project form of Manufacturing; Layout Planning: Types of layouts-Process layout, Product layout, Group Technology Layout, Fixed Position Layout	7
5.	Inventory Management: Concept of inventory, Inventory costs, EOQ Model, Inventory control: ROL, ABC analysis, VED, FSN, GOLF and SOS.	5
6.	Project Management: Introduction to project Management, Introduction to PERT and CPM techniques, Construction of network diagram and finding critical path.	5

INDUSTRY ANALYSIS – DESK RESEARCH

Programme: PGDM & PGDM General, Semester–II
Revised in: January 2020

Course Code: G - GC - 204
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO 2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO 3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO 4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO 5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO 6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

Pedagogy:

- Class Room Lectures, Desk Research, Assignments and viva.

Sector Analysis to be done based on following points:

- Overview and structure of sector
- Porter's 5 forces model
- PESTEL analysis
- Sub sectors & Main Players in the subsectors/sector
 - Market Size, How many Companies & Top Companies
- Key trends and challenges of the sector
- Regulatory bodies in the sector and their role
- Govt. Initiatives
- Contribution to economy, employment & Growth Rate
- Global issues affecting the sector
- Key technological advancements in the sector
- Future and prospects post COVID-19

Company Analysis to be done based on following points:

- Brief of the company
 - (Sector the company belongs to, year of establishment, CEO, Headquarter, geographical location/branches, NSE/BSE listed)
- Vision, mission, values
- Key Financial parameters with brief comments (analysis)
- For finance students- Market capitalization, key financial ratios, EPS, EVA, Turnover, Profit
- For non-finance students- Turnover, Profit
- Products/ Services
- Main competitors and market share of past 5 years
- Key challenges
- SWOT analysis
- Functional Perspective
 - Finance- Sector indices analysis at weekly interval
 - Marketing- pricing strategies, channel management, ad campaigns, extended 3Ps* (applicable for service based organizations)
 - HR- Organization structure, attrition, employee engagement activities, L&D perspective, Green HR
- CSR policy and Corporate Governance Initiatives
- Recent Mergers, Acquisitions and strategic alliances in the sector
- Impact of and response to COVID-19

Following table gives the list of sectors and companies from which students can choose sector and company for analysis:

Sr. No	Reference of the Sector	Reference Companies
1	FMCG	Coca Cola, Mother Dairy, Nestle, ITC, Asian Paint, Berger Paint, Godrej, Colgate Palmolive, Nilons, Cargill, Mother Recipe
2	FMCD	Wipro Lighting, Godrej Interior, Kurlon, Furlenco
3	BFSI	HDFC Bank, ICICI, HDFC Ltd., Religare Securities, Janlakshmi Bank, Yes Bank, SBI card, S& P capital, Bajaj Allianz, Birla Capital, Tata Capital, Standard Chartered, ICICI Securities, ICICI Prudential, Mahindra Finance, Karvy, Bajaj Finserv
4	ITES	Deloitte, E- Clerx, TCS, TTL, Sungard, WNS Global, Quick Heal, Tech Mahindra

5	Retail	Reliance Trends, Reliance Retail, Future Retail, Landmark, Toonz retail, Aditya Birla Retail, Amazon
6	Real Estate	Kolte Patil, Marks Developers, 99 acres, Magik bricks, JLL, Gera Developers, Prop tiger
7	Manufacturing	MRF Tyres, Bridgestone, Atlas Copco, Sandvick Asia, Everest Industries, Sanny Engg., Hyundai Construction.
8	Logistics	Samsara Logistics, NYK, OM logistics, DHL, Maersk Logistics
9	Telecom	Airtel, Idea, Jio, Vodafone

PGDM & PGDM General 2020-22

Basics of Business Analytics

Programmes: PGDM & PGDM General Semester – II

Course Code: G-GC-205

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the various analytical tools and techniques of data based business decision making.
CO 2	UNDERSTANDING	UNDERSTAND the use of most commonly used tools used in business analytics.
CO 3	APPLYING	DEVELOP a thought process to think like a data scientist/business analyst.
CO 4	ANALYSING	ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools.
CO 5	EVALUATING	SELECT the right tool for the given analytics task.
CO 6	CREATING	CREATE data dashboards using analysis tools for better decision making.

Core books:

- Business Analytics: The Science of Data-Driven Decision Making by U Dinesh Kumar 2017.
- Analyzing Data with Microsoft Power BI and Power Pivot for Excel by Ferrari Alberto and Russo Marco 2019.
- Learning Tableau 2019: Tools for Business Intelligence, data prep and visual analytics, 3rd Edition by Joshua N Millgan.
- R Programming for Beginners by Sandip Rakshit 2017.

Reference Books:

- Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
- Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, Ryan Sleeper.
- Power Pivot and Power BI - Book by Rob Collie & Avichal Singh
- The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley

Pedagogy:

- Lectures, Videos, Power Point presentations. Lab based workshops using software's. Real life case studies.

Sr. No.	Topic	Duration (Hrs.)
1.	Introduction to Business Analytics: Introduction to Business Problems, Need for Business Analytics, Type of Analytics – Predictive Analytics, Descriptive Analytics, Prescriptive Analytics. Techniques of Data Analysis – Data Exploration, Clustering, Classification, Different Tool used for Data Analysis – Excel, R, Power Bi, Tableau, Data Preparation, Common Data Problems.	6
2.	Introduction to Power BI: Introduction to Power BI - Need, Importance, Power BI - Advantages and Scalable Option, History - Power View, Power Query, Power Pivot, Power BI Data Source Library and DW Files, Power BI Installation and Cloud Account, Power BI Cloud and Power BI Service, Power BI Architecture and Data Access, Power BI Desktop - Installation, Usage, Sample Reports and Visualization Controls, Report Visualizations and Properties, Chart & Map Report Properties, Hierarchies and Drill Down reports, Dashboard Creation & Sharing.	9
3.	Introduction to Tableau: Introduction to Tableau Server & Desktop, Creating Basic Visualizations, Tableau Desktop UI, Connecting to Data – Live Connection, Extract Data, Combine Data Sources, Join Tables, Blend Data Sources, Cross Database Join, Filtering and Sorting Data, Date Functionality – Discrete & Continuous Dates, Fiscal Dates, Mapping Techniques – Heat Map & Highlight Table, Dashboard Creation, Sharing your Work.	9
4.	Introduction to R Language: Introduction to R & R – Studio, Installation of R, Data Structure in R – Variable in R, R-Overview – Vector, Matrix, Array, List, Data Frame. Operators in R, Import Data Set in R, Conditional Statement – Loops, Strings, Decision Making.	6

Labour Laws- I

Programme: PGDM & PGDM General, Semester: II Course Code: G-HC-206
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO 1	REMEMBERING	ENUMERATE the key concepts of subject matter
CO 2	UNDERSTANDING	DISCUSS the legislations related to labour wages and social security benefits
CO 3	APPLYING	DEMONSTRATE the knowledge of legislations related to working environment
CO 4	ANALYZING	CALCULATE the Bonus, Gratuity and PF contribution with given data
CO 5	EVALUATING	EVALUATE the impact of labour laws on labour welfare

Core text books

- Industrial Law – P L Malik
- Industrial & Labor Laws – S P Jain
- Bare Acts

Sr. No	Topic	Duration
1	Payment of Wages Act, 1936 : Objective of the Act, Fixation of Wage Periods – Time of Payment of Wages, Deductions which may be made from wages, Maintenance of Registers and Records and Powers of Authority under the Act	10
2	Factories Act, 1948- Important definitions, like, Factory, Manufacturing Process, Occupier, Workers, Reportable Accident, Health , Safety & Welfare, Provisions relating to Hazardous Processes, Working Hours of Adults, Employment of Young Persons Annual Leave with Wages, Inspectors, Returns, Punishments & Penalties	12
3	Payment of Bonus Act Meaning of bonus, definitions, computation of gross profit, eligibility for bonus, minimum & maximum bonus, set on & set off of allocable surplus, time limit for payment of bonus, recovery of bonus, maintenance of registers & records, duties of inspectors, penalties.	10

4	Payment of Gratuity Act Definitions, Continuous Service, Controlling authority, Payment of gratuity, Compulsory Insurance, Power to exempt, Nomination, Determination of the amount of gratuity, Inspectors, Powers of Inspectors, Recovery of gratuity Penalties, Exemption of employer from liability in certain cases	8
5	Employees' Provident Fund and Misc. Provisions Act, 1952: Objective, Definition of Employee, Applicability, Exemption, Contribution, Employees' Pension Scheme, Employees Deposit Linked Scheme, Penalties, Withdrawals permissible under the Act	6

PGDM & PGDM General 2020-22

INDUSTRIAL RELATIONS

Programme: PGDM & PGDM General Semester: II
Revised in: January 2020

Course Code: G-HC-207
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO 1	REMEMBERING	DESCRIBE important and critical issues in employee relations
CO 2	UNDERSTANDING	INTERPRET and relate legislations governing employee relations
CO 3	APPLYING	DEMONSTRATE the knowledge of legislations related to working environment
CO 4	ANALYZING	SKETCH the grievance handling procedure
CO 5	EVALUATING	DISTINGUISH strikes/ lockouts, layoffs/retrenchment, strike/lockout
CO 6	CREATING	WRITE a charge sheet, show cause notice, warning letter, suspension pending enquiry letter, dismissal letter

Core text book

- Industrial Relations by Deodhar Punekar

Reference books

- Bare Acts
- Industrial Law – P L Malik
- Industrial Law – J K Bareja
- Labour Laws for managers – B D Singh
- Industrial & Labour Laws – S P Jain

Pedagogy

- For Departmental Inquiry please use Role play Method based on a case (Mock Inquiry)

Sr. No	Topic	Duration (In Hrs)
1	Industrial Relations: Definition, Concept, Nature and scope of Industrial Relations, Importance and need of Industrial Relations, Development of healthy Labor Management Relations, The various approaches to Industrial Relations.	8

2	<p>Industrial Conflicts and Dispute: Definition, Causes of Industrial Disputes/Conflicts, Difference between Individual Disputes and Collective Disputes. Ways for resolving Industrial Disputes/Conflicts.</p>	8
3	<p>Industrial relation Machinery : Negotiations and Collective Bargaining, Conciliation and Mediation, Voluntary Arbitration and Adjudication, Constitution and functions of Works Committees and Joint Committees, Grievance procedure. Grievance handling machinery. Worker's participation in management. Impact of IT/Technology on IR.</p>	8
4	<p>Industrial Disputes Act, 1947: Objects and application, Important definitions, Machinery provided under the Act for investigation and settlement of Industrial Disputes, Notice of Change under Section 9A. Voluntary Arbitration under Section 10A, Settlement, Award, Duration, Binding nature and Penalty for breach of Settlement or Award, Provisions of Section 17B, Strikes and Lockouts – legal and illegal strikes, Justified and Unjustified strikes and lockouts, Lay-off and retrenchment, closure and transfer of undertakings, Distinction between Section 33(1) and Section 33(2) of the Act, Provisions of Section 33 of the Act. Provisions of Section 33A of the Act. How to handle Go-slow, Strike, Violence, Lockout etc.</p>	12
5	<p>Industrial Employment (Standing Orders) Act, 1946: Application of the Act. Important Definitions. Matters on which the Standing Orders are to be framed. Procedure for certification and Modification of Standing Orders. Misconducts under the Standing Orders. Punishments under the Standing Orders. How to conduct a Domestic Enquiry? Principles of Natural Justice. Building a record against delinquent employees Drafting of Reprimand letters, Show cause notice, Charge-sheet, Suspension Pending Enquiry letters and Dismissal letters. Action against employees pending criminal proceedings or for convicted employees.</p>	9

SUSTAINABLE HR PRACTICES

Programme: PGDM & PGDM General Semester: II Course Code: G - HC - 208
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO 1	REMEMBERING	ENUMERATE the key concepts of subject matter
CO 2	UNDERSTANDING	DISCUSS the relation between sustainability and HR
CO 3	APPLYING	APPLY the knowledge of BSC to understand Business
CO 4	ANALYZING	ANALYZE the role of HR in CSR
CO 5	EVALUATING	EVALUATE the effectiveness of various HR functions viz Recruitment, Training

Pedagogy

- Case study based, Presentations based, Guest sessions, Assignments and Group activities

Sr. No	Topic	Duration
1	HR Analytics: concept ,significance, Applications, HR Metrics	8
2	Principles of sustainability and its adoption in Organization ,Role of HR in adoption of Sustainability in an organization	8
3	Green Practices followed in an organization : Initiatives, Need of Green HR & CSR, significance ,Responsibilities of Organizations towards Sustainability	7
4	HR's role in CSR: Functions, Defining CSR, Importance and A tool for attracting talent pool	7
5	Sustainable Business and HR / HR Business partnering: Overview of the concept and application	3
6	Balance Scorecard: Overview and concept	6

Sr. No.	Topic	Duration (Hrs.)
1	Introduction to Learning Definition, Adult Learning, Importance of Learning, Learning-its influence on employee behavior, Learning Process	3
2	Introduction to Training and Development: Definition, Concept, Need for Training and Development, Characteristics of Effective Trainer, Difference between training, education and development and Transfer of Learning	7
3	Training Need Assessments Importance and Mechanisms, Different sources of capturing training needs- Identification of job competencies, Process of Training Need Analysis, Setting Training Objectives, Devising Training Program, Assessment Centers and training	8
4	Training in Organizations: Factors affecting Training Programs, Prepare a Training Calendar and Budget, Communication for Training Schedule, Key factors to be considered during implementation of Training Program and Training Coordination, Sensitivity Trainings and Expatriate Training, Induction, 70:20:10 principle	9
5	Training Evaluation as Learning Tool: Kirkpatrick Model, CIRO Model, Cost Benefit Analysis of Training Programs, Overview of Return on Investment (ROI)	6
6	Developmental Programs in Organizations: Leadership Development, Management Development Programs, Competency based training, Linkage of learning and career advancements	6
7	Emerging Trends In Learning: Technology In Training, Virtual Trainings, Informal Learning and Using social Media for Learning, training for sustainable business and new trends, Learning Management System (LMS), Corporate University	6

COMPENSATION & BENEFITS

Programme: PGDM & PGDM General Semester: II Course Code: G-HC-210
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO 1	REMEMBERING	EXPLAIN key concepts in Compensation & Benefits.
CO 2	UNDERSTANDING	UNDERSTAND the compensation designing Process
CO 3	APPLYING	EXAMINE the different types of compensation strategies
CO 4	ANALYZING	CALCULATE salary and CTC structure with given data.
CO 5	EVALUATING	CATEGORIZE different types of benefits
CO 6	CREATING	DESIGN basic constructs of compensation for special groups

Core text book

- Compensation: Milkovich and Newman

Reference books

- Compensation in the era of Knowledge workers: Richard I Henderson
- Strategic Compensation: Joseph J Martocchio
- Human Resource Management: V S P Rao
- Personnel Management: C. B. Mamoria

Sr. No	Topic	Duration
1	Introduction of Compensation: Definition of Compensation, Evolution of compensation, need and importance of compensation, components of compensation, Compensation Outsourcing, Adhoc or contract employment	6
2	Understanding Strategy and Pay Policies: Compensation and Organization Strategy, Factors that influence Companies competitive strategies and compensation Practices, The Pay Model: Polices Of Pay Model, Internal Alignment, External Competitiveness, and Pay Techniques. Designing of compensation package (cost to company and salary)	7
3	Internal Alignment: Definition, What shapes internal structure, the internal pay structure, best available verses best fit model. Overview of Job analysis, Job description and specification.	7

	Job evaluation- Defining Job evaluation, content, value and external Market Links Methods of Job evaluation and Person based structures.	
4	External Alignment: External competitiveness and its definition, designing pay levels. The Structure of Pay - Grade and pay structure, Broad Branding. Pay Techniques- Competency based pay, Performance based pay/merit based pay, Individual pay and Team pay plans.	8
5	Reward systems: Long Term and short term incentive systems, Financial and Non-Financial incentives, Cafeteria Plan. Welfare measures, Flexi working hours, Sabbatical leave concept, best employee participation in management (statutory and non-statutory) Retention allowance concept.	8
6	Compensation of Special Groups and Executive Compensation: Who are special groups Principles and processes for setting executive compensation, and compensation strategy for the special group, Compensation for sales force, Compensating the flexible workforce, Contingent employees, expat compensation	9

Designing HR Policies

Programme: PGDM & PGDM General, Semester II Course Code: G-HC- 211
Revised in: January 2020 Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO 1	REMEMBERING	ENUMERATE the key concepts of subject matter
CO 2	UNDERSTANDING	UNDERSTAND the policy requirements for recruitment & selection process
CO 3	APPLYING	PREPARE policies on employee benefits
CO 4	ANALYZING	ILLUSTRATE steps involved in designing compensation & benefits policy
CO 5	EVALUATING	CONSTRUCT various HR policies for an organization of your choice

Core Text Books

- Human Resources Management- Aswathappa (6th Edition)
- Principles of Human Resource Management by George W. Bohlander & Scott A. Snell published CENGAGE Learning. (16th Edition)

Reference books

- Dessler, Gary, Human Resource Management, Pearson Education.
- Personnel Management – C.B Matoria & S V Gankar
- Human Resources Management – Mirza S Saiyadain
- Human Resources Management – L.M.Prasad

Sr. no.	Topic	Duration (No. of hrs.)
1	Introduction to HR Policy HR Polices: Concept, Importance, Contents, Important considerations while preparing HR Manual	3
2	Recruitment & Selection: Requirement & Selection Policy, Service Level Agreement, Recruitment Cycle Time, Job Description, Recruitment through Social Networking, Competency Base Hiring	4
3	Appraisal Policy: Defining Appraisal Policy, PMS Process, Reward and Recognition Policy, Process of Performance Improvement, Goal Setting Norms	4
4	Leaves & Travel Policy:	5

	Leave Entitlement: Casual Leave, Earned Leaves, Maternity Leaves, Paternity Leaves, Absence without leave, Working Hours & Holidays, Travel entitlement & allowance,	
5	Compensation & Benefits: Overall Compensation Philosophy, Variable and Fixed Compensation, Tax Free Salary Structure , Retirement Benefits, Medical & Pension Policy	5
6	Employee Engagement & Communication: Employee Engagement Process, Staff Grievance Procedure, Code of Conduct , Work Timings and Holidays, Flexible Working Policy	4
7	Employee Separation: Overall Policies on Separation - Full & Final procedure, Exit interview & Exit Process, Notice Period, Termination Process Resignation formalities	5

PGDM & PGDM General 2020-22

Psychometric Tests & Assessment II

Programme: PGDM & PGDM General, Semester: II

Course Code: G-HE-212

Revised in: January 2020

Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO 1	REMEMBERING	ENUMERATE the key concepts of subject matter
CO 2	UNDERSTANDING	EXPLAIN the purpose of various psychometric tests
CO 3	APPLYING	APPLY the knowledge of psychometric tests to understand human behavior and traits
CO 4	ANALYZING	INTERPRET reports of various psychometric tests
CO 5	EVALUATING	EVALUATE the level of competencies showed by individuals in simulated AC
CO 6	CREATING	CREATE a competency framework for a given job description

Reference Books:

- Psychometric & assessment by Andrea Shavick
- Psychometric tests for dummies by Liam Healy

Topics to be covered:

Sr. No.	Topic	Duration
1	Introduction: Psychological assessment concept and definition, types and usage of psychological tests	12
2	Psychological tests: MBTI, TIFF, FIRO-B, DISC, Conflict management inventory, enneagram, NLP	12
3	Simulated exercise and management games: Simulated assessment centre- students should be able to analyze & rate competencies in AC	6

EMOTIONAL INTELLIGENCE

Programme: PGDM & PGDM General, Semester – II

Course Code: G-HE-213

Revised in: January 2020

Total Hours: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO 1	REMEMBERING	ENUMERATE the key concepts of subject matter
CO 2	UNDERSTANDING	DISCUSS the relation between EI and personal effectiveness
CO 3	APPLYING	APPLY the knowledge of EI for self-emotional regulation
CO 4	ANALYZING	LABEL emotions
CO 5	EVALUATING	EVALUATE the effectiveness of various self-awareness techniques

Core text books:

- Working With Emotional Intelligence: Daniel Goleman
- Emotional Intelligence 2.0: Travis Bradberry and Jean Greaves

Reference books:

- Coaching for Emotional Intelligence: The Secret to Developing the Star Potential in Your Employees - Michael Cornwall
- The Brain and Emotional Intelligence: New Insights: Goleman
- The Language of Emotional Intelligence: The Five Essential Tools for Building Powerful and Effective Relationships - Jeanne Segal

Pedagogy:

- PowerPoint based lectures, Case study, articles, EI Testing Questionnaires.

1	The Emotional Brain <ul style="list-style-type: none">• Definition of Emotional Intelligence.• History of EI• Nature	3
---	---	---

2	Models of EI / Managing EI in Organization & Teams <ul style="list-style-type: none"> • Emotional Intelligence Ability Model • Recognizing Emotions • Using emotions to facilitate thinking & Intellectual Activity • Understanding Emotions • Regulating Emotions 	5
3	Goleman's Emotional Intelligence Framework <ul style="list-style-type: none"> • Self Awareness • Self Regulation • Social Awareness • Social Skills 	5
4	Boosting Emotional Self Awareness <ul style="list-style-type: none"> • Label your emotions • Be an expert on yourself • Identify your emotions • Identify recurring patterns • Recognize area of development & strengthen them • Feedback 	6
5	Emotional Intelligence with Verbal & Non Verbal Clues <ul style="list-style-type: none"> • Body Language • Tone • Speed of Speech • Environmental Clues • Verbal Clues 	5
6	Glossary <ul style="list-style-type: none"> • ABCDEF Model of EI • Social quotient, spiritual quotient 	6

CONFLICT & NEGOTIATION MANAGEMENT

Programme: PGDM & PGDM General, Semester II

Course Code: G - HE – 214

Revised in: January 2020

Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO 1	REMEMBERING	DEFINE the key concepts of subject matter
CO 2	UNDERSTANDING	EXPLAIN the negotiation process
CO 3	APPLYING	APPLY the knowledge of negotiation process and best alternative to negotiated agreement (BATNA) for successful negotiations
CO 4	ANALYSING	APPRAISE the importance of business negotiations and managing conflicts
CO 5	EVALUATING	DEVELOP logical thinking, communication skills and other prerequisite for successful business negotiations and handling organizational conflict.
CO 6	CREATING	COMBINE the theoretical concepts practical methods of managing and resolving organizational conflict and negotiation style in the organizational context.

Core text books:

- Stephen P. Robbins, Seema Sanghi, Essentials of Organizational Behavior
- Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)

Reference Books:

- Newstrom John W. - Organizational Behaviour: Human Behaviour at Work
- Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
- Ashwathapa: Organizational Behavior
- Anjali Ghanekar, Organizational Behavior
- L.M. Prasad, Organizational Behavior

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture & Test.

Sr. no.	Topic	Duration (No. of hrs.)
1	<p>Introduction to Conflict:</p> <p>Overview of Negotiation and conflict resolution. Conflict escalation and de-escalation; Conflict management styles, Cooperative and competitive styles.</p>	5
2	<p>Types of Conflicts Conflicts:</p> <p>Types, Conflict Process, Role of Communication in Conflict Resolution,</p>	4
3	<p>Conflict Management Techniques:</p> <p>Multiple techniques in Conflict Management & Resolution</p>	4
4	<p>Negotiation:</p> <p>Definition of Negotiation, The Best Alternative to a Negotiated Agreement (BATNA) Theory in Negotiation process</p>	5
5	<p>Bargaining Zone:</p> <p>Understand Braining Zone, Win-Win Situation in Bargaining process, planning for Negotiation Process, Give & Get Policy in Negotiation</p>	4
6	<p>Challenges in Negotiation:</p> <p>The Role of Mood & Personality Traits in Negotiation, Cross-Cultural Negotiations, Gender Differences in Negotiations, Reaching on Agreement point in Negotiation process.</p>	4
7	<p>Third-Party Negotiations:</p> <p>Third-Party Negotiations - Mediator, Arbitrator, Conciliator, Consultant</p>	4

Entrepreneurship Development

Program: PGDM & PGDM General, Semester: II
Revised in: January 2020

Course Code: G-ME-215
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	DEFINE	Define the concepts of “entrepreneur”, “entrepreneurship” and list their development in all forms and shapes;
CO 2	SUMMARIZE	Summarize the legal issues involved while setting up an enterprise and entrepreneurial financing;
CO 3	ILLUSTRATE	Illustrate the process involved in forming an enterprise and constructing the required business plan to reach entrepreneurial goals and effectively assess entrepreneurial opportunities.
CO 4	ANALYSING	Analyze the programs designed and formulated by Central, State governments and other important institution in entrepreneurship development
CO 5	EVALUATING	Evaluate the special challenges of starting new ventures and introducing new product and service ideas, the process of founding a start-up
CO 6	CREATING	Creating a business plan.

Core text books:

- Entrepreneurship: New Venture Creation – David H. Holt
- Entrepreneurship – Hisrich Peters
- Entrepreneurship Development - Small Business Enterprise- Poornima Charantimath

Reference book for Reading:

- Entrepreneurial Development - Vasant Desai
- Cases in Entrepreneurship - Morse Mitchell
- Management & Entrepreneurship - Bedi
- Entrepreneurship - Bruce Barringer

Pedagogy: Movies, Video Cases & Documentaries, Practical/Field Assignments, Classroom lectures.

Sr. No.	Topic	Duration (Hrs.)
1	The Entrepreneurial Development Perspective Entrepreneurship as a career. What it takes to be an entrepreneur. Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur. Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development. Entrepreneurial Culture Case Study on Entrepreneurial Culture	7
2	Legal Environment and Government support Concept of Licensing, Patent, Copyrights, Trademarks and certifications required,. Brief knowledge about agreements and instruments essential in business, Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants, Concepts of EOU	6
3	Creating Entrepreneurial Venture Entrepreneurship development cycle Business plan: objectives, elements, market analysis, SWOT analysis, Industry analysis, Environment analysis, Porters Five forces Model, Sector analysis: Opportunities and innovation, Buying a existing business, Merger and Acquisitions, Risk evaluation.	6
4	Funding of an enterprise and institutions supporting Entrepreneurs : Sources of Funds – Bootstrapping, Angel and Venture capitalist, other sources of deb. Concept of incubator. Central and state level institutions - SIDBI, NABARD, IDBI.	6
5	Sustainability through Social and Rural Entrepreneurship Defining Social Entrepreneurship: need, characteristics and benefits. Introduction and Concept of rural entrepreneurship, sustainability through rural entrepreneurship, Make in India, Start - up India, Make in India.	5

PGDM & PGDM General 2020-22

Semester- III, HR Specialization

STRATEGY AND ENTERPRISE PERFORMANCE MANAGEMENT

Programme: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course code: G - GC - 301
Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic terms and concepts in Strategic Management.
CO 2	UNDERSTANDING	EXPLAIN the various facets of Strategic Management in a real world context.
CO 3	UNDERSTANDING	DESCRIBE the trade-offs within and across strategy formulation, implementation, appraisal.
CO 4	APPLYING	INTEGRATE the aspects of various functional areas of management to develop a strategic perspective..
CO 5	ANALYSING	EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.
CO 6	CREATING	DEVELOP the capability to view the firm in its totality in the context of its environment.

Core Text Books:

- Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition
- Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition
- Management Control Systems : Robert Anthony and Vijay Govindarajan
- Management Control Systems : Pradip Kumar Sinha

Reference Books:

- Business Policy and Strategic Management by P. Subba Rao
- Measure What Matters By John Doerr
- Strategic Management by Friancs Cherunilam
- Modern MCS by Kenneth A. Merchant
- Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson, 12th edition.

Pedagogy:

- Classroom sessions, Case studies, Seminars, presentations, Institution visits

Sr. No.	Topic	Duration (Hrs.)
1	1.1 Understanding Strategy: Concept of strategy, Corporate, Business and Functional Levels of Strategy	8

	<p>1.2 Introduction to Strategic Management: Meaning and Characteristics of strategic management, strategic management Vs. operational management; Process of strategic Management</p> <p>1.3 Stakeholders in business and their roles in strategic management</p> <p>1.4 Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)</p> <p>1.5 Analyzing Company's External Environment: Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP)</p> <p>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis</p>	
2	<p>2.1 Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis</p> <p>2.2 Value Chain Analysis Using Porter's Model: primary & secondary activities</p> <p>2.3 Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit</p> <p>2.4 Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model</p>	7
3	<p>3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy</p> <p>3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances), Retrenchment– Turnaround, Divestment, Liquidation, Outsourcing Strategies</p>	7

4	<p>4.1 Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation;</p> <p>4.2 Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework</p>	6
5	<p>5.1 Performance Management: Concept, need</p> <p>5.2 Financial performance evaluation parameters: Responsibility Accounting, External audit, Evaluating economic performance of a business unit, Internal audit, role of financial controllers,</p> <p>EVA, ROI, ROA, MVA approaches for Implementation of performance in a business unit.</p>	6
6	<p>6.1 Performance Evaluation Parameters for Manufacturing Organization;</p> <p>6.2 Performance Evaluation Parameters for Service Organization: Banks, Retail, Hotel, Health care, Non-profit;</p> <p>6.3 Performance Evaluation Parameters for Projects</p>	5
7.	<p>Measure What Matters :</p> <p>7.1 OKRs (Objectives and Key Results) in action: Google, meet OKRs, Operation Crush: An Intel story, Connect: The Intuit Story; Track: The Gates Foundation Story; Stretch: The YouTube Story</p> <p>7.2 The New World of Work: Continuous Performance Management: OKRs and CFRs, Culture: OKRs catalyze culture and CFRs nourish it,Overcoming OKR resistance³ with a culture makeover.</p>	6

SUMMER INTERNSHIP PROGRAMME

Programme: PGDM and PGDM-General, Semester – III
Revised in: January 2020

Course Code: G - GC - 302
Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic process of acquiring on the job skills, knowledge, attitudes and perceptions
CO 2	UNDERSTANDING	EXPLAIN the experience of getting immersed in actual supervised professional environment
CO 3	UNDERSTANDING	DESCRIBE the various insights into working of the real organizations
CO 4	APPLYING	INTEGRATE the deeper understanding gained by working in specific functional areas into your attitude towards work
CO 5	ANALYSING	EXPLAIN the perspective developed towards business organizations in totality
CO 6	CREATING	DEVELOP the confidence for future interviews and Corporate Assignments

Notes:

- At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.
- SIP can be carried out in: Corporate Entity, NGO, SME, Government Undertaking, Cooperative Sector
- SIP may be a research project - based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

Executive Summary, Organization profile, Outline of the problem/task undertaken

Research methodology & data analysis (in case of research projects only)

Relevant activity charts, tables, graphs, diagrams, etc.

Learning of the student through the project, Contribution to the host organization

References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The student shall submit TWO hard copies of the project report in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

PGDM & PGDM General 2020-22

INTERNATIONAL BUSINESS EXPOSURE PROGRAMME

Programme: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course Code: G - GC - 303
Total Hrs: 30

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE multiple aspects of international business including culture, social and economic aspects of the region.
CO 2	UNDERSTANDING	UNDERSTAND the foreign economy and its eco-systems.
CO 3	APPLYING	IDENTIFY various environmental factors associated with international business.
CO 4	ANALYSING	EXAMINE various models and practices of International Business.
CO 5	EVALUATING	EVALUATING the difference between domestic and international economy and culture.
CO 6	CREATING	DEVELOP student's perspective of viewing world economy as driver of global business.

Pedagogy:

- International Tour, Guest Sessions, Industry Visits, Interactions with International Experts, International University Visits and International workshop.

INNOVATION MANAGEMENT AND SUSTAINABILITY

Programme: PGDM & PGDM General, Semester – III
Revised in: January 2020

Course Code: G – GC-304
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the key areas relevant to innovation management and sustainability.
CO 2	UNDERSTANDING	INTERPRET the various models of innovation.
CO 3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO 4	ANALYSING	ANALYSIS of various applications of design thinking.
CO 5	EVALUATING	EVALUATE the role of sustainability in gaining competitive advantage.
CO 6	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context

Core text books:

- Innovation Management by Dr. C.S.G. Krishnama Charyulu and Dr. R. Lalitha, Himalaya publishing.
- Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
- The Necessary Revolution by Peter Singe

Reference Books:

- Westland, J.C. (2008) Global Innovation Management: A Strategic Approach, Palgrave Macmillan
- Innovation Management, Allan Afuah, Oxford Indian Edition.
- Complete Design Thinking Guide for Successful Professionals by Daniel Ling
- The sustainable MBA Giselle Weybrecht
- Strategy for Sustainability: A Business Manifesto - Adam Werbach

Pedagogy:

- Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Workshop and Field Assignments

Sr. No.	Topic	Duration (Hrs.)
1	Basics of Innovation Management and Sustainability: Innovation Management, Innovation Environment, Innovation Opportunities, , Definitions of Sustainability, Significance of Sustainability, Relation between Innovation and Sustainability	4
2	Managerial Aspects of Innovation Function: Organization for Innovation, Strategizing Innovation, Managing Innovation Function, Climate and Culture for Innovation.	3
3	Innovation Process: New Product Development, Process Innovation, Product Innovation, Innovation Diffusion, Legal Aspects of Innovation, Innovative Society.	3
4	Models of Innovation – Schumpeter and creative destruction, Incremental versus Radical Innovation, Abernathy –Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View, Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster’s S Curve.	5
5	Innovation & Creativity: Creativity and Human Factors – Individual, Team, and Leadership; Creative individual, Group Creativity, Managing Creative Employees, Innovation and Entrepreneurship	4
6	Innovation strategies: Opportunity Recognition and Execution Strategies: Capturing Value from Innovations.	3
7	Design Thinking: Concept and purpose of design thinking; Understand key characteristics of design thinking; Understand the 5 action phases of design thinking-Empathize, Define, Ideate, Prototype and Test	4
8	Transformation to Sustainability: Various Models and Case Study, Sustainability for competitive advantage	4

Labour Laws- II

Programme: PGDM & PGDM General Semester: III Course Code: G-HC-305
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	ENUMERATE the key concepts of subject matter
CO 2	UNDERSTANDING	DISCUSS the legislations related to labour welfare
CO 3	APPLYING	DEMONSTRATE the knowledge of provisions given for prevention of sexual harassment and maternity benefits
CO 4	ANALYZING	CLASSIFY various benefits under ESIC Act
CO 5	EVALUATING	ASSESS the provisions of Trade Unions and provisions related to contractual labour.

Core text books

- Industrial Law – P L Malik
- Industrial & Labor Laws – S P Jain
- Bare Acts

Sr. No	Topic	Duration
1	Trade Unions Act, 1926: Definitions, Appointment of Registrars, powers and duties of Registrars, Application form registration of Union under the Act, Content of rules of Trade unions, documents to be submitted to Registrar, Registration of Union, Cancellation of registration of Union, Rights and Liabilities of Unions, general fund and political fund, dissolution and amalgamation of unions, Returns.	8
2	ESI Act Short title, extent & application, definitions, Corporation, standing committee & medical benefit council, registration & cessation of membership, power of corporation & standing committee, finance & audit, contributions, benefits under the act, penalties	11
3	Contract Labor (Regulation and Abolition) Act, 1970: Objective of the Act, Important Definitions, like, Contractor, Contract Labor, Workman, Principal Employer and Establishment, Powers of Appropriate Government To prohibit employment of contract labor, Registration and License, Welfare Liability of Principal Employer.	8

4	Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 Preamble and background, Definitions, prevention of Sexual Harassment, constitution of internal complaint committee, constitution of local complaint committee, inquiry into complaint, duties of employer, miscellaneous	8
5	Maternity Benefit Act, 1961: Application of the Act, Definitions, Employment of or work by woman prohibited during certain period, Right to payment of Maternity Benefit. Payment of Medical Bonus, Leave for miscarriage, etc. tubectomy operation, illness arising out of pregnancy, delivery, nursing breaks. Appointment of Inspectors, powers and duties of inspectors, forfeiture of Maternity Benefits, Registers to be maintained, penalties.	10

PGDM & PGDM General 2020-22

STRATEGIC HUMAN RESOURCE MANAGEMENT

Programme: PGDM & PGDM General Semester- III
Revised in: January 2020

Course Code: G-HC-306
Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	ARTICULATE the basic concepts of SHRM
CO 2	UNDERSTANDING	UNDERSTAND the link between HR strategies to the organizational business strategies
CO 3	ANALYSING	Analyse the case studies of high performing and failed organizations
CO 4	EVALUATING	INTERPRET and EVALUATE the strategic perspective of various HR strategies
CO 5	CREATING	DESIGN HR processes (for Expats)with international perspective

Core text books:

- Human Resources Management- Aswathappa (5th/6th Edition)

Reference Books:

- Dessler, Gary, Human Resource Management, Pearson Education.
- Shell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
- Personnel Management – C.B Mamoria & S V Gankar
- Human Resources Management – Mirza S Saiyadain
- Human Resources Management – L.M.Prasad
- Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi.

Pedagogy: Class Room Lectures, Case Study, Role Play, Assignment

S. No	Topic	Duration
1	1. Introduction <ul style="list-style-type: none">The Evolving/ strategic role of HRMStrategic HR Vs Traditional HRBarriers to strategic HRModels of SHRM (High-commitment mgmt ,High performance, High involvement)Approaches to the development of HR strategies (Best fit, Bundling)Approaches to attaining strategic fit(Competition strategy, Organizational typology)	5

2	<p>HR as Strategic Business Partner</p> <ul style="list-style-type: none"> • Linking Business Strategy to HR Strategy • HR a supportive Role to Business / Managers / Employee • HR in Y Gen after Automation impact (not in copy book) • Concept of 80 -20 • Transactional and Transformation Role of HR 	5
3	<p>HR Service Centre -</p> <ul style="list-style-type: none"> • Concept / Scope of HR Service Centre • SLA (Service Level Agreements) for HR Service Centre • Seating up HR Service Centre (process mapping, technological requirements, Intranet / Portal) • Role of Technology (ERP) in running HR Service Centre • Measuring HR Service Centre effectiveness 	10
4	<p>High Performing Organizations and failed organizations –</p> <ul style="list-style-type: none"> • Concept of High Performing Organizations • Creating Performance oriented Culture • Differentiating role of HR in High Performing Organizations • Analyze case studies of High performing and failed organizations 	10
5	<p>International HRM:</p> <p>Approaches to IHRM - Differences between Domestic & IHRM - Social and cultural context of IHRM, Managing culture diversity, HRM in major economies of the world - Sustaining international business operations Transferring staff for international business, types of international assignments, standardization of work practices, international joint ventures, motivation and reward in international joint ventures</p> <p>International Staffing/Recruitment and Selection - Training and development of international staff, International Compensation - components and problems of International Compensation., The Repatriation Process - Industrial relations, Key issues in international industrial relations</p>	10

PERFORMANCE MANAGEMENT SYSTEM

Programme: PGDM & PGDM General, Semester III Course Code: G-HC-307
Revised in: January 2020 Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts of PMS
CO 2	UNDERSTANDING	DEMONSTRATE the communication skills required when managing achievement and underachievement.
CO 3	APPLYING	IDENTIFY factors affecting Performance Measurement
CO 4	ANALYZING	ANALYZE various tools for performance assessment
CO 5	EVALUATING	COMPARE various organizational performance management systems and best practices.
CO 6	CREATING	DESIGN a performance management process for an organization.

Core text books:

- Performance Management , Herman Aquinis Pearson Education
- Performance Management and Appraisal systems T.V.Rao

Reference Books:

- Performance Management By Prem Chadha
- Performance Management Concepts, Skills and Exercise By Robert L Cardy
- Performance Management by Michal Armstrong and Angela Baron

Pedagogy: Class room lecture, Cases, article& Project Work

Sr. No	Topic	Duration (in Hours)
1	Introduction to Performance management system: Definition of performance Management Aims and role of PM Systems, Characteristics of an ideal PM systems, Performance Management Process, Performance management and Goal Setting Process	5
2	Designing of PMS – Aligning PMS with Organization strategy, Defining performance Goals Setting Process, KRA/ PKI Templates, PSM Process Flow, PMS Cycle, Define	5

	Performance Rating, Linking Performance Rating with Rewards, PMS Process Handbook for Employees	
3	<p>Performance Management System – Review of Individual Performance</p> <p>Individual KRA & KPI Process, Formal and Informal Appraisal Discussion, Mid-Year & Annual Appraisal Discussion, Competency review, Methods of Gathering Performance Information, Appraisal Discussion with Manager, Appraisal Feedback from Supervisor, Performance Rating Finalization, Bell Curve Or Rating Normalization Process</p>	7
4	<p>Conducting Staff Appraisals:</p> <p>Introduction to Self-Appraisal, Skills required for Self-appraisal, the role of the appraiser, raters errors, data collection for Self-appraisal, conducting an appraisal interview (Supervisor), follow up & validation, present thoughts & future directions, Appraisal communication.</p>	7
5	<p>Performance management & Employee Development:</p> <p>360 Degree feedback as a developmental tool, MBO, Competency review with respect to individual profile, Training Need Analysis & Performance Feedback</p>	5
6	<p>Appraisal Process and Reward Management</p> <p>Performance management & reward systems: performance linked remuneration system; performance linked planning and promotion policy. Performance Appraisal methods (Traditional as well as modern methods).</p>	5
7	<p>Performance Coaching and Mentoring:</p> <p>Concept of Performance Coaching, the need for performance consulting, Role of the Couch in performance consulting, Counselling for better performance, Coaching Feedback mechanism in organization, Performance Coaching, Evaluation of Coaching Performance System in Organization</p>	6
8	<p>Managing performance though Balance Score Card –</p> <p>Balance Score Card at Individual and Business Unite Level, Goal Setting in BS, Implementing BS as Performance Tool, Four Pillars of BS Systems</p> <p>Project - Student to select one Organisation and prepare presentation on - Balance Score Card</p>	5

CURRENT TRENDS IN HRM

Programme: PGDM & PGDM General, Semester: III Course Code: G - HC - 308
Revised in: January 2020 Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE key concepts related to subject matter
CO 2	UNDERSTANDING	DISTINGUISH various HR jargons
CO 3	ANALYZING	ANALYZE various current trends in domain of HRM
CO 4	EVALUATING	EVALUATE the effectiveness of recruitment process
CO 5	CREATING	DESIGN a plan to ensure diversity and inclusion at workplace

Pedagogy

- Case study based, Presentations based, Guest sessions, Assignments and Group activities

Sr. No	Topic	Duration
1	HR Accounting: Knowing the concept and how is it practiced in Organizations	7
2	HR Glossary: Familiarizing with different terminologies of HR	8
3	Recruitment Trends: HR Innovation, Changes in Talent Sourcing, smarter recruitment, Assessment Centers, measuring effectiveness of recruitment	5
4	Business Partnering and Inclusivity: Sustainable Business and HR / HR Business partnering: Overview of the concept and application, HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services, concept of Diversity, Equity & Inclusion (DE&I).	10

EMPLOYEE WELLNESS AND STRESS MANAGEMENT

Programme: PGDM & PGDM General, Semester: III Course Code: G - HE - 309

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts of subject matter
CO 2	UNDERSTANDING	UNDERSTAND the various aspects of physical and mental wellness
CO 3	APPLYING	DETERMINE factors affecting mental health (or causes of stress)
CO 4	EVALUATING	EVALUATE the effectiveness of stress management training
CO 5	CREATING	DESIGN a plan to help employees manage stress

Pedagogy

- Case study based, Presentations based, Guest sessions, Assignments and Group activities

Textbook:

- Seaward, B. L. (2002). *Managing stress: Principles and strategies for health and wellbeing* (3rd ed.). Sudbury, MA: Jones and Barlett Publishers.
- End of Stress: Four Steps to Rewire Your Brain by Don Joseph Goewey

Sr. No	Topic	Duration
1	Employee wellness Establishing a worksite wellness strategy, Best practices in worksite wellness programming, Prevention Programmes the workplace	6
2	Wellness and its significance Fitness for Everyone, Driver Wellness, Workplace Stress Management Training – Wellness Training, A Manager's Role in Wellness, Wellness and You	6
3	Significance of Wellness How to improve the physical and mental health of employees? Significance of wellness, benefits of stress management.	6

4	Stress Management Stress management concept ,need ,significance and How to cope up with stress at workplace	6
5	Stress at work place Prevention and management of stress, balancing work and life, workspace spirituality.	6

PGDM & PGDM General 2020-22

COACHING AND MENTORING

Programme: PGDM & PGDM General, Semester III Course Code: G - HE - 310

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	ENUMERATE various concepts of Mentoring and Coaching.
CO 2	UNDERSTANDING	UNDERSTAND techniques of Mentoring and Coaching
CO 3	APPLYING	APPLY understanding of Mentoring and Coaching to real world scenarios
CO 4	ANALYZING	ANALYZE issues in Mentoring and Coaching
CO 5	EVALUATING and CREATING	DEVELOP skills needed to become Mentor, Coach

Core Book:

- Counselling Skills for Managers by Kavita Singh
- Coaching and Mentoring Skills by Andrew J. DuBrin

Reference Books:

- Counselling and guidance by S. Naranyan Roa
- Essential Business Coaching (Essential Coaching Skills and Knowledge) by veri Leimon ,Francois Moscovici, Gladeana Mcmahon
- Mentoring: Practical Guide to the Skills of Mentoring (Manager's Pocket Guides) by Reg Hamilton, Sophie Grillet

Pedagogy: Class room lecture / Discussion, Case study Discussion, Workshop with Assignment and Project Work

Sr. No	Topic	Duration
1	Developing the Foundation: Introduction to Coaching, Counseling and Basic frameworks, Establishing confidence and trust with our employees, Understanding the influence of management styles on employee behaviour, Deal with different personalities more effectively with our management skills training, Using common sense motivating factors	7

2	Coaching Employees for Maximum Performance: Creating a team vision, Making employees accountable and responsible, Giving effective positive and negative feedback, Using feedback to change employee behaviour, Gain their commitment to improve, Preparing a coaching plan	8
3	Counseling Employees to Improve Performance: Rules of negotiation and Common Mistakes, Using constructive versus destructive communication, Issuing and documenting formal and informal verbal warnings, Legally safe written warning documentation, Progressive disciplinary guidelines, Developing a PIP-performance improvement plan that works	8
4	Difficult Coaching & Counseling Situations Employees bringing personal problems to work, Handle difficult or explosive personalities and behaviours, Safely terminate employees who don't improve, Coach employees who are personal friends or former peers, Counsel employees who are older than or have more seniority than the manager , Deal with chronic complainers	7

PGDM & PGDM General 2020-22

RECRUITMENT AND SELECTION LAB

Programme: PGDM & PGDM General, Semester: III Course Code: G - HE - 311
Revised in: January 2020 Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts of subject matter
CO 2	UNDERSTANDING	UNDERSTAND the scientific process of selection of candidates in an organization.
CO 3	APPLYING	DEMONSTRATE skills to conduct selection interview (structured and unstructured)
CO 4	ANALYZING	ANALYZE various recruitment sources
CO 5	EVALUATING	EVALUATE recruitment processes adopted in various sectors

Pedagogy

- Case study based, Presentations based, Guest sessions, Assignments and Group activities

Sr. No	Topic	Duration
1	Concept of recruitment and selection – sources of recruitments, advantages and disadvantages, Scientific selection process. Difference between recruitment and selection	5
2	Employee Selection Methods- screening ,testing ,interviewing candidates ,legal issues in selection	5
3	Ongoing Recruitment and Selection Issues, The Future of Recruitment and Selection, Understanding of Job analysis and job competency models	5
4	Recruitment and selection practices followed in various sectors – IT ,BFSI ,FMCG,Services,Manufacturing	15

Employer Branding & Employee Value Proposition

Programme: PGDM & PGDM General, Semester III
Revised in: January 2020

Course Code: G - HE – 312
Total Hrs: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts of subject matter
CO 2	UNDERSTANDING	DEMONSTRATE the linking of employer branding and EVP with talent acquisition and retention
CO 3	APPLYING	IDENTIFY factors affecting employer branding and employee value proposition
CO 4	ANALYZING	ANALYZE role of leadership in creating employer brand
CO 5	CREATING	DESIGN a plan to create Employer Brand

Unit no.	Unit Heading	Content of Unit	No. of hrs.
1	Brand-Basics	Brand Ideals-Brand elements-Brand dynamics – brand and its Stakeholders	3
2	Employer Branding	Concept of employer brand, needs and aspiration of employees, managerial challenges, role of leadership, developing employer brand concept, strategic perspectives of employer branding	6
3	Employer Brand & Value Proposition	Brand fundamentals: Benefits, brand analysis, brand value, brand positioning and differentiation, brand management and development, brand life cycle, branding process	6
4	Employer Brand insight	Employer Brand insight and positioning: Employee insights, Talent market insight, brand identity, brand integration, positioning model, brand vision model, employee value proposition-measuring employer brand	7
5	Brand communication and management:	Emotional engagement, employee commitment and behavioral change, branding policy, practices, key responsibilities of employer brand management-Employee Engagement,	8

Suggested Readings/ Reference Books –

1. The Employer Brand: Bringing the Best of Brand Management to People at Work [Simon Barrow, Richard Mosley, Wiley
2. Employer Branding by Hugh Davies, BookPal
3. Designing Brand Identity: An Essential Guide for the Whole Branding Team by Alina Wheeler

4. The Employer Brand by Helen Rosethorn, Gower

5. Employer Branding and the Employee-Life-Cycle: How to become an attractive employer by Cyrill Ting, AV Akademikerverlag

6. The Cultural Fit Factor: Creating an Employment Brand That Attracts, Retains, and Repels the Right Employees by Lizz Pellet , Society for Human Resource Management

7. The HR Trailblazer: Unlock the Potential of Your Employer Brand by Jeff Waldman, Christine McLeod

PGDM & PGDM General 2020-22

Semester- IV, HR Specialization

PGDM & PGDM General 2020-22

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Programmes: PGDM & PGDM General, Semester - IV
Revised in: January 2020

Course code: G – GC - 401
Total Hrs. : 45

Course Outcomes: On successful completion of the course the learners will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE major theories, concepts, terms and models of Business Ethics and Corporate Governance.
CO 2	UNDERSTANDING	UNDERSTAND the business ethical decision rationale.
CO 3	APPLYING	APPLY Principles, Theories, Models and Framework of Business Ethics and Corporate Governance in order to incorporate value system in work culture and work place.
CO 4	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior.
CO 5	EVALUATING	INTERPRET the Corporate Governance Models.
CO 6	CREATING	ELABORATE ethical issues in different business areas of marketing, HRM and Finance.

Core books:

- Ethics in Business & Corporate Governance – S.K Mandol (2nd Edition)
- Corporate Governance – Principles, Policies and Practices – A.C. Fernando, EK Satheesh (3rd Edition)

Reference Books:

- Corporate Governance – Anil Kumar
- Business Ethics, Concept & Cases – Manuel Velasquez
- Business Ethics – Peterson & Ferrell

Pedagogy:

- Case study
- Class discussion with current & relevant examples

Sr. No.	TOPIC	DURATION (Hrs.)
1	Business Ethics - Introduction	6
	Concept of Ethics, Introduction to business ethics, Morality & Moral Standards, Ethical Principles Scope, Nature & Relevance of Ethics in Management Ethics – Rights & Duties Law, Ethics & Business	
2	Business Ethics – Application & Issues	8

	<p>Ethical Decision making in Business – Ethical Dilemma for a manager</p> <p>Ethics – Individual (Rights & Obligations) and Organization responsibility for ethics.</p> <p>Ethical Issues in Marketing / Finance / Human Resource.</p> <p>Ethics & Environment – Ecological protection and Carbon Credit</p>	
3	Corporate Governance – Introduction	6
	<p>Concept of corporation and Corporate governance, corporate citizenship</p> <p>Distinction between Governance & Management</p> <p>Corporate Governance - Meaning, Scope (Narrow to Broader Perspective), Issues in Corporate Governance</p>	
4	Evolution of Corporate Governance	6
	<p>Historical Perspective of Corporate Governance</p> <p>Theories on Corporate Governance – Stewardship, Agency, Stakeholder theory.</p> <p>Corporate Governance Models – Anglo-American, Japanese, German & Indian model on corporate governance</p> <p>Essence of governance – Obligation towards Society, Investors, Employees, Customer. Shareholder vs Stakeholder.</p>	
5	Committees & Codes on Corporate Governance	6
	<p>Development of codes on Corporate Governance – CII Code, SEBI initiative. Birla, Narayan Murthy, Uday Kotak Committee. McKinsey Survey and Cadbury committee.</p> <p>World Bank & OECD Principles on Corporate Governance</p>	
6	Issues, Agents & Institutions in Corporate Governance	7
	<p>Whistle Blowing Mechanism, Insider Trading.</p> <p>Corporate governance & Investor Protection- Rights & privileges of shareholders</p> <p>Board of Directors & Corporate Governance – Roles & Responsibility of Directors, Independent Directors, Director Remuneration</p> <p>Auditors & Corporate Governance</p> <p>Corporate Governance & CSR</p>	
7	Corporate Governance in emerging economy	6

	<p>Governance in developing and transition economy - Problems, Institutional framework, Challenges.</p> <p>Governance in global Society - Globalization, Role of MNC, Global Issues on governance.</p> <p>Governance & Sustainability.</p>	
--	--	--

Suggested Case Studies:

<ul style="list-style-type: none"> ▪ Merck & Company – River Blindness in Africa. 	<ul style="list-style-type: none"> ▪ Satyam Computers / Infosys.
<ul style="list-style-type: none"> ▪ Slavery in Chocolate Industry 	<ul style="list-style-type: none"> ▪ Global Trust Bank / Asian or Global Financial Crisis
<ul style="list-style-type: none"> ▪ Fall of Enron Corporation 	<ul style="list-style-type: none"> ▪ ITC – Is Corporate Governance Skin Deep

PGDM & PGDM General 2020-22

LABOUR LAWS III

Programme: PGDM & PGDM General, Semester: IV Course Code: G-HC-402
Revised in: January 2020 Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO1	Remembering	Enumerate the key concepts of subject matter
CO2	Understanding	Discuss the legislations related to labour wages and equal remuneration
CO3	Applying	Demonstrate the knowledge of legislations related to child labour
CO4	Analyzing	Calculating the compensation paid for different types of disability
CO5	Evaluating	ASSESSING the provisions related Bombay Shops and establishment act

Core text book

- Industrial Law – P L Malik
- Industrial & Labor Laws – S P Jain

Bare Acts

Unit1	Topic	Duration
1	<p>Minimum Wages Act,1948: Interpretation, fixing of minimum rates of wages, Procedure for fixing and revising minimum rates of wages, Advisory Board, Central Advisory Board, Composition of committees, Overtime, Minimum rates of wages for piece work, Maintenance of registers and records, Inspectors, Claims, Penalties for undisbursed amounts due to employees, penalties for certain offences, offences by companies, contracting out, exemption of employer from liability in certain cases, contracting out.</p>	12
2	<p>Employees Compensation Act, 1923: Definitions, Employer's liability under the Act. Amount of compensation, Compensation to be paid when due and penalty for default, Notice and claim, Returns as to compensation, Contracting out, Penalties, Registration of agreements, Appeals and Recovery.</p>	11
3	<p>Equal Remuneration Act, 1976: Definitions, Complaints and claims under the Act. Inspectors, Penalties</p> <p>Child Labour (Prohibition and Regulation) Act, 1986 : Objectives, reasons, prohibition of child labour, Child labour technical advisory committee, regulation of work of conditions of children, hours of work, weekly holidays, inspectors, penalties</p>	12

4	Bombay Shops and Establishments Act, 1948 : Object of the Act , Definition – Commercial Establishment, Registration of Establishment Shops, Hotels, Restaurant , Working Hours, Interval of Rest and Spread over, Holiday, Opening & Closing Time, Employment of Children and Young Persons, Leave with Wages, Notice of Discharge and Dismissal & Maintenance of Registers and Punishment	10
---	---	----

PGDM & PGDM General 2020-22

HUMAN RESOURCE INFORMATION SYSTEM

Programme: PGDM & PGDM General, Semester: IV Course Code: G-HC 403
Revised in: January 2020 Total Hrs: 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	ENUMERATE fundamental concept of HRIS
CO 2	UNDERSTANDING	UNDERSTAND various technology driven features that can be adapted for HRM functions
CO 3	APPLYING	DETERMINE impact of technology on HRM functions.
CO 4	ANALYZING	ANALYSE issues regarding technology in HRM functions.
CO 5	EVALUATING and CREATING	DEVELOP competencies needed to adapt technology in HRM functions

Core text books

- Human Resource Information Systems: Basics, Applications, and Future Directions
Michael J. Kavanagh, Mohan Thite, Richard D. Johnson

Reference books

- Handbook of human resource information systems: reshaping the human resource function with technology Alfred J. Walker
- Management Information Systems In Knowledge Economy Joseph

Pedagogy: Case study based, Presentations based, Assignments and Group activities

Sr. No	Topic	Duration
1	Introduction Of Human Resource Information System: Meaning, Definitions, Evolution, HRIS Need Analysis, Database Concepts and Applications in HRIS Advantages & Disadvantages of HRIS, Linkage between HR functions and HRIS, Cost and benefits of HRIS.	8
2	Data Management for HRIS - Data Formats - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment. HRIS Life Cycle: HR responsibility in each phase of HRIS development – delete	8

3	Pre implementation stage of HRIS: Objective of HRIS Systems and use of HR MIS to business, HRIS Planning, HRIS Reporting Formats, HRIS Tools & use of Technology, Budget	5
4	HRIS modules: Recruitment, Induction, Training, Performance Management, Compensation and Benefits Payroll Leave Management, Exit Interview and attrition Management	8
5	Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Orientation & Training Modules for HR & other Functionaries -- HRIS & Employee Legislation - An Integrated View of HRIS. Information Security and Privacy and Future of HRIS - delete	10
6	Overview on Popular HRIS Automated systems; Modern trends in HRIS; Digital Transformation in HR	6

PGDM & PGDM General 2020-22

ORGANISATION DEVELOPMENT & CHANGE MANAGEMENT

Programme: PGDM & PGDM General, Semester: IV Course Code: G-HC-404

Revised in: January 2020

Total Hrs. 45

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts of subject matter
CO 2	UNDERSTANDING	UNDERSTANDING change management model and practices
CO 3	APPLYING	IDENTIFY various challenges the OD Function faces while executing the operational plans in fast changing dynamic business environment.
CO 4	ANALYZING	ANALYZE various OD interventions
CO 5	CREATING	IMPLEMENT OD applications, IMPLEMENT change at various levels

Core Text Books:

- French, Wendell L. and Lecil H. Bell, Organisation Development, PHI, New Delhi
- Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, response Books, New Delhi.

Reference Books:

- An experiential approach to OD By Donald Brown & Donald Harvey
- Cummings, Thomas G. and Christopher G. Worley, Organization Development and Change, Thomson Learning.
- Chowdhury, Subir, Organization 21C, Pearson Education.
- Dr. Anjali Ghanekar, Essentials of Organizational Development, Everest Publication

Pedagogy: Class room lecture / Discussion, Case study Discussion, Workshop with Assignment and Project Work

S. No.	Topic	Duration
1	Change-Stimulating Forces-Change Agents-Planned Change-Unplanned Change-Models of Organisational Change-Lewin's Three Step Model, Resistance to Change-Individual Factors-Organisational Factors-Techniques to Overcome Change, Change Programs-Effectiveness of Change Programs-Change Process-Job Redesign-Socio-Technical Systems.	6

2	OD-Basic Values-Phases of OD-Entry-Contracting-Diagnosis-Feedback-Change Plan-Intervention-Evaluation-Termination	5
3	OD Interventions-Human Process Interventions-Structure and Technological Interventions-Strategy Interventions-Sensitivity Training-Survey Feedback-Process Consultation-Team Building-Inter-group Development-Innovations-Learning Organisations	7
4	The Challenge and Future for Organizations -Organizations of the future with respect to changing in Globalization, Workforce Diversity Stabilization of Change, Future Trends in Organization Development.	2
5	Application of OD -T-group application, Sensitivity Training, Behaviour Modelling, Future search, Appreciative inquiry, Self Directed teams,	3

PGDM & PGDM General 2022

TALENT MANAGEMENT

Programme: PGDM & PGDM General, Semester- IV
Revised in: January 2020

Course Code: G - HE – 405
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts of subject matter
CO 2	UNDERSTANDING	UNDERSTAND performance excellence through Talent Management
CO 3	APPLYING	APPLY Talent Management concepts in Human Resource Management
CO 4	ANALYZING	ANALYZE Talent Management practices in employee development and career enhancement
CO 5	EVALUATING	FORMULATE the Talent Management Strategies for any organisation.

Core text books:

- Talent Management Handbook by Berger Lance and Dorothy Berger

Reference books:

- Marshall Goldsmith and Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent
- Kevin Oakes and Pat Galagan, The Executive Guide to Integrated Talent Management,” Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
- Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi
- Sanghi, Seema, The Handbook of Competency Mapping, Response Books, New Delhi

Pedagogy:

- Lectures, Reflective Learning Case based Learning, Project based Learning

Sr. No	Topic	Duration (Hrs.)
1	Introduction to Talent Management: Introduction, Talent Management Overview, Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, talent management system	5
2	Talent management Approaches Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management	5
3	Talent Planning and Acquisition and Development	5

	Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning Talent Acquisition -Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions	
3	Talent Engagement and Retention: Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, Best Practices for Talent Engagement, Improving Employee Retention	5
4	Role of HR in Talent Management: Introduction, Overview of Human Resource Management, and Role of HR in Talent Management, Role of the HR Manager	5
5	Talent Management practices in different sectors IT, Services, BFSI ,Manufacturing ,Hospitality etc.	5

PGDM & PGDM General 2020-22

HR Accounting & HR Audit

Programme: PGDM & PGDM General, Semester: IV Course Code: G-HE-406

Revised in: January 2020

Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts of subject matter
CO 2	UNDERSTANDING	UNDERSTAND the importance of HRA practices in organizations
CO 3	APPLYING	OUTLINE the process of conducting audit
CO 4	ANALYZING	ANALYZE various approaches of HRA
CO 5	CREATING	DESIGN an audit report

Core text books

- HRD audit: T.V.Rao
- Accounting for Human Resources: Rakesh Chandra Katiyar, UK Publishing House.

Reference books

- Human Resource Accounting – R. K. Patra
- Human Resource Accounting - R.K. Gupta
- Human Resource Planning and Audit – Arun Sekhri
- Human Resource Accounting: Advances in Concepts, Methods and Applications (Hardcover), “Eric G.Flamholtz” Springer; 3 editions, ISBN: 0792382676.
- How to Measure Human Resource Management (Hardcover), Jac Fitzenz, et al, McGraw Hill.

Pedagogy

- Class room lecture, Cases, article

Sr. No	Topic	Duration
1	Human Resource Accounting Introduction : Meaning, Definition, Importance, objectives, Development , Balance score card –HRA, Investment in Human Resources, Human Capital, Calculating the Market value of HR Assets	5
2	Investment Approach–Investment in Human Resources- HR Value–Concepts, Methods &Mechanisms-Recruiting and Training Costs–Depreciation–Rates of Return–Organization Behavior Vs Turnover–Non Value Adds in the Management of Human Resources, Measuresand Prevention-Organization Climate Approach–Improvement Determination of Changes in Human Resource Variables–Increased Costs, Cost Reduction and Future Performance	8

3	<p>HR Accounting–</p> <p>Design, Preparation & Implementation-Responsibility Accounting and Management Control-Management Control Structure and Process-Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training- Classification of Costs in HR Accounting–Behavioral Aspects of Management Control–Social Control</p>	10
4	<p>HR Audit Introduction:</p> <p>Concept of HR Audit, Basic components of HR Audit, Approaches to HR Audit</p>	3
5	<p>HR Audit Methodology:</p> <p>Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit, Preparing an Audit Report</p>	4

PGDM & PGDM General 2020-22

KNOWLEDGE MANAGEMENT

Programme: PGDM & PGDM General, Semester: IV
Revised in: January 2020

Course Code: G-HE-407
Total Hrs. 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts of subject matter
CO 2	UNDERSTANDING	UNDERSTAND knowledge as a strategic edge in turbulent environment
CO 3	APPLYING	DISCUSS the types of Knowledge and its implications
CO 4	ANALYZING	OUTLINE the importance of capturing knowledge elements and its application as a competitive advantage to business
CO 5	EVALUATING	EXPLAIN the human and business aspects of knowledge management.

Core text books

- Knowledge Management - Ganesh Natrajan.
- Fernandez I. B. and Sabherwal, R. (2010). Knowledge Management: System and Resources. PHI Delhi
- Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies, Prentice Hall. ISBN: 0-13-109931-0.
- Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.
- Tiwana Amrit (1999). The Knowledge Management Toolkit. Prentice Hall PTR.

Reference books

- Human Resource Management in the Knowledge Economy by Mark Lengnick-Hall, Cyndy Lengnick-Hall
- Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
- Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.

Pedagogy

- Case study based, Presentations based, Assignments and Group activities

Sr. No	Topic	Duration (In Hrs)
1	Introduction to knowledge management and knowledge workers: Knowledge management concept, Significance of KM , history of KM, relationship of KM with other concepts, KM in companies, Culture and KM	7
2	Understanding knowledge: Understanding the difference between data, information and knowledge Understanding the various types of knowledge viz. tacit and explicit, Knowledge cycle, tools to share tacit knowledge, Knowledge market.	10
3	Knowledge Management Tools: Diagnostic technologies and their value, Data management, information technology and organizational productivity, Web-centric knowledge management, Global, joint, simultaneous problem solving in a value network, Content Analysis	7
4	Communities of Practice and KM <ul style="list-style-type: none"> • Why CoP is important (and more significantly, what is it?)? • Designing CoP with people in mind and not technology • Making CoP work Need for customizing KM within organization • Pitfalls of a global KM system and problems of cross-border issues in Knowledge management, Social networking and knowledge management. 	6

Diversity and Inclusion

Programme: PGDM & PGDM General, Semester IV Course Code: G-HE-408

Revised in: January 2020

Total Hours: 30

Course Outcome: On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Course Outcomes
CO 1	REMEMBERING	DESCRIBE the basic concepts of subject matter
CO 2	UNDERSTANDING	IDENTIFY how membership in a diverse population may impact perspectives
CO 3	ANALYZING	ANALYZE impact of personal attitudes, biases, and perspectives related to diversity on workplace
CO 4	EVALUATING	ASSESS communication skills that enable intercultural communication, including effective listening skills.
CO 5	CREATING	DEVISE and selecting strategies to ensure organizational inclusivity

Core text book:

- “Diversity Consciousness: Opening Our Minds to People, Cultures, and Opportunities” (4th Edition) by Richard D. Bucher; ISBN-13: 978-0321919069; ISBN-10: 0321919068

Reference books:

- Safe Enough to Soar - Miller and Katz
- Memo - John Hope Bryant

Pedagogy:

- Power point based Lectures, Case study, Discussion in class.

1	Diversity Overview <ul style="list-style-type: none"> • Definition Diversity and Inclusion • Importance of diversity and inclusion in today's society • Identifying racial and social biases • Identifying strategies for eliminating racial and social bias 	6
2	Diversity and Inclusion at the workplace <ul style="list-style-type: none"> • Current trends in workplace diversity and inclusion • The implications that diversity and inclusion has on the workplace 	6
3	Managing Diverse Teams <ul style="list-style-type: none"> • Develop an action plan for hiring a diverse team • Describe why companies should hire a diverse workforce • Discuss strategies for helping companies implement diverse hiring practices • 	7
4	Promoting Diversity and Inclusion at the workplace <ul style="list-style-type: none"> • Identify strategies for leading with presence • Develop an action plan for promoting diversity in your organization • Report on how others perceive their companies diversity initiatives • Describe the importance of promoting diversity in the workplace • 	6
5	Glossary <ul style="list-style-type: none"> • Personal and Social Barriers • Communication • Understanding your diversity perspective 	5