



Indira School of Business Studies
Syllabi
Postgraduate Diploma in Management
2012-2014

Office of the Director:

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Introduction

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

Objectives

The basic objectives of the PGDM are:

- To promote a learning environment that welcomes and honors men & 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 for research and its application.
- To inculcate the ethical, social and moral values in which is basis of humane social order.

Eligibility

Candidates who possess a bachelor’s degree in any stream (3/4 Year) from any statutory university with atleast 50% marks (45% in case of candidates belonging to SC/ST/OBC/VJ/NT of Maharashtra state only)

Admission Process

Candidate has to appear in CEE, which is generally scheduled in the month of May every year. It comprises of Written Test, followed by Essay Writing, Group Discussion & Personal Interview on the same day. Those candidates, who have also appeared in CAT/XAT/MH-CET and scored 80 percentile & above are exempted from appearing in Written Test.

Number of Lectures:

The number of lectures held per subject is 40. Each lecture session is constituted of 1 hr. The details of the session by session coverage of topics are given in the accompanying Roll out sheets.

Marks:

Marks are allotted on the basis of theoretical as well as practical subject knowledge. 60 marks are allotted for final written examination. And 40 marks are allotted on the basis of internal evaluation of the performance of the student in the subject throughout the semester, which comprises case studies, presentation, field works, objective tests & Mid-semester examination etc.

Specialization:

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

P R E F A C E :

The Syllabus Book presents the broad objectives, structure, and contents of our two-year Postgraduate Diploma. The syllabus is directional in scope and permits the much desirable flexibility to keep pace with the ever-growing body of knowledge, experiments and explorations in management education with special emphasis towards the human side of enterprise.

The programme (PGDM) is approved by ‘All India Council for technical Education’.

Semester I	
2012-PGDM-GEN-101	Theory of Management
2012-PGPGDM-GEN-102	Accounting for Managers
2012-PGDM-GEN-103	Statistics and Quantitative Techniques
2012-PGDM-GEN-104	Managerial Economics
2012-PGDM-GEN-105	Marketing Management
2012-PGDM-GEN-106 A *	Legal Aspects of Business
2012- PGDM- Gen -106 B *	Corporate Governance
2012-PGDM-GEN-107	Term Project on Cross-Functional Integration
SDP I**	<i>Skill Development Programme I</i>
	IT skills
	Communication and Presentation skills
	General Awareness
	Aptitude I
* Half Credit Course	

SUBJECT: THEORY OF MANAGEMENT

SUBJECT CODE: 101

SEMESTER: I

COURSE : PGDM GEN

TOTAL HRS : 40

REVISED ON: April 2012

Objectives: This course prepares students with a comprehensive introduction to effective management principles and conduct. It not only aims at providing students with an introduction to contemporary management concepts and skills, it also encourages students to put these concepts and skills into practice. Through the course, students are expected to improve their skills to manage their study and personal lives. In addition, they will be equipped with management competence and understanding of managerial ethics for their future career.

Core text book for Reading:

1. Terry & Franklin: Fundamentals of Management, Pearson Publication
2. Stephen P. Robbins, Essentials of Organizational Behavior

Reference book for Reading:

1. Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)
2. Stoner, Freeman, Gilbert Jr.: Management Prentice Hall India, New Delhi
3. Harold Koontz & Heinz Weihrich: Essentials of Management, Tata McGraw Hill
4. Heinz Weihrich & Harold Koontz: Management (A Global Perspective) Tata McGraw Hill,
5. Richy W.Griffin: Management, AITBS, New Delhi

Pedagogy: Case study based, Presentations based, Assignments and Group activities

Sr. No	Topic	Duration
1	Introduction to Management: Concept & Definition, Scope & Importance, Evolution of management: Frederick Taylor, Henri Fayol, Elton Mayo, Role and Functions of Managers, Contemporary Challenges to Management	3
2	Functions of Managers: Planning: objectives, types, steps, Organizing: Mistakes in organizing, avoiding inflexibility in organizing, Effective organizing, Staffing: term, factors affecting staffing, selection process, orientation and socializing concept Leading: (details in leadership chapter), Controlling: Importance, Basic & Critical control, Feedback & Feed forward	4
3	Forecasting & Decision Making: Overview of Forecasting, Types of Decision: Quantity based, quality based, marginal analysis, cost effective & risk factor, Process of Decision Making, Techniques of Decision Making: Delphi & Decision Tree, Effectiveness & Rationality of Decision Making.	4
4	Social Responsibility & Ethics: Development of Individual Ethics, Role of Manager in social Responsibility, Role of Organizations social Responsibility, Role of Government social Responsibility	4
5	Organizational Structure & Design: Overview of Organizational Design, Concept & Principles, Types of Structure: Tall, Flat, Matrix, Functional, Product Based & Geographical	2

6	Leadership: Concept, Effective Leadership, Style : Autocratic, Democratic & Free Rein, Theories of Leadership: Trait, Behavioral theories: Managerial Grid, Situational Theories: Path Goal, Modern Theories: Transformational, Transactional & Charismatic	4
7	Motivation: Concept and importance, Theories of Motivation: Maslow's theory, ERG, Two Factor & X & Y theory, Different Techniques for Different People	3
8	Perception & Attribution: Concept and Nature, Process, Importance, Perception Models: Stereotype, Halo Effect, Selective, Projection & Contrast	4
9	Attitude: Concept, Process and Importance, Attitude Measurement: Direct & Indirect, Job Satisfaction	4
10	Personality: Concept and Nature, Types: A & B, Theories of Personality: MBTI & Big Five model, Shaping Personality: Johari Window & Transactional analysis.	4
11	Organizational culture and Multi-culturism: Understanding culture, Types of culture: Strong or Weak, Managing Cultural Diversity	3
12	Introduction to Learning & Conflict Overview of concept of Organizational Learning & Introduction to nature of conflict in organization & how to manage it	1

SUBJECT : ACCOUNTING FOR MANAGERS

SUBJECT CODE : 102
SEMESTER : I

COURSE : PGDM GEN
TOTAL : 40 HRS

REVISED ON : APRIL 2012

Objective: To understand the fundamentals of accounting & finance concepts. To familiarise the students with financial statements & principles underlying them & to develop their skills in reading Annual Reports. To also acquaint them with accounting mechanics, process & system.

Core text book for Reading:

1. Financial Accounting
2. Accounting for Management
3. Accountancy
4. Cost Accounting
5. Financial Management

P.C. Tulsian
Dr. Jawaharlal
S Kr Paul
Dr. SN Maheshwari
P.C. Tulsian

Reference Books:

1. Advanced Accountancy
2. Accountancy for CA-PE-I
3. Cost Accounting
4. Principles and Practice of Cost Accounting
5. Financial Management

R.L Gupta Radhaswamy
P.C. Tulsian
Saxena Vashist
Ashish Bhattacharya
Sheeba Kapil

Pedagogy: guest lecture,presentations,PPTs,workshop

Sr No	Topic	Duration
Unit 1	Introduction to Accounting & Accounting Concepts	5
1.1	Basic terms i.e.Profits,Reserves,Dividends,Sources of Funds,Liabilities,Assets,Income,Expenditure,Freight,Discount.etc.	
1.2	Users of Accounting Information, Accounting Principles, Significance of accounting, Accounting Principles & Concepts	
1.3	Overview of Finance Functions- Nature, Scope, agency cost concept, Goals & significance, Role of modern Finance Manager	
1.4	Concept of Share holders wealth, Wealth maximisation vs profit maximisation	
Unit 2	Accounting Standards, Accounting Policies & GAAP,IFRS	1
2.1	AS ,GAAP,IFRS-Significance & overview	
Unit 3	Long term sources of Finance	1
3.1	Different sources of finance-Equity Share capital, Preference share capital, Debenture & Term Loans	
Unit 4	Mechanics of Accounting	4
4.1	Accounting Cycle	
4.2	Accounting Equation-Theory & problems	
Unit 5	Introduction to Journal ,ledger ,Trial Balance, Balance Sheet(Vertical Format)	6
5.1	Journal entries based on accounting equation.	
5.2	Introduction of Vertical Balance sheet	
5.3	Balance Sheet Analysis	

Unit 6	Financial Analysis	5
5.1 5.2	Various tools of financial management: Ratio Analysis Cash Flow Analysis	
Unit 7.	Overview of Valuation	2
6.1 6.2	Valuation Concepts-Time value of money, future value, present value Annuity Concept, Business Application of Time Value of money concept	
Unit 8.	Working Capital Management	3
8.1 8.2	Working Capital Maangement- Meaning & Significance Problems on working capital cycle	
Unit 9	Cost Accounting	5
9.1 9.2 9.3	Basic concepts & Terms in costing Preparation of Cost Sheet Inventory Management-ROL, M.L, Max. level,EOQ,	
Unit 10	Marginal Costing & Budgetary Control & Standard Costing	6
10.1	Basic concepts & Terms in marginal costing budgetary control -simple problems	
Unit 11	Introduction to Capital Budgeting & Cost of Capital	2
10.1	Basic concepts & Terms	

SUBJECT STATISTICAL AND QUANTITATIVE TECHNIQUES

SUBJECT CODE: 103

SEMESTER: I

COURSE: PGDM GEN

TOTAL HRS: 40

REVISED ON: APRIL 2012

The objectives:

This course is intended for understanding of and application of statistics to help and reduce level of uncertainty in the process of decision making. The purpose of this foundation course is to acclimatize students with statistical thinking to enhance understanding of how life works, allows control over some societal issues, and help individuals make informed decisions when they graduate from ISBS. All students are expected to diligently apply necessary theory and methods of carrying out various techniques and analysis and develop the habit of using the library. To give students an appreciation of current developments in statistics few topics will be taught on MS Excel additionally.

Core text book for Reading:

1. Tulsian P. C., Pandey Vishal, Quantitative Techniques: Theory & Problems, Pearson Education India
2. Bajpai Naval, Business Statistics - Pearson Education
3. Sharma J K, Quantitative Techniques
4. Statistical Methods, S.P. Gupta
5. Beri, G C, Business statistics

Reference book for Reading:

1. Statistics for Management - Levin and Rubin
2. Srivastava T. N. and Rego Shailaja, Statistics for Management, Tata McGraw-Hill Publishing Co. Ltd.
3. Vohra N. D., Quantitative Techniques in Management, Tata McGraw-Hill Publishing Co. Ltd
4. Anderson, Sweeney, Williams, Statistics for Business & Economics, Cengage Learning, India

Pedagogy: Lectures and Practical Problems, Cases, Assignments, MS Excel for Solving problems, ET Articles

S.	Topic	Duration
1	Arranging data to convey meaning Tables, Graphs and Frequency Distribution	4
2	Measures of Central Tendency – Arithmetic Mean, Median, Mode. Weighted Mean, Geo Mean, Forecasting Techniques -Moving Average Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation	6
3	Correlation – Karl Pearson coefficient & Rank correlation –Multiple correlations. Simple Regression (Linear) – Equation and prediction	6
4	Probability – Concept, Bayes' theorem. Probability Distributions - Binomial, Poisson and Normal	6
5	Linear Programming – Formulation and Graphical solution Transportation – Lest Cost Method, North West Corner and Vogel's Approximation Method of Allocation, Final Solution by Modi Method, Assignment Problems – Maximization, Minimization, Balanced and unbalanced Methods	10
6	Queuing Theory - Single Server (M/M/I, Infinite, FIFO)	2

7	Games Theory - 2x2 zero sum game with dominance - Pure Strategy and Mixed Strategy	2
8	Decision Theory - Decision making under risk (EMV criteria) and Decision making under uncertainty	3
9	Simulation – Introduction and Concept of Simulation, Monte Carlo Simulation	1

Ms Excel Work shop: Following Topics of subject Statistical and Quantitative Techniques will be taught using excel additional to above syllabus. Total 10 additional hours of Workshop input will be given to the students on MS Excel.

Topics:- Basic Presenting Data in Tables & Charts, Measures of Central Tendency - Mean, Median & Mode, Measures of Dispersion – Range and Standard Deviation, Correlation & Regression – Simple correlation Analysis, Multiple Correlation, Simple Regression, Demand Forecasting - Multiple Regression and Moving Averages

SUBJECT: MANAGERIAL ECONOMICS

SUBJECT CODE: 104
SEMESTER – I

COURSE: PGDM GEN
TOTAL HRS: 40 HRS

REVISED ON: APRIL 2012

The Objectives : To understand and appreciate the concepts of managerial economics in theory and practice. To evaluate and apply the environment of business, economics & apply the concepts of economics. To understand the working and apply the various laws/phenomenon in economics. To have an elementary knowledge of consumer behavior and marketing concepts & their interface with economics which help in decision making. To understand and apply the concept of economics in marketing strategy formulation & implementation such as pricing, costs, production, demand analysis & forecasting.

Core text book for Reading:

- i. Managerial Economics By Mithani

Reference Text Books:

- ii. Managerial Economics By Maheshwari
- iii. Managerial Economics By Ahuja
- iv. Managerial Economics By Samuelson & Nordhaus
- v. Managerial Economics By Dornbusch & Fisher

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

Sr. No	Topic	Duration
Unit 1	Introduction to Managerial Economics; Meaning, nature, Scope and significance of Managerial Economics. Branches Micro and Macro Economics & Applications; Role of Economics in Managerial decisions making.. Marginal & Incremental Analysis, Average Marginal relationship & Theories of Profit	3 hrs
Unit 2	Demand Analysis; Meaning of Demand, Determinants of Demand, Demand Function and its types, Law of Demand, Derived demand and autonomous demand. Elasticity of Demand -Price elasticity, Income elasticity and cross elasticity. Measurement and its use. Demand Forecasting Techniques of Demand Forecasting. * Numerical	6 hrs
Unit 3	Supply and Production Analysis; Supply - Law of supply, determinants of supply. Elasticity of supply and factors affecting it. Production Analysis - Meaning, Production Function, Short run analysis; law of Variable Proportions, production function with two variable inputs. long run production function, economies and diseconomies of scale. Break even Analysis. * Numerical	6 hrs

Unit 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.	5 hrs
Unit 5	Price & Output determination; Perfect Competition, Monopoly, Monopolistic Competition, Types, Nature, Oligopoly, Kinky Oligopoly. Comparison –Perfect Competition/Monopoly/Monopolistic, Government policies towards monopoly & competition.	7 hrs
Unit 6	Pricing practices and Strategies; General objectives of a pricing policy, role of cost in pricing, price elasticity of demand and pricing ,Some popular pricing practices - Cost-plus pricing, Marginal cost pricing, target pricing, going rate pricing, imitative pricing, pioneer pricing- skimming price; penetration price. Multi-product pricing.	5 hrs
Unit 7	Introduction to macroeconomics, Concept of National Income –GDP/GNP/NNP/Ni; Concept of Two, Three & Four Sector Economy; The Multiplier, Investment & Consumption function –Brief Concepts	4 hrs
Unit 8	Macro economics for Managers- Theory of Business Cycles; Meaning, Causes, Impact & types of Inflation; Deflation, Stagflation; Monetary & Fiscal policy of Govt.	4 hrs

***Note there are numerical for the following sections Unit 2 & Unit 3**

SUBJECT : MARKETING MANAGEMENT

SUBJECT CODE: 105

SEMESTER : I

COURSE : PGDM GEN

TOTAL HRS : 40

REVISED ON : APRIL 2012

Objectives : To understand and appreciate the concept of marketing in theory and practice. To evaluate the environment of marketing and for developing feasible marketing plan ,To understand and apply the STP of marketing (segmentation, targeting, positioning).To have an elementary knowledge of consumer behavior .To understand and appreciate the concept of marketing planning process

Text books for Reading:

1. Principles of Marketing, 13th edition, Philip Kotler, Gary Armstrong)
2. Introduction to Marketing (Adrian Palmer)
3. Principles of Marketing (McDaniel, Lamb, Hair)

Reference book for Reading:

1. Fundamentals of Marketing – Stanton
2. Marketing management — Indian context Dr. Rajan Saxena
3. Marketing Management— Ramaswamy& Namkumari
4. Marketing - Bovee and John Thill
5. Marketing Managemnet- M. V. Kulkarni

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

Sr No	Topic	Duration
Unit 1	Introduction to Marketing	8
1.1	Importance of marketing, definition of marketing, scope of marketing, functions of marketing, marketing and its relation to other business functions.	3
1.2	Key marketing terms and concepts- need, want, demand, exchange, marketing myopia and marketing orientations, Difference between sales and marketing.	3
1.3	Concepts of customer value, CDV, CPV, CLV, creating customer value, satisfaction and delight.	2
Unit 2	Marketing Environment	7
2.1	Company's Micro and Macro Environment and the changes happening, Challenges due to environment changes.	3
2.2	Introduction to Marketing Research	1
2.3	Analyzing the environment- Porter's 5 forces, PESTLE	3
Unit 3	Marketing Mix	3
3.1	Introduction to Marketing Mix 4P's Strategy and 4C's	2

3.2	Introduction to Services Marketing Mix	1
Unit 4	Segmentation, Targeting & Positioning	7
4.1	Segmentation- Bases and process of segmentation, requirements for effective segmentation, niche marketing, segmenting consumer markets, segmenting business markets.	3
4.2	Targeting- Evaluating market segments, selecting target market segments.	2
4.3	Positioning- Positioning Strategy, differentiation strategy, communicating and delivering the chosen position	2
Unit 5	Introduction to Product and Brand Management	6
5.1	Product: Definition, classification, differentiation, Product Mix.	2
5.2	Introduction to Product Life Cycle	1
5.3	New Product Development Process	1
5.4	Brand: Definition, Brand Equity Introduction, Brand Elements	2
Unit 6	Consumer Behavior	5
6.1	Introduction and importance, basic model of consumer behavior.	1
6.2	Characteristics affecting consumer behavior.	1
6.3	Consumer Decision process and factors affecting CDP.	2
6.5	Difference between-Domestic buyer behavior & industrial buyer behavior	1
Unit 7	Marketing Planning Process	4
7.1	Strategic Planning Process: Goal setting-Mission, vision, corporate objectives, BCG Matrix and Ansoff's Grid, SWOT analysis	2
7.2	Marketing Plan-Nature, process and contents of a marketing plan	1
7.3	Marketing control: planning, implementation and Audit	1

SUBJECT: LEGAL ASPECT OF BUSINESS

SUBJECT CODE: 106A*
SEMESTER-I

COURSE: PGDM GEN
TOTAL HRS : 25

REVISED ON: APRIL 2012

Objective: A sound knowledge of the law is a strategic asset which if timely and properly applied will provide the prospective managers and their organizations, immediate and long-term benefits and the ability to avoid costly mistakes. The course will impart in students the ability to recognize emerging legal issues in business and approach conflicts ethically and logically.

Core text book for Reading:

- Business Laws – Balchandani
- Business Laws – S. D. Geet and M. S. Patil
- Business Laws – Gulshan Kapoor
- N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India
- Business & Company Law By- Pathak(For Caselet)

Pedagogy: Lectures & Discussions, Assignments & Presentations, Case law/Case lets discussion

Sr. No	Topic	Duration
Unit 1	Introduction to law	1
	• Introduction to legal system in India, ignorance of law no excuse • Basic legal concepts - Society, State, Legal entity, legal right, ownership possession,	
Unit 2	The Contract Act, 1872 - Part I	5
	• Nature and Classification of Contracts • Formation of contract: Offer and Acceptance • Consideration • Essential Elements of a valid contract • Capacities of Parties. • Provisions relating to free consent • Breach of contract-Meaning and remedies • Discharge of contract	
Unit 3	The Contract Act, 1872 - Part II	3
	• Contracts of Indemnity & Guarantee -Meaning, Nature • Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency	
Unit 4	The Negotiable Instrument Act, 1881	4
	• Negotiable Instruments – Meaning, Characteristics, Types. • Parties, Holder and holder in due course. • Negotiation and Endorsements Types. • Dishonor of Negotiable Instrument – Noting and Protest, section 138.	
Unit 5	The Companies Act, 1956	5
	• Company – Definition, Meaning, Features and Types of Companies. • Incorporation of Company – Memorandum of Association, Articles of Association and Prospectus.	
Unit 6	Intellectual Property Rights	2
	• Introduction & Relevance • Brief overview on Patents, Copyrights & Trademark.	

Unit 7	Important Legal Concepts	3
	• Unfair trade practices, Restrictive Trade Practices. • Consumer Protection Councils • Digital Signature	
Unit 8	Right to information Act	2
	• Constitutional basis of Right to Information Act • RTI and obligations of public authorities, Information commissions – powers and functions	

SUBJECT : CORPORATE GOVERNANCE

SUBJECT CODE: 106B*

SEMESTER : I

COURSE : PGDM GEN

TOTAL HRS : 20

REVISED ON : APRIL 2012

The objectives: This course will help you to explore, recognize and understand the multiple paradoxes related to the study and application of corporate governance in organizations. The course will use practical examples and approaches both from within India and abroad. The course will help you to relate the corporate government practices of an organization to its performance, a vital interest to professionals such as senior managers, consultants, and investment bankers, recruiters of these positions and others ranging from entrepreneurs to

Potential investors. The objectives of this multidisciplinary course are:

- To introduce conceptual and theoretical foundations of corporate governance
- To develop an awareness of the practical problems associated with the interaction of the board, CEO and other layers of management, share holders and various stakeholders of a corporation. To develop the technical skills required to evaluate the governance of a company from the perspective of an investor (individual or organizational capacity)
- To prepare course participants for leadership positions in organizations such as entrepreneurs, senior managers, future directors and CEOs.

Core text book for Reading: Vives, Xavier, Corporate Governance: Theoretical and Empirical Perspectives, Cambridge University Press, 2000.

Reference book for Reading:

1. . N. Gopalasamy, Corporate Governance, Wheeler Publishing, 1998.
2. Coulison- Thomas, Colin, Creating excellence in the boardroom, McGraw-Hill
3. Weston J. Fred et.al., Takeovers, restructuring and Corporate Governance, Prentice Hall, 3rd ed., 2001.
4. Monks, Robert A.G., Corporate Governance, Blackwell Publishers, 2001.

Pedagogy: Lectures, Presentations, Case Study, Assignments & Tests.

Sr. no	Topic	Duration
1	Introduction to Corporate Governance: Concept, Significance in Indian Context, Corporate Social Responsibility Role of Board of Directors	3
2	Perspectives on Corporate Governance Theoretical background, Market and control model of governance chain	6
3	Attributes, Duties, Responsibilities, Liabilities. Shaping Directorial Competence and Board Effectiveness; Financial Institutions and Nominee Directors; Corporate Disclosure and Investor Protection; Corporate Restructuring and Revival of Sick Units ; Corporate Reputation, Corporate Legitimacy and Corporate Crime; The Legal and Regulatory Setting	4
4	Global Corporate Governance Practices Anglo-American Model; German Model; Japanese Model; Recommendations of Birla Committee and Narayanmurthy Committee; Sarbanes-Oxley Act of 2002	4

5	Sick Industry Company Act. Takeover Codes. Corporate Board Committees; Globalization and Corporate Governance; Emerging Trends in Corporate Governance.	3	
a) b) c)	i) Executive summary ii) Introduction iii) Company history iv) Understanding and analysis of the Vision / Mission of the company v) Organization structure vi) Financial performance vii) Interpretation of the last three years of balance sheet viii) Ownership structure ix) Market Capitalization		
Unit 2		15	40%
a) b) c)	i) Size in terms of no of employees and turnover ii) Executive profiles iii) HR policies and attrition iv) Business Operations and Plant locations over the world v) Joint Ventures and Alliances at those locations vi) Business status (market Size, Relative market Position) vii) PEST analysis viii) Industry overview and analysis (Porter's five forces model and competitive advantage) ix) SWOT analysis x) Strategic Initiatives		
Unit 3		10	20%
a) b)	i) Marketing strategies Product Strategies (Product Mix, PLC, NPD, Branding etc) Pricing Strategies Place Strategies (channels and physical distribution) Promotion Strategies (IMC) New Marketing Opportunities		

SUBJECT IT SKILLS

SUBJECT CODE : SDP 1
SEMESTER : 1ST

COURSE:PGDM GEN
TOTAL HRS : 25

REVISED ON: APRIL 2012

The objectives:

To equip the students with updated skills in IT for effective decision making and management.

Core text book for Reading:

Reference book for Reading:

1. Microsoft Office 2010: Illustrated Introductory, (By- David W. Beskeen (Author), Carol Cram (Author), Jennifer Duffy (Author), Lisa Friedrichsen (Author), Elizabeth Eisner Reding (Author).
2. Microsoft Office 2010 Plain & Simple (By- Katherine Murray).
3. Office 2010 For Dummies (For Dummies (Computer/Tech))(By- Wallace Wang)
4. Beginning Microsoft Office 2010 (By- Guy Hart-Davis)

Pedagogy: Apart from lecture 3 other methods have to be used.

- **Practical Assignments**
- **Market Survey**
- **Cases of Excel and MIS reports**

Sr. No	Topic	Duration
Unit 1:	Computer Fundamentals	4
	a. Block Diagram and functions of computers – Latest input and output devices-Types of memories- , Motherboard, Types of Software- Basics of operating system – Desktop and Server OS.	

	b. Current Trends in IT.	
Unit 2:	APPLICATION SOFTWARE : MS-OFFICE MS-Word About all toolbars-Shortcut keys-Formatting-editing-header/footer-tab setting-decimal tabs- margin setting- paper setting - spell check-Tables –Tables - Mail merge – Labels – Table of Contents. Ms-Excel Basic operations of spread sheets - Functions of all tool bars – Financial, Mathematical, Statistical, Logical Functions using Function wizard – Drawing all types of graphs(15 types), legends, customizing, and all chart options-conditional formatting-goal seek-all type of formulae –filters-subtotals-sorting. Ms-Powerpoint Basics of presentations – views – slide design –layout – background – slide transition-Slide design – custom animation – set up slide show	15
Unit 3:	<u>COMPUTER NETWORKS</u> INTERNET Fundamentals of E-commerce – Internet business strategy - Various domains – Role of ISPs –Security – components-Business models - different types of Internet connectivity – DIALUP, DSL, VSAT, ISDN, DEDICATED LINE – its features – Browsers – Surfing, Virtual private network	4
Unit 4	Introduction to ERP Application and Importance ERP Selection and Customization in ERP	2

SUBJECT: COMMUNICATION SKILLS I

SUBJECT CODE: SDP 1
SEMESTER –I

COURSE: PGDM GEN
TOTAL HRS: 20 HRS

REVISED ON: APRIL 2012

Objectives : To Understand The Importance Of Effective Communication In A Business Setting. To Understand And Utilize The Basic Forms (E-Mail, Memos, Letters, Informal And Formal Reports, And Informal And Formal Presentations) That Are Used In Effective Business Communication. o Reinforce And Further Develop [Presentation](#) Skills In Order To Deliver Professional Presentations. To Work Effectively In A Team To Improve Communication Skills And To Prepare And Present Group Projects. To Sensitize Students About Non Verbal & Cross Cultural Aspects Of Communication. To Build Confidence And To Install Competitiveness.

Core text book for Reading:

1. Business Communication - Shirley Taylor.
2. Essentials of Business Communication – Bovee & Thill.
3. Business Communication – N.S Pradhan, Homai Pradhan
4. Business Communication – R.K Madhukar

Pedagogy: Interactive Class Room Lectures, Activities, Assignments, Work Shop & Test.

Sr No	Topic	Duration
Unit 1	Communication in Business	4
1.1	Introduction, Dimensions, Importance and Need.	
1.2	Communication Network, Principles.	
1.3	Types, Process, Levels, Channel.	
1.4	Barriers in Communication.	
Unit 2	Developing and delivering effective presentation	1

2.1	Planning, Writing & Completing Oral Presentation , Using Visual Aids effectively	
Unit 3	Listening	3
3.1 3.2 3.3	Introduction, Types of Listening, Listening Process Barriers to effecting listening Advantages of listening, How to listen to your advantage	
Unit 4	Non Verbal Communication	3
4.1 4.2 4.3	Types of non verbal communication, Ways of maximizing non verbal skills Para language, Proxemics, Chronemics, Kinesics Cultural Implication of non verbal Communication.	
Unit 5	Written Communication	3
5.1 5.2 5.3	Writing process, Planning, Organizing, Composing, Revising Types and Formats of written communication Direct messages, indirect messages, Reports, Resumes, Minutes of meetings.	
Unit 6	Group Communication Strategies (Overview)	1
6.1 6.2	Meetings. Group Discussions.	
Unit 7	Intercultural Communication (Over view)	3
7.1 7.2 7.3	Categorizing culture. Improving intercultural sensitivity. Developing effective intercultural communication skills.	
Unit 8	Interviews (Overview)	1
8.1 8.2 8.3 8.4	Understanding Interview process. Types of Interviews. Success in Job interviews. Follow Up after interview.	
Unit 9	Communications and Technology (Overview)	1
9.1 9.2	Electronic communication technologies. Software for business communication.	

SUBJECT : GENERAL AWARENESS

SUBJECT CODE : SDP I
SEMESTER : I

COURSE: PGDM GEN
TOTAL HRS. 20

REVISED ON: APRIL 2012

The objectives: To create awareness of interaction between people, environment and natural resources and their impact on quality of life. To create awareness about the Governance, Polity, and Administration and also the knowledge about the ICT. To develop the General awareness among the students

Pedagogy Pedagogy: Student Presentations, Group Discussions, Quiz sessions, Tests.

Sr. No	Topic	Duration
Unit 1	People and Environment	5
1.1	People and Environment Interaction	
1.2	Sources of Pollution	
1.3	Pollutants and their impact on human life: Global Warming, Green House effect	
1.4	Exploitation of natural and energy resources	
1.5	Natural Hazards and mitigation: Earthquake, Floods, Drought,	
Unit 2	Governance, Polity and Administration	5
2.1	The Constitution of India: What is constitution, Types of Constitution, Framing the Indian Constitution, Procedure for amendment, Preamble of the Constitution, Salient features of the constitution	
2.2	Indian Federation: Federal Features, Fundamental Rights	
2.3	The President: Election of the President, Qualification for the	

	election as President, Term of Office, Powers of the President	
2.4	Prime Minister and his functions	
2.5	Parliament: The Lok Sabha, The Rajya Sabha, Relations between the two Houses of Parliament	
Unit 3	Information and Communication Technology	3
3.1	ICT: Meaning, advantages, disadvantages and Uses.	
3.2	General abbreviations and terminology	
3.3	Basics of Internet and e-mailing	
Unit 4	Indian Economic Environment	4
4.1	Changing State of Indian Economy and, Progressive features	
4.2	Economic reforms	
4.3	Economic Planning in India,	
4.4	Infrastructure in the Indian Economy	
4.5	Globalization and it's impact on India	
4.6	The Reserve Bank of India, and Monetary Management	
4.7	Government Subsidies in India	
4.8	The Indian Tax Structure	
Unit 5	Book review : Four Book reviews should be covered.	3

SUBJECT : APTITUDE I

SUBJECT CODE: SDP I
SEMESTER : I

COURSE: PGDM GEN
TOTAL HRS.: 20

REVISED ON: APRIL 2012

The objectives: To develop the mathematical and logical Reasoning skills among the students. To create the confidence among the students to face the placement aptitude tests conducted by various organizations.

Pedagogy: Class Room Lectures, Assignments, Class-Tests.

Sr. No	Topic	Duration (Hrs.)
1.	Number, BODMAS & Divisibility	4
2.	Sentence Correction	4
3.	Geometry & Mensuration	4
4.	Vocabulary, Reading Comprehension	4
5.	Logical Reasoning	4

SPECIALIZATION

Marketing

Semester II	
2012-PGDM-GEN-201	Entrepreneurship and Project Management
2012-PGDM-GEN-202	Management Information Systems
2012-PGDM-GEN-203 M	Marketing Research
2012-PGDM-GEN-204 M	Sales and Channel Management
2012-PGDM-GEN-205 M	Product and Brand management
2012-PGDM-GEN-206 M	Integrated Marketing Communications
2012-PGDM-GEN-207 M	Consumer Behavior
SDP II	Skill Development Programme II
	Sector and functional specific skills
	Communication skills 2
	Business Awareness
	Aptitude II

Semester III (Marketing Specialization)	
2012-PGDM-GEN-301	Business Policy and Strategic Management
2012-PGDM-GEN-302	SIP Project
2012-PGDM-GEN-303 M	Customer Relationship Management
2012-PGDM-GEN-304 M	Services Marketing
2012-PGDM-GEN-305 M	B2B Marketing

2012-PGDM-GEN-306 M	International Marketing
2012-PGDM-GEN-307 M	Retail Management

Semester IV(Marketing Specialization)	
2012-PGDM-GEN-401	Management Control System
2012-PGDM-GEN-402 M	Innovation and Sustainability
2012-PGDM-GEN-403 M	Rural Marketing
2012-PGDM-GEN-404 M	Supply Chain Management
2012-PGDM-GEN-405 M	e Marketing
2012-PGDM-GEN-406 M	Marketing in Practice

SEM II

SUBJECT NAME: ENTREPRENEURSHIP & PROJECT MANAGEMENT

SUBJECT CODE: GEN 201
SEMESTER: II

COURSE: PGDM GEN
TOTAL HRS: 40

REVISED ON: APRIL 2012

The objectives:

- Understanding the concepts of “entrepreneur”, “entrepreneurship” and their development in all forms and shapes;
- Effectively assess entrepreneurial opportunities and build the required business plan to reach entrepreneurial goals.
- Discussion of two major components of a new enterprise development namely, The legal issues involved while setting up an enterprise and entrepreneurial financing;
- Understanding the programs designed and formulated by Central , State governments and other important institution in entrepreneurship development.
- Creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. The process of founding a startup.

Core text book for Reading: Entrepreneurship: New Venture Creation – David H. Holt
Entrepreneurship – Hisrich Peters
Project management for Business and Technology Principles & Practice, II edn, John M. Nicolas

Reference book for Reading: Minimum 4 books and max 6 books

Entrepreneurial Development - Vasant Desai
Cases in Entrepreneurship - Morse Mitchell
Management & Entrepreneurship - Bedi
Entrepreneurship - Bruce Barringer
Projects: Planning analysis, & selection Sixth Edn Prasanna Chandra
Project management in new product development, Bruce T Barkley
Chandra Prasanna.: Project Preparation, Appraisal, Budgeting and Implementation. 3rd ed., New

Delhi,

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

Sr No	Topic	Duration	Mark/Weightage
Section I : Entrepreneurship Development			
Unit 1	The Entrepreneurial Development Perspective	4	12 %
1.1	Concepts of Entrepreneurship Development Evolution of the concept of Entrepreneur, Types of Entrepreneur		
1.2	Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur		
1.3	Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development		
1.4	Entrepreneurial Culture Case Study on Entrepreneurial Culture		
Unit 2	Legal Environment and Government support	3	5 %
2.1	Basic Government Procedures to be complied with Legal Issues (licensing, patents, contracts etc.)		
2.2	Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants		
Unit 3	Creating Entrepreneurial Venture	5	14 %
3.1	Entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition		
3.2	Business Planning Process, Environmental Analysis – Search and Scanning Identifying problems and opportunities		
3.3	Defining Business Idea ,Case study on Opportunity identification and Venture creation		

3.4	Developing Business Model		
Unit 4	Sustaining Entrepreneurial Venture	4	13 %
4.1	Entrepreneurial Pitfall: Peter Drucker's 4 entrepreneurial Pitfall. The Changing Role of the Entrepreneur : Mid Career Dilemmas		
4.2	Measures for Business Sustainability: Sustaining Competitiveness , Maintaining Competitive Advantage. Harvesting Strategies versus Go for Growth.		
4.3	Causes , symptoms and consequences of a sick unit. Case study on failed enterprise and Turn Around Enterprise		
Unit 5	Social and Rural Entrepreneurship	4	6 %
5.1	The Socio-Economic Context of Social Entrepreneurship, Defining Social Entrepreneurship, Learning from Real-Life Social Enterprises (Case)		
5.2	Introduction and scope of rural entrepreneurship, Learning from Real-Life Rural Enterprises (Case)		
Section II : Project Management			
Unit 1	Feasibility Analysis	6	12.5%
1.1	Introduction to project		
1.2	Technical Feasibility, Financial Feasibility, Marketing Feasibility, Personnel Feasibility and Management Feasibility.		
Unit 2	Business Plan	4	15%
2.1	The Business Plan as an Entrepreneurial Tool Business Plan Presentation		
Unit 3	Project Execution	8	15%

3.1	Estimating and Financing funds requirement; Project capital planning and Budgeting- NPV approach, Pay Back Approach		
3.2	a) Work Break-down Structure (WBS) b) Project Scheduling and Time Analysis- PERT approach, CPM, Crashing of Projects. c) Resource Leveling d) Project Reporting		
3.3	Project Organization		
Unit 4	Role of Various agencies in Project Initiation	2	7.5%
4.1	Role of following agencies in Project Initiation – District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development, Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)		
4.2	Role of Financing Institutions : Banks, Angel Investors, Venture Capital, Private Equity		

SUBJECT : MANAGEMENT INFORMATION SYSTEMS.

SUBJECT CODE: 202
SEMESTER: II

COURSE: PGDM GEN
TOTAL HRS: 40

REVISED ON: APRIL 2012

The objectives:

1. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.
2. To understand various MIS operating in functional areas of an organization and explain its relationship with the various activities of the organization.
3. To understand how MIS is developed and implemented for various levels in an organization.
4. To explore the use of some common IS development tools.
5. To understand concept of Knowledge Management.

Core text book for Reading:

1. MIS, Managing the Digital Firm, 11e, by Ken Laudon, Jane Laudon, Rajanish Dass, Pearson Publication .
2. MIS, 7e, SiE by James A O'Brien, George M Marakas

Reference book for Reading: Minimum 4 books and max 6 books

1. MIS (Text & Cases), A Digital Firm perspective, 4e by WS Jawadekar, Tata McGraw Hill Publication.
2. MIS, Managerial Perspectives, 3e by DP Goyal, Macmillan Publication.

Pedagogy: Apart from lecture 3 other methods have to be used

Class Room Lectures, Demos, Video Case study, Assignments & Test.

Sr. No	Topic	Duration
Unit1	Introduction to information systems.	5

	• Introduction to MIS. • Managerial Decision-making issues in large organizations. • Role of MIS in integrating business processes and effective decisions. • From data and information to knowledge and organizational wisdom	
Unit 2	Applications of information systems	5
	• Enterprise System in 'click and mortar' environment. • e-Business model for competitiveness. • Enablers and their role in creating information systems. • Information value-chain for resource use and profit maximization	
Unit 3	Management of Information Systems	9
	• Role of IT in MIS. • Client - Server Architecture. • Creating Enterprise communication network for data, voice and video. • Types of information network • Data Storage management and data center concepts • Challenges in Enterprise Systems • Building Information Security: Confidentiality and integrity, IPR	
Unit 4	DBMS	4
	• Database Concepts, Structure and Database Administrator. • DEMO of MS-Access. • Concepts of Data Design	
Unit 5	Applications of information systems	7
	• Decision Support Systems, GDSS. • Data Warehousing, OLTP Vs OLAP. • Data Mining and extraction for Business Intelligence • Model of KDD • Data Analysis, interpretation and reporting • IT Tools and Application	
Unit 6	Strategic uses of information systems and information technology, Business Process Re-engineering.	5
	Challenges and Benefits of Building Enterprise Applications	

	BPR, SCM,CRM applications	
	Enterprise Resource Planning (ERP) - Selection and deployment	
	BPR application and software	
Unit 7	Knowledge Management	5
	Knowledge Management and Information System Leadership	
	Managing Tacit and Implicit Knowledge	
	Knowledge Cycle - SECI model	
	Balanced Scorecard for knowledge measurement	

SUBJECT: MARKETING RESEARCH

SUBJECT CODE: 203 M
SEMESTER : II

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

The objectives: The course provides insight into Marketing Research that is comprehensive and practical and provides a balanced coverage of both qualitative and quantitative material. It provides the scope to undergo applied research by giving insights into the research process. An understanding of SPSS along with a live project will give the students expertise to undergo quantitative research practically.

Core text book for Reading: Marketing Research by G.C.Beri

Reference book for Reading:

1. Marketing Research by Naresh K Malhotra
2. Market Research: A Guide to Planning, Methodology and Evaluation by Paul N. Hague
3. Statistics for Management by Levin & Rubin
4. Marketing Research by Donald R. Lehmann

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

Sr. No	Topic	Duration (hrs)
Unit 1	Introduction to Marketing Research	(5)
1.1	Introduction to Marketing Research, role, scope, importance	
1.2	Applications, Careers, Emerging issues in Marketing Research	
1.3	MR In India, Growth in India and MR Agencies	
1.4	Concept of Marketing Intelligence and MIS	
	Concept of MDSS, Value of Information	

1.5		
Unit 2	Marketing Research Process	(2)
2.1	The Marketing Research Process, Steps Involved in MR Process, Examples	
Unit 3	Research Design	(2)
3.1	Exploratory Research, Descriptive Research and Causal Research	
Unit 4	Data Collection	(2)
4.1	Observation, Qualitative and other measures	
4.2	Survey Data Collection Methods	
Unit 5	Questionnaire Design	(3)
5.1	Concept of measurement and attitude scales	
5.2	Questionnaire Design	
5.3	Questionnaire Design exercise	
Unit 6	Sampling	(5)
6.1	Sampling Design	
6.2	Sampling Methods	
6.3	Sample Size Determination	
Unit 7	Data Analysis	(7)
3.1	Measures of central tendency	
3.2	Dispersion and Statistical Estimation	
3.3	Hypothesis Testing	
3.4	t-test, Z-test	
3.5	Chi-square test	
3.6	Correlation, Regression	
3.7	ANOVA	
Unit 4	Introduction to Multivariate Analysis I	(3)
4.1	Multiple Regression	
4.2	Discriminant Analysis Concept	
Unit 5	Introduction to Multivariate Analysis II	(3)
4.3	Factor Analysis	
4.4	Multidimensional Scaling Concept	
4.5	Cluster Analysis Concept	
Unit 6	Report Writing	(2)
6.1	Report Writing	
Unit 7	SPSS	(4)
7.1	Introduction to SPSS	
7.2	Data feeding using SPSS	
7.3	Analysis using SPSS	
Unit 8	Applications	(6)
8.1	Segmentation and positioning	
8.2	New Product Development	
8.3	Pricing Research	
8.4	Media Research	
8.5	Strategy Formulation	
8.6	Brand Value	
8.7	Selling The idea of MR	
Unit 9	Project Works	(7)
9.1	Evaluation of Internal Project Reports	
9.2	Live Projects	
9.3	Generic Company Specific Project	

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SUBJECT NAME : SALES AND CHANNEL MANAGEMENT

SUBJECT CODE: 204M
SEMESTER : II

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

1.Objective :

To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Channel management.

- To pay special emphasis on the practicing manager's problems and dilemmas.
- To develop skills critical for generating, evaluating and selecting sales and channel members and developing strategies to deliver value.

2.Core text book for reading:

Sales and Distribution Management by Krishna Havaladar and Vasant Cavale

3. Reference Books:

1. Sales Management By Richard Rstill Edward W. Cundiff
2. Marketing Channels by Louis Stern and El-Ansari
3. Marketing Channel Management : People, Products, Programs and Markets by Russell W. McCalley
4. Markting Channel Management: Strategic Planning and Tactics by Kenneth G. Hardy
5. Strategic Marketing Channel Management by Donald J. Bowersox, M. Bixby Cooper
6. Sales and Distribution Management by M V Kulkarni

3.Pedagogy:

- 1) Class room lectures
- 2) Case studies
- 3) Movie with learning on Sales Management
- 4) Internal projects

Sr. No	Topic	Duration
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1	Introduction to Sales	5
1.1	- Definition of sales, Processes of a sale transaction	1
1.2	- Need for intermediaries, Types of sales channels, Dynamics of sales channels	2
1.3	- Sales Process and various sales documentation	2
2	Sales organization and sales force management	6
2.1	- Types of sales organization, Selection of sales force, Motivating sales force, Sales Force compensation, Evaluating sales force performance	3
2.2	- Sales territory planning and market potential measurement	2
2.3	- Roles and responsibilities of sales personnel	1
3	Sales planning, forecasting and budgeting	5
3.1	- Role of marketing and sales. Link between marketing and sales	1
3.2	- Basic terms in sales forecasting, Factors influencing sales forecast	1
3.3	- Sales forecasting methods	2
3.4	- Sales budget and quotas	1
4	Selling to organized retail channel	4
4.1	- Emergence and concept of organized retail and key accounts	2
4.2	- key accounts management	2
5	Current Trend in Sales	3
	- Cross Selling: Concept and strategies	1
	- Up Selling: Concept and strategies	1
	- Value added Selling: Concept and strategies	1
6	Introduction to Channel Management	4
6.1	- The Concept of Channel Management, Current Challenges in Channel Management, Objectives in Channel Management	2
6.2	- Competition in Marketing Channels , Typical Channel Management Decisions	2
7	Channel Management : Managing Single Channels	6
7.1	- A Typology of Marketing Channels , In-House vs. Outsourced Distribution	1
7.2	- Various types of Channel Members	1

7.3	- Managing Distribution network and channel relationship management	1
	- Management of Electronic and Mobile Channels	1
7.4	- Introduction to Logistics and Supply Chain Management	1
7.5		1
8	Channel Management on the Macro-Level	5
8.1	- Multi Channel Management, Designing the Channel Mix	1
8.2	- Implementation of New Channels and Touch points, Customer Channel preferences and Right-Channeling	1
	- Channel Performance Measurement	
8.3	- Situation Analysis, Marketing Channel Selection ,Configuration of the	1
8.4	Channel Mix, Coordination of the Channel Mix, Distribution Controlling	2
9	Channel conflict	3
9.1	- Meaning of channel conflict	1
9.2	- Reasons of channel conflict	1
9.3	- Conflict resolution	1

SUBJECT: PRODUCT & BRAND MANAGEMENT

SUBJECT CODE: 205M
SEMESTER –II

COURSE:PGDM GEN
TOTAL HRS: 40 HRS

REVISED ON: APRIL 2012

Objectives :

- b. To understand and appreciate the concept of Product & Brand Management (P&BM) in theory and practice and importance of managing a product
- c. To introduce the concept of branding and brand management with special emphasis on developing brand equity besides other concepts of branding.
- d. The students will also learn how maintaining a brand will increase the long-range profits of an organization.
- e. To have an elementary knowledge of the role consumer behavior in branding
- f. To understand and appreciate the concept of marketing strategy formulation and implementation in P&BM

Core text book for Reading: Product & Brand Management – Lehmann & Winer; Brand Management – Kevin Keller; Jean Noel Kapferer; John .P. Jones; Brand Positioning – Subroto Sengupta; Branding Concepts & Process –Debashish Pati

Pedagogy: Class Room Lectures, Case study, Assignments, Guest Lecture, Book reviews & Test, Research Papers

Sr. No	Topic	HRS
Unit 1	Introduction and Orientation –Product & Brand Management	5

1.1	Basics of P&BM, Definition, key terms, Concepts, marketing orientations, Concepts of Brand Management.	
1.2	Difference between Product and Brand management. Strategic Planning Process in brand management	
1.3	Environmental factors affecting Brand Management. New Product Development strategies. Case study	
Unit 2	Strategies for developing products across the PLC	4
2.1	Building Product strategies over the Life-Cycle - Introduction phase, Growth Phase, Maturity & Decline Phase.	
2.2	New product development & adoption strategies; Customer Analysis & Defining the competitive set Case study	
Unit 3	Developing Marketing programs to build Brand equity	6
3.1	Analyzing the Marketing Mix - 4Ps, 7Ps, 4Cs of marketing	
3.2	Product differentiation, Product systems & mixes, Product hierarchy	
3.3	Integrating marketing communication to build brand equity & leveraging secondary brand knowledge to build brand equity Case study	
Unit 4	Branding Building and strategy to sustainability	6
4.1	Brand, Brand Equity, Brand Equity Models- AAKER, Brand Resonance, Brand Elements Branding decisions, brand extensions, brand portfolio, co-branding	
4.2	Brand Positioning, Brand Pyramid, Brand Hierarchy, Kapferer's Brand Personality Model, Brand Asset Valuation Models	
4.3	Brand Building Process Case Study	
Unit 5	Leveraging the Brand –Process	4
5.1	Conceptualizing the leveraging process, country of origin; Pricing Strategies & Branding	
5.2	Co-branding, licensing, celebrity endorsement, sporting, cultural and other events	
Unit 6	Marketing & Branding strategies for Services	4
6.1	Services differentiation, Brand strategies, Services marketing mix;, -Brand-product matrix	
6.2	Managing brands over time, Managing brands over geographic boundaries and market segment Case Study	
Unit 7	Branding & Integrated Marketed Communications	5
7.1	Branding & Integrated Mktg Comm. - Developing advertising programs, Public relations, Direct Marketing & PR for establishing Brand equity	
7.2	Measuring sources & outcomes of brand equity leveraging secondary brand knowledge to build brand equity. Case Study	

SUBJECT NAME: INTEGRATED MARKETING COMMUNICATION

SUBJECT CODE: 206M
SEMESTER: II

COURSE: PGDM-GEN
TOTAL HRS: 40

REVISED ON: APRIL 2012

The objectives:

- a. To provide an appreciation of the range of tools available for marketing communications.
- b. To provide an understanding of the basic principles of planning and execution in Marketing Communications
- c. To develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.

Core text book for Reading:

Advertisement & Promotion-IMC perspective: - Belch & Belch
IMC by Smith & Taylor

Reference book for Reading:

Ogilvy on Advertising: - Ogilvy Mather
Positioning the Battle of your minds:- Al Rise & Jack Trout

Pedagogy:

1. Research Paper/ Journal articles/ brand equity or newspaper articles/magazines
2. Case Studies/ Online case studies from Agencyfaqs by registration of all the students
3. Audio-Visuals

Sr.	Topic	Duration
1	IMC Concept:- Introduction & Familiarization, Definition of Promotion & Promotion Mix, Tools of Promotion Mix	3

2	Participants of IMC Factors contributing to importance of IMC Participants in IMC management Agency Compensation Career Opportunities IMC Planning Process	4
3	IMC – Marketing Environment & Understanding the Consumer Behavior Understanding of Marketing Environment Segmentation, Targeting and Positioning Understanding the consumer buying behavior	5
4	IMC- communication Process Understanding IMC communication Process Understanding the Message, Objective and budgeting for IMC Response hierarchy models	5
5	Developing the IMC Program:- IMC tools 1. Advertising Creative Strategy & Execution -Importance of creativity -The Creative Process - Copy -Appeals & Execution styles Media Planning & Strategy -Media Planning -Types of Media, Advantages & Disadvantages - Media Mix & Media Buying	5
6	Other IMC tools:- Sales Promotion: -Nature & Scope -Consumer & trade sales promotion -Techniques of Sales promotion -Advantages & Disadvantages Direct Marketing: - Nature & Scope - Direct Marketing strategies & Media - Advantages & Disadvantages Internet Advertising & E-commerce: -Nature & Scope -Characteristics of Internet Marketing -Tools/ Platforms for Internet Marketing -Integrating Internet Marketing -Measurement & Analysis - Advantages & Disadvantages Public Relations, Publicity & Corporate Advertising: Public relation: -Definition, The new role of PR -Integrating PR - The Process of Public relation Publicity - Scope, Control & Dissemination of Publicity - Advantages & Disadvantages of Publicity Corporate Advertising :- -Objective, Types of Corporate Advertising - Advantages & Disadvantages of Publicity Personal Selling:	10

	-Scope of Personal Selling -Role in IMC -Advantages & Disadvantages	
7	Monitoring, Evaluation & Control	2
8	IMC –International Perspective	4
9	Legal, Social & Ethical Aspects of IMC	2

SUBJECT: CONSUMER BEHAVIOUR

SUBJECT CODE: 207M
SEMESTER –II

COURSE :PGDM GEN
TOTAL HRS: 40 HRS

REVISED ON: APRIL 2012

1.Objectives :

- a. To understand and the various factors affecting consumer behavior.
- b. To understand the importance and relevance of consumer behavior for effective marketing strategy and a successful marketing organization

2.Core text book for Reading: Consumer Behavior: Blackwell, Miniard and Engel.

3.Reference Books for Reading:

- Consumer Behavior: Schiffman and Kanuk
- Consumer Behaviour: Buying, Having & Being (8th ed) by Michael Soloman
- Consumer Behaviour: Concepts, Readings & Cases by S.Ramesh Kumar
- Consumer Behaviour: Building Marketing Strategy by Del Hawkins, David Motherbaugh & Amit Mookerjee

4.Pedagogy: Class Room Lectures, Activities, Case study, Test & Assignments, Research Papers

Sr. No	Topic	Duration
Unit 1	Introduction and Overview	4

	• Introduction, definition, what is Consumer Behavior, why study consumer behavior, how to study consumer behavior, the underlying principles of CB. Trends in CB • Overview to Models of Consumer buying Behavior - • Market analysis to market strategy • Diversity of consumer behavior, Characteristics of Indian consumers • Overview of Economic, passive, cognitive and emotional views	
Unit 2	Consumer Decision Making Process	6
	• Types : High involvement & low involvement • Models : Schiffman & Knauk's model & Blackwell • Process : need recognition to divestment • Variables affecting Decision Process • Buying Roles	
Unit 3	Purchase Process	4
	• Fully planned, partially planned and unplanned purchase Purchase process, components of purchase decision • Overview of B2B consumer Behavior	
Unit 4	Post Purchase Process	6
	• Consumption behavior • Consumption experience.-3 types of experiences • Cognitive Dissonance. • Customer Loyalty, retention strategy and CRM.	
Unit 6	Individual (internal) determinants of CB	6
	• <u>Personality</u> – trait theory, Freudian theory, Jung personality types, AIO & VALS framework • <u>Perception</u>- Internal & External factors affecting Attention, Consumer imagery, perceptual mapping and product positioning • <u>Motivation</u>-what is motivation, marketing application of Maslow's hierarchy, motivating customers. • <u>Memory</u>- elements, characteristics and importance of Long term & short term memory. • <u>Learning</u> –elements of learning process, classical conditioning & operant conditioning. • <u>Attitudes, Beliefs & Feelings</u> – 3 components of attitude, hierarchy of effects, factors affecting attitudes and beliefs. Consumer confusion, feelings and advertising, feeling and shopping and feelings and consumption experiences. • <u>Knowledge</u> – types of consumer knowledge, sources consumer knowledge, benefits of understanding consumer knowledge. • <u>Cases and case lets for discussion from Indian perspective as well as from Text (Blackwell)</u>	
Unit 7	Environment (external) determinants	6
	• <u>Culture</u> and sub-culture, values and norms, traditional and changing Indian values, cultural factors affecting consumer behavior • <u>Social class, social stratification</u> – features having relevance to marketing, Indian middle class, social influences – reference group, opinion leaders, family and household influences • <u>Cases specifically to understand relationships between the demographic characteristics and consumer behavior variables.</u>	

Unit 8	Influencing consumer behavior-communications	6
	• Making customer contact-exposure, attention. • Shaping consumer opinion-opinion formation and change. • Helping consumers to remember-cognitive learning and retrieval	
Unit 9	Diffusion of innovation	2
	Origin, concept, importance and applications.	

**SUBJECT : SKILL DEVELOPMENT PROGRAM SECTOR AND
FUNCTION SPECIFIC SKILLS**

SUBJECT CODE: SDP II
SEMESTER: II

COURSE: PGDM GEN
TOTAL HRS. : 25

REVISED ON: APRIL 2012

The objectives:

- A. The objective of the Sector specific skills is to provide extra input to the students by analyzing different sectors on the parameters like history of the sector, global scenario, contribution of the sector to the world GDP, Stock performance etc.
- B. Once they are done with the global scenario, they have to look at the Indian scenario of the sector was explored like its contribution to Indian GDP, growth, employment, etc. A comparison between the Indian players with the global players should be done. Each sector was depicted with respect to its growth, size of the industry, contribution to GDP and its turnover, stock performance, revenue analysis, contribution to economic progress, government policies, SWOT analysis, its future and the challenges faced. The framework that is followed is of EIC framework i.e. analysis of Economy, Industry and Company. Sector analysis enabled students to have a deep insight of each sectors of the economy. This helps students to relate the theories learnt in the classroom to implement them in the real world.
- C. Functional skill development activity is done specialization wise to provide extra input to the students which is needed for the development in the specialization selected by them. It is aimed to enhance the knowledge and perspectives of students other than their routine studies and classes. It

includes discussions, case studies, and article review and industry experts coming and sharing their knowledge with students.

Pedagogy: Class Room Lectures, Guest Lectures, Presentations by students, Activities, Case study, Assignments, Tests and Research Papers.

PART I: SECTOR SPECIFIC SKILLS

(Total 10 Hours Input)

Sr. No.	Business Sectors to be studied
1.	IT Industry
2.	Construction Industry
3.	Retail
4.	Telecommunications Industry
5.	Banking and Insurance
6.	Automotive
7.	Energy
8.	Food and Beverage
9.	Health Care Industry
10.	Hospitality

For studying each of the above Business Sectors, following parameters should be considered:

1. History
2. Global Scenario: Contribution to World GDP
3. Indian Scenario
4. Growth size of the industry
5. Stock Performance
6. Revenue Analysis
7. Government Policies
8. SWOT Analysis of the Sector
9. Challenges faced by the sector
10. Examples of the companies pertaining to the sector

PART II: FUNCTION SPECIFIC SKILLS

(Total 15 Hours Input for each specialization)

A) MARKETING SPECIALISATION

B) Sr. No	Topic	Duration
Unit 1	Personal Selling	4

	Cold Calling techniques Telephone etiquettes Business Etiquettes Lead Generation	
Unit 2	Creative Advertising	2
	Creative strategies Creative execution for print, TV and radio	
Unit 3	Channel Management	2
	Developing Channels Channel Relationship management	
Unit 4	Neuro Marketing	2
	Applications of neuro marketing	
Unit 5	Advertising & Public Relations	2
	Exhibitions & Press conferences How to write a press release.	
Unit 7	IT Sales :Product & solutions & Services sales in IT industry	2

SUBJECT: COMMUNICATION SKILLS II

SUBJECT CODE: SDP 1

COURSE: PGDM GEN

SEMESTER –II

TOTAL HRS: 20 HRS

REVISED ON: APRIL 2012

Objectives :

- To Understand The Importance Of Effective Communication In A Business Setting.
- To Understand And Utilize The Basic Forms (E-Mail, Memos, Letters, Informal And Formal Reports, And Informal And Formal Presentations) That Are Used In Effective Business Communication.
- To Reinforce And Further Develop [Presentation](#) Skills In Order To Deliver Professional Presentations.
- To Work Effectively In A Team To Improve Communication Skills And To Prepare And Present Group Projects.
- To Sensitize Students About Non Verbal & Cross Cultural Aspects Of Communication.
- To Build Confidence And To Install Competitiveness.

Core text book for Reading: Business Communication - Shirley Taylor.

Essentials of Business Communication – Bovee & Thill.

Business Communication – N.S Pradhan, Homai Pradhan

Business Communication – R.K Madhukar

Pedagogy: Interactive Class Room Lectures, Activities, Assignments, Work Shop & Test.

Sr. No	Topic	Duration
Unit 1	Communication in Business (Revision)	1
1.1	Introduction, Dimensions, Importance and Need.	

1.2	Communication Network, Principles.	
1.3	Types, Process, Levels, Channel.	
1.4	Barriers in Communication.	
Unit 2	Developing and delivering effective presentation	1
2.1	Individual presentation based on the learning's from semester 1	
Unit 3	Listening	3
3.1	Listening activities, Audio visual tapes, movies)	
Unit 4	Non Verbal Communication	3
4.1	Module on different types of non verbal communication (understand what type of communicator an individual is)	
Unit 5	Written Communication	2
5.1	Dissertation based on any current topic	
Unit 6	Group Communication	1
6.1	Mock Meetings, Role play	
Unit 7	Intercultural Communication	3
7.1	Improving intercultural sensitivity.(Share real life stories) Lingoes used in foreign language, Cross cultural communication, Body language.	
Unit 8	Interviews	4
8.1	Understanding Interview process.	
8.2	Types of Interviews.	
8.3	Success in Job interviews.	
8.4	Follow Up after interview.	
Unit 9	Communications and Technology (Overview)	2
9.1	Electronic communication technologies.	
9.2	Software for business communication.	

SUBJECT NAME: BUSINESS AWARENESS

SUBJECT CODE: SDP II
SEMESTER : II

COURSE: PGDM GEN
TOTAL HRS: 25

REVISED ON: APRIL 2012

The objectives:

1. To understand basic terms of business & economics.
2. To understand and analyze the contemporary economic and business scenario.
3. To discuss major business events occurring on a day to day basis from The Economic Times.

Core text book for Reading:

The objective is to create awareness among students about current business affairs. Hence, no text book is being prescribed.

Reference book for Reading:

Continuous reading and discussions on current business issues based mainly on Economic Times (ET)

Pedagogy:

Collaborative learning through class room reading and open discussions on current business issues appearing in that week's ET

Case study, Assignments, Guest Lectures and quiz

- The evaluation would be done by internal faculty/Division In Charge based on classroom presentations, assignments and quiz. There would not be any mid-semester or end semester examination. Based on the evaluation made by the faculty, grades would be assigned.

Sr. No	Topic	Duration
1.	Overview of Indian Economy	5

	Various sectors of Indian Economy Students are expected to understand and make presentation on Economic Growth Rate, Industrial Growth Rate, Agricultural Growth Rate, Service Sector Growth Rate, Employment, Poverty, Foreign Exchange Reserve, etc.	
2.	Monetary Policy and Inflation Students are expected to understand and make presentations on the concept of inflation, its causes and effects and measures initiated to control inflation	4
3.	Economic Reforms Reforms in Insurance, Banking & FDI in Retail Recent Privatization of PSUs. Discussion on Current Policy of Government of India related to economic reforms. (Resources: Last fifteen days economic times)	4
4.	Euro Crisis Crisis in PIIGS Countries Discussion on problems relating to debt crisis in European Countries and its impact on the global economy and also India	4
5.	Budget Analysis Basic Terms related to Budget Discuss on basic terms of Budget like Revenue receipts & deficit, fiscal deficit, non tax revenue, non plan expenditure, plan expenditure, total expenditure, etc., and its impact on Indian economy,	5
6.	CIBIL-Need and functions: Credit Information Reports (CIR)	3

SUBJECT APTITUDE II

SUBJECT CODE: SDP II
SEMESTER: II

COURSE: PGDM GEN
TOTAL HRS. : 20

REVISED ON: APRIL 2012

The objectives:

1. To develop the mathematical and logical Reasoning skills among the students.
2. To create the confidence among the students to face the placement aptitude tests conducted by various organizations.

Pedagogy: Class Room Lectures, Assignments, Class-Tests.

Sr. No	Topic	Duration (Hrs.)
1.	LCM, HCF, Percentage, Ratio & Proportion	4
2.	Time, Speed & Distance	4
3.	Average, Mixture & Allegation	4
4.	Verbal Reasoning	4
5.	Analytical Reasoning, Visual Reasoning	4

Sem - III

SUBJECT : BUSINESS POLICY AND STRATEGIC MANAGEMENT

SUBJECT CODE: 301
SEMESTER : III

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

The objectives:

- To expose participants to various perspectives and concepts in the field of Strategic Management.
- To help participants achieve conceptual clarity.
- To help participants develop skills for applying these concepts to the solution of business problems.

Core text book for Reading: Strategic Management: Concepts & Cases 11th Edition Fred & David: Prentice Hall 2007.

Reference book for Reading:

1. Exploring Corporate Strategy 7th Edition G. Johnson & K. Scholes: Prentice Hall 2005.
2. "Strategic Management and Business Policy" Azhar Kazmi, The McGraw-Hill
3. "Business Economics" Manab Adhikary Excel Books
4. "Business Policy and Strategic management P. Subba Rao Himalaya Publishing House
5. "Marketing Management" Kotler, Keller, Koshy and Jha

Pedagogy: Apart from lecture , Case Study Analysis, Book Review, Test

Sr. No	Topic	Duration (Hrs.)
1.	Introduction to Strategic Management: The Importance of Strategic Management Schools of thought in Strategic Management	3

	Strategy Content, Process and Roles The Fit Concept and the Configurationally Perspective in Strategic Management Dimensions and Levels of Strategy	
2.	Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.	6
3.	Analyzing Company's External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) & (SWOT) – Industry Analysis - Porter's Five Forces Model of competition	6
4.	Corporate Level Strategies: Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring	7
5.	Business Level Strategies: The foundations of Business Level Strategies, Different Business Level Strategies, Generic Business Strategies, Tactics for Business Strategies	2
6.	Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Synergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit	6
7.	Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.	4
8.	Behavioral issues in implementation – Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization	4
9.	Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT.	2

SUBJECT NAME: SUMMER INTERNSHIP PROJECT

SUBJECT CODE: GEN – 302
SEMESTER: III

COURSE: PGDM GEN

REVISED ON: APRIL 2012

The objectives:

Summer Internship Project is an Important Milestone in the student's journey from Class Room to Board Room. It is rather their first step towards the Corporate World where they can have the real feel of the Industry Environment. This enables the students to understand the organization structure, business practices and processes in organization. Students are guided by Internal and External functional experts to make the project a highly professional one. The expected results in building up of student's confidence for future interviews and Corporate Assignments.

SUBJECT CUSTOMER RELATIONSHIP MANAGEMENT

SUBJECT CODE: GEN- 303 M
SEMESTER: III

COURSE: PGDM GEN
TOTAL HRS. : 40

REVISED ON: APRIL 2012

The objectives:

The objective of this course is to introduce students to the concepts and methods of Customer Relationship Management (CRM). The course will have a hands-on, methodological orientation. The goal is to put students in contact with real world applications and databases. Students will explore three key building blocks of CRM databases: data, technology and statistical techniques. Upon completing this course, students should have a working knowledge of CRM and related database marketing techniques, and an appreciation of their potential and limitations.

Specific course objectives are to:

1. Help you understand how analytical techniques and computer models can enhance decision making by converting data and information into insights and decisions.
2. Help you learn to view marketing phenomena and processes in ways that are amenable to decision making.
3. Expose you to a number of examples of the successful use of CRM database and develop your abilities to build, modify, and implement CRM database.
4. Help you to learn what the tools and software is available for CRM and what they can do as well as what they cannot do.
5. Help you to plan your future careers in marketing and management consulting.

The general objects of the learning practices used in this course are to introduce, reinforce and assess your transferable skills in:

- Critical thinking
- Information handling
- Case study analysis

Core text book for Reading:

Customer Relationship Management By William G. Zikmund

Reference book for Reading:

1. The CRM handbook By Jill Dyche
2. CRM By Greenberg
3. CRM By Kaushik Mukerjee

4. Customer relationship Management - Sheth, Parvatiyar, Shainesh

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

Sr. No	Topic	Duration
Unit 1	Changing nature of Marketing and customer services	6
1.1	Definition, nature and concept of CRM	
1.2	Why Customer Relationship Management (CRM)? – Diminishing customer loyalty, Reasons of diminishing customer loyalty; Brand Loyalty as a Behavior- Undivided Loyalty, Occasional switcher, Switched Loyalty, Divided Loyalty, Indifference	
1.4	Customer Life Cycle	
1.5	Characteristics of empowered customers	
1.6	Emerging trends in marketing: Shorter Product Life Cycle, Emergence of Permission Marketing, Experiential Marketing, Offering Complete Solutions, Rewarding Loyal Customers, Disruptive Innovations, Cross-Selling and Up-Selling. Event Based Marketing	
1.7	Changing nature of customer service	
Unit 2	CRM overview and Basic Concepts	8
2.1	Emergence of CRM: Introduction to the Concepts of Relationship Marketing(RM), Customer Experience Management(CEM), Customer Touch Point Value (CTV)	
2.2	Key Customers, Considerations to decide Key Customers, Strategies for Key Customers	
2.3	RFM Model	
2.4	Customer Lifetime Value(CLV) calculation, Significance of CLV	
2.5	Concept of Personalization and Mass Customization	
Unit 3	CRM Strategy	9
3.1	Strategic orientation for CRM, Extending the concept of Relationship, The technology orientation, A strategic framework for CRM	
3.2	Customer Acquisition: Input for acquisition, Requisites for effective acquisition, Customer Adoption Process, Customer acquisition strategies	
3.3	Sales Force Automation(SFA): Objectives of SFA, Tasks for SFA, Understanding resistance to SFA systems, Strategic advantages of SFA, Key factors for successful SFA	
3.4	Customer Interaction Management (CIM): Routes to CIM, Factors influencing CIM	
3.5	Campaign Management: Steps to be followed for effective campaign management	
3.6	Channel Optimization: Requisites of Channel Optimization	
3.7	Customer retention strategy: Various Customer Retention strategies	
3.8	Customer Win-back strategy: Identify who is about to terminate, Various Customer Win-Back Strategies	
Unit 4	CRM Process	7
4.1	Planning for CRM: Elements in CRM planning, Preparing the CRM business plan	
4.2	Role of IT for CRM	
4.3	Analytical CRM, Operational CRM, Collaborative CRM	
4.4	Business Process Re-engineering (BPR): Meaning with examples	
4.5	Process Mapping and Process Blueprinting	
4.6	Change Management	
Unit 5	Tools for CRM	4
5.1	Decision Support System(DSS)	

5.2	Data Mining and Data Warehousing	
5.3	Business Intelligence	
5.5	Enterprise Resource Planning (ERP)	
5.6	eCRM: Basic concepts of eCRM, Benefits of eCRM, Steps in eCRM, Success factors in eCRM	
5.7	CRM tools: ORACLE, SIBEL, SalesLogix, Talisma	
Unit 6	CRM Implementation	4
6.1	Choosing the right implementation approach: Implementation of CRM for what and where(SBU level, Corporate level)	
6.2	Steps in CRM implementation	
6.3	Expected benefits of CRM implementation	
Unit 7	Guarding against CRM failures	2
7.1	Creating the right culture	
7.2	Ensuring right CRM implementation	
7.3	The 7 deadly sins in CRM	

SUBJECT NAME: SERVICES MARKETING

SUBJECT CODE: 304M
SEMESTER : III

COURSE : PGDM GEN
TOTAL HRS: 40

REVISED ON: APRIL 2012

The objectives: Students will learn to develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies. This course will be of particular value to those who intend to work in a service organization or have a need to understand service organization from a point of view of investing or starting their own service business.

- To understand the uniqueness of the services characteristics and its marketing implications.
- To understand the important factors in managing the service delivery process and the implementation of services marketing.

Reference book for Reading:

1. Services Marketing - Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th ed.
2. Services Marketing - Christopher Lovelock
3. Services Marketing - Rampal & Gupta
4. Essence of Services Marketing - Ardian Payne.
5. Services Marketing - Helen Woodruff
6. Zeithaml, Valarie A. & Bitner, Mary Jo; Services Marketing – Integrating Customer Focus Across the Firm; Tata McGraw Hill; New Delhi.
7. Rao, K., Rama Mohana; Services marketing; Pearson Education; New Delhi.
8. Hoffman & Bateson; Essentials of Service Marketing; Thomson Asia Ptc. Ltd., New Delhi.
9. Rampal, M.K. & Gupta, S.L.; Services marketing; Galgotia Publications; New Delhi.
10. Shanker Ravi; Services Marketing – The Indian Perspective; Excel Books, New Delhi

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

Sr. No	Topic	Duration
1	Foundation of services marketing– Introduction - The services concept: Service Industry – Contribution & Nature of Services; Classification of Services Goods v/s Services Marketing, Characteristics of Services, Goods & Services	7

	Continuum, Introduction to additional Ps of Services Marketing. Global and Indian Scenario in services sector	
2	The GAPS Model of Service Quality & SERVQUAL Analysis- its application in Service Organizations Parsuraman-Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model	3
	Understanding Customer Requirements- Customer Behaviour, ServiceConsumption Process, Customer Expectations, Levels of Customer Expectations, Customer Perceptions, Customer satisfaction, Moments of Truth, Service Encounters, Post Purchase Evaluation by customers, role of culture in services Building Customer Relationships Service Recovery	5
3	Aligning Service Design & Standards- Distribution: Place; Promotion: Promotion objective for Services; People: The key role of service employees in a service business; Physical evidence; Process: Service as a process & as a system;	5
4	Developing Sustainable Service Models: Managing Customer Research in Services; Planning and implementation of new service models; Role of People in services marketing, Services Marketing Triangl Employees' Roles in Service Delivery; Customers' Roles in Service Delivery; Managing Demand & Capacity in Services- Yield Management, Waiting Process Management; Pricing of services, cost based , competition based and demand based yield management in services; Pricing of services for After sales services, Promotion- Integrating Services Marketing Communication, Service Branding	6
5	Relationship Marketing and Loyalty Programs: CRM issues in services; Concept of loyalty; Creation of a loyalty program; Calculation of Acquisition Costs, retention costs and rates. Employee Role in Service Delivery; Service delivery and Organization Culture and Climate	4
6	Service Tax provisions in India: Introduction, origins of service Tax, services under Tax net, obligations of a service provider, penalties levied under the service tax act.	3
7	SECTORAL APPLICATIONS CASES: Financial Services ;Hospitality and	5

	Tourism Services; Health Services; Educational Services; Telecommunication Services; Professional Services; Product Support Services. Marketing of Banking, Insurance, Logistics Services.	
8	Technology & Service Strategy: Applying technology to service settings,e-services.	2

SUBJECT NAME: BUSINESS TO BUSINESS MARKETING

SUBJECT CODE: 305M

SEMESTER: III

COURSE: PGDM GEN

TOTAL HRS: 40

REVISED ON: APRIL 2012

The objectives: To prepare students for a career in business to Business Marketing

- *To expose the students to a variety of product-market situations in the Indian Context
- *To share the development in the area of Relationship Marketing (RM)
- *To share the concepts and frameworks may be more relevant in industrial marketing situations.
- *To develop skills to formulate implementable marketing strategies

Core text book for Reading:

1. Business Marketing Management: B 2 B - By Michael D Hutt & Thomas W. Speh
2. Industrial Marketing by Hill, Alexander & Cross
3. Industrial Marketing: Analysis, Planning & Control by Reeder, Briety Reeder
4. Industrial marketing- By Krishna K Havaladar

Reference book for Reading:

1. Industrial Marketing : Text & Cases- ICFAI
2. Industrial Marketing-ICFAI
3. Industrial Marketing by Milind T. Daphtardar

Pedagogy:

1. Research Paper/ Journal articles/ newspaper articles/magazine articles
2. Case Studies/ Online case studies from Agencyfaqs by registration of all the students
3. Audio-Visuals / Role Plays

Sr. No	Topic	Duration
1	The Environment & Nature Of Business Marketing Introduction: What is Business marketing? Consumer V/S Business Marketing Types of Customers in Business Mktg, Types of Industrial Goods, Types of Business Market Demand	4
2	The Business Market: Perspectives of the Organizational Buyer Unique characteristics of Commercial Enterprises, Government Sector, The Institutional Market, Goals of Purchasing Function, Levels of Procurement Development	2

3	Organizational Buying Behavior Organizational Buying Process, Forces Shaping Organizational Buying Behavior, Buying Center / Decision Making Unit	3
4	Customer Relationship Management Strategies for Business Markets, Relationship Marketing: Nature & Classification, Managing Buyer Seller Relationship, Customer relationship Management	3
5	Segmenting the Business Market Business market Segmentation Requirements & Benefits Basis of segmenting Business Markets	2
6	Managing Products for Business Markets Core Competencies: The root of industrial products, Product Quality & Policy, Planning Industrial Product Strategy	3
7	Managing New Industrial Product Development Industrial Product life cycle & Strategies for New & Existing products, New Product Development Process	3
8	Managing Services for Business Markets Marketing of Industrial Services, Products to Solution Marketing Mix of Service Firms	3
9	Managing Business Marketing Channels What is Business Marketing Channel, Who are the participants Channel design & administration	3
10	E-Commerce in Business Market The strategic Role of E-Commerce	2
12	Pricing Strategy for Business Market Process of Pricing, Price Attacks & Competitive Bidding	2
13	Business Communication: Advertising & Sales Promotion Role of Advertising, Developing Integrated Communication Program, Managing B2B Advertising & Measuring Effectiveness, Role of Trade Shows	4
14	Business Marketing Communications: Personal Selling Role of Personal Selling, Organizational Buying Behavior & Personal Selling, Sales Force Organization & Management, Account Management Process	3
15	Case Studies , Guest Session & Assignment	5

SUBJECT: INTERNATIONAL MARKETING

SUBJECT CODE: 306M

COURSE: PGDM GEN

SEMESTER –III

TOTAL HRS: 40 HRS

REVISED ON: APRIL 2012

Objectives :

1. To understand and appreciate the concept of International Marketing (I.M.). in theory and practice
2. To evaluate the environment of International Marketing(I.M.) and develop a feasible marketing plan (process)
3. To understand and apply the STP in International Marketing (I.M) (segmentation, targeting, positioning)
4. To have an elementary knowledge of consumer behaviour and marketing research in International Marketing(I.M)
5. To understand and appreciate the concept of marketing strategy formulation and implementation in International Marketing(I.M.)

Core text book for Reading: International Marketing by Philip Cateora, John L. Graham, Prashant Salwan (13th Edition TataMcGraw Hill)

Reference Books :

- International Marketing by Dana Nicoleta Lascu (Biztantra)
- International Marketing by Rakesh Mohan Joshi (Oxford Press)

Pedagogy: Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Book reviews & Test, Research Papers

Sr No	Topic	Duration
Unit 1	Scope, Concepts and Drivers of International Marketing	2
1.1	Marketing concepts : Ethnocentric, Polycentric, Geocentric and Regiocentric	
1.2	Drivers of International Expansion	
1.3	Obstacles to internationalization	
Unit 2	International Marketing Environment	4

2.1	Economic Environment	
2.2	Political Environment	
2.3	Legal Environment	
2.4	International Trade Barriers (Tariff & non tariff)	
2.5	Cultural Influences	
Unit 3	WTO : international marketing implications	4
3.1	From GATT to WTO	
3.2	Functions and structure of WTO	
3.3	WTO agreements – an overview	
3.4	Overview of International Trade Disputes	
3.5	Implications of WTO on international marketing	
Unit 4	Emerging Markets	4
4.1	Marketing and Economic development - NIC growth factors, objectives of developing countries, demand in a developing country & Bottom of the pyramid markets.	
4.2	Developing countries and Emerging markets	
Unit 5	Entering International Markets	7
5.1	Concept of international market entry	
5.2	Modes of international market entry	
5.3	Factors affecting the selection of entry mode	
5.4	Choosing the right international market entry mix.	
5.5	Overview of Trade Blocks – EU, ASEAN, SAFTA, NAFTA, KAFTA, SAARC	
Unit 6	Product & Branding strategy for international market	7
6.1	Standardizations vs. adaptation in international markets	
6.2	Overview Product quality decisions for international markets	
6.3	Overview Packaging and labeling for international markets	
6.4	Overview Product launch for international markets	
6.5	International product strategy & promotion mix	
6.6	Product promotion strategies for international strategy	
6.7	Essence of branding & building brands in international environment	
Unit 7	International Logistics and Distribution	4
7.1	International logistics	
7.2	Types of international distribution channels	
7.3	Structure of distribution channels in international markets	
7.4	Managing international logistics	
7.5	Overview of international retailing	
Unit 8	International Trade Finance	5
8.1	Export Finance – types of credit	
8.2	Export promotion schemes	
8.3	Overview of Exim policies	
8.4	Risk in international transactions – economic, commercial, political, Transit, sovereign risk	
Unit 9	Organizing and controlling of international marketing operations	3
9.1	Organizing for international marketing operations	
9.2	Examining international organizational designs	
9.3	Controlling international marketing operations	

SUBJECT NAME: RETAIL MANAGEMENT

SUBJECT CODE: 307M
SEMESTER : IV

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

The objectives:

1. To understand and appreciate the concept of retail marketing in theory and practice
2. To evaluate the environment of retail marketing and develop an understanding finer aspects of retailing (process)
3. To understand and apply the concepts of STP of marketing (segmentation, targeting, positioning) in retailing
4. To have an elementary knowledge of consumer behaviour and marketing research & its application in research
5. To understand and appreciate the concept of marketing strategy formulation and implementation in the field in retailing

Core text book for Reading: Retailing Management by Barry Berman and Joel R Evans

Reference book for Reading:

1. Retailing Management –Levy & Weitz
2. Retailing Management –Gibson G Vedamani
3. Retailing Management –Suja Nair
4. 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)
Unit 1	Introduction to Retailing	(3)
1.1	Retail Industry overview- Global overview, Indian overview, Indian retail Scenario and its future prospects The Framework of Retailing	
1.2	The Importance of Developing and applying a Retail Strategy	
1.3		

Unit 2	Building Sustainable relationship in Retailing, Strategic Planning in Retailing	(5)
2.1 2.2 2.3 2.4 2.5	Value and value Chain, Retail Relationships Ethical performance and Relationships in Retailing Situation Analysis Overall strategy Strategic Planning Process	
Unit 3	Retail institution by Ownership, Store-based Strategy Mix, Web, Nonstore Based, and other forms of Nontraditional Retailing	(4)
3.1 3.2 3.3 3.4 3.5	Retail Institutions characterized by Ownership Retail Strategy mix-wheel of retailing, scrambled merchandising, the retail life cycle Retail Institutions characterized by Store-based strategy mix Direct Marketing, Direct Selling, Vending Machines Electronic Retailing, other nontraditional forms of retailing	
Unit 4	Identifying and Understanding Customers, Role of Private label Brands	(4)
4.1 4.2 4.3 4.4	Consumer Demographics and Lifestyles, Needs and Desires Shopping Attitudes and Behaviour Retailer Actions, CRM Private label Brands	
Unit 5	Information Gathering and Processing in Retailing, Trade - Area Analysis, Site Selection	(7)
5.1 5.2 5.3 5.4 5.5 5.6	The Retail Information System Trading Area Analysis Characteristics of Trading Areas Importance of Location to a Retailer Type of Locations Location and Site Evaluation	
Unit 6	Retail Organization and Human Resource Management, Operations Management	(7)
6.1 6.2 6.3 6.4	Setting up a Retail Organization Human Resource Management in Retailing Financial Dimension Operations Dimension-SCM	
Unit 7	Developing Merchandising Plans, Implementing Merchandise Plans, Establishing and Maintaining a Retail Image, Promotional Strategy	(6)
7.1 7.2 7.3 7.4 7.5 7.6	Merchandising Philosophy, Buying organization formats and process Devising merchandising management plans, Category Management Implementing Merchandise Plans, Significance of Retail Image Store Atmosphere Planning a Retail Promotional Strategy	

Unit 8	Pricing in Retailing	(2)
8.1	External Factors Effecting a Retail Price	
8.2	Developing a Retail Pricing Strategy	
Unit 9	Integrating and Controlling the Retail Strategy	(2)
9.1	Integrating the Retail Strategy	
9.2	Control: Using the Retail Audit	

SEM IV

SUBJECT : MANAGEMENT CONTROL SYSTEM

SUBJECT CODE:401

SEMESTER: IV

COURSE: PGDM GEN

TOTAL HRS : 40 HRS

REVISED ON: APRIL 2012

The objectives:

The objective of this subject is to orient students with the various concepts in Finance, Financial Tools & Techniques so as to make them aware of Managerial Control System

Core text book for Reading:

1. Management Control system by Robert .N Anthony & Govindrajan

Reference book for Reading:

1. Management Control Systems – P. K. Sinha
2. Management Control Systems – Jayant Oke & S. M. Inamdar
3. Management Control Systems – P. Saravanavel

Pedagogy: Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Book reviews & Test.

Sr No	Topic	Duration
Unit 1	1. Introduction to management planning & Control system.	5
a)	Traditional Versus contemporary management practices in organization	
b)	Management control environment & effective organizational structure for control.	
c)	Centralization versus decentralization – Divisional Autonomy.	
Unit 2	Integration of corporate level strategy to unit level:	5
a)	Goal Congruence for Financial, operational & people control.	
b)	Internal control system- Balancing the four levers of control, systems, six sources of tensions in control systems, opportunities infrastructure. Role of financial controller :Financial auditor to financial manager to	

c) d)	influence Case Study: Xerox Corporation	
Unit 3 a) b) c)	Responsibility centers concept: Revenue & expense centers Discretionary expenses versus engineered expenses Means to measure & control assets of responsibility center.	4
Unit 4	Profit center & Investment center :	4
a) b) c) d)	Business unit as a profit center: Its merit & demerit. Measuring profitability of profit center. Allocation of charges & accounting of profit in profit center. Case Study	
Unit 5	Objective & Principles of transfer pricing within business units.	6
a) b) c) d)	Methods of transfer pricing. Administration & issues related to transfer price in domestic & international business. Budgeting approach & budget control .Problems & limitation of budgeting Concept of Zero-base Budgeting, Performance Budgeting Case study: Birch paper Company.	
Unit 6	Measuring & Controlling Assets employed.	5
a) b)	Evaluating economic performance of a business unit. External audit, internal controls, internal audit, role of financial controllers, multiple roles . EVA versus ROI approach Implementation of EVA in BU. Additional consideration for evaluating managers.	
Unit 7	Analyzing Financial performance reports for control	4
a) b)	Relevant cost consideration & approach for managerial decision making. Activity based costing, calculating variances & variation in practice.	
Unit 8	Performance management of a strategic business unit using Balance Score Card approach.	4
a) b)	Designing & Measuring Financial & non financial factors influencing the growth & performance of a strategic business unit Performance based Management compensation.	
Unit 9	Management planning & control system in service centric organization.	3

SUBJECT : INNOVATION AND SUSTAINABILITY

SUBJECT CODE: 402
SEMESTER: IV

COURSE: PGDM GEN
TOTAL HRS : 40 HRS

REVISED ON : APRIL 2012

The objectives:

The course emphasizes the importance of Innovation for Organization to compete and succeed in this century. It exposes the students to the process of innovation, creation of innovative culture, development of Business Innovations and the new trends in Innovation.

To provide the students the knowledge and tools for a Green organization. It provides insights into the Basics of Sustainability, the guidelines for implementing sustainability practices.

Core text book for Reading: 1). The Necessary revolution by Peter Singhe.

2. The sustainable MBA Giselle Weybrecht

3. Strategy for Sustainability: A Business Manifesto - Adam Werbach

Pedagogy: Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Book reviews & Test.

Sr. No	Topic	Duration
Unit 1	Innovation	20
a)	Innovation, Characteristics, Types, Evolution of Innovative Management.	4
b)	Factors Influencing Innovation, Traits of Innovative Organization.	
Unit 2	Innovation Projects Management	4
a)	Innovation and Entrepreneurship.	
b)	Research and Development, Approaches for Technology Development. The Innovation Cycle.	
Unit 3	Innovation Competencies Promotion.	4
a)	Importance of Managing Creative Employees.	

b)	Creativity Inducing Managers, Idea Generators.	
c)	Creative Individuals, Group Creativity, Training for Creativity.	
Unit 4	Managing Innovations	4
	Product Innovation, Process Innovation, Innovation Diffusion.	
	Laws pertaining to Innovation- IPR, Patents, Trademarks, Copyrights.	
	Sustainability	20
Unit 5	Introduction – What is Sustainability? a. Introduction to the course and Grading /evaluation method b. Introduction to the topic c. Basics of sustainability	4
Unit 6	Sustainability’s Three Responsibilities a. Environmental Responsibility b. Social Responsibility c. Economic Responsibility d. Integrating Responsibilities	3
Unit 7	Current Practices world wide in Environment Social, Economic, Integrated	4
Unit 8	Engaging Stakeholders in Your Sustainability Program a. Identifying stakeholders b. Engaging stakeholders to determine their ‘interest’ c. Social ‘license to operate’	4
Unit 9	Developing Competency for Practicing Sustainability	2
Unit 11	Tools for Greening Offices & Buildings. Energy, Water, Paper Conservation. Waste and Recycling.	3

Note:- The syllabus is reviewed on the base of two books The Necessary Revolution by Peter Singhe and The sustainable MBA Giselle Weybrecht

SUBJECT NAME : RURAL MARKETING

SUBJECT CODE: 403M

COURSE : PGDM GEN

SEMESTER : IV

TOTAL HRS : 40

REVISED ON : APRIL 2012

The objectives:

At the end of the course it is expected that the students will be:

1. Able to understand the present level of penetration of products and services in rural markets and their potential.
2. familiar with the changing profile of the rural consumer and his consumption pattern
3. Exposed to the innovative marketing strategies and campaigns developed by Indian firms as well as MNCs for the Rural Markets.
4. Comfortable in designing product, price, distribution and promotional strategies for different classes of product targeted at Rural Consumers.
5. familiar with media vehicles used for rural advertising

Core text book for Reading:

Rural Marketing Text and Cases by Krishnamacharyulu and Ramakrishnan

Reference book for Reading: 1. Rural Marketing by Kashyap Pradeep and Raul Siddhartha

2. Rural Marketing by Samiudin & Rehman.

3. Rural Marketing Management by Sukhpal Singh

4. Rural Marketing by Dogra, Ghuman

Pedagogy:

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

Sr. No	Topic	Duration
1	Rural Marketing : Introduction; Scope; Nature , Significance Rural Vs. Urban Marketing ; Attractiveness of Rural Markets Factors influencing Rural Marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use, development programs, infrastructure, communication media, credit availability, local requirements Rural Market Environment and The Structure of Indian Market: Indian Economy and the rural Context ;Rural urban Disparities	5
2	Rural Consumer Behaviour ,Changing Profile of the Rural Consumer	5
3	STP Marketing in Rural Context	4
4	Marketing of services in rural markets, microfinance	4
5	Product Strategies for rural markets	4
6	Pricing strategies for the rural market	4
7	Promotion strategy for the rural markets Sales force management in rural markets Media Planning for rural markets, Role of ICT(Information and Communication Technology) in Rural area	5
8	Distribution Strategies for the rural markets , Non Conventional methods of Reaching Rural Markets, SCM for Rural Markets	5
9	Agricultural Inputs Marketing and Marketing of Agricultural Produce Marketing Strategies & Tactics with reference to rural markets: FMCGs, Consumer Durables, Services, Agricultural Inputs, Project Shakti of HUL, Project Haryali of Shri Ram Role of specialized rural marketing agencies Role of government in Rural Marketing Social Marketing: Corporate Social Responsibility and Rural Marketing Innovations and Rural Marketing	4

SUBJECT NAME: SUPPLY CHAIN MANAGEMENT

SUBJECT CODE: 404 M
SEMESTER: IV

COURSE: PGDM GEN
TOTAL HRS: 40

REVISED ON: APRIL 2012

The objectives:

- a. To give students a comprehensive understanding of supply chain management and related logistics Management in the new economic scenario.
- b. To show that SCM's objective is for building efficient and cost effective system across the entire chain covering raw materials Suppliers, Distributors, Manufacturers, Ware House Management and to the Retailer.

Core text book for Reading:

Logistics Management - V V Sople, Pearson

Reference books for Reading:

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

World Class Supply Management: The Key to Supply Chain Management – Burt, Dobbler, Starling, Tata McGraw Hill.

Logistics & Supply Chain Management - Cases & Concepts -G Raghuram & N Rangaraj, Macmillan India Ltd

Pedagogy: Class Room Lectures, Power Point Presentations, Case study, Guest Lecture, Audio / Video Clippings, Research Papers

Sr. No	Topic	Duration Hours
Unit 1	Supply Chain Management	2

	SCM an enabler for business, Benefits of SCM, Components of SCM.	
Unit 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.	6
Unit 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.	5
Unit 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	4
Unit 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.	5
Unit 6	Transportation Evolution of transportation system, transportation infrastructure, freight management, transportation model. Transportation networks, Route planning, Containerization.	4
Unit 7	Logistical Packaging Packaging, packaging as unitization, design considerations. Packaging material, Packaging cost.	3
Unit 8	Concept of Supply Chain Management and its strategic significance. Introduction, role in the organization - Intra and Inter organizational supply chain. 3 PL / 4 PL concepts. Supply Chain Models. Supply-Chain Operations Reference (SCOR)	3
Unit 9	Supply Chain Integration Introduction, push, pull & push-pull systems, demand driven strategies, distribution strategies. Responsiveness. Vendor Managed Inventory. (VMI), Collaborative Planning, Forecasting and Replenishment (CPFR), Bull Whip Effect. Retailer -supplier partnership, distributor integration	4
Unit 10	Information technology in supply chain Introduction, Information flow, Typical IT solutions. Characteristics of Logistics Information system. ERP for SCM. E Commerce in SCM	2
Unit 11	Managing the Global pipeline The trend towards globalization in the supply chain, the challenge of global logistics, organizing for global logistics.	2

SUBJECT E-MARKETING

SUBJECT CODE : 405M
SEMESTER : IV

COURSE: PGDM GEN
TOTAL HRS : 40

REVISED ON: APRIL 2012

In today's competitive and technologically advance business environment, its utmost important for the students to learn the basics of emerging media and the trends in the field of marketing. It has been observed that the rising of Internet media, since last few years has remarkable impact on the functioning and execution of the marketing activities across the different industry segments. It seems that Internet media is here to stay for long and will be very crucial part of any marketing activates here onwards.

To provide the basic understanding about Internet marketing which will could help the students ISBS to excel in their professional career.

Core text book for Reading:

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

Reference book for Reading:

Business on the net:-Kamlesh, Amit & Deeksha

Pedagogy:

1. Research Paper/ Journal articles/ brand equity or newspaper articles/magazines
2. Case Studies/ Online case studies from Agencyfaqs by registration of all the students
3. Audio-Visuals

Sr. No	Topic	Duration
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 marketing,	2
2	E-Commerce Basics	2

	E-Commerce Fundamentals E-Commerce Infrastructure	
3	Basics of Internet Marketing:- Characteristics/salient features of Internet marketing - Internet marketing Mix- Internet Marketing Platforms- E-mail, website-(Website designing, SEO)SEM, Webinars, social Networking (Orkut, Facebook, Linked in Twitter, Youtube, gaming, WAP sites, search engine marketing, 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)	6
4	Internet Marketing Strategies:- Push, Pull and Mix strategies – Planning & execution of Internet media strategies Case Studies: - Puma Euro Cup,	2
5	Search Engine Optimization:- Types of SEO Internet media buying & Selling / Internet media planning	4
6	Search Engine Marketing	2
7	Social Media Campaigns Campaigns based on Facebook, YouTube, Twitter, LinkedIn	4
8	CRM strategies	2
9	Integration of Internet media with traditional media	2
10	Business Environment in Internet Space Value Creation for the customers Business Models in Internet startups Procurement & Supply chain management Long tail theory	6
11	Measurement tools:- Measurement parameters ROI Case studies	4
12	Technology & Legal Aspects & future of Internet Marketing	4

SUBJECT MARKETING IN PRACTICE

SUBJECT CODE : 406 M
SEMESTER :IV

COURSE:PGDM GEN
TOTAL HRS : 40 HRS

REVISED ON: APRIL 2012

Objectives :

- i) To provide the to-be managers in the marketing area a practical exposure. To ensure the illustration of application of marketing theories in practice.
- ii) To introduce teaching by case discussion in the classroom.
- iii) To teach various marketing concepts by cases linked to various concepts.
- iv) To help the students gain a practical insight to various aspects of marketing management.

Text books for Reading: 1) Principles of Marketing, 13th edition, Philip Kotler, Gary Armstrong)
2) Introduction to Marketing (Adrian Palmer)
3) Principles of Marketing (McDaniel, Lamb, Hair)
Subject: Marketing in Practice

Pedagogy: In-class activities, Case discussions, pre-assigned exercises, article reviews & assessment tests.

Sr No	Topic	Duration
Unit 1	Case on Marketing Strategy	4
Unit 2	Case on Consumer Behavior (Product)	4
Unit 3	Case on Consumer Behavior (Service)	4
Unit 4	Case on Segmentation, Targeting, Positioning :	4
Unit 5	Case on Product and Brand	4
Unit 6	Case on Distribution & Supply Chain Management –	4
Unit 7	Case on New Product Development	4
Unit 8	Case on Branding Challenges and new corporate world.	4

Unit 9	Case on Corporate Social Responsibility (CSR)	4
Unit 10	Case on Current trends in Rural Marketing.	4

SPECIALIZATION

**HUMAN RESOURCE
MANAGEMENT**

Semester II	
2012-PGDM-GEN-201	Entrepreneurship and Project Management
2012-PGDM-GEN-202	Management Information Systems
2012-PGDM-GEN-203	Business Research Methods
2012-PGDM-GEN-204 H	HRM
2012-PGDM-GEN-205 H	Organisational Behaviour
2012-PGDM-GEN-206 H	Labour Laws I
2012-PGDM-GEN-207 H A *	Personal Administration Policies and Procedures
2012-PGDM-GEN-207 H B *	Talent management
SDP II**	Skill Development Programme II
	Sector and functional specific skills
	Communication skills 2
	Business Awareness
	Aptitude II

Semester III (HR Specialization)	
2012-PGDM-GEN-301	Business Policy and Strategic Management
2012-PGDM-GEN-302	SIP Project
2012-PGDM-GEN-303 H	Training and Development
2012-PGDM-GEN-304 H	Compensation and Benefits
2012-PGDM-GEN-305 H	Organisational Development
2012-PGDM-GEN-306 H	Performance Management

2012-PGDM-GEN-307 H	Labour Law II
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Semester IV(HR Specialization)	
2012-PGDM-GEN-401	Management Control System
2012-PGDM-GEN-402	Innovation and Sustainability
2012-PGDM-GEN-403 H	Industrial Relations and Related Laws
2012-PGDM-GEN-404 H	Strategic and International HRM
2012-PGDM-GEN-405 H	Building Learning Organisation
2012-PGDM-GEN-406 H	Human Resource Information System and HR Audit

SEM II

SUBJECT NAME: ENTREPRENEURSHIP & PROJECT MANAGEMENT

SUBJECT CODE: 201
SEMESTER: II

COURSE: PGDM GEN
TOTAL HRS: 40

REVISED ON: APRIL 2012

The objectives:

- Understanding the concepts of “entrepreneur”, “entrepreneurship” and their development in all forms and shapes;
- Effectively assess entrepreneurial opportunities and build the required business plan to reach entrepreneurial goals.
- Discussion of two major components of a new enterprise development namely, The legal issues involved while setting up an enterprise and entrepreneurial financing;
- Understanding the programs designed and formulated by Central , State governments and other important institution in entrepreneurship development.
- Creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. The process of founding a startup.

Core text book for Reading: Entrepreneurship: New Venture Creation – David H. Holt
Entrepreneurship – Hisrich Peters
Project management for Business and Technology Principles & Practice, II edn, John M. Nicolas

Reference book for Reading: Minimum 4 books and max 6 books

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

Projects: Planning analysis, & selection Sixth Edn Prasanna Chandra
 Project management in new product development, Bruce T Barkley
 Chandra Prasanna.: Project Preparation, Appraisal, Budgeting and Implementation. 3rd ed., New Delhi,

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

Sr No	Topic	Duration	Mark/Weightage
Section I : Entrepreneurship Development			
Unit 1	The Entrepreneurial Development Perspective	4	12 %
1.1	Concepts of Entrepreneurship Development Evolution of the concept of Entrepreneur, Types of Entrepreneur		
1.2	Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur		
1.3	Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development		
1.4	Entrepreneurial Culture Case Study on Entrepreneurial Culture		
Unit 2	Legal Environment and Government support	3	5 %
2.1	Basic Government Procedures to be complied with Legal Issues (licensing, patents, contracts etc.)		
2.2	Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants		
Unit 3	Creating Entrepreneurial Venture	5	14 %
3.1	Entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition		
3.2	Business Planning Process, Environmental Analysis – Search and Scanning Identifying problems and		

3.3	opportunities Defining Business Idea ,Case study on Opportunity identification and Venture creation		
3.4	Developing Business Model		
Unit 4	Sustaining Entrepreneurial Venture	4	13 %
4.1	Entrepreneurial Pitfall: Peter Drucker's 4 entrepreneurial Pitfall. The Changing Role of the Entrepreneur : Mid Career Dilemmas		
4.2	Measures for Business Sustainability: Sustaining Competitiveness , Maintaining Competitive Advantage. Harvesting Strategies versus Go for Growth.		
4.3	Causes , symptoms and consequences of a sick unit. Case study on failed enterprise and Turn Around Enterprise		
Unit 5	Social and Rural Entrepreneurship	4	6 %
5.1	The Socio-Economic Context of Social Entrepreneurship, Defining Social Entrepreneurship, Learning from Real-Life Social Enterprises (Case)		
5.2	Introduction and scope of rural entrepreneurship, Learning from Real-Life Rural Enterprises (Case)		
Section II : Project Management			
Unit 1	Feasibility Analysis	6	12.5%
1.1	Introduction to project		
1.2	Technical Feasibility, Financial Feasibility, Marketing Feasibility, Personnel Feasibility and Management Feasibility.		
Unit 2	Business Plan	4	15%
2.1	The Business Plan as an Entrepreneurial Tool Business Plan Presentation		
Unit 3	Project Execution	8	15%

3.1	Estimating and Financing funds requirement; Project capital planning and Budgeting- NPV approach, Pay Back Approach		
3.2	a) Work Break-down Structure (WBS) b) Project Scheduling and Time Analysis- PERT approach, CPM, Crashing of Projects. c) Resource Leveling d) Project Reporting		
3.3	Project Organization		
Unit 4	Role of Various agencies in Project Initiation	2	7.5%
4.1	Role of following agencies in Project Initiation – District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development, Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)		
4.2	Role of Financing Institutions : Banks, Angel Investors, Venture Capital, Private Equity		

SUBJECT MANAGEMENT INFORMATION SYSTEMS.

SUBJECT CODE: 202

SEMESTER: II

COURSE: PGDM GEN

TOTAL HRS: 40

REVISED ON: April 2012

The objectives:

6. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.
7. To understand various MIS operating in functional areas of an organization and explain its relationship with the various activities of the organization.
8. To understand how MIS is developed and implemented for various levels in an organization.
9. To explore the use of some common IS development tools.
10. To understand concept of Knowledge Management.

Core text book for Reading:

3. MIS, Managing the Digital Firm, 11e, by Ken Laudon, Jane Laudon, Rajanish Dass, Pearson Publication .
4. MIS, 7e, SiE by James A O'Brien, George M Marakas

Reference book for Reading: Minimum 4 books and max 6 books

3. MIS(Text & Cases), A Digital Firm perspective, 4e by WS Jawadekar, Tata McGraw Hill Publication.
4. MIS, Managerial Perspectives, 3e by DP Goyal, Macmillan Publication.

Pedagogy: Apart from lecture 3 other methods have to be used

Class Room Lectures, Demos, Video Case study, Assignments & Test.

Sr. No	Topic	Duration
Unit1	Introduction to information systems.	5

	• Introduction to MIS. • Managerial Decision-making issues in large organizations. • Role of MIS in integrating business processes and effective decisions. • From data and information to knowledge and organizational wisdom	
Unit 2	Applications of information systems	5
	• Enterprise System in 'click and mortar' environment. • e-Business model for competitiveness. • Enablers and their role in creating information systems. • Information value-chain for resource use and profit maximization	
Unit 3	Management of Information Systems	9
	• Role of IT in MIS. • Client - Server Architecture. • Creating Enterprise communication network for data, voice and video. • Types of information network • Data Storage management and data center concepts • Challenges in Enterprise Systems • Building Information Security: Confidentiality and integrity, IPR	
Unit 4	DBMS	4
	• Database Concepts, Structure and Database Administrator. • DEMO of MS-Access. • Concepts of Data Design	
Unit 5	Applications of information systems	7
	• Decision Support Systems, GDSS. • Data Warehousing, OLTP Vs OLAP. • Data Mining and extraction for Business Intelligence • Model of KDD • Data Analysis, interpretation and reporting • IT Tools and Application	
Unit 6	Strategic uses of information systems and information	5

	technology, Business Process Re-engineering.	
	Challenges and Benefits of Building Enterprise Applications	
	BPR, SCM, CRM applications	
	Enterprise Resource Planning (ERP) - Selection and deployment	
	BPR application and software	
Unit 7	Knowledge Management	5
	Knowledge Management and Information System Leadership	
	Managing Tacit and Implicit Knowledge	
	Knowledge Cycle - SECI model	
	Balanced Scorecard for knowledge measurement	

SUBJECT :BUSNIESS RESEARCH METHODS

SUBJECT CODE: 203

SEMESTER: II

COURSE: PGDM GEN

TOTAL HRS: 40

REVISED ON: April 2012

The objectives:

Subject emphasis on following things:

- To give the students an understanding of the research methodology from both user's (management) and doer's (the researchers) perspective.
- To have a better understanding of the concept & measurement in empirical systems and its validity and reliability in real situation.
- To use statistical techniques for analysis of research data.
- To realize the applications of Business research. They must be able to perform well in practical aspect to the research execution project.

Core text book for Reading: Research Methodology- C. R. Kothari

Reference book for Reading: Minimum 4 books and max 6 books

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Statistics for management- Richard I. Levin
4. Fundamental of Statistic- S.C Gupta

Pedagogy: Apart from lecture 3 other methods have to be used

Project, Statistical Tools & Field Work

Sr. No	Topic	Duration
Unit1	Introduction to Business Research	5
	Meaning, Objectives, Motivation,Utility Nature and scope of research Important applications of managerial research in decision making Concept of theory: empiricism, deductive and inductive theory	
Unit2	Research Process	3

	The Research Process Steps Involved in Research Process	
Unit3	Problem Identification & Formulation	4
	Management Question – Research Question – Investigation Question Measurement Issues - Hypothesis - Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance	
Unit4	Research Design	3
	Exploratory Research, Descriptive Research and Causal Research Qualitative and quantitative research	
Unit5	Data Collection	4
	Methods of Data Collection: Observation, Interview, Schedule, Questionnaire and Secondary Data Collection	
Unit6	Sampling	5
	Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size.	
Unit7	Measurement	2
	Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio.	
Unit8	Attitude Scaling Techniques	3
	Concept of Scale Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales, Ranking Scales, Paired Comparison & Forced Ranking.	
Unit 9	Data Analysis	6

	Classification and tabulation Data summarization Analysis and Interpretation of data Central Tendency, Correlation and Regression Analysis Testing of hypothesis Parametric and Non Parametric tests Multivariate Analysis Factor Analysis Discriminate Analysis, Use of Statistical Software Packages (SPSS)	
Unit 10	Report Writing: Study the content and format of the Report	5

SUBJECT: HUMAN RESOURCE MANAGEMENT

SUBJECT CODE: 204 H
SEMESTER -II

COURSE :PGDM GEN
TOTAL HRS: 40

REVISED ON: APRIL 2012

Objective:

This course addresses the human resource discipline as a key strategic function in successful organizations. The course recognizes the dynamic relationship between strategy, people, technology, and the processes that drive organizations. Key topic areas include: Staffing, Human Resource Planning, Compensation, Performance Management & Training & Development. The application activities will help students apply the concepts to their workplaces. Learning for the students:

1. To learn the concepts and application of HRM.
2. To learn the tools and techniques of HRM.
3. To illustrate, using application based activities, how these concepts and techniques can be applied in everyday managerial decision-making.

Core text book for Reading:

1. Human Resources Management- Aswathappa (6th Edition)

Reference Books:

1. Dessler, Gary, Human Resource Management, Pearson Education.
2. Shell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
3. Personnel Management – C.B Mamoria & S V Gankar
4. Human Resources Management – Mirza S Saiyadain
5. Human Resources Management – L.M.Prasad
6. Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi.

Pedagogy: Class Room Lectures, Case Study, Role Play, Assignment

S. No	Topic	Duration
1	INTRODUCTION: Evolution of HR; Strategic importance of HRM and linkage to business objectives, Managing knowledge workers, challenges faced by HR professionals; role, responsibilities and competencies of HR professionals; HR department functions. Globalization and its impact on HR Practices.	4

2	Human Resource Planning - objectives and process; Job Analysis: Meaning, Importance, benefits and need for Job analysis, relationships of job requirement with HRM functions. Procedure of JD, Methods of collecting job analysis Information. Job descriptions. Job Specifications. Job analysis in a changing environment. Demand forecasting of workforce	4
3	TALENT ACQUISITION: Talent acquisition; recruitment and selection processes, Sources of recruitment, Various types of selection methods, Types of interviews (Structured & Unstructured, Stress, Group, Individual, Panel, Formal and Informal) Behavior Event Interview, socialization and induction of new employees, New Trend in Talent Acquisition: RPO Model.	4
4	CAREER AND SUCCESSION PLANNING: Career Planning- What is career planning? Career planning process, How important is career Planning, Whose responsible for planning ones career? Individual career planning Process, Organizational career Planning process. Succession Planning- Succession Planning and its process	2
5	Training and development , investment in training, training need assessment, designing and administering training programme; types of training (on the job, of the job, simulation, vestibule) , executive development programme, evaluation of T & D programme.	4
6	APPRAISING PERFORMANCE: Appraising performance; developing and instituting performance appraisal system, assessment and development centers, potential appraisal; rewarding performance; linking rewards to organizational objectives, HR Balanced Score Card	4
7	COMPENSATION AND BENEFITS : Determine compensation structure, Concept of CTC, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services	4
8	RETIREMENT AND SEPARATION: Retirement/Separation-Superannuation-Voluntary Retirement Schemes-Resignation-Discharge-Dismissal-Suspension-Layoff. Concept of Exit Interview	2

9	INTRODUCTION TO INDUSTRIAL RELATIONS: Industrial relations-Grievance Procedure-collective Bargaining-Settlement of Disputes.	2
10	ROLE OF HR IN QUALITY MANAGEMENT: Productivity Management-Concepts-TQM-Kaizen-Quality Circles,	2
11	COMPETENCY MANAGEMENT Meaning of competency, How to define KRAs? Competency Mapping.	2
12	EMPLOYEE RETENTION: Why retain employees? What is attrition and its impact on organization? Retention Strategies, Work Life Balance, Employee Engagement,	4
13	CURRENT TRENDS IN HR: HR in knowledge era; HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM. Diversity Management	2

SUBJECT ORGANIZATIONAL BEHAVIOR

SUBJECT CODE: 205H

SEMESTER: II

COURSE: PGDM -HRM

TOTAL HRS : 40

REVISED ON: APRIL 2012

The objectives:

To work with, in, or for organizations and, very likely at some point, to create own business enterprise And/or a service organization to help the community. To help students understand how people and organizations function based on the latest social science research on work, workers, and organizations. To help students learn how to effectively manage relationships with coworkers, Managers, subordinates clients and customers to begin acquainting students with the ever-growing body of evidence that will be available to them throughout their career regarding effective organizations and management practice. To make students literate, well-informed professional, able to make decisions that reflect best available evidence regarding effective practice.

Core text book:

1. Stephen P. Robbins, Seema Sanghi, Essentials of Organizational Behavior, 8th edition. (Pearson/Prentice Hall 2005)
2. Fred Luthans, Organizational Behavior (Tata Mc Graw Hill)

Reference books

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition)
2. Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 3rd Edition)
3. Ashwathapa: Organizational Behavior
4. R.S. Dwivedi, Human Relations and Organizational Behavior : Global Perspective
5. Anjali Ghanekar, Organizational Behavior
6. L.M. Prasad, Organizational Behavior

Pedagogy: Case study, articles, activities, games, movie screening, Guest speakers, Project based and assignments

Sr. No	Topic	Duration
Unit 1	Intro and Scope: Intro & Scope, Models of Organizational Behavior: Autocratic, Supportive, Collegial, Custodial & System, Contemporary OB: challenges faced by managers. challenges faced by managers in managing the diverse workforce, Behavioural aspects of Generation X and Y.	4
Unit 2	Overview of Theory of Management Leadership, Motivation Personality, Perception, Attitude, Multiculturalism	4
Unit 3	Learning Organizations: Concept and Theories of Learning, Learning Process, Knowledge worker	4

Unit 4	Innovation and Creativity in Organization: Concept , Need, significance	4
Unit 5	Group Dynamics and Team Building: Nature and type of Groups, Group Development, Group Functions, Team: Nature, Effective Teamwork	4
Unit 6	Conflict Management: Concept, Sources, Types, Classification of Conflict: Intra, Individual, Interpersonal, Intergroup and Organizational, Resolution of Conflict, Meaning and Types of Grievance, Process of Grievance Handling	4
Unit 7	Organizational Change Management: Concept and Nature, Forces responsible for Change, Resistance to change, Managing Resistance to Change	4
Unit 8	Organizational Power and Politics: Concept, Sources of Power, Distinction between Powers, Authority and Influence, Approaches to Power, Political Implications of Power	4
Unit 9	Emotional Intelligence: Concept and nature, Significance and relevance, Measuring Emotional Intelligence	4
Unit 10	Stress Management: Sources of Stress, Consequences of Stress, Managing Stress: Individual and Organizational level	4

SUBJECT : LABOUR LAW I

SUBJECT CODE: 206H
SEMESTER - II

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

Objective:

The course will focus on substantive legal issues, it is intended for non-law students and will be largely “overview” in nature. It is intended to prepare students to identify and address labour relations law issues that they may encounter in the field. To equip the students with comprehensive knowledge and practical skill to interpret the labour laws in the right perspective with a special reference to the provision to the constitution of India which are having direct and indirect relevancy to the labour laws.

Core text book for Reading:

- 1) Industrial Law – P L Malik
- 2) Industrial & Labour Laws – S P Jain
- 3) Bare Acts

Pedagogy: Class Room Lecture & Case Discussion

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	5
2	Payment of Bonus Act, 1965: Objectives of the Act, Computation of Gross Profit and Available Surplus, Eligibility and Disqualification for Bonus, Payment of Minimum and Maximum Bonus, Calculation of Bonus with respect to certain employees Proportionate deduction in bonus in certain case, Computation of number of working days, Set on and Set off of allocable surplus, Special provisions with respect to certain establishments, Deduction of certain amounts from bonus payable, Time limit for payment of bonus, Registers and Records.	5
3	Payment of Gratuity Act, 1972 : 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	4
4	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	8

5	Contract Labour (Regulation and Abolition) Act, 1970: Objective of the Act, Important Definitions, like, Contractor, Contract Labour, Workman, Principal Employer and Establishment, Powers of Appropriate Government To prohibit employment of contract labour, Registration and License, Welfare Liability of Principal Employer	7
6	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	5
7	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 Punishments	6

**SUBJECT : PERSONNEL ADMINISTRATION: POLICIES
AND PROCEDURES**

SUBJECT CODE :207A*H
SEMESTER - II

COURSE : PGDM GEN
TOTAL HRS : 20

REVISED ON : APRIL 2012

1.Objective : The purpose of this subject is to extend the emerging empirical literature on human resource management policies and procedures. Organization performance is based on various developmental HR tools which included training practices, employee selection, recruitment, disciplinary procedures and other communication. By the end students will be able to know the actual function of the HR dept.

2. Core text book for Reading:

1. Guide on Labor Management forms and precedents (Law, Practice & Procedure) by S.D. Puri (Snow white publications)
2. Personnel Management by Edwin Flippo
3. Personnel Management by C.B. Mamoria

3. Pedagogy: Class room lecture, topic specific assignments and reading articles.

Sr. No	Topics	Duration
1	Introduction of the Personnel Administration Definition, Nature, Objectives & principles of Personnel Administration. Components of HR Manual	2
2	Personnel Policies: Aims and Objectives, Definition and scope of Personnel Policies. Need of Personnel Policies, Types of Personnel Policies Policy formation Mechanism, Contents of Personnel File	3
3	Personnel Audit: Scope and nature of Personnel audit, Various records needed in each and every HR activities. Records of Full and Final Settlement, Employee Communication	2
4	Communication: Drafting of various types of communications like Notices, Circulars, Interview call letter, Appointment orders, Promotion letter, Appreciation letter, Transfer orders, Suspension Order, Relieving letter (assignment based)	3
5	Wage and Salary administration: Laws related with wage and salary Nature and purpose of sound wage, Factors influencing wages and salary, Wage administration rules, theories of wages, systems of wage payment. Lay off and retrenchment compensation etc. Statutory Returns like Profession tax, TDS, 16-A form, PF withdrawal form no 19, Form No 10 or 10C, PF transfer form.	1

6	Disciplinary Procedure: Principles of Natural Justice and Domestic Enquiry, Minor and major offences and punishment by law, Factors contributing to offences – (Dismissal, Discharge, Discharge Simplifiers Suspension , Demotion, With-Holding of Increments, Fine And Warning. Drafting of Show Cause Notice (Memo, Charge Sheet, Warning letter, Letter of Termination and Letter of Dismissal of Services etc)	4
7	Bonus system (rules and regulations), Calculation of bonus, gratuity, ESI Services and benefits, Accident compensation, superannuation Compensation etc	2
8	Challenges for modern Personnel Manager	1
9	Guidelines for students for drafting HR Manual	2

SUBJECT : TALENT MANAGEMENT

SUBJECT CODE: 207B*H-
SEMESTER: II

COURSE: PGDM HRM
TOTAL HRS : 20

REVISED ON: APRIL 2012

The objectives: Objective of this course is to explore the principles of identifying, managing and retaining talent in an organization. On completion of the course, students will be able to:

- Determine talent management strategies to support an organization's objectives
- Conduct a workforce analysis
- Develop a talent acquisition strategy to meet an organization's human capital needs
- Define critical elements of a successful performance management program
- Create a succession planning process and implementation plan
- Design a leadership development program aligned with an organization's strategic priorities and values
- Outline an approach to engage and retain employees
- Create a career development plan

Core text book for Reading:

1. Talent Management Handbook by Berger Lance and Dorothy Berger

Reference book for Reading:

1. Marshall Goldsmith and Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent
2. Kevin Oakes and Pat Galagan, The Executive Guide to Integrated Talent Management," Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International
3. Chowdhary, Subir, Organization 21C, Pearson Education, New Delhi
4. Sanghi, Seema, The Handbook of Competency Mapping, Response Books, New Delhi

Pedagogy: Lectures, Reflective Learning Case based Learning, Project based Learning

Sr.	Topic	Duration
1	Introduction to Talent Management: Overview, Aligning Talent management Strategy and Business Strategy, Concept & Nature, Career Scope	3
2	Talent Acquisition: Attracting Talent Pool, Recruitment & Selection of Talent, On-Boarding of Talent	4
3	Talent Identification Talent Planning, Succession management process, Cross functional capabilities and fusion of talents, Contingency plan for talent, Competency Mapping	4
4	Developing Talent: HRD, Training and Talent Development, Building a reservoir of talent, Leadership Development & Coaching, Talent Developing Budget, Optimizing Investments in Talent. Integrating Talent to create knowledge database, reward management	4

5	Retaining Talent: Retention and Engagement, Mentoring, Compensation Management, Performance Management	3
6	Promoting Talent: Employer Branding, Promotional Strategies	2

SEM III

SUBJECT : BUSINESS POLICY AND STRATEGIC MANAGEMENT

SUBJECT CODE: 301

SEMESTER : III

COURSE : PGDM GEN

TOTAL HRS :40

REVISED ON : APRIL 2012

The objectives:

- To expose participants to various perspectives and concepts in the field of Strategic Management.
- To help participants achieve conceptual clarity.
- To help participants develop skills for applying these concepts to the solution of business problems.

Core text book for Reading: Strategic Management: Concepts & Cases 11th Edition Fred & David: Prentice Hall 2007.

Reference book for Reading:

6. Exploring Corporate Strategy 7th Edition G. Johnson & K. Scholes: Prentice Hall 2005.
7. "Strategic Management and Business Policy" Azhar Kazmi, The McGraw-Hill
8. "Business Economics" Manab Adhikary Excel Books
9. "Business Policy and Strategic management P. Subba Rao Himalaya Publishing House
10. "Marketing Management" Kotler, Keller, Koshy and Jha

Pedagogy: Apart from lecture , Case Study Analysis, Book Review, Test

Sr. No	Topic	Duration (Hrs.)
1.	Introduction to Strategic Management: The Importance of Strategic Management Schools of thought in Strategic Management Strategy Content, Process and Roles The Fit Concept and the Configurationally Perspective in Strategic Management Dimensions and Levels of Strategy	3
2.	Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.	6
3.	Analyzing Company's External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) & (SWOT) – Industry Analysis - Porter's Five Forces Model of competition.	6
4.	Corporate Level Strategies: Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring	7
5.	Business Level Strategies: The foundations of Business Level Strategies, Different Business Level Strategies, Generic Business Strategies, Tactics for Business Strategies	2
6.	Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysynergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit	6
7.	Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.	4
8.	Behavioural issues in implementation – Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization	4
9.	Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT.	2

SUBJECT NAME: SUMMER INTERNSHIP PROJECT

SUBJECT CODE: GEN – 302
SEMESTER: III

COURSE: PGDM GEN
MARKS: 100

REVISED ON: April 2012

The objectives:

Summer Internship Project is an Important Milestone in the student's journey from Class Room to Board Room. It is rather their first step towards the Corporate World where they can have the real feel of the Industry Environment. This enables the students to understand the organization structure, business practices and processes in organization. Students are guided by Internal and External functional experts to make the project a highly professional one. The expected results in building up of student's confidence for future interviews and Corporate Assignments.

SUBJECT : TRAINING & DEVELOPMENT

SUBJECT CODE: 303H

SEMESTER : III

COURSE : PGDM -HRM

TOTAL HRS : 40

REVISED ON : APRIL 2012

OBJECTIVES: The training industry is undergoing a significant shift from training, as “the solution to employee performance problems” to looking for cheaper, more effective alternatives to training. The goal of this course is to develop an understanding of the skills, abilities, and practical elements of employee development and performance improvement in organizations. After the completion of the course, students will be able to:

- Differentiate Between Training And Development And Recognize The Role These Activities Play In Human Resource Management.
- Understand Principles Of Adult Learning.
- Design Training Programs With Clear Goals And Specific Learning Outcomes And Utilize Variety Of Training Methodologies.
- Understand And Explain The Importance Of Training Evaluation.
- Understand The Changing Face And Current Trends In Training And Development

CORE TEXT BOOK:

1. Employee Training and Development: Raymond.A.Noel, Tata McGraw Hill

REFERENCE BOOKS:

1. Human Resource Development, T.V.Rao, Sage India.Pvt.Ltd.
2. Effective Training Systems, Strategies and Practices, P. Nick Blanchard, James W. Thacker, Pearson Education (3rd Edition).

PEDAGOGY:

1. Case Study 2. Project Based Learning 3. Guest Speakers

Sr.N	Topic	Duration
1.	Introduction to Training & Development: Definition and Importance, Stakeholders and process, Skills of an Effective Trainer, Role of Trainers, Training Styles, Opportunities and Challenges for Training. Integrating Talent to create knowledge database, reward management	5
2.	Principle of Learning: Learning Process, Learning Styles, Adult Learning	4
3.	Training in Organizations: Designing training Programs, Training Methods and Techniques, Transfer of Learning, Cross cultural training.	4
4.	Training Needs Analysis : Importance and Mechanisms. Organization Analysis, Operational Analysis, Individual Analysis, Setting Training Objectives, Competency Mapping. Use of consultants for TNA	5

5.	Training Program Designing and Implementation: Devising Training Program, Stepwise approach, Factors affecting Training Programs, Prepare a Training Calendar and Budget, Communication for Training Schedule, Key factors to be considered during implementation of Training Program, Training Coordination: Role of HR	6
6.	Evaluations Of Training Importance, Need, Method, Process, Skills Matrixes, Kirkpatrick Model, CIRO Model, Cost Benefit Analysis of Training Programs, Overview of Return on Investment (ROI)	4
7	Human Resource Development: Definition, Scope and Objectives, Importance, HRD Sub Systems HRD and Strategy Development, Elements of Good HRD, OCTAPACE Culture, Knowledge Management	6
8	Emerging Trends In Training And Development: Technology In Training: CBT, Multimedia Training, E-Learning / Online Learning, Virtual Trainings, Threaded Discussions, Distance Learning	6

SUBJECT NAME: COMPENSATION AND BENEFIT

SUBJECT CODE: 304H
SEMESTER -III

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

1. Objective : This course is designed to promote understand in issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Core books for Reading:

Compensation: Milkovich and Newman

Reference Books:

1. **Compensation in the era of Knowledge workers: Richard I Henderson**
2. **Strategic Compensation: Joseph J Martocchio**
3. **Human Resource Management: V S P Rao**
4. **Personnel Management: C.B.Mamoria**

Pedagogy: Class room lecture, article and Guest speaker and assignment

Sr.No	TOPIC	DURATION
1	Introduction of Compensation: Definition of Compensation, Evolution of compensation, need and importance of compensation, components of compensation, types of compensation.	3
2	Compensation Policies and Objectives: Objectives of Compensation management, Principles of wages and salary administration, the elements of wage administration and factors influencing Compensations levels	2
3	Strategic Pay Policies: Compensation and Organization Strategy, Lifestyle and compensation Factors that influence Companies competitive strategies and compensation Practices .	2
4	Compensation Management Process: Various compensation and payroll process available, Compensation outsourcing, why outsource the compensation system and significance of compensation outsourcing	3
5	The Pay Model: Polices Of Pay Model, Internal Alignment, External Competitiveness, and Pay Techniques.	2

6	Evaluation leading to Compensation and incentives: Internal Alignment: Definition, What shapes internal structure, the internal pay structure, best available verses best fit. Job analysis – importance of job analysis, procedure of job analysis, data collection methods, Job description and specification. Job evaluation: Defining Job evaluation, content, value and external Market Links Methods of Job evaluation and Person based structures. External Alignment: Job evaluation, External competitiveness and its definition, Market rate analysis, wage surveys, interpreting survey results, designing pay levels. Critical Pay Survey Problems, Sources of third Party Data and using third party surveys. The Structure of Pay: Grade and pay structure, Competency based pay, Broad Branding, Performance based pay/merit based pay, Individual pay and Team pay plans, use of skill-knowledge and competency	8
7	Individual Pay System: Role of Performance appraisal in compensation system, common errors in appraising performance , strategies for better understanding and measuring Job performance	4
8	Reward systems: The reward system, Compensation system, Compensation Dimensions, Non compensation dimension, Motivational aspects and reward systems, Incentives and Rewards, Long Term and short term incentive systems, Financial and Non Financial incentives, Benefits and Perks,	3
9	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	3
10	Expatriate compensation : Recognizing variations, social contract, Culture & Pay, Comparing systems, Expatriate Pay and Strategic Choices in Global Compensation. International Compensation – Concept, Objectives, components and problems of International Compensation.	3
11	Benefits and Services: Employee benefits, employee services, funding benefits through a VEBS, Flexible compensation (cafeteria plan), Costing benefits.	3
12	Pay delivery administration: The budget process, administration of pay managing labor cost, Control salary level, Inherent controls, and Administration issues.	2

SUBJECT : ORGANISATION DEVELOPMENT

SUBJECT CODE: 305H

SEMESTER : III

COURSE : PGDM GEN

TOTAL HRS : 40

REVISED ON : APRIL 2012

COURSE OBJECTIVE: This course is designed to provide in depth understanding of behavioral interventions and enable the students to apply these interventions for building individual, team, system, systems and process related competencies and helping organizational to achieve peak performance and become self-sustaining. The course also helps to understand various challenges the OD Function faces while executing the operational plans in fast changing dynamic business environment. The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students develop as potential change agents and OD professionals. After completing this course you should:

- ☐ be able to understand the theory and practice relating to the processes of organization Development and change.
- ☐ develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organisations.
- ☐ gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

Core Book:

1. French, Wendell L. and Lecil H. Bell, Organisation Development, PHI, New Delhi
2. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, response Books, New Delhi.

Reference Books:

1. An experiential approach to OD By Donald Brown & Donald Harvey
2. Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning.
3. Chowdhury, Subir, Organisation 21C, Pearson Education.
4. Dr. Anjali Ghanekar, Essentials of Organisational Development, Everest Publication.

Pedagogy:Class room lecture / Discussion, Case study Discussion, Workshop with Assignment

S. No.	Topic	Duration
1	Introduction to Organisational Change & Organisational Development Organisational Change - Meaning, Nature, Types of change. The theories of planned change. Organisational Development - Meaning, Characteristics , Evolution of OD (Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake) Goals and Values of OD	3

2	Understanding the OD process - Model Of Change, Six Box Model. Stage One- Need for Change, Stage Two - Entry and Contract of the Consultant, Role of the OD consultant (Internal & External) Styles of OD Practitioners , Skills and Activities of the OD Practitioner ,The Client - Consultant Relationship, Stage Three - The Diagnostic Phase, Stage Four - Action Plans, Strategies and Techniques - Intervention Process (Based on who the client is and how ready he is for the OD interventions), Stage Five - Self Renewal, Monitor and Stabilize.	3
3	The Diagnostic Process - Meaning of Diagnosis Data collection process, Data Analysis, Diagnostic Models, i.e. Analytical Model, Emergent Group Behaviour Model, Management Practitioner Model, Sociotechnical Systems Model, Cause Maps and Social Network Analysis model, Force Field Analysis model, Thing to be considered while making diagnosis	3
4	Over coming Resistance to Change - Life cycle of resistance to change, Leading Change, The change Model, Driving Forces towards Acceptance of a Change Program, Restraining forces Blocking the Implementation of a Change Program, Strategies to lessen resistance	3
5	Process Intervention Skills - Meaning, Group Process (Communications, Member Roles and Functions, Problem - Solving and Decision Making, Group Norms and Growth, Leadership and Authority), Types of Process Interventions (Clarifying and Summarizing , Synthesizing and Generalizing, Probing and Questioning, Listening,, Reflecting Feelings, Providing Support and Counseling, Modeling, Setting the agenda, Feedback Observations, Structural Suggestions.), Results of Process Interventions.	3
6	OD Intervention Strategies - Organisational Change, Basic Strategies to Change, Integration of Change Strategies, Stream Analysis, Selecting an OD intervention, Major OD intervention Techniques	3
7	Employee Empowerment - What is Employee Empowerment, Need for Employee Empowerment, Laboratory Learning - Objectives, Uses in OD programs, Results of Laboratory Learning.	4
8	Interpersonal Interventions - Johari Window Model, Transactional Analysis, Career Life Planning Interventions, Stress Management Interventions,	2
9	Team Development Interventions - Need for Team Development, Purpose of Team Development, The Team Development Process, Outdoor Experiential Laboratory Training, Role Negotiation and Role Analysis.	3
10	Intergroup Development Interventions - Collaboration and Conflict, Intergroup Operating Problems, Cooperation versus Competition, Managing Conflict.	4

11	Developing Success In Organizations - System Wide Interventions, Survey Research and Feedback, Learning Organizations, Reengineering, The Grid OD Program, The Third Wave Organisation	4
12	The Challenge and Future for Organizations - Organizations of the future, Monitor and Stabilize Action Programs (Stabilization of Change, Evaluation of OD programs, Termination of Practitioner - Client relationship, Developing a self Renewal Capacity, Conditions for success for OD Efforts)	3
13	Emerging Issues and Values, Future Trends in Organisation Development.	2

SUBJECT : PERFORMANCE MANAGEMENT

SUBJECT CODE:306 H
SEMESTER -III

COURSE PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2011

Objective : In a world market where individuals, teams and organizations have to thrive on the cutting edge of competition, performance management (planning, methods, measurement, information analysis and systems implementation) become crucial to bringing about all round development. This task falls to the lot of the HR expert and in this course students will be facilitated in becoming skilled enough to handle performance management issues when they enter the world of industry and business. The following are the main heads under which this knowledge on the subject will be imparted.

Core text book

1. Performance Management , Herman Aquinis Pearson Education
2. Performance Management and Appraisal systems T.V.Rao

Reference Books:

1. Performance Management By Prem Chadha
2. Performance Management Concepts, Skills and Exercise By Robert L Cardy
3. Performance Management by Michal Armstrong and Angela Baron

Pedagogy: Class room lecture, Cases, article

Sr.No	Topic	Duration
1	Introduction Of Performance management system: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, Aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, Performance management and strategic planning.	8
2	Performance appraisal system implementation: Aligning PA with other HR function, Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, Diagnosing the causes of poor performance, differentiating task from contextual performance, choosing a performance measurement approach, Measuring results and behaviors, gathering performance information, implementing performance management system.	8
3	Conducting Staff Appraisals : Introduction, need, skills required, the role of the appraiser, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation, present thoughts & future directions. Why Performance Appraisal Fails. Halo Effect. , Appraisal communication.	8
4	Performance management & employee development: Personal Development plans, 360 degree feed back as a developmental tool, MBO, competency mapping and other tools, performance management & reward systems: performance linked remuneration system, performance linked planning and promotion policy. Performance Appraisal methods (Traditional as well as modern methods).	8
5	Performance Consulting: Concept, the need for performance consulting, role of the performance consulting, Designing and using performance relationship maps, contracting for performance consulting services, organizing performance improvement department. Counseling for better performance, Feedback mechanism in organization. Performance Coaching. Evaluation of Performance Appraisal System.	8

SUBJECT : LABOUR LAW II

SUBJECT CODE: 307H
SEMESTER - III

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

Objective : This is an introductory course in Indian labor laws. Although the course will focus on substantive legal issues, it is intended for non-law students and will be largely “overview” in nature. The course is intended to prepare students to identify and address labor relations law issues that they may encounter in the field. To this end, we will be reading decisions of labor boards, grievance arbitrators, and the courts. We will also be reading commentaries by some of India’s leading labour law academics. This will assist students in understanding the factual contexts in which legal issues arise, and how decision-makers resolve these issues.

Core text book for Reading:

Pedagogy: Class room lecture & Case Discussion

Sr.No	Topics	Duration
1	Employees Compensation Act, 1923: Definitions, Employer’s liability under the Act. Amount of compensation, Compensation to be paid when due and penalty for default, Distribution of compensation, Notice and claim, Returns as to compensation, Contracting out, Penalties, Registration of agreements, Appeals and Recovery.	6
2	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, penallties .	6
3	Equal Remuneration Act, 1976: Definitions, Complaints and claims under the Act.Inspectors, Penalties.	4

4	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.	8
5	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
6	Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act, 1971: Definitions, Authorities under the Act, Provisions relating to recognition of unions, cancellation of recognition, Rights and obligations of recognized Unions, Unfair labour practices under Schedule II, III and IV of the Act, Complaints under the Act, Powers of the Labour and Industrial Courts under the Act, Illegal strikes and lockouts under the Act.	8

SEM IV

SUBJECT NAME: MANAGEMENT CONTROL SYSTEM

SUBJECT CODE: 401

SEMESTER: IV

COURSE: PGDM GEN

TOTAL HRS : 40 HRS

REVISED ON: APRIL 2012

The objectives:

The objective of this subject is to orient students with the various concepts in Finance, Financial Tools & Techniques so as to make them aware of Managerial Control System

Core text book for Reading:

2. Management Control system by Robert .N Anthony & Govindrajan

Reference book for Reading:

4. Management Control Systems – P. K. Sinha
5. Management Control Systems – Jayant Oke & S. M. Inamdar
6. Management Control Systems – P. Saravanavel

Pedagogy: Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Book reviews & Test.

Sr No	Topic	Duration
Unit 1	1. Introduction to management planning & Control system.	5
a)	Traditional Versus contemporary management practices in organization	
b)	Management control environment & effective organizational structure for control.	
c)	Centralization versus decentralization – Divisional Autonomy.	
Unit 2	Integration of corporate level strategy to unit level:	5
a)	Goal Congruence for Financial, operational & people control.	
b)	Internal control system- Balancing the four levers of control, systems, six sources of tensions in control systems, opportunities infrastructure.	
c)	Role of financial controller :Financial auditor to financial manager to influence	
d)	Case Study: Xerox Corporation	
Unit 3	Responsibility centers concept:	4
a)	Revenue & expense centers	
b)	Discretionary expenses versus engineered expenses	
c)	Means to measure & control assets of responsibility center.	
Unit 4	Profit center & Investment center :	4

a) b) c) d)	Business unit as a profit center: Its merit & demerit. Measuring profitability of profit center. Allocation of charges & accounting of profit in profit center. Case Study	
Unit 5	Objective & Principles of transfer pricing within business units.	6
a) b) c) d)	Methods of transfer pricing. Administration & issues related to transfer price in domestic & international business. Budgeting approach & budget control .Problems & limitation of budgeting Concept of Zero-base Budgeting, Performance Budgeting Case study: Birch paper Company.	
Unit 6	Measuring & Controlling Assets employed.	5
a) b)	Evaluating economic performance of a business unit. External audit, internal controls, internal audit, role of financial controllers, multiple roles . EVA versus ROI approach Implementation of EVA in BU. Additional consideration for evaluating managers.	
Unit 7	Analyzing Financial performance reports for control	4
a) b)	Relevant cost consideration & approach for managerial decision making. Activity based costing, calculating variances & variation in practice.	
Unit 8	Performance management of a strategic business unit using Balance Score Card approach.	4
a) b)	Designing & Measuring Financial & non financial factors influencing the growth & performance of a strategic business unit Performance based Management compensation.	
Unit 9	Management planning & control system in service centric organization.	3

SUBJECT INNOVATION AND SUSTAINABILITY

SUBJECT CODE: 402-
SEMESTER: IV

COURSE: PGDM GEN
TOTAL HRS : 40 HRS

REVISED ON : APRIL 2012

The objectives:

The course emphasizes the importance of Innovation for Organization to compete and succeed in this century. It exposes the students to the process of innovation, creation of innovative culture, development of Business Innovations and the new trends in Innovation.

b. To provide the students the knowledge and tools for a Green organization. It provides insights into the Basics of Sustainability, the guidelines for implementing sustainability practices.

Core text book for Reading: 1). The Necessary revolution by Peter Singhe.

2. The sustainable MBA Giselle Weybrecht

3. Strategy for Sustainability: A Business Manifesto - Adam Werbach

Pedagogy: Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Book reviews & Test.

Sr. No	Topic	Duration
Unit 1	Innovation	20
a)	Innovation, Characteristics, Types, Evolution of Innovative Management.	4
b)	Factors Influencing Innovation, Traits of Innovative Organization.	
Unit 2	Innovation Projects Management	4
a)	Innovation and Entrepreneurship.	
b)	Research and Development, Approaches for Technology Development. The Innovation Cycle.	
Unit 3	Innovation Competencies Promotion.	4
a)	Importance of Managing Creative Employees.	
b)	Creativity Inducing Managers, Idea Generators.	
c)	Creative Individuals, Group Creativity, Training for Creativity.	
Unit 4	Managing Innovations	4
	Product Innovation, Process Innovation, Innovation Diffusion.	
	Laws pertaining to Innovation- IPR, Patents, Trademarks, Copyrights.	
	Sustainability	20

Unit 5	Introduction – What is Sustainability? b. Introduction to the course and Grading /evaluation method b. Introduction to the topic c. Basics of sustainability	4
Unit 6	Sustainability's Three Responsibilities a. Environmental Responsibility b. Social Responsibility c. Economic Responsibility d. Integrating Responsibilities	3
Unit 7	Current Practices world wide in Environment Social, Economic, Integrated	4
Unit 8	Engaging Stakeholders in Your Sustainability Program a. Identifying stakeholders b. Engaging stakeholders to determine their 'interest' c. Social 'license to operate'	4
Unit 9	Developing Competency for Practicing Sustainability	2
Unit 11	Tools for Greening Offices & Buildings. Energy, Water, Paper Conservation. Waste and Recycling.	3

Note:- The syllabus is reviewed on the base of two books **The Necessary Revolution** by Peter Singhe and **The sustainable MBA** Giselle Weybrecht

SUBJECT CODE : 403H
SEMESTER -IV

COURSE : PGDM GEN
TOTAL HRS : 40

Objectives: This introductory course will place emphasis on the practical application of required to manage unionized workplaces or in workplaces that might be faced with a certification application. Lectures, readings, simulations, and assignments will serve to acquaint the student with the structure and functioning of the Indian industrial relations system, basic employment law concepts, the union certification process, negotiation and administration of collective agreements strikes and dispute resolution, and Indian industrial relations.

Pedagogy: Class Room Lectures, Case study, Assignments,

Sr.No	Topic	Duration
1	Industrial Relations: Definition, Concept, Nature and scope of Industrial Relations, Importance and need of Industrial Relations, Development of healthy Labour Management Relations, The various approaches to Industrial Relations.	4
2	Industrial Conflicts and Dispute: Definition, Causes of Industrial Disputes/Conflicts, Difference between Individual Disputes and Collective Disputes. Ways for resolving Industrial Disputes/Conflicts.	4
3	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, Counseling, Code of discipline in Industry. Worker's participation in management.	9
4	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. Powers of Labour Court/Industrial Tribunal under Section 11A, 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.	12
5	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. Provisions relating to Appeals. Misconducts under the Standing Orders. Punishments under the Standing Orders. How to conduct a Domestic Enquiry?	9

	Principles of Natural Justice. Drafting of Warning letters, Show cause notice, Charge-sheet, Suspension Pending Enquiry letters and Dismissal letters.	
6	Recommendations of the National Commission on Labour 1969 and 2002;	2

**SUBJECT STRATEGIC AND INTERNATIONAL
HUMAN RESOURCE MANAGEMENT**

SUBJECT CODE: 404 H
SEMESTER : IV

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

Objective : The course is designed to provide linkages of Business Strategy to HR Strategies Policies & Systems. It is designed to equip the student with the tools & techniques essential as a strategic contribution of HRM to organizational success. The course is aimed at creating a practical understanding about the interaction of an organizations strategy with human resource management function to create sustained competitive advantage. This course will focus on issues on how HR function can create an alignment with business strategy and contributes to business performance

Core Book:

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. . International HRM By Dowling

Reference Books:

1. Agarwla, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi.
2. Dreher, George and Thomas Dougherty, Human resource Strategy, Tata McGraw Hill.
3. Greer, Charles, Strategic Human Resource Management
4. Belcourt, Maonica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.
5. International HRM – Tony Edwards, Chris Rees

Pedagogy: Class room lecture and reading article.

Sr No	Topic	Duration
1	Global Environment of HR: Change & Diversity, HRM in knowledge economy; concept of SHRM; investment perspective of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning, Competencies of HR Professional in a SHRM Scenario, Human Resources in a Comparative Perspective with reference to traditional HRM vis a vis international HRM	7
2	Strategic fit frameworks: Linking business strategy a HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages-measures of HRM performance; Sustained competitive advantages through inimitable HR Practices.	7

3	Managing Global, Diverse Workforce: HR Systems: staffing systems (International Recruitment and Selection), reward and compensation systems (Approaches to International Compensation), employee and career development systems (Corporate Strategy and Career Systems), mergers and acquisitions, outsourcing and off shoring, Cultural Factors/Issues in Performance Management	8
4	Strategic options and HR decisions: Downsizing and restructuring, domestic and international labour market, mergers and acquisition, outsourcing and off shoring	6
5	Current trends in SIHRM: Change, Restructuring and SHRM, Emerging Trends in Employee Relations and Employee Involvement	6
6	HR/IR issues in MNCs and Corporate Social Responsibility	6

SUBJECT NAME: BUILDING LEARNING ORGANISATIONS

SUBJECT CODE : 405 H
SEMESTER : IV

COURSE: PGDM GEN-
TOTAL HRS. : 40

REVISED ON : APRIL 2012

Objectives: To develop a comprehensive framework to understand knowledge as a strategic edge in turbulent environment. To gain insight into the organizational learning processes, how they can be fostered and enhanced. To appreciate the learning techniques necessary to facilitate building corporate competency and knowledge-base.

Books to be referred:

1. Knowledge Management by Ganesh Natrajan
2. People Capability Maturity Model by Bill Curtis
3. People Capability Maturity Model by Nandyal

Sr No	Topic	Duration
1	Emerging Business Realities Knowledge-based Competition Operating a business in the new realities External Environment as an impetus to learning	6
2	Creating a learning culture Aligning the organization strategies with the organizational culture Shared Vision for creating a learning culture.	4
3	Minimizing resistance to change	3
4	Why Organizations Need to Learn Challenging existing paradigms	4
5	Organizational Learning: A Capabilities-Based View People Capability Maturity Model	5
6	Learning Tools and Techniques Systems Thinking Benchmarking and Process Mapping	6
7	Knowledge-Creation and Acquisition Processes	3
8	Measuring Learning: The Intellectual Capital	3
9	Architecting a Learning Organization Team Learning, Empowering and enabling people	3
10	Scenario Planning	3

**SUBJECT : HUMAN RESOURCE INFORMATION SYSTEM &
HR AUDIT**

SUBJECT CODE : 406H
SEMESTER -IV

COURSE:PGDM GEN
TOTAL HRS 40

REVISED ON : APRIL 2012 2012

Section A: Human Resource Information System

Objective: On completion of this course, student should understand the importance of HRA practices in organizations. They should know how to implement HRA models and ways in which HRA impacts the Strategic Decision Making of an organization. Also, student should know the methods and reporting format of HR Audit.

With the advent of this technology, comes a need for its use in the human resources function, which this course particularly focuses on. In particular, the course aims to:

- a) Create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.
- b) Understand various Management Information Systems operating in an organization particularly in the Human Resources Management functional area and explain its relationship with the various other activities of the organization.
- c) Understand how Human Resources Information Systems are bought/developed and implemented for various levels in an organization.
- d) Explore the use of some common Information Systems development tools.

Core Text:

1. Human Resource Accounting: advances in concepts, methods and applications – Eric Flamholtz

Reference Book:

1. Human Resource Accounting – R. K. Patra
2. Human Resource Accounting - R.K. Gupta
3. HRD Audit - TV Rao
4. Human Resource Planning and Audit – Arun Sekhri
- 5.

Pedagogy:Class Room Lectures, Online Modules, Discussion, Presentations, Workshop

Sr.No	Topic	Duration
1	The Introduction Of Human Resource Information System: Meaning, Definitions, Evolution, HRIS Need Analysis, Advantages & Disadvantages of HRIS	3
2	HRIS Life Cycle : HR responsibility in each phase of HRIS development	3
3	Pre implementation stage of HRIS : HRIS Planning, HRIS Expectation, Productivity Through HRIS , Getting Management Support for HRIS. Design of HRIS - Data Management of HRIS, Data Formats, Data process entry procedure and processes, data storage and retrieval.	3
4	HRIS modules : Recruitment, Induction Training, Performance Management, Compensation and Benefits Payroll Leave Management	5
5	Implementation of HRIS	2

6	The Future of HRIS	1
7	Human Resource Accounting: Introduction, Concept, Definition, Need, Importance, Measuring HR costs, 1 st , 2 nd and 3 rd Generation accounting system for HR costs, Monetary and Non-monetary methods of HRA, Models of HRA – Flamholtz, Jaggi & Lau, Lev & Schwartz model.	3
8	HRA impact on other HR activities: Calculating HRA, Integrating HRA in financial Statements, HRA usage on Strategic Decision Making.	3
9	Cases in HR audit	5
10	Human Resource Audit : Nature, Need, Purpose, Benefits, Scope and Types	3
11	Approaches to HR Audit	3
12	Methods of HR Audit	3
13	HR Score Card, Preparing Audit Report	3

SPECIALIZATION

FINANCE

Semester II (Finance Specialisation)	
2012-PGDM-GEN-201	Entrepreneurship and Project Management
2012-PGDM-GEN-202	Management Information Systems
2012-PGDM-GEN-203	Business Research Methods
2012-PGDM-GEN-204 F	Financial Management
2012-PGDM-GEN-205 F	Wealth and Personal Financial Management
2012-PGDM-GEN-206 F	Retail Banking Products and Services
2012-PGDM-GEN-207 F	International Finance
SDP II	Skill Development Programme II
	Sector and functional specific skills
	Communication skills 2
	Business Awareness
	Aptitude II
	Aptitude II

Semester III (Finance Specialization)	
2012-PGDM-GEN-301	Business Policy and Strategic Management
2012-PGDM-GEN-302	SIP Project
2012-PGDM-GEN-303 F	Securities Analysis and Portfolio Management
2012-PGDM-GEN-304 F	Direct Taxation
2012-PGDM-GEN-305 F	Financial Services
2012-PGDM-GEN-306 F	Risk Management
2012-PGDM-GEN-307 F	Indian Financial System and Financial Institutions

Semester IV(Finance Specialization)	
2012-PGDM-GEN-401	Management Control System
2012-PGDM-GEN-402	Innovation and Sustainability
2012-PGDM-GEN-403 F	Corporate Restructuring
2012-PGDM-GEN-404 F	Strategic Cost Management
2012-PGDM-GEN-405 F	Indirect Taxation
2012-PGDM-GEN-406 F	Financial Reporting and Disclosures

SEM II

SUBJECT NAME: ENTREPRENEURSHIP & PROJECT MANAGEMENT

SUBJECT CODE: 201

COURSE: PGDM GEN

SEMESTER: II

TOTAL HRS: 40

REVISED ON: APRIL 2012

The objectives:

- Understanding the concepts of “entrepreneur”, “entrepreneurship” and their development in all forms and shapes;
- Effectively assess entrepreneurial opportunities and build the required business plan to reach entrepreneurial goals.
- Discussion of two major components of a new enterprise development namely, The legal issues involved while setting up an enterprise and entrepreneurial financing;
- Understanding the programs designed and formulated by Central, State governments and other important institution in entrepreneurship development.
- Creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. The process of founding a startup.

Core text book for Reading: Entrepreneurship: New Venture Creation – David H. Holt
Entrepreneurship – Hisrich Peters
Project management for Business and Technology Principles & Practice, II edn, John M. Nicolas

Reference book for Reading: Minimum 4 books and max 6 books

Entrepreneurial Development - Vasant Desai
Cases in Entrepreneurship - Morse Mitchell
Management & Entrepreneurship - Bedi
Entrepreneurship - Bruce Barringer
Projects: Planning analysis, & selection Sixth Edn Prasanna Chandra
Project management in new product development, Bruce T Barkley
Chandra Prasanna.: Project Preparation, Appraisal, Budgeting and Implementation. 3rd ed., New Delhi,

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

Sr No	Topic	Duration	Mark/Weightage
Section I : Entrepreneurship Development			
Unit 1	The Entrepreneurial Development Perspective	4	12 %

1.1	Concepts of Entrepreneurship Development Evolution of the concept of Entrepreneur, Types of Entrepreneur		
1.2	Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur		
1.3	Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development		
1.4	Entrepreneurial Culture Case Study on Entrepreneurial Culture		
Unit 2	Legal Environment and Government support	3	5 %
2.1	Basic Government Procedures to be complied with Legal Issues (licensing, patents, contracts etc.)		
2.2	Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants		
Unit 3	Creating Entrepreneurial Venture	5	14 %
3.1	Entry strategies: New product, Franchising, Partial Momentum, Sponsorship and Acquisition		
3.2	Business Planning Process, Environmental Analysis – Search and Scanning Identifying problems and opportunities		
3.3	Defining Business Idea ,Case study on Opportunity identification and Venture creation		
3.4	Developing Business Model		
Unit 4	Sustaining Entrepreneurial Venture	4	13 %
4.1	Entrepreneurial Pitfall: Peter Drucker's 4 entrepreneurial Pitfall. The Changing Role of the Entrepreneur : Mid Career Dilemmas		
4.2	Measures for Business Sustainability: Sustaining		

4.3	Competitiveness , Maintaining Competitive Advantage. Harvesting Strategies versus Go for Growth. Causes , symptoms and consequences of a sick unit. Case study on failed enterprise and Turn Around Enterprise		
Unit 5	Social and Rural Entrepreneurship	4	6 %
5.1	The Socio-Economic Context of Social Entrepreneurship, Defining Social Entrepreneurship, Learning from Real-Life Social Enterprises (Case)		
5.2	Introduction and scope of rural entrepreneurship, Learning from Real-Life Rural Enterprises (Case)		
Section II : Project Management			
Unit 1	Feasibility Analysis	6	12.5%
1.1	Introduction to project		
1.2	Technical Feasibility, Financial Feasibility, Marketing Feasibility, Personnel Feasibility and Management Feasibility.		
Unit 2	Business Plan	4	15%
2.1	The Business Plan as an Entrepreneurial Tool Business Plan Presentation		
Unit 3	Project Execution	8	15%
3.1	Estimating and Financing funds requirement; Project capital planning and Budgeting- NPV approach, Pay Back Approach		
3.2	a) Work Break-down Structure (WBS) b) Project Scheduling and Time Analysis- PERT approach, CPM, Crashing of Projects. c) Resource Leveling d) Project Reporting		
3.3	Project Organization		

Unit 4	Role of Various agencies in Project Initiation	2	7.5%
4.1	Role of following agencies in Project Initiation – District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development, Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)		
4.2	Role of Financing Institutions : Banks, Angel Investors, Venture Capital, Private Equity		

SUBJECT NAME: MANAGEMENT INFORMATION SYSTEMS.
SUBJECT CODE: 202 **COURSE: PGDM GEN**
SEMESTER: II **TOTAL HRS: 40**

REVISED ON: APRIL 2012

The objectives:

1. To create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.
2. To understand various MIS operating in functional areas of an organization and explain its relationship with the various activities of the organization.
3. To understand how MIS is developed and implemented for various levels in an organization.
4. To explore the use of some common IS development tools.
5. To understand concept of Knowledge Management.

Core text book for Reading:

1. MIS, Managing the Digital Firm, 11e, by Ken Laudon, Jane Laudon, Rajanish Dass, Pearson Publication .
2. MIS, 7e, SiE by James A O'Brien, George M Marakas

Reference book for Reading: Minimum 4 books and max 6 books

1. MIS(Text & Cases), A Digital Firm perspective, 4e by WS Jawadekar, Tata McGraw Hill Publication.
2. MIS, Managerial Perspectives, 3e by DP Goyal, Macmillan Publication.

Pedagogy: Apart from lecture 3 other methods have to be used

Class Room Lectures, Demos, Video Case study, Assignments & Test.

Sr. No	Topic	Duration
Unit1	Introduction to information systems.	5
	• Introduction to MIS. • Managerial Decision-making issues in large organizations. • Role of MIS in integrating business processes and effective decisions. • From data and information to knowledge and organizational wisdom	
Unit 2	Applications of information systems	5

	- Enterprise System in 'click and mortar' environment. - e-Business model for competitiveness. - Enablers and their role in creating information systems. - Information value-chain for resource use and profit maximization	
Unit 3	Management of Information Systems	9
	- Role of IT in MIS. - Client - Server Architecture. - Creating Enterprise communication network for data, voice and video. - Types of information network - Data Storage management and data centre concepts - Challenges in Enterprise Systems - Building Information Security: Confidentiality and integrity, IPR	
Unit 4	DBMS	4
	- Database Concepts, Structure and Database Administrator. - DEMO of MS-Access. - Concepts of Data Design	
Unit 5	Applications of information systems	7
	- Decision Support Systems, GDSS. - Data Warehousing, OLTP Vs OLAP. - Data Mining and extraction for Business Intelligence - Model of KDD - Data Analysis, interpretation and reporting - IT Tools and Application	
Unit 6	Strategic uses of information systems and information technology, Business Process Re-engineering.	5
	Challenges and Benefits of Building Enterprise Applications	
	BPR, SCM, CRM applications	
	Enterprise Resource Planning (ERP) - Selection and deployment	
	BPR application and software	
Unit 7	Knowledge Management	5
	Knowledge Management and Information System Leadership	
	Managing Tacit and Implicit Knowledge	
	Knowledge Cycle - SECI model	
	Balanced Scorecard for knowledge measurement	

SUBJECT NAME : BUSINESS RESEARCH METHODS(BRM)

SUBJECT CODE : 203
SEMESTER : II

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

The objectives:

Subject emphasis on following things:

- To give the students an understanding of the research methodology from both user's (management) and doer's (the researchers) perspective.
- To have a better understanding of the concept & measurement in empirical systems and its validity and reliability in real situation.
- To use statistical techniques for analysis of research data.
- To realize the applications of Business research. They must be able to perform well in practical aspect to the research execution project.

Core text book for Reading: Research Methodology- C. R. Kothari

Reference book for Reading: Minimum 4 books and max 6 books

1. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
2. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
3. Statistics for management- Richard I. Levin
4. Fundamental of Statistic- S.C Gupta

Pedagogy: Apart from lecture 3 other methods have to be used

Project, Statistical Tools & Field Work

Sr. No	Topic	Duration
Unit1	Introduction to Business Research	5
	Meaning, Objectives, Motivation, Utility Nature and scope of research Important applications of managerial research in decision making Concept of theory: empiricism, deductive and inductive theory	
Unit2	Research Process	3
	The Research Process Steps Involved in Research Process	
Unit3	Problem Identification & Formulation	4

	Management Question – Research Question – Investigation Question Measurement Issues - Hypothesis - Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importance	
Unit4	Research Design	3
	Exploratory Research, Descriptive Research and Causal Research Qualitative and quantitative research	
Unit5	Data Collection	4
	Methods of Data Collection: Observation, Interview, Schedule, Questionnaire and Secondary Data Collection	
Unit6	Sampling	5
	Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non Probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample - Practical considerations in sampling and sample size.	
Unit7	Measurement	2
	Concept of measurement– what is measured? Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio.	
Unit8	Attitude Scaling Techniques	3
	Concept of Scale Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales, Ranking Scales, Paired Comparison & Forced Ranking.	
Unit 9	Data Analysis	6
	Classification and tabulation Data summarization Analysis and Interpretation of data Central Tendency, Correlation and Regression Analysis Testing of hypothesis Parametric and Non Parametric tests Multivariate Analysis Factor Analysis Discriminate Analysis, Use of Statistical Software Packages (SPSS)	
Unit 10	Report Writing: Study the content and format of the Report	5

SUBJECT NAME: FINANCIAL MANAGEMENT

SUBJECT CODE: 204-F **COURSE: PGDM GEN**

SEMESTER : II **TOTAL HOURS : 40**

REVISED ON: APRIL 2012

The objectives:

1. To familiarize the students the different financial functions to be discharged by a finance manager.
2. To analyze the impact of financial decisions on an corporate entity
3. 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

Core text book for Reading:

1. Financial Management – Ravi M. Kishor
2. Financial Management – Sheeba Kapil
3. Financial Management – P.C. Tulsian
4. Financial Management – Pattibhi Ram & Bala

Reference book for Reading:

1. Financial Management – I.M.Pandey
2. Financial Management – Prasanna Chandra
3. Financial Management _ Khan & Jain
4. 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
Unit 1	Introduction to Financial Management	4
1.1	Meaning and significance of Financial Management	1
1.2	Ratio Analysis Calculation and Interpretation of ratios	2
1.3	Du-Pont Analysis	1
Unit 2	Cost of Capital	8hrs
2.1	Cost of Capital – Meaning & Significance ,	1 hr
2.2	Methods of calculating cost of capital (Equity, Preference shares Debentures, Long Term loans)	3hr
2.3	Weighted Average Cost of Capital	2 hr

2.4	Concept of Weighted Marginal Cost of Capital & EVA	2hr
Unit3	Capital Structure	5 hrs
3.1	Capital Structure - Meaning & Significance, factors of Optimum capital structure	1 hr
3.2	Various aspects of capital structure.	2 hr
3.3	Theories of Capital Structure: Net income approach, Net operating theory approach, Traditional theory, Modigliani Miller proposition I & II	2 hr
3.4	Concept of Over capitalization and Under capitalization	
Unit 4	Leverage Analysis	3hrs
4.1	Degree of Operating Leverage & Business Risk	1hr
4.2	Degree of Financial Leverage & Favorable and unfavorable financial Leverage	1hr
Unit 5	Capital Budgeting	7
5.1	Capital Budgeting- Introduction	1
5.2	Capital Budgeting Decision techniques	1
5.3	Non Discounting Techniques-ARR & Payback period Method	1
5.4	Discounting Cash flow techniques-discounted PB method, Profitability index method, NPV method, IRR	2
5.5	Capital Rationing	2
Unit 6.	Valuation of Securities	6
6.1	<u>Bond Valuation</u> Value of Bonds with maturity Value of zero coupon Bonds Yield Curve	3 3
6.2	<u>Equity Valuation</u> The dividend method of stock valuation The price-earnings models	
Unit 7.	Corporate Dividend Policies	5
7.1	Basics Concepts	1
7.2	<u>Dividend Models</u> Relevance Theories-Walter's model, Gordon's Model Irrelevance Theories-Modigliani-Miller model	2 2
7.3	Dividend Policies-Concept of Agency cost, Free Cash-flow Hypothesis & Bird -in-hand Argument	
Unit 8.	Comprehensive Cases in Finance	2

**SUBJECT: WEALTH MGMT & PERSONAL FINANCIAL
MANAGEMENT**

SUBJECT CODE: GEN 205 F
SEMESTER: II

COURSE: PGDM GEN
TOTAL HRS : 40 HRS

REVISED ON: APRIL 2012

The objectives:

To have an overview about the wealth management process, personal financial planning. This subject will also help the students to learn about the various financial & non-financial avenues available for investing which depending on different investment objectives.

Core text book for Reading:

1. **Wealth Management: The Financial Advisor's Guide to Investing and Managing Client Assets by Harold Even sky**
2. **CFP Module on Personal Financial Planning**

Reference book for Reading:

1. **Excellent Investment advisor - Nick Murray**
2. **Beating the street – Peter Lynch**
3. **One up on wall street – Peter Lynch**

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

Units	Wealth Management & Personal Financial Management	Duration
Unit 1	Introduction to Wealth Management	3
	- World's Wealth – Statistics and Forecast World Wealth Report - Key Drivers of Wealth Management. - The Players– Global and Indian Wealth management Scenario - Wealth management – Indian Perspective.	
Unit 2	Wealth management Process	4
	- Savings Cycle and Wealth Creation Cycle - Client Segmentation- Ultra high net worth individuals, High net worth individuals, Mass Affluent. - Client Expectations. Wealth Accumulation, Wealth Preservation, and Wealth Transfer. Private banking, Family office, Offshore, Onshore, International investment. - Wealth management tools. - Ethical principles relevant to wealth management	
Unit 3	Lifestyle Management for better future	4
	- Asset Allocation Principles - The Lifecycle Investment Guide - Private Banking and Client Characteristics - Identifying Client Needs. - Proforma financial statement, NRIs as Clients.	
Unit 4	Personal Financial Planning:	6
	- Need and Steps. - Tax Planning: Fundamentals, Basic income tax saving techniques. - Capital gains tax, Charity and tax; - Insurance Planning: Human Life Value, Life Insurance, Health Insurance.	
Unit 5	Retirement Planning	5
	- Basics of retirement planning - Economic problems of retirement years. - Steps in planning for retirement income. - Sources of retirement income, Pension plans, Annuities and annuity schemes; - Estate Planning: Need, objectives, methods of property disposition, using wills and trusts, settling the estate.	

Unit 6	Investment Avenues:	5
	• Financial and Non Financial (Real Assets) • Financial Assets • Money Market Instruments, Bonds, Corporate Securities, Debt Securities Variable Income Products: Equity. • Mutual Funds: Income funds, Growth funds, Balanced funds, Sector funds, Index funds. • Private equity funds, Fund of funds, Thematic funds, Systematic Investment Planning.	
Unit 7	Non-Financial Investment Options	3
	• Art. • Gold Antiques. • Commodities, Real Estate.	
Unit 8	Asset Allocation and restructuring:	4
	• Asset Allocation Process. • Partitioning Criteria. • Asset Classes. • Strategic Asset Allocation. • Tactical Asset allocation.	
Unit 9	Marketing of financial products	2
	• Relationship Marketing – Selling in a competitive environment • Steps in the relationship management process – Segment, Profile, Expose, Strategize, Execute. • Monitor and review Personal Selling skills.	
Unit 10	Behavioral Skills for Wealth Management	2
	• Time Management • Negotiation skills, Convincing skills, Etiquettes and Manners.	
Unit 11	Investor Psychology	2

	• Customer hesitancy • Client objection handling, Closing a deal.	
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SUBJECT NAME: RETAIL BANKING PRODUCT AND SERVICES
SUBJECT CODE: GEN 206 F **COURSE: PGDM GEN**
SEMESTER : II **TOTAL HRS: 40**

REVISED ON: APRIL 2012

The objectives:

To provide an introduction to retail banking services and trends in present day retail banking. To have an overview about the evolution of Banking, Laws related to Banking, classification of deposits and deployments of funds, Financial sector reforms and financial products, Ancillary services, Insurance and new delivery channels and Mutual funds.

Core text book for Reading:

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

Reference book for Reading:

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

Pedagogy: Lectures, Cases, Assignments, ET Articles

Sr N	Topic	Duration
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 , 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	5
4	Retail banking Liability Products – Time and demand Deposits CASA, FD, RD, Auto Sweep, Reverse Sweep, NRI Services & types of accounts	4
5	Retail Asset products – Features of Retail Loans, Retail Lending Cycle, Home loan, Car loan, Education Loans, Gold Loan and Personal Loan, Types of	7

	Repayments, Calculation of EMIs, Moratorium Period, Concept of Delinquency and NPA	
6	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, Demat and 3 in 1 Accounts	4
7	Technology in banking – alternate delivery Channels, Core banking solution, New financial products, Internet Banking, Mobile Banking, ATM, Phone banking, Mobile Banking, Debit and Credit cards, E payment, ECS, NEFT, RTGS	4
8	Banc assurance, Concept of Insurance, Need and functions of Insurance	3
9	Concepts of Mutual Funds, Benefits of Mutual Funds, Distribution of MF products	3

SUBJECT: INTERNATIONAL FINANCE

SUBJECT CODE: GEN-207 F
SEMESTER: II

COURSE : PGDM GEN
TOTAL HRS: 40

REVISED ON: APRIL 2012

1. The Objective:
To acquaint the students with the concepts, instruments and working of International Finance. At the end of the course the student should be able to 1) understand the totality of International

Financial system 2) Analyze the requirements of International trade and Finance 3) Use decision making procedures in solving finance related problems.

2. Core text book for Reading:

1. International Finance- A.V. Rajwade
2. International Finance- P.G. Apte
3. International Finance – V. K. Sharan
4. International Finance- Shapior

3. Reference Books: 1) Foreign exchange – Mr. C. Jeevanandam

3. Pedagogy: Lectures , Case Study, Presentations, Numericals

	Topics	Duration
1	Introduction to International Finance Foreign Exchange Transaction, Transfer of Funds, NOSTRO & VOSTRO account	3
2	Balance of Trade, Balance of Payment, Current account transactions, Capital account transactions, Reserves, Convertibility	7
3	Rates of Exchange, Forex Markets, Factors affecting movement of exchange rates. Management of risk due to fluctuation of rate of exchange Various Types of exchange rates quoted by banks	7
4	Value date concept of Forex transaction	2
5	Forward contract, Futures Contract, Options Contract, SWAPS, Numerical exercises and Case studies	3
6	Documents used in International trade Methods of payment, Guarantees, Letter of Credit	5
7	Export Finance	2
8	Trade and Exchange control Regulations in India	4
9	Agencies in International Trade, Exchange earner's foreign currency accounts	5
10	FERA & FEMA	2

SUBJECT NAME: SECTOR AND FUNCTION SPECIFIC SKILLS
SUBJECT CODE: SDP II
SEMESTER : II
COURSE: PGDM GEN
TOTAL HRS. : 25

REVISED ON: APRIL 2012

The objectives:

1. The objective of the Sector specific skills is to provide extra input to the students by analyzing different sectors on the parameters like history of the sector, global scenario, contribution of the sector to the world GDP, Stock performance etc.

Once they are done with the global scenario, they have to look at the Indian scenario of the sector was explored like its contribution to Indian GDP, growth, employment, etc. A comparison between the Indian players with the global players should be done. Each sector was depicted with respect to its growth, size of the industry, contribution to GDP and its turnover, stock performance, revenue analysis, contribution to economic progress, government policies, SWOT analysis, its future and the challenges faced. The framework that is followed is of EIC framework i.e. analysis of Economy, Industry and Company. Sector analysis enabled students to have a deep insight of each sectors of the economy. This helps students to relate the theories learnt in the classroom to implement them in the real world.

2. Functional skill development activity is done specialization wise to provide extra input to the students which is needed for the development in the specialization selected by them. It is aimed to enhance the knowledge and perspectives of students other than their routine studies and classes. It includes discussions, case studies, and article review and industry experts coming and sharing their knowledge with students.
3. Pedagogy: Class Room Lectures, Guest Lectures, Presentations by students, Activities, Case study, Assignments, Tests and Research Papers.

PART I: SECTOR SPECIFIC SKILLS

(Total 10 Hours Input)

Sr. No.	Business Sectors to be studied
1.	IT Industry
2.	Construction Industry
3.	Retail
4.	Telecommunications Industry
5.	Banking and Insurance
6.	Automotive
7.	Energy
8.	Food and Beverage
9.	Health Care Industry
10.	Hospitality

For studying each of the above Business Sectors, following parameters should be considered:

1. History
2. Global Scenario: Contribution to World GDP
3. Indian Scenario
4. Growth size of the industry
5. Stock Performance
6. Revenue Analysis

7. Government Policies
8. SWOT Analysis of the Sector
9. Challenges faced by the sector
10. Examples of the companies pertaining to the sector

PART II: FUNCTION SPECIFIC SKILLS

FINANCE SPECIALISATION:

Sr. No.	Topic	Duration
Unit 1	Understanding the Basic Features of Excel	(09)
	Basic excel linking rules – Absolute, Relative and Mixed Referencing Model View and Navigation Tools – Freeze, Split, Grouping, Auditing tools Paste Special - Add, Subtract, Divide, Multiply, Value, Formulae, Transpose, Format etc Arithmetic Function – Sum, Count, If, Countif, Sumif, Avgif, STDEV Advance Function – VLOOKUP, HLOOKUP Model Specific Function – Goal Seek, Table, Scenario Manager, NPV, CAGR, IRR Creating Charts Using Forms and Control Toolbox Understanding Finance Functions present in Excel Data Validation Setting Cell Styles Enable/Disable Iterative Calculations	
Unit 2	Financial Statement Setting	(03)
	Setting skeleton for three financial Statement Applying inter-statement linkage – between Income Statement and Balance Sheet Applying inter-statement linkage between Cash Flow Statement and Balance sheet Apply cell styles Check model consistency – denomination is same currency, in mn or bn and not in Crores or lakhs	
Unit 3	Financial Analysis – I	(03)
	Introduction Valuation using DCF approach and Financial Forecasting, project appraisal Sensitivity Analysis Features and Goal Seek Financial analysis for Corporate Finance Financial analysis for credit appraisal	

SUBJECT: COMMUNICATION SKILLS II

SUBJECT CODE: SDP II

COURSE: PGDM GEN

SEMESTER –II

TOTAL HRS: 20 HRS

REVISED ON: APRIL 2012

Objectives :

- To Understand The Importance Of Effective Communication In A Business Setting.
- To Understand And Utilize The Basic Forms (E-Mail, Memos, Letters, Informal And Formal Reports, And Informal And Formal Presentations) That Are Used In Effective Business Communication.
- To Reinforce And Further Develop [Presentation](#) Skills In Order To Deliver Professional Presentations.
- To Work Effectively In A Team To Improve Communication Skills And To Prepare And Present Group Projects.
- To Sensitize Students About Non Verbal & Cross Cultural Aspects Of Communication.
- To Build Confidence And To Install Competitiveness.

Core text book for Reading: Business Communication - Shirley Taylor.

Essentials of Business Communication – Bovee & Thill.

Business Communication – N.S Pradhan, Homai Pradhan

Business Communication – R.K Madhukar

Pedagogy: Interactive Class Room Lectures, Activities, Assignments, Work Shop & Test.

Sr. No	Topic	Duration
Unit 1	Communication in Business (Revision)	1
1.1	Introduction, Dimensions, Importance and Need.	
1.2	Communication Network, Principles.	
1.3	Types, Process, Levels, Channel.	
1.4	Barriers in Communication.	
Unit 2	Developing and delivering effective presentation	1
2.1	Individual presentation based on the learning's from semester 1	
Unit 3	Listening	3
3.1	Listening activities, Audio visual tapes, movies)	

Unit 4	Non Verbal Communication	3
4.1	Module on different types of non verbal communication (understand what type of communicator an individual is)	
Unit 5	Written Communication	2
5.1	Dissertation based on any current topic	
Unit 6	Group Communication	1
6.1	Mock Meetings, Role play	
Unit 7	Intercultural Communication	3
7.1	Improving intercultural sensitivity.(Share real life stories) Lingoes used in foreign language, Cross cultural communication, Body language.	
Unit 8	Interviews	4
8.1	Understanding Interview process.	
8.2	Types of Interviews.	
8.3	Success in Job interviews.	
8.4	Follow Up after interview.	
Unit 9	Communications and Technology (Overview)	2
9.1	Electronic communication technologies.	
9.2	Software for business communication.	

SUBJECT NAME: BUSINESS AWARENESS

SUBJECT CODE: SDP II
SEMESTER : II

COURSE : PGDM GEN
TOTAL HRS : 25

REVISED ON : APRIL 2012

The objectives:

1. To understand basic terms of business & economics.
2. To understand and analyze the contemporary economic and business scenario.
3. To discuss major business events occurring on a day to day basis from The Economic Times.

Core text book for Reading:

The objective is to create awareness among students about current business affairs. Hence, no text book is being prescribed.

Reference book for Reading:

Continuous reading and discussions on current business issues based mainly on Economic Times (ET)

Pedagogy:

Collaborative learning through class room reading and open discussions on current business issues appearing in that week's ET

Case study, Assignments, Guest Lectures and quiz

- The evaluation would be done by internal faculty/Division In Charge based on classroom presentations, assignments and quiz. There would not be any mid-semester or end semester examination. Based on the evaluation made by the faculty, grades would be assigned.

Sr. No	Topic	Duration
1.	Overview of Indian Economy Various sectors of Indian Economy Students are expected to understand and make presentation on Economic Growth Rate, Industrial Growth Rate, Agricultural Growth Rate, Service Sector Growth Rate, Employment, Poverty, Foreign Exchange Reserve, etc.	5
2.	Monetary Policy and Inflation Students are expected to understand and make presentations on the concept of inflation, its causes and effects and measures initiated to control inflation	4
3.	Economic Reforms Reforms in Insurance, Banking & FDI in Retail Recent Privatization of PSUs. Discussion on Current Policy of Government of India related to economic	4

	reforms. (Resources: Last fifteen days economic times)	
4.	Euro Crisis Crisis in PIIGS Countries Discussion on problems relating to debt crisis in European Countries and its impact on the global economy and also India	4
5.	Budget Analysis Basic Terms related to Budget Discuss on basic terms of Budget like Revenue receipts & deficit, fiscal deficit, non tax revenue, non plan expenditure, plan expenditure, total expenditure, etc., and its impact on Indian economy,	5
6.	CIBIL-Need and functions: Credit Information Reports (CIR)	3

SUBJECT NAME: APTITUDE II

SUBJECT CODE: SDP II

COURSE: PGDM GEN

SEMESTER: II

TOTAL HRS. : 20

REVISED ON: APRIL 2012

The objectives:

1. To develop the mathematical and logical Reasoning skills among the students.
2. To create the confidence among the students to face the placement aptitude tests conducted by various organizations.

Pedagogy: Class Room Lectures, Assignments, Class-Tests.

Sr. No	Topic	Duration (Hrs.)
1.	LCM, HCF, Percentage, Ratio & Proportion	4
2.	Time, Speed & Distance	4
3.	Average, Mixture & Allegation	4
4.	Verbal Reasoning	4

SEM III

SUBJECT NAME : BUSINESS POLICY AND STRATEGIC MANAGEMENT

SUBJECT CODE: 301
SEMESTER : III

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

The objectives:

- To expose participants to various perspectives and concepts in the field of Strategic Management.
- To help participants achieve conceptual clarity.
- To help participants develop skills for applying these concepts to the solution of business problems.

Core text book for Reading: Strategic Management: Concepts & Cases 11th Edition Fred & David: Prentice Hall 2007.

Reference book for Reading:

1. Exploring Corporate Strategy 7th Edition G. Johnson & K. Scholes: Prentice Hall 2005.
2. "Strategic Management and Business Policy" Azhar Kazmi, The McGraw-Hill
3. "Business Economics" Manab Adhikary Excel Books
4. "Business Policy and Strategic management P. Subba Rao Himalaya Publishing House
5. "Marketing Management" Kotler, Keller, Koshy and Jha

Pedagogy: Apart from lecture , Case Study Analysis, Book Review, Test

Sr. No	Topic	Duration (Hrs.)
1.	Introduction to Strategic Management: The Importance of Strategic Management Schools of thought in Strategic Management Strategy Content, Process and Roles The Fit Concept and the Configurational Perspective in Strategic Management Dimensions and Levels of Strategy	3
2.	Strategic Intent & Strategy Formulation: Vision, mission and purpose – Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Social Considerations in Strategy Development.	6
3.	Analyzing Company's External Environment: Environmental appraisal – Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) & (SWOT) – Industry Analysis - Porter's Five Forces Model of competition.	6
4.	Corporate Level Strategies: Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring	7
5.	Business Level Strategies: The foundations of Business Level Strategies, Different	2

	Business Level Strategies, Generic Business Strategies, Tactics for Business Strategies	
6.	Corporate Portfolio Analysis: Business Portfolio Analysis - Synergy and Dysynergy - BCG Matrix – GE 9 Cell Model - Concept of Stretch, Leverage and fit	6
7.	Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries.	4
8.	Behavioural issues in implementation – Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization	4
9.	Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT.	2

SUBJECT NAME: SUMMER INTERNSHIP PROJECT

SUBJECT CODE: GEN – 302

COURSE: PGDM GEN

SEMESTER : III

REVISED ON : APRIL 2012

The objectives:

Summer Internship Project is an Important Milestone in the student's journey from Class Room to Board Room. It is rather their first step towards the Corporate World where they can have the real feel of the Industry Environment. This enables the students to understand the organization structure, business practices and processes in organization. Students are guided by Internal and External functional experts to make the project a highly professional one. The expected results in building up of student's confidence for future interviews and Corporate Assignments.

Pedagogy: Lectures and Power Point presentations by Internal & External faculty.

**SUBJECT NAME : SECURITY ANALYSIS AND
PORTFOLIO MANAGEMENT**

SUBJECT CODE: 303F
SEMESTER : III

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON : APRIL 2012

The objectives:

At the end of the course it is expected that the students will be Proficient and knowledgeable about the various disciplines contribution in understanding capital market in a holistic manner. Familiar with the financial strategies and functioning of the stock market which enhancing the effectiveness of financial programme by creating portfolios.

Core text book for Reading:

- 1 . Security Analysis & Portfolio Management, S. Bhat, Excel Books

Reference book for Reading:

- 1 . Investment Analysis and Portfolio management – Prasanna Chandra
2. Investments Zvi Bodie, & Mohanty – TMH – 6th Edition, 2005
3. Investment Management – VK Bhalla (S.Chand & Co)
4. Portfolio Management Kevin – Prentice Hall India.

Pedagogy:

- 1) Case Study Presentations
- 2) Industry Visit

Sr. No	Topic	Duration
Unit 1	Economic reform process & Capital market reforms • Indian Economy, World Economy • Developed Markets and Emerging Markets	2
Unit 2	Structure of Capital Markets – Introduction, Participants, Classification & Analysis of Financial Instruments (Capital market instruments – Debt, Equity) Index Composition – SENSEX & NIFTY	3
Unit 3	Fundamental Analysis -• Extraction and Interpretation of Financial & Statistical Data Company & Product Information / Growth Patterns & Business Analysis(Dividend, Yield & Growth stock), Important Ratios(Debt to Equity, Profitability & Leverage)	4
Unit 4	Equity Valuation - • Relative Valuation, P/E Ratio(with numerical) and Different Interpretations – Index valuation & P/E Ratio in Depth Analysis	4
Unit 5	Industry Analysis & Sector valuation Part – I/II Classification of sectors & Understanding relationship of financial data with sectors & Govt. policies Sector Valuation & Forecasting the sectors	4
Unit 6	Investment / Risk & Return (macroeconomic policies) - • The Investment environment - Meaning of Risk / Elements of Risk / Systematic Risk / Interest	4

	Rate Risk / Market Risk / Purchasing Power Risk / Business Risk / Unsystematic Risk / Financial Risk / Measurement of Risk, Introduction to macroeconomics & impact of economic variables on industry valuation	
Unit 7	Portfolio Theory -• Expected Return of Portfolio / Risk Diversification / • Selection of Optimal Portfolio	2
Unit 8	Equilibrium in Capital Market - Security Market Line / Capital Market Line / Efficient Market Frontier / CAPM (numerical)	4
Unit 9	Efficient market Hypothesis & Random Walk Theory	2
Unit 10	Debt Market - • Fundamental Features of Debt Instruments / Indian Debt Market - Bond valuations (Plain Vanilla & Numericals)	2
Unit 11	Introduction to portfolio theory & portfolio management – What is portfolio? Effect of combining securities, Markowitz Risk-Return optimization, Risk & Investor preferences, Beta, Alpha, Portfolio Analysis (Selecting the best portfolio), Classification of managed portfolio & its advantages, Management of performance evaluation, Risk adjusted returns (Sharpe & Treynor ratio)	3
Unit 12	Mutual Funds – Calculation of NAV & Ratios	3
Unit 13	Arbitrage Pricing Theory	3

SUBJECT: DIRECT TAXATION**SUBJECT CODE: 304 F**
SEMESTER - III**COURSE: PGDM GEN**
TOTAL HRS: 40**REVISED ON: APRIL 2012**

1. Objective :

The course provides an insight to the direct tax laws in India. The course will help the students to understand and apply corporate tax provisions as financial planning tools in corporate world.

2. Core text book for Reading:

1. Dr. Vinod K.Singhania & Dr.Monica Singhania - Students Guide to Income Tax
2. Dr. Vinod K. Singhania & Dr. Monica Singhania - Tax Planning & Management
3. Dr. Vinod K. Singhania & Dr. Kapil Singhania - Direct Taxes – Law & Practice
4. Girish Ahuja & Ravi Gupta - Direct Tax Laws & Practice

3. Pedagogy:

1. Lectures & Discussions
2. Assignments & Presentations
3. Numerical Problems Solving
4. Case law discussion

Sr No	Topic	Duration
Unit 1	Basic Concepts and Tax Rates	1
Unit 2	Residential Status	1
	a) Resident b) Resident-Not Ordinary resident c) Non-Resident	
Unit 3	Agricultural Income and exempted Income	1
	a) Basics b) Taxing Agricultural income c) Agricultural Income and Business Income d) Exempted Incomes	
Unit 4	Income from Salary	6
	e) Basics f) Gratuity g) Leave encashment h) Pension i) Allowances j) Perquisites k) Provident Fund l) Deductions	
Unit 5	Income from House Property.	5
	a) Basics b) Self occupied property c) Deemed to be Let Out Property d) Let out property e) Deductions	

Unit 6	Profits and Gains from Business of Profession	7
	a) Basics b) Permissible expenses and incomes c) Non- Permissible expenses and incomes d) Maintenance of books of accounts e) MAT & AMT f) Tax audit g) Computation of income on presumptive basis	
Unit 7	Capital gains	6
	a) Basics b) Long term and short term capital gain c) Indexation d) Period of holding e) Exemption from Capital Gains	
Unit 8	Income from Other sources	2
	a) Basics b) Gift c) Winning of lotteries, crosswords and puzzles d) Family pension e) Other sources	
Unit 9	Clubbing of Income	4
	a) Basics b) Remuneration to spouse from a concern in which the assessee has substantial interest c) Income from asset transferred to spouse d) Assets transferred to AOP (Association of persons) or other person for the benefit of spouse e) Income from asset transferred to son's wife f) Transfer to AOP or other person for the benefit of son's wife g) Income of minor child Exceptions	
Unit 10	Set off, or Carry Forward and Set off of Losses	1
Unit 11	Deductions under Chapter VIA and Relief	1
Unit 12	Tax deducted and Collected at source	1
Unit 13	Returns of Income and PAN	1
Unit 14	Advance tax and Interest	1
Unit 14	Introduction to Wealth Tax, Assets taxable under Wealth Tax	2
	Total	40

Note:

Financial Year applicable for the paper will be the Financial Year pertaining to the Academic Year. E.g. For the academic year 2013-2014, applicable Financial Year will be 2013-2014.

<u>SUBJECT NAME: FINANCIAL SERVICES</u>		
<u>SUBJECT CODE: GEN-305 F</u>	<u>COURSE : PGDM GEN</u>	
<u>SEMESTER : III</u>	<u>TOTAL HRS: 40</u>	

REVISED ON: APRIL 2012

The objectives:

- To understand and appreciate the concept of financial services in theory and practice
- To evaluate the environment of financing and develop a feasible financial services plan (process)
- To have an elementary knowledge of customer satisfaction by implementing financial services
- To understand and appreciate the concept of financial services formulation and implementation

Core text book for Reading:

1. Indian Financial Services – M. Y. Khan
2. L.M. Bhole: Financial Institutions and Market
3. Advance Financial Management – Kohak

Reference book for Reading:

1. I. Friend M Blume : Mutual Funds and other Institutional Investors
2. N. J. Yasaswy: Personal Investment and Tax Planning
3. S.riam. K: Hand book of leasing, Hire purchase and Factoring.
4. Bhatt. R. S: Financial system for economic development

Pedagogy: Lectures

Cases

Assignments

ET Articles

Sr. No.	Topic	Duration
Unit 1	Overview	7
	Traditional Role of Banks as Fin Intermediaries, Process of Disintermediation, Developments Since 1991-- Various Financial Intermediaries – MFs, Insurance Companies, Role of Financial Intermediaries in Economic Development	
Unit 2	Capital Market	5
	Instruments--Traditional and Emerging (ECB, ADR, GDR, IDR), Operations in Primary Markets, Participants, Book Building process, Instruments involved--Role of SEBI.	
Unit 3	Secondary Markets	5
	Stock Exchanges in India, National Stock Exchange (NSE), Stock Holding Corporation of India Ltd.(SHCIL), Share Trading and Online trading, Operations in Secondary Markets, Market Participants, Buy back of shares, Mergers & Acquisitions	
Unit 4	Money Market	5
	Nature and role of money market in India, Participants, Instruments in Money Market viz., CPs, CDs, Bill of exchange, ICDs, Treasury Bill, Role of Primary Dealers Such as SBI-DFHI	

Unit 5	Mutual Funds	5
	Evolution of MF industry in India, Types of MF and Schemes	
Unit 6	Insurance	5
	Evolution of Insurance business in India, Functions of Insurance, Intermediaries, Life insurance products, General Insurance Products	
Unit 7	Financial Services	8
	Credit rating, Factoring and forfeiting, Leasing and hire purchasing, Securitization of debts, Merchant Banking services and functions, Depositories and depository services	

SUBJECT NAME : RISK MANAGEMENT

SUBJECT CODE: 306F

COURSE : PGDM GEN

SEMESTER : III

TOTAL HRS : 40

REVISED ON : APRIL 2012

The objectives:

At the end of the course it is expected that the students will be proficient and knowledgeable about the various disciplines contribution in understanding risk management in a holistic manner. Familiar with the techniques and functioning of the risk management which enhancing the effectiveness of money market and banking institutions.

Core text book for Reading:

Foreign Exchange & Risk Management – C. Jeevanandam

Reference book for Reading:

Risk Management Insurance & Derivatives - G.Kotreshwar

Pedagogy:

- 1) Case Study
- 2) Presentations
- 3) Industry Visit

Sr. No	Topic	Duration
Unit 1	• Introduction to Risk Management • Risk Management Process • Risk Analysis • Risk Evaluation • Risk Reporting • Risk Treatment	8
Unit 2	• Risk Management Strategies • Introduction & Birth of Derivatives – Forward & Futures Introduction, Distinguishing Factors	5
Unit 3	Short-selling of securities – short-Selling of futures, Mark to Market daily settlement	5
Unit 4	Arbitrage – Examples, Reverse Arbitrage	6
Unit 5	Options – Call option buyer, Put option buyer (Examples), Hedging (Examples)	7
Unit 6	Types of options – In the money, Out the money, At the money	4
Unit 7	Clearing & Settlement Procedures	5

**SUBJECT INDIAN FINANCIAL SYSTEM &
FINANCIAL INSTITUTION**

SUBJECT CODE: -307 F
SEMESTER: III

COURSE: PGDM GEN
TOTAL HRS: 40 HRS

REVISED ON: APRIL 2012

The objectives:

This course is intended as an introductory course on the wide spectrum of financial institutions and their services. To provide a bird's eye view, a perspective understanding of the Indian banking system and its operations, understanding of the principles, planning and processes of Bank Management including concepts covering, institutions and instruments, and to give students an appreciation of current developments and events in this area.

Core text book for Reading:

1. Indian Financial System- H. R. Machiraju
2. Financial Institutions & Markets- L. M. Bhole
3. Indian Financial System- M. Y. Khan

Reference book for Reading:

1. Indian Financial System – Pathak
2. Indian Financial System – Dr. G. Ramesh Babu
3. Gordon E. and Natarajan K., Financial Markets and Institutions, Himalaya Publishing
4. Advance Financial Management- Kohak

Pedagogy: Lecture, Cases, Assignments , Bank Visit

Sr. No.	Topic	Duration
1	Structure of Indian Financial System Pre Nineties and Post Nineties overview Organizational structure of the Indian Financial System- Major Components- Financial Markets; Financial Institutions/Intermediaries DFI, Financial Instruments – Money market and capital Market. Recent Trends in Banking-Role of Financial Intermediaries in a financial system-Various financial intermediaries -Introduction to banking system -Types of bank -Instruments	6
2	RBI-Role played by RBI-Salient features of status governed by them-Monetary Policy, CRR, SLR, Repo, Reverse Repo, Fiscal Policy, Union (Government) Budget and its Implications	6
3	Study of various interest rates- Short Term-Emergence of Repo rate as the benchmarks rate in the short term-Floating and fixed rates of interest-LIBOR, MIBOR and MIBID	6
4	Commercial Banking-Management of assets and liabilities- Effect of RBI	4

	policies on the operations commercial banks-Recent reforms in Banking sector Recovery of debts-Terms like NPAs Sarfaesi Act	
5	Non-Banking Financial Companies- Functions of NBFCs Types and RBI Guidelines,	6
6	Pricing of products and services in financial service sector, Bank balance Sheet, Liquidity Ratios, Structural Ratios and Profitability Ratios, Asset Liability Management	6
7	Financial sector reforms, Basel norms, income recognition IRAC Norms, asset classification, provisioning norms, capital adequacy norms, Universal banking Integrated risk Management Frauds in banks and Preventive Vigilance	6

SEM IV

SUBJECT NAME: MANAGEMENT CONTROL SYSTEM

SUBJECT CODE: 401

COURSE: PGDM GEN

SEMESTER : IV

TOTAL HRS : 40 HRS

REVISED ON : APRIL 2012

The objectives:

The objective of this subject is to orient students with the various concepts in Finance, Financial Tools & Techniques so as to make them aware of Managerial Control System

Core text book for Reading:

1. Management Control system by Robert .N Anthony & Govindrajan

Reference book for Reading:

1. Management Control Systems – P. K. Sinha
2. Management Control Systems – Jayant Oke & S. M. Inamdar
3. Management Control Systems – P. Saravanavel

Pedagogy: Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Book reviews & Test.

Sr No	Topic	Duration
Unit 1	1. Introduction to management planning & Control system.	5
a)	Traditional Versus contemporary management practices in organization	
b)	Management control environment & effective organizational structure for control.	
c)	Centralization versus decentralization – Divisional Autonomy.	
Unit 2	Integration of corporate level strategy to unit level:	5
a)	Goal Congruence for Financial, operational & people control.	
b)	Internal control system- Balancing the four levers of control, systems, six sources of tensions in control systems, opportunities infrastructure.	
c)	Role of financial controller :Financial auditor to financial manager to influence	
d)	Case Study: Xerox Corporation	
Unit 3	Responsibility centers concept:	4
a)	Revenue & expense centers	

b)	Discretionary expenses versus engineered expenses	
c)	Means to measure & control assets of responsibility center.	
Unit 4	Profit center & Investment center :	4
a)	Business unit as a profit center: Its merit & demerit.	
b)	Measuring profitability of profit center.	
c)	Allocation of charges & accounting of profit in profit center.	
d)	Case Study	
Unit 5	Objective & Principles of transfer pricing within business units.	6
a)	Methods of transfer pricing.	
b)	Administration & issues related to transfer price in domestic & international business.	
c)	Budgeting approach & budget control .Problems & limitation of budgeting	
d)	Concept of Zero-base Budgeting, Performance Budgeting Case study: Birch paper Company.	
Unit 6	Measuring & Controlling Assets employed.	5
a)	Evaluating economic performance of a business unit.	
b)	External audit, internal controls, internal audit, role of financial controllers, multiple roles . EVA versus ROI approach Implementation of EVA in BU. Additional consideration for evaluating managers.	
Unit 7	Analyzing Financial performance reports for control	4
a)	Relevant cost consideration & approach for managerial decision making.	
b)	Activity based costing, calculating variances & variation in practice.	
Unit 8	Performance management of a strategic business unit using Balance Score Card approach.	4
a)	Designing & Measuring Financial & non financial factors influencing the growth & performance of a strategic business unit	
b)	Performance based Management compensation.	
Unit 9	Management planning & control system in service centric organization.	3

SUBJECT NAME: INNOVATION AND SUSTAINABILITY

SUBJECT CODE: 402

COURSE : PGDM GEN

SEMESTER : IV

TOTAL HRS : 40 HRS

REVISED ON : APRIL 2012

The objectives:

The course emphasizes the importance of Innovation for Organization to compete and succeed in this century. It exposes the students to the process of innovation, creation of innovative culture, development of Business Innovations and the new trends in Innovation.

To provide the students the knowledge and tools for a Green organization. It provides insights into the Basics of Sustainability, the guidelines for implementing sustainability practices.

Core text book for Reading:

- 1). The Necessary revolution by Peter Singhe.
2. The sustainable MBA Giselle Weybrecht
3. Strategy for Sustainability: A Business Manifesto - Adam Werbach

Pedagogy: Class Room Lectures, Activities, Case study, Assignments, Guest Lecture, Book reviews & Test.

Sr. No	Topic	Duration
Unit 1	Innovation	20
a)	Innovation, Characteristics, Types, Evolution of Innovative Management.	4
b)	Factors Influencing Innovation, Traits of Innovative Organization.	
Unit 2	Innovation Projects Management	4
a)	Innovation and Entrepreneurship.	
b)	Research and Development, Approaches for Technology Development. The Innovation Cycle.	
Unit 3	Innovation Competencies Promotion.	4

a)	Importance of Managing Creative Employees.	
b)	Creativity Inducing Managers, Idea Generators.	
c)	Creative Individuals, Group Creativity, Training for Creativity.	
Unit 4	Managing Innovations	4
	Product Innovation, Process Innovation, Innovation Diffusion.	
	Laws pertaining to Innovation- IPR, Patents, Trademarks, Copyrights.	
	Sustainability	20
Unit 5	Introduction – What is Sustainability? a. Introduction to the course and Grading /evaluation method b. Introduction to the topic c. Basics of sustainability	4
Unit 6	Sustainability’s Three Responsibilities a. Environmental Responsibility b. Social Responsibility c. Economic Responsibility d. Integrating Responsibilities	3
Unit 7	Current Practices world wide in Environment Social, Economic, Integrated	4
Unit 8	Engaging Stakeholders in Your Sustainability Program a. Identifying stakeholders b. Engaging stakeholders to determine their ‘interest’ c. Social ‘license to operate’	4
Unit 9	Developing Competency for Practicing Sustainability	2

Unit 11	Tools for Greening Offices & Buildings. Energy, Water, Paper Conservation. Waste and Recycling.	3
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Note:- The syllabus is reviewed on the base of two books The Necessary Revolution by Peter Singhe and The sustainable MBA Giselle Weybrecht

SUBJECT NAME: CORPORATE RESTRUCTURING

SUBJECT CODE: GEN-403 F

COURSE : PGDM GEN

SEMESTER : IV

TOTAL HRS : 40

REVISED ON : APRIL 2012

The objectives: The course provides an insight to the various concepts of corporate restructuring. The course provides an in-depth understanding of all aspects of law and practical issues relating to corporate restructuring.

Core text book for Reading:

- a) Mergers, Acquisitions and Corporate Restructuring - Chandrashekar, Krishnamurthy & Vishwanath
- b) Mergers, Acquisitions and Corporate Restructuring - Prasad C. Godbole

Reference book for Reading:

Corporate Restructuring – A shareholder value perspective – Das Ranjan

- 1) Corporate Restructuring in Public Sector Enterprises – P. K. Biswasroy
- 2) Mergers, Acquisitions and Corporate Restructuring in India: Procedures and case Studies – Rachna Jawa
- 3) Mergers, Restructuring and Corporate Control – Et Al Weston

Pedagogy: Class room lectures, Guest Session, Presentations, Cases

Sr. No	Topic	Duration
Unit 1	Corporate Restructuring	5
	Definition of Corporate Restructuring Main forms of Corporate Restructuring viz. 1. Merger 2. Consolidation 3. Acquisition 4. Divestiture 5. De-merger 6. Carve -out 7. Joint Venture 8. Reduction of Capital 9. Buy-back of Securities	
Unit 2	Mergers and Acquisition as a Growth Strategy	3
	Ansoff's Product Market Matrix Classes of Growth Opportunities and M&A viz, intensive growth, integrative growth and diversification growth.	

Unit 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	5
Unit 4	Take Over and Defense Tactics	4
	Friendly takeover vs. hostile takeover Takeover tactics Successful Takeover Tactics in India Defense Tactics	
Unit 5	Intents of Target Companies	2
	Motives of Target Companies Typical Characteristics of Takeover Candidates	
Unit 6	Legal Aspects of Mergers and Acquisition	5
	Important provisions of Companies Act, 1956 Important Provisions of SEBI (Buyback of Securities) Regulations, 1998 Important Provisions of SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 1997 SEBI (Delisting of Securities) guidelines 2003 Clauses 40A and 40B of the listing Agreement	
Unit 7	Accounting and Taxation Aspects	4
	Accounting for Amalgamation and Demergers Tax Aspects of Amalgamation and Demergers.	
Unit 8	Funding of Acquisitions	2
	Methods of Effecting Payment of Consideration Sources of Funds	
Unit 9	Valuation of Target Companies	7
	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	
Unit 10	Leveraged Buyout and Going Private	2
	Leveraged Buyout and Going Private Management Buyout	
Unit 11	Case Studies	1

SUBJECT : STRATEGIC COST MANAGEMENT

SUBJECT CODE : GEN- 404 F **COURSE : PGDM GEN**

SEMESTER -IV **TOTAL HRS : 40 HRS**

REVISED ON : APRIL 2012

Objective ::

To gain expert knowledge of use of costing data for decision-making and control, and emerging modern cost management concepts.

Core text book for Reading:

Strategic Cost Management by Foster

Pedagogy: Class room lecture, article and Guest speaker and assignment

Sr No	Topic	Duration
Unit 1	Cost Concepts	4 hrs
	Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost.	
Unit 2	Costing System	4 hrs
	Objectives of a Costing System; Inventory valuation; Creation of a Database for operational control; Provision of data for Decision-Making	
Unit 3	Marginal Costing	4 hrs
	Marginal Costing; Distinction between Marginal Costing and Absorption Costing; Break-even Analysis, Cost-Volume-Profit Analysis. Various decision-making problems	
Unit 4	Standard Costing	3 hrs
	Standard Costing & Variance Analysis	
Unit 5	Pricing	3 hrs
	Pricing Strategies- Pareto Analysis	
Unit 6	Life Cycle Costing	3 hrs
	Target Costing, Life Style Costing	
Unit 7	Costing of Service Sector	3hrs
	Costing of Service Sector	
Unit 8	JIT	3 hrs
	Just-in-time approach, Material Requirement Planning, Enterprise	

		Resource Planning, Total Quality Management and Theory of constraints	
	Unit 9	ABC	3 Hrs
		Activity-Based Cost Management, Bench Marking; Balanced Score Card and Value-Chain Analysis.	
	Unit 10	Budget	3 hrs
		Budgetary Control; Flexible Budgets; Performance budgets; Zero-based budgets	
	Unit 11	Transfer Pricing	3 Hrs
		Measurement of Divisional profitability pricing decisions including transfer pricing	
	Unit 12	Cost Accounting Standards of ICWAI Cost Audit	4 Hrs

SUBJECT: INDIRECT TAXATION

SUBJECT CODE: GEN-405 F
SEMESTER - IV

COURSE : PGDM GEN
TOTAL HRS : 40

REVISED ON: APRIL 2012

Objective :

To ensure that candidates can understand the different aspects of Indirect taxation and its applications at Corporate level

Core text book for Reading:

Indirect Taxes- Law & Practices- V.S. Datey

Indirect Taxes- Ravi Kishore

Reference Books:

- a) Indirect Taxes-Snowwhite Publications.
- b) VAT Ready Reacnor- Saxena
- c) Income Tax – Dr. Vinod Singhania
- d) Indirect Taxes- Dr. Sanjeev Kumar
- e) Indirect Taxes- Yogendra Banagar & Vandana Bangar

4. Pedagogy: Class room lecture, Case laws, guest sessions and workshop

Sr No	Topic	Duration
Unit 1	Central Excise	12
	a. Nature and Contemporary Legislation for the same. b. Liability for the central excise. c. Definitions. i. Goods, ii. Manufacture, iii. Excisable goods. d. Job workers. e. Classification of Goods. f. Determination of Tariff Headings g. Valuation of Goods h. Transaction Value i. Administrative Structure of Excise Departments J. Various Procedures:- Legislation, Self Removable under Invoice, Manner and Payment of Duty and letter of Undertaking, Show Cause Notice, Adjudication, Interest, enalty, Confiscation, Seizure, Duty Payment under protest, Refunds, Appeals, Excise Audit, Concessions for SSI Units.	

Unit 2	Service Tax	12
	a. Extent. b. Commencement and Application. c. Definitions d. Charge of Service Tax e. Valuation of Taxable Services for Service Tax f. Valuation of Taxable Services for Changing Tax. g. Payment of Service Tax. h. Registration i. Furnishing of Returns	
Unit 3	Value Added Tax (VAT)	12
	a. Definition i. Agriculture ii. Business iii. Capital asset iv. Dealer v. Non-resident dealer vi. Goods vii. Place of business viii. Purchase price ix. Sale price x. Resale xi. Turnover of purchase and turnover of sales. b. Incidence of Tax i. Tax liability ii. Rate of tax on goods specified in schedule. c. Registration - Registration procedure - Fresh registration - Information to be furnished regarding change of business - Declaration of name of manager and PAN d. Returns - Returns and self assessments - Audit of registered dealer. e. Payment of Tax - Deduction of tax at source - Payment of tax - Adjustment of any payment - Special provisions regarding liability to pay tax in certain cases - Liability of firms and partners f. Tax audit under VAT - Imposition and rate of VAT - Acquisition of goods from member states - Importation of goods from outside member states - Goods subject to a warehousing regime g. Determination of value h. Payment of VAT taxable persons i. Relief, Exemptions and Repayments j. Administration, Collection, Enforcement (provisions)	

	k. Assessment of VAT and other payments due l. Change in rates of VAT and disclosure of information m. Appeals etc.	
Unit 4	Introduction to Custom Duty	4
	Total	40

**SUBJECT NAME: FINANCIAL REPORTING AND
DISCLOSURES**

SUBJECT CODE : 406-F
SEMESTER : IV

COURSE : PGDM GEN
TOTAL HOURS : 40

REVISED ON : APRIL 2012

The objectives:

1. To gain ability to analyze financial statements including consolidated financial statements of group companies and financial reports of various types of entities,
2. To familiarise with recent developments in the area of financial reporting,

Core text book for Reading:

1. Study material of The ICAI
2. Study Material of The Institute of Cost Accountants of India- Stage IV

Reference book for Reading:

5. Accounting Standards- DS RAWAT
6. International Financial Reporting Standards- Kulkarni

Pedagogy: Lectures, Presentations from students, Caselets, Practical Assignments, Study of Annual reports of various conglomerates, Workshops

Note: Figures to the right indicates weightage

Sr. No	Topic	Duration
Unit1.	Indian Accounting Standards , their interpretation and applications	5hrs
Unit 2	Overview of International Accounting Standards (IAS) and International Financial Reporting Standards(IFRS) Significant difference vis-à-vis Indian Accounting Standards Understanding US GAAP Application of IFRS and US GAAP	5hrs
Unit 3	Corporate financial Reporting- Issues and problems with reference to published financial statements	2 Hrs
Unit 4.	Accounting for Corporate Restructuring (including intercompany holdings) (overview only)	2 hrs
Unit 5.	Consolidated Financial Statements of Group Companies (Only the Conceptual part. No Numericals on Holding Company Accounts) Concept of a Group, minority interest, Goodwill, consolidation procedures, Treatment of pre- acquisition and post-acquisition profit Consolidation with two or more subsidiaries, consolidation with foreign	5 hrs.

	subsidiaries Consolidated profit and loss account, balance sheet and cash flow statements Treatment of investment in joint ventures in consolidated financial statements Treatment of investment in joint ventures in consolidated financial statements	
Unit 6	Accounting and Reporting of Financial Instruments Meaning, recognition, de-recognition and offset, compound financial instruments Measurement of financial instruments Hedge accounting Disclosures	4 hrs
Unit 7.	Share based payments Meaning, Equity settled transactions, Transaction with employees and non - employees Determination of fair value of equity instruments Vesting conditions Modification, cancellation and settlement Disclosures	4 hrs
Unit 8	Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers, Stock and commodity market intermediaries	4hrs
Unit 9.	Valuation (a) Concept of Valuation (b) Valuation of Tangible Fixed Assets (c) Valuation of Intangibles including Brand Valuation and Valuation of Goodwill (d) Valuation of Liabilities (e) Valuation of Shares (f) Valuation of Business	5 hrs
Unit 10	Developments in Financial Reporting (a) Value Added Statement (b) Economic Value Added, Market Value Added, Shareholders' Value Added (c) Human Resource Reporting (d) Inflation Accounting*	4 hrs

