INDIRA SCHOOL OF BUSINESS STUDIES, PUNE

Post Graduate Diploma in Management

(PGDM)

SYLLABUS BOOKLET

Batch 2016-18

ISBS PGDM 2016-18

Introduction:

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

Objectives: The basic objective of the PGDM is:

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

Eligibility:

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

Admission Process:

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

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

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

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

Programme Structure:

The programme is a two year full time programme approved by AICTE and is run in four semesters. The courses are organized around four semesters and are classified as Core Courses (Compulsory for all), Specialization Core Courses (Compulsory for students opting for the specialization viz. HR, Finance or Marketing), and Elective Courses (Choice based Courses).

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

PGDM 2016-18 PROGRAMME STRUCTURE

PARTICULARS	I	II	III	IV	TOTAL NUMBER OF SUBJECTS	TOTAL CREDITS	TOTAL MARKS
GENERIC CORE	9	5	5	1	**20**	**55**	**1750**
SPECIALIZATION CORE	0	4	4	3	**11**	**33**	**1100**
ELECTIVES	0	2	2	2	**6**	**12**	**300**
TOTAL NUMBER OF SUBJECTS	9	11	11	6	**37**	**-**	**-**
TOTAL CREDITS	26	28	30	16	**-**	**100**	**-**
TOTAL MARKS	**850**	**850**	**950**	**500**	**-**	**-**	**3150**

Each Student has to complete 100 Credits to qualify for certification. 20 Core Courses amounting to 55 Credits are compulsory for all students regardless of specialization. Student would opt for specialization in Semester-II and has to complete all the 11 core specialization courses amounting to 33 credits. The remaining 12 credits he/she has to complete by opting for the specified no of electives from the set of electives being offered. The number of input provided for 3 credit subjects is 45 hours and for 2 credit subjects it is 30 hours. Normally each contact lecture session is constituted of 1 hr.

Assessment Pattern:

The evaluation is based on credit points allocated to subjects which are either 3 credit or 2 credit courses and 1 credit courses with a 3 credit Summer Internship Program (SIP). Marks are allocated on the basis of theoretical as well as practical subject knowledge. For a full credit subject 60 marks are allocated for final written examination and 40 marks are allocated on the basis of continuous internal evaluation of the performance of the student in the subject throughout the semester, which comprise case studies, presentation, field works, objectives tests and written assessments, etc. For a half credit subject internal evaluation of 50 marks is based on case studies, presentation, field works, objectives tests etc. A judicious mix of internal continuous evaluation and external assessment has been adopted to ensure that students get a consistent and fair assessment for their performance in a subject.

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Grading Pattern:

Definition of Grade

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

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

$$CGPA = \frac{\sum(Ci*GPi)}{\sum C}$$

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

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Programme Structure PGDM - General with Specialization in Marketing (Batch 2016-18)

SEM I				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC- 101	Managerial Economics	3	100
Generic Core	G - GC- 102	Management Accounting	3	100
Generic Core	G - GC- 103	Legal Aspects of Business	3	100
Generic Core	G - GC- 104	Managerial Communication	3	100
Generic Core	G - GC- 105	Basics of Marketing	3	100
Generic Core	G - GC- 106	Statistics and Quantitative Techniques	3	100
Generic Core	G - GC- 107	Organization Behaviour	3	100
Generic Core	G - GC - 108	IT Skills Lab	3	100
Generic Core	G - GC- 109	Theory of Management	2	50

SEM II				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC - 201	Financial Management	3	100
Generic Core	G - GC - 202	Business Research Methods	3	100
Generic Core	G - GC - 203	Human Resource Management	2	50
Generic Core	G - GC - 204	Quality and Operations Management	2	50
Generic Core	G - GC - 205	Sector Study - Seminar	2	50
Specialization Core	G - MC - 206	Product and Brand Management	3	100
Specialization Core	G - MC - 207	Sales and Channel Management	3	100
Specialization Core	G - MC - 208	Integrated Marketing Communications and Digital Marketing	3	100

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Specialization Core	G - MC - 209	Consumer Behaviour	3	100
Elective	G - ME - 210	Supply Chain Management	2	50
Elective	G - ME - 211	New Age Marketing	2	50
Elective	G - ME - 212	Talent Management	2	50
Elective	G - ME - 213	Contemporary HR Initiatives	2	50
Elective	G - ME - 214	Principles & Practices of Banking	2	50
Elective	G - ME - 215	Accounting & Finance for Bankers	2	50

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SEM III				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC - 301	Strategy and Enterprise Performance Management	3	100
Generic Core	G - GC - 302	Summer Internship Programme	3	100
Generic Core	G - GC - 303	International Business Exposure Programme	2	50
Generic Core	G - GC - 304	Business Ethics and Corporate Governance	3	100
Generic Core	G - GC - 305	Entrepreneurship Development & Project Management	3	100
Specialization Core	G - MC - 306	B2B Marketing	3	100
Specialization Core	G - MC - 307	Retail Management and E-Commerce	3	100
Specialization Core	G - MC - 308	Services Marketing	3	100
Specialization Core	G - MC - 309	Marketing of FMCG and Financial Services	3	100
Elective	G - ME - 310	Marketing of Hospitality Services	2	50
Elective	G - ME - 311	Telecom Marketing	2	50
Elective	G - ME - 312	Human Resource Audit	2	50
Elective	G - ME - 313	Strategic Human Resource Management	2	50
Elective	G - ME - 314	Credit Analysis & Appraisal	2	50
Elective	G - ME - 315	Legal Aspects of Banking	2	50

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SEM IV				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC - 401	Innovation Management & Sustainability	3	100
Specialization Core	G - MC - 402	Customer Relationship Management	3	100
Specialization Core	G - MC - 403	International Marketing	3	100
Specialization Core	G - MC - 404	Contemporary cases in Marketing	3	100
Elective	G - ME - 405	Rural Marketing	2	50
Elective	G - ME - 406	Marketing of IT and ITES	2	50
Elective	G - ME - 407	HR Manual	2	50
Elective	G - ME - 408	Project on Best HR Practices	2	50
Elective	G - ME - 409	Rural Banking & Micro-Finance	2	50
Elective	G - ME - 410	Financial Markets	2	50

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Programme Structure PGDM - General with Specialization in HR (Batch 2016-18)

SEM I				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC- 101	Managerial Economics	3	100
Generic Core	G - GC- 102	Management Accounting	3	100
Generic Core	G - GC- 103	Legal Aspects of Business	3	100
Generic Core	G - GC- 104	Managerial Communication	3	100
Generic Core	G - GC- 105	Basics of Marketing	3	100
Generic Core	G - GC- 106	Statistics and Quantitative Techniques	3	100
Generic Core	G - GC- 107	Organization Behaviour	3	100
Generic Core	G - GC - 108	IT Skills Lab	3	100
Generic Core	G - GC- 109	Theory of Management	2	50

SEM II				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC - 201	Financial Management	3	100
Generic Core	G - GC - 202	Business Research Methods	3	100
Generic Core	G - GC - 203	Human Resource Management	2	50
Generic Core	G - GC - 204	Quality and Operations Management	2	50
Generic Core	G - GC - 205	Sector Study - Seminar	2	50
Specialization Core	G - HC - 206	Labour laws 1	3	100
Specialization Core	G - HC - 207	Industrial Relations	3	100
Specialization Core	G - HC - 208	Knowledge Management	3	100
Specialization Core	G - HC - 209	Learning and Development	3	100
Elective	G - HE - 210	Supply Chain Management	2	50
Elective	G - HE - 211	New Age Marketing	2	50
Elective	G - HE - 212	Talent Management	2	50
Elective	G - HE - 213	Contemporary HR Initiatives	2	50
Elective	G - HE - 214	Principles & Practices of Banking	2	50
Elective	G - HE - 215	Accounting & Finance for Bankers	2	50
SEM III				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC - 301	Strategy and Enterprise Performance Management	3	100
Generic Core	G - GC - 302	Summer Internship Programme	3	100
Generic Core	G - GC - 303	International Business Exposure Programme	2	50

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Generic Core	G - GC - 304	Business Ethics and Corporate Governance	3	100
Generic Core	G - GC - 305	Entrepreneurship Development & Project Management	3	100
Specialization Core	G - HC - 306	Recruitment and Selection in Different Sectors	3	100
Specialization Core	G - HC - 307	Sustainable HR Practices	3	100
Specialization Core	G - HC - 308	Performance Management System	3	100
Specialization Core	G - HC - 309	Compensation and Benefits	3	100
Elective	G - HE - 310	Marketing of Hospitality Services	2	50
Elective	G - HE - 311	Telecom Marketing	2	50
Elective	G - HE - 312	Human Resource Audit	2	50
Elective	G - HE - 313	Strategic Human Resource Management	2	50
Elective	G - HE - 314	Credit Analysis & Appraisal	2	50
Elective	G - HE - 315	Legal Aspects of Banking	2	50
SEM IV				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC - 401	Innovation Management & Sustainability	3	100
Specialization Core	G - HC - 402	Labour Law 2	3	100
Specialization Core	G - HC - 403	Human Resource Information system	3	100
Specialization Core	G - HC - 404	Organizational Development	3	100
Elective	G - HE - 405	Rural Marketing	2	50
Elective	G - HE - 406	Marketing of IT and ITES	2	50
Elective	G - HE - 407	HR Manual	2	50
Elective	G - HE - 408	Project on Best HR Practices	2	50
Elective	G - HE - 409	Rural Banking & Micro-Finance	2	50
Elective	G - HE - 410	Financial Markets	2	50

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Programme Structure PGDM - General with Specialization in Finance (Batch 2016-18)

SEM I				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC- 101	Managerial Economics	3	100
Generic Core	G - GC- 102	Management Accounting	3	100
Generic Core	G - GC- 103	Legal Aspects of Business	3	100
Generic Core	G - GC- 104	Managerial Communication	3	100
Generic Core	G - GC- 105	Basics of Marketing	3	100
Generic Core	G - GC- 106	Statistics and Quantitative Techniques	3	100
Generic Core	G - GC- 107	Organization Behaviour	3	100
Generic Core	G - GC - 108	IT Skills Lab	3	100
Generic Core	G - GC- 109	Theory of Management	2	50

SEM II				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC - 201	Financial Management	3	100
Generic Core	G - GC - 202	Business Research Methods	3	100
Generic Core	G - GC - 203	Human Resource Management	2	50
Generic Core	G - GC - 204	Quality and Operations Management	2	50
Generic Core	G - GC - 205	Sector Study - Seminar	2	50
Specialization Core	G - FC - 206	International Finance	3	100
Specialization Core	G - FC - 207	Retail Banking Operations	3	100
Specialization Core	G - FC - 208	Indian Financial System	3	100

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Specialization Core	G - FC - 209	Financial Services	3	100
Elective	G - FE - 210	Supply Chain Management	2	50
Elective	G - FE - 211	New Age Marketing	2	50
Elective	G - FE - 212	Talent Management	2	50
Elective	G - FE - 213	Contemporary HR Initiatives	2	50
Elective	G - FE - 214	Principles & Practices of Banking	2	50
Elective	G - FE - 215	Accounting & Finance for Bankers	2	50

SEM III				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC - 301	Strategy and Enterprise Performance Management	3	100
Generic Core	G - GC - 302	Summer Internship Programme	3	100
Generic Core	G - GC - 303	International Business Exposure Programme	2	50
Generic Core	G - GC - 304	Business Ethics and Corporate Governance	3	100
Generic Core	G - GC - 305	Entrepreneurship Development and Project Management	3	100
Specialization Core	G - FC - 306	Indian Tax Structure	3	100
Specialization Core	G - FC - 307	Security Analysis and Portfolio Management	3	100
Specialization Core	G - FC - 308	Derivatives and Risk Management	3	100
Specialization Core	G - FC - 309	Wealth and Personal Financial Management	3	100
Elective	G - FE - 310	Marketing of Hospitality Services	2	50
Elective	G - FE - 311	Telecom Marketing	2	50

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Elective	G - FE - 312	Human Resource Audit	2	50
Elective	G - FE - 313	Strategic Human Resource Management	2	50
Elective	G - FE - 314	Credit Analysis & Appraisal	2	50
Elective	G - FE - 315	Legal Aspects of Banking	2	50

SEM IV				
Nature of Course	**Course No**	**Name of the subject**	**Credits**	**Marks**
Generic Core	G - GC - 401	Innovation Management & Sustainability	3	100
Specialization Core	G - FC - 402	Financial Reporting and Disclosures	3	100
Specialization Core	G - FC - 403	Strategic Cost Management	3	100
Specialization Core	G - FC - 404	Mergers and Acquisitions	3	100
Elective	G - FE - 405	Rural Marketing	2	50
Elective	G - FE - 406	Marketing of IT and ITES	2	50
Elective	G - FE - 407	HR Manual	2	50
Elective	G - FE - 408	Project on Best HR Practices	2	50
Elective	G - FE - 409	Rural Banking & Micro-Finance	2	50
Elective	G - FE - 410	Financial Markets	2	50

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SEMESTER-I

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

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MANAGERIAL ECONOMICS

Programme: PGDM Semester – I **Course Code: G - GC-101**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course, the student should be able:

- To understand and appreciate the concepts of managerial economics in theory and practice
- To understand and apply the concept of economics in marketing strategy formulation & implementation such as pricing, costs, production, demand analysis & forecasting.
- To understand how the cost of environmental degradation is taken into account for national income accounting.

2. Core text book for Reading:

- Managerial Economics By Mithani

3. Reference Text Books:

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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
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-Innovation/ Risk & Uncertainty / Monopoly / Managerial Theory of profit.	3
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 on Elasticity of demand.	8
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 –BEP & Elasticity of Supply.	8

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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. * Numerical –Cost & Revenue concepts.	7
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
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.	3
7	**Introduction to macroeconomics:** Circular Flow of Income and Basic concepts of National Income. Meaning of Business Cycles and its phases. Meaning and significance of Monetary and Fiscal Policy.	5
8	**Economics of Information**: Symmetrical and asymmetrical information, impact of information on key economic variables, information and market efficiency, tertiary revolution, price signaling, lemon problem.	2
9	**Externalities and public goods**: Positive and negative externalities, pricing asymmetry, social marginal cost, pricing of public goods, welfare criterion, maximum social advantage.	2

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MANAGEMENT ACCOUNTING

Programme: PGDM Semester – I **Course Code: G - GC-102**
Revised in: January 2016 **Total Hrs: 45**

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1. The Objectives:

At the end of the course, the student should be:

- Ability to understand the fundamentals of accounting & finance concepts.
- Familiarization with financial statements & principles underlying them & to develop their skills in reading Annual Reports.
- Ablility to understand accounting mechanics, process & system and emerging trends in sustainability such as full cost accounting.

2. Core text book for Reading:

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

3. Reference Books:

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

4. Pedagogy:

- Guest lectures, presentations, PPTs, workshop

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to Accounting & Accounting Concepts:** Introduction to Accounting, Need & Scope of Accounting ,Financial vs. Management Accounting, Users of Accounting Information, Accounting Principles, Significance of accounting, Accounting Principles - Concepts & Conventions.	5
2	**Accounting Standards, Accounting Policies & GAAP,IFRS :** AS, GAAP, IFRS-Significance & overview.	5
3	**Sources of Finance:** Different sources of finance-Equity Share capital, Preference share capital, Debenture & Term Loans. Other short term sources of finance	3
4	**Mechanics of Accounting:** Accounting Cycle, Accounting Equation-Theory & problems.	5

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5	**Introduction to Journal, ledger, Trial Balance, Profit and Loss Account, Balance Sheet (Schedule III):** Journal entries based on accounting equation, Trial Balance, Profit and Loss Account, Balance Sheet Analysis. Introduction to Cash Flow Statement with only conceptual understanding	9
6	**Cost Accounting:** Basic concepts & Terms in costing, Preparation of Cost Sheet.	6
7	**Marginal Costing & Budgetary Control :** Basic concepts & Terms in marginal costing – BEP Analysis, CVP Analysis, Budgetary control - Cash Budget, Flexible Budget.	8
8	**Introduction to Standard Costing:** Basic concepts & Terms Problems on material & Labour Variances.	4

Numerical Problems will be covered on following Topics:

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

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LEGAL ASPECTS OF BUSINESS

Programme: PGDM Semester - I **Course code: G – GC - 103**
Revised in: January, 2016 **Total Hrs. : 45**

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1. Objective: 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.

2. Core text book for Reading:

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

3. Reference Books:

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

4. Pedagogy:

- Class Discussion
- Case lets & Case Study

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Sr. No.	TOPIC	DURATION
1	**Introduction**	
	• Introduction to legal system in India, Sources of Law. • Essence of Law for Society & Business managers	2
2	**The Contract Act, 1872**	
	• Nature, Classification & essential elements of Contracts • Offer and Acceptance • Consideration • Performance of contract • Contracts of Indemnity & Guarantee –Meaning, Difference & Surety. • Quasi Contract • Capacities of Parties • Provisions relating to free consent • Breach of contract-Meaning & remedies • Discharge of contract • Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency	12
3	**Sale of Goods Act, 1930**	
	• Contract of sale of goods • Conditions & warranties • Transfer of property • Rights of unpaid seller • Caveat Emptor	7
4	**The Negotiable Instrument Act, 1881**	
	• 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.	6

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5	**The Companies Act, 1956 & 2013**	
	● Company – Definition, Meaning, Features and Types ● Incorporation of Company – Memorandum of Association, Articles of Association and Prospectus (Doctrine of Ultra vires, Indoor Management & Constructive Notice) ● Meetings	8
6	**Important Legal Concepts**	
	● The Consumer Protection Act, 1986 –Unfair & Restrictive Trade Practices, Dispute Redressal Forums ● Intellectual Property Rights (Brief Overview on Patents, Copyrights & Trademarks) ● Right to Information Act, 2005 – Introduction, Obligation of Public Authorities, Information Commissioners – Powers & Functions	10

Suggested Case lets/ Key Terms:

▪ Ignorantia juris non Excusat	▪ Carlill vs Carbolic Smoke Ball Co.
▪ Rose & Frank vs Crompton Brothers	▪ Mohiri Bibi vs Dharmo Das Ghosh
▪ Salomon vs Salomon & Co. Ltd.	▪ Lalman Shukla vs Gauri Dutt

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MANAGERIAL COMMUNICATION

Programme: PGDM Semester – I **Course code: G - GC-104**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should

- Become aware of their communication skills and sensitize them to their potential to become successful managers.
- Be confident and be able to instill competitiveness by projecting a positive image of them and should be equipped to handle day-to – day managerial responsibilities.
- Be introduced to some of the practices in managerial communication that are contemporary.

2. Core text book for Reading:

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

3. Reference Books:

- Andrews, Sudhir. 1988. How to Succeed at Interviews.. Tata McGraw-Hill.
- Monippally, Matthukutty. M. 2001. Business Communication Strategies. Tata McGraw-Hill.
- Lucas, Stephen.2001. Art of Public Speaking. Mc-Graw Hill.
- Pillai, Radhakrishnan, 2006. Spoken English for you. Emerald Publishers, Chennai.

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to Managerial Communication:** Introduction, Dimensions, Importance and Need. Types, Process, Levels, Channel & Barriers in Communication, Differentiate between formal and informal communications within organizations, distinguish how to communicate using verbal & non-verbal communication, illustrate how to express yourself effectively	6
2	**Essential Managerial Communication Skills:** **a) Effective Writing:** Writing the business letter- layout of business letter, parts of business letter, and categories of business letters; Writing and completing reports and proposals, illustrating reports with effective visuals, planning informational and analytical reports, completing reports and proposals. Writing Memos- Why memos?, structure, tone Other business correspondence-	11

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	Email writing, circulars and sales letter, publicity material , notices **(b) Effective Listening:** Functions of Listening, Active and passive listening- Qualities of a good listener and a good speaker. **(c) Persuasive Public Speaking:** Tackling hesitation, fear, shyness and nervousness in speaking, Impromptu speech, Public speaking, **(d) Effective Reading:** Functions of Reading	
3	**Developing Communications for Career Development:** Building Careers and writing resumes -Securing employment in today's job market, Preparing resumes; Applying and interviewing for employment - Writing application letters and other employment messages, understanding the interviewing process, preparing for a job interview, interviewing for success, following-up after an interview	9
4	**Constructing Effective Presentations:** Summarize the various presentation types, describe how to select appropriate visual aids for a presentation, explain how to structure a presentation for a given audience, audience analysis-preliminary and during the presentation.	8
5	**Business and social etiquette:** Explain the relationship between communication and professional development, analyze a business portfolio, create a career-specific cover letter, recommendation letter, and resume.	7
6	**Group communication :** Factors in group communication, effective meetings, group decision making	4

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BASICS OF MARKETING

Programme: PGDM Semester – I **Course Code: G - GC-105**
Revised in: January 2016 **Total Hrs: 45**

1.Objectives:

At the end of the course, the student should be able:

- To understand and appreciate the concept of marketing in theory and practice
- To understand the importance of evaluation of marketing environment and studying the STP strategies for developing feasible marketing plan. To understand and develop the marketing mix strategies.

2.Text books for Reading:

- Principles of Marketing By Philip Kotler, Gary Armstrong
- Principles of Marketing By McDaniel, Lamb, Hair

3.Reference book for Reading:

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

4.Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to Marketing:** Importance of marketing, definition of marketing, scope of marketing, functions of marketing, marketing and its relation to other business functions, Sustainability in green marketing, Difference between sales and marketing, Key marketing terms and concepts- need, want, demand, exchange, marketing myopia and marketing orientations. Concepts of customer value, CDV, CPV, CLV, creating customer value, satisfaction and delight.	10
2	**Marketing Planning:** Strategic planning and tactical planning, marketing plans various levels in an organization, steps in the marketing planning process , Successful planning tools including Portfolio Models, BCG and GE, Value chain analysis, SWOT , Marketing Plan-Nature, process and contents of a marketing plan.	6

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3	**Marketing Environment:** Company's Micro and Macro Environment and the changes happening, Challenges due to environment changes, Analyzing the environment- Porter's 5 forces, PESTLE, Marketing Research Process, techniques and limitations, Marketing Information System.	8
4	**Segmentation, Targeting & Positioning:** Segmentation- Bases and process of segmentation, requirements for effective segmentation, niche marketing, segmenting consumer markets, segmenting business markets , Targeting- Evaluating market segments, selecting target market segments , Positioning- Positioning Strategy, differentiation strategy, communicating and delivering the chosen position, Perceptual mapping, Reasons for repositioning.	6
5	**Consumer Behavior:** Introduction and importance, basic model of consumer behavior, Characteristics affecting consumer behavior , Consumer Decision process and factors affecting CDP , Difference between-Domestic buyer behavior & industrial buyer behavior.	5
6	**Marketing Mix:** Introduction to Marketing Mix Strategy and 4C's (Product, Price, Promotion, Place) , Implication of emerging paradigm of sustainability and triple bottom perspective of Marketing Mix , Introduction to Services Marketing Mix , Product mix, Product life cycle ,Brand: Definition, Brand Equity Introduction, Brand Elements Pricing Strategy: various steps in pricing process, alternative pricing approaches and methods, Channel Strategy : types of marketing channels, Channel management, Conflict and cooperation, Vertical Marketing Systems, components of Physical distribution system, transportation, Warehousing, Promotion strategy : Promotion mix, ATL and BTL promotions. Packaging: Purpose, Types and new trends in packaging	7
7	**Marketing Implementation and Audit:** Marketing plan implementation and Control, Marketing Audit. Marketing ethics	3

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STATISTICS AND QUANTITATIVE TECHNIQUES

Programme: PGDM Semester – I **Course Code: G - GC-106**
Revised in: January 2016 **Total Hrs: 45**

1.objectives:

At the end of the course, the student should:

- Have strengthened fundamental understanding of basic statistic.
- Have a formal quantitative & qualitative approach to provide solution.
- Have developed skills in solving managerial problems using widely used mathematical model.

2.Core text book for Reading:

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

3.Reference book for Reading:

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

4.Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to Statistics:** Introduction to Statistics and Quantitative Techniques, Data Representations and Frequency Distribution; Graphs- Histogram, Polygon, Ogive, Bar Chart, Pie Chart, Pareto Diagram.	3
2	**Measures of Central Tendency and Dispersion:** Arithmetic Mean, Median, Mode. Weighted Mean, Geometric Mean, Forecasting Techniques -Moving Average Measures of Dispersion – Range, Quartile, Mean Deviation, Standard Deviation, Coefficient of Variation.	6
3	**Correlation and Regression:** Karl Pearson coefficient & Rank correlation. Simple Regression (Linear) – Equation and prediction & Concept of Time series.	6
4	**Probability:**	4

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	Definition & the Concept of Probability, Probability Distribution-Normal Distribution (Z Table Related Problem).	
5	**Linear Programming:** Formulation and Graphical solution; Transportation – Least Cost Method, North West Corner and Vogel's Approximation Method of Allocation, Final Solution by Modi Method (Only for Degeneracy at Initial Solution), Assignment Problems – Maximization, Minimization, Multiple, Prohibited solutions for Balanced and unbalanced Problems.	16
6	**Queuing Theory:** Concept and problems on Single Server (M/M/I, Infinite, FIFO)	2
7	**Games Theory:** Concept of Game Theory; Pure Strategy -2x2 zero sum game and dominance; Mixed Strategy (given 2 x2 matrix).	4
8	**Decision Theory:** Decision Making Under Risk (EMV criteria) and Decision Making Under Uncertainty.	2
9	**Simulation:** Introduction and Concept of Simulation, Monte Carlo Simulation.	2

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ORGANIZATIONAL BEHAVIOR

Programme: PGDM Semester – I **Course Code: G-GC-107**

Revised in: January 2016 **Total Hours: 45**

1.Objectives:

At the end of the course, the student should be able:

- To work with an organizations and, very likely at some point, create own business enterprise 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 effectively manage relationships with coworkers, managers, subordinates, clients and customers. Get acquainted with the ever-growing body of evidence regarding effective organizations and management practice.
- To become literate, well-informed professionals, able to make decisions that reflect best available evidence regarding effective practice.

2. Core text book for Reading:

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

3. Reference books:

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

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Introduction to Organizational Behavior** Definition; Importance; Goals; Scope; Fundamental Concepts of OB; Different models of OB - autocratic, custodial, supportive, collegial and system; Challenges and Opportunities in OB.	3

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2	**Learning** Definition; Theories- Classical, Operant, Social Learning, Cognitive; Principles of Learning; Learning Styles; Learning Organizations.	3
3	**Perception** Definition; Factors Influencing Perception; Perception and Attribution; Perception distortion and Decision Making, Impression Management.	
4	**Attitudes** Definition; Nature; Components; Job/Work-related attitudes; Effects of Attitudes. Changing Attitude.	
5	**Personality** Meaning; Determinants of Personality; Personality theories, Personality Tests - MBTI, Big Five; Emotional Intelligence	3
6	**Motivation** Nature; Importance; Motivational Challenges, Theories of Motivation and Techniques of Motivation, Different motivations for different people.	4
7	**Group Dynamics and Teams** Definition; Nature and type of Groups; Group Development; Group Functions Team Dynamics: Nature; Types; Differences between teams and groups; Benefits of teams; Effective Teamwork.	3
8	**Organizational Culture** Definition of Culture; Elements of culture; Types of Organizational Cultures; Functions of Culture; Creating culture; Changing culture; International OB: Trends in OB; Cross-culture Frameworks; Similarities and Differences in Cultures; International Organizational Culture	5
9	**Conflict & Negotiation** Definition: Nature; Process; Types; Conflict Management Styles; Negotiation: Negotiation; Definition; Bargaining; Process of Negotiation; Guidelines for Negotiation.	3
10	**Change Management** Definition of Change; Levels; Importance; Types; Theories of Change- Force Field, Lewin's theory; Change Process; Resistance to Change; Implementing and Managing Change.	6
11	**Organizational Power and Politics**	4

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	Definition of Power; Power dynamics; Sources of Power; Definition of Politics; Essence of Politics; Types; Ethics; Causes of Political Behavior; How to overcome Politics.	

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IT SKILL LAB

Programme: PGDM Semester – I **Course Code: G - GC-108**
Revised in: January 2016 **Total Hrs: 45.**

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1. Objective:

At the end of the course, the student should be able:

- To have a better understanding and awareness of the societal impact of technology, the physical features and functions of a computer operating system, computer troubleshooting and maintenance.
- To garner technology related vocabulary and terminology including copyright law and plagiarism.
- To utilize Microsoft programs among other software programs.
- To display proper and ergonomically correct keyboarding technique, efficiently navigate and conduct safe website searches on the World Wide Web and more
- 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
- To understand the latest IT concepts implemented in the industry

2. Core books for Reading:

- Computer fundamentals P.K Sinha
- MIS- Managing the Digital Firm, 13e, by Ken Laudon, Jane Laudon, Pearson Publication
- Comer 4e, Computer networks and Internet, Pearson Education

3. Reference Books:

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

4. Pedagogy:

- Online Class Room Lectures, Demos on Computer, Practical Assignments & Test, Field Assignments, Case Study.
- Unit.No.1 : Classroom and LAB practical oriented
- Unit No.2: LAB 100% practical oriented
- Unit No.3,4,5,6: Classroom teaching with Case Study Approach

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Sr. No.	Topic	Duration (Hrs.)
1	**Computer Fundamentals** System Concept, Components of a system. Introduction to Computer Fundamentals- I/P, O/P devices, Processors (CPU),Types of memories, Computer Internals- SMPS, Computer Ports & Peripherals-Mkt. Scenario; Computer software: Types of softwares, Desktop and server OS Demo. Trends in computers, laptops, tablets. Practical demo of computer internals, Computer Virus and types of virus	5
2	**APPLICATION SOFTWARE : MS-OFFICE** **MS word**: MS word toolbar, shortcut keys, formatting, Header, footer, tabs, Margins, Page setup, Mail merge, letters, labels, envelope, Table of contents and hyper link **MS Excel :** spreadsheets, toolbars, Mathematical functions, Date-Time Functions Absolute referencing, relative referencing , Logical functions in MS Excel , Score sheet (logical unction), Statistical functions , Goal seek ,formulae, Sorting , Filtering, Advanced Filters, V lookup, H lookup, Charts and chart functions , Pivot table, Introduction to formulas e.g. PV, PMT, NPER, RATE, Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab, Protecting Your Work: Using Review Tab Utilities Performing Spreadsheet What-if Analysis: Create a macro, Activate and use an add-in **MS Powerpoint** Basics of Presentation, create a slide**,** Views Slide transition, Custom animation, hyperlink	26
3	**Computer Networks-**Definition, Topology(Star,Bus,Ring,Mesh),Network Types(LAN,WAN,MAN), Introduction to Client - Server Architecture, Internet, Intranet, Extranet, services offered by Internet-email, www, ftp, etc.	4
4	**Basics of Cloud Computing:** Components of a data center, What is Cloud Computing, Types of cloud service models-SaaS, PaaS, IaaS, Advantages of Cloud Computing.	3
5	**Introduction to Management Information Systems:** Difference between Data and Information, Information Technology (IT) and Information Systems (IS), What is a Business Process, Role of IT in MIS. Types of MIS-TPS, MIS, DSS, ESS. Introduction to Data Base concepts, DBMS, Data mining, Data Warehousing, Data Analytics.	5
6	**Introduction to ERP** Introduction to ERP, Modules in ERP Software, Application of ERP, examples of ERP Software	2

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THEORY OF MANAGEMENT

Course: PGDM Semester: I **Course code: G-GC-108**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of the course, the student should:

- Gain a foundation for internalizing effective and efficient management principles and practices;
- Be familiar with the concept of Sustainability and the Principles of Responsible management;
- Understand contemporary management concepts, concerns and challenges

2. Core text book

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

3. Reference books

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

4. Pegagogy

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

Sr. No.	Topic	Duration
1	**Introduction to Management**: Evolution of Management thought and basic founding principles: a) What is "Business " & "Management"? b) 1900 – 1970 (Industrial Age) c) 1970 – (Information Age)	6
2	**Management as a "System" - 1 (The Science):** a) Planning (incl. Forecasting & Decision making) b) Organizing c) Staffing	6

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3	**Management as a "System" - 2 (The Art):** a) Leading & motivation b) Executing/Implementing c) Budgeting & Controlling	6
4	**Managing for results:** a) Interpreting Financial Results b) The balanced Scorecard principle c) TQM (Process) orientation	6
5	**21st Century Management direction:** a) Transition in Management Thought b) Sustainability & Sustainable Development Goals c) "Green" Business & The Triple Bottom-line	4
6	**The "Digital Age":** a) IT as a strategic tool b) Entrepreneurships, Start-ups etc.	2

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MARKETING SPECIALIZATION

Semester - II

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FINANCIAL MANAGEMENT

Programme: PGDM Semester: II **Course code: G-GC-201**
Revised in: January 2016 **Total Hrs : 45 hours**

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1. Objectives:

At the end of the course, the student should:

- To familiarize the students with the different financial functions to be discharged by a finance manager.
- To analyze the impact of financial decisions on a corporate entity.
- To understand sustainability issues affecting financial statements.
- To develop the analytical skills by associating the tools and techniques for interpretation of business information and application of financial theory in financing related decisions.

2.Core text book for Reading:

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

3.Reference book for Reading:

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

4.Pedagogy:

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

Sr. No.	Topic	Duration (HRS)
1	**Introduction to Financial Management:** Meaning and significance of Financial Management, Understanding the financial Statements, Various Sources of Funds.	2
2	**Ratio Analysis:**	6

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	Ratio – Meaning & Significance, various types of ratios, Liquidity ratios, Profitability ratios, Efficiency Ratios, Solvency Ratios. Interpretation of ratios. Du-Pont Analysis Numerical on: Calculation of ratios from Balance sheet or profit and loss account or data given.	
3	**Capital Budgeting:** Capital Budgeting- Introduction, Capital Budgeting Decision techniques. Non Discounting Techniques-ARR & Payback period Method, Discounting Cash flow techniques-discounted PB method, Profitability index method, NPV method, IRR. Numerical on: Payback Period, ARR, NPV, IRR, PI and Discounted Payback Period.	10
4	**Leverage Analysis:** Degree of Operating Leverage & Business Risk, Degree of Financial Leverage & Favorable and favorable financial Leverage. Numerical on: Simple calculation of operating, financial and combined leverage.	4
5	**Cost of Capital:** Cost of Capital – Meaning & Significance , Methods of calculating cost of capital (Equity, Preference shares, Debentures, Long Term loans), Weighted Average Cost of Capital ,Concept of Weighted Marginal Cost of Capital & EVA . Numerical on: Calculation of WACC (using market value and book value weights).	5
6	**Capital Structure:** Capital Structure - Meaning & Significance, factors of Optimum capital structure, Various aspects of capital structure. Theories of Capital Structure: Net income approach, Net operating theory approach, Traditional theory, Modigliani Miller propositions I & II Concept of Over capitalization and Under capitalization.	4
7	**Working Capital Management:** Working Capital Management – need, Sources of working capital, factors determining working capital, operating cycle. Numerical on Working capital calculation based on cash cost and total cost	6
8	**Corporate Dividend Policies:** Basics Concepts, Dividend Models, Relevance Theories-Walter's model, Gordon's Model, Irrelevance Theories-Modigliani-Miller model. Dividend Policies-Concept of Agency cost, Free Cash-flow Hypothesis & Bird -in-hand Argument.	2
9	**Introduction to sustainability in financial statements**	2
10	**Comprehensive Cases in Finance**	4

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BUSINESS RESEARCH METHODS

Programme: PGDM Semester - II **Course code: G - GC - 202**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

- **At the end of the course, the student should:**

- To understand the concept and process of business research in business environment.
- To know the use of tools and techniques for exploratory, conclusive and causal research.
- To understand the concept of measurement in empirical systems.
- To use statistical techniques for analysis of research data.

2. Core books for Reading:

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

3. Reference Books:

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

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs)
1	**Foundations of Research :** Meaning, Objectives, Motivation, Utility, Research Process, Type Of Research, Research Methods And Methodology, Criteria For Good Research, Characteristics, Difference Between Methods & Methodology	2
2	**Research Problem & Hypothesis formulation:** Research Problem Identification & Formulation-Concept & Steps, Research Question - Hypothesis - Qualities Of A Good Hypothesis - Null Hypothesis & Alternative Hypothesis (Concept Only), Concept Of Independent & Dependent Variables, Extraneous Variable.	5
3	**Research Design:** Concept, Features Of A Good Research Design, Use Of A Good Research Design Qualitative Research And Quantitative Research Approaches, Exploratory Research Design, Causal	4

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	Design, Descriptive Research Designs And Experimental Design, Concept Of Cross-Sectional And Longitudinal Research.	
4	**Types of Data - Secondary Data:** Definition, Sources, Characteristics, Searching World Wide Web For Data, Issues To Be Considered For Secondary Data, Reliability, And Consistency. Types Of Data - Primary Data: Definition, Advantages And Disadvantages Over Secondary Data.(Web Base Search Project-Secondary Database)	5
5	**Measurement & Data:** Concept Of Measurement, Problems In Measurement In Management Research, Concept Of Validity And Reliability. Levels Of Measurement - Nominal, Ordinal, Interval, Ratio.	3
6	**Scales:** Constant Sum Scales, Graphic Rating Scales - Ranking Scales - Paired Comparison & Forced Ranking. Attitude Scaling Techniques: Concept Of Scale - Rating Scales Viz. Likert.	2
7	**Questionnaire Method:** Questionnaire Construction - Personal Interviews, Telephonic Survey Interviewing, Email/Internet Survey, Online Survey Sites, Their Utility, Sampling: Basic Concepts: Defining The Universe, Concepts Of Statistical Population, Sample, Characteristics Of A Good Sample. Sampling Frame (Practical Approach For Determining The Sample Frame Expected), Sampling Errors.	4
8	**Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling Methods. Practical Considerations In Sampling And Sample Size, (Sample Size Determination Formulae And Numerical Not Expected).	3
9	**Data Analysis :** Editing, Coding, Univariate Analysis - Tabular Representation Of Data, Frequency Tables, Construction Of Frequency Distributions And Their Analysis In The Form Of Measures Of Central Tendency - Mean, Median And Mode; Their Relative Merits And Demerits Graphical Representation, Appropriate Usage Of Bar Charts, Pie Charts, Histogram, Bivariate Analysis: Cross Tabulations, Use Of Percentages(Excel & SPSS Exercise)	8
10	**Research Reports:** Structure Of Research Report, Report Writing And Presentation. Project Assignment & Team Project Research Paper Discussion **(Report writing after execution of the Field Project-Based on Primary Database Analysis)**	9

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HUMAN RESOURCE MANAGEMENT

Programme: PGDM Semester: II **Course code: G - GC - 203**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of the course the student should be able:

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. Human resource is considered to be an asset today. Organizations need to sustainably manage this asset so as to manage the bottom line, hence the relevance of this subject. The application oriented activities will help students apply the concepts at their workplace.

- To understand the concepts and its application.
- To learn the tools and techniques for managing HRM.
- To illustrate, using application based activities, how these concepts and techniques can be applied in everyday managerial decision-making.

2. Core text book

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

3. Reference books

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

4. Pedagogy

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

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Sr. No	Topic	Duration
1	**Introduction:** Importance of HR, HR challenges, Human Resource functions	3
2	**Human Resource Planning:** Objectives and importance, planning process, methods; Job Analysis, Job Design	4
3	**Recruitment & Selection:** Definition, methods of recruitment, process of recruitment and selection, difference between recruitment & selection, sources of recruitment, Selection tools, interviewing methods, Sustainable recruitment practice; INDUCTION and ONBOARDING- Need, importance , process and benefits.	5
4	**Training and development:** Introduction and nature, Difference between training, development and education, training need assessment, designing and administering training programme , types of training, evaluation of T & D programme (Kirkpatrick model)	5
5	**Performance Management System:** Concept, process, overview of methods, role of managers in performance management, outcomes of PMS.	4
6	**Compensation and Benefits :** Compensation structure, Concept of CTC, pay for performance and incentive plans, Benefits and services, fringe benefits.	4
7	**Retirement and Separation:** Types of Retirement/Separation-Superannuation, Resignation-Discharge-Dismissal-Suspension-Layoff. Full & Final settlement process	3
8	**HR Glossary:** Attrition, retention, employee branding, employer branding, green HR, sustainable HR, outsourcing, e-HR (open)	2

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QUALITY AND OPERATIONS MANAGEMENT

Programme: PGDM Semester – II **Course Code: G-GC-204**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course the student should be able:

- To develop an understanding of the strategic importance of Quality & Operations Management and how it can provide a competitive advantage in the marketplace.
- To develop knowledge of the issues related to designing and managing Operations.
- To understand the basic concepts in Production Planning and Control.

2. Core books for Reading:

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

3. Reference Books:

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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1.	**Introduction to Quality and Operations Management:** Introduction to Operations Management: Definition, nature, significance and history of Operations Management; Introduction to Quality Management: Definitions of 'quality' from various perspectives; Quality Management-A conceptual framework; Importance of Quality; Cost of Quality (COQ); Dimensions of Product Quality; Dimensions of Service Quality	6
2.	**Total Quality Management (TQM) & Lean Enterprise :** Meaning and Principles of TQM; Quality Gurus: W. Edwards Deming, Joseph Juran, Philip Crosby, Kaoru Ishikawa; Lean Management: The philosophy of Lean Management, Organizational challenges in Lean Management; JIT Manufacturing; KANBAN as a control tool; Kaizen-Continuous Improvement; Poka-Yoke; Business Process Re-engineering	7

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3.	**Six Sigma:** Introduction to six sigma concept; Six Sigma versus Three Sigma; Defects Per Million Opportunities (DPMO); Six Sigma Strategy; Implementing Six Sigma; DMAIC and DMADV approaches in Six Sigma	5
3.	**Facilities Location and Design & Operations Processes:** Strategic importance of location decision,; Factors affecting location decision; Determinants of process characteristics: Volume, Variety and Flow; Types of Processes and Operations systems: Continuous flow systems, Intermittent flow systems, and Project form of Manufacturing; Layout Planning: Types of layouts-Process layout, Product layout, Group Technology Layout, Fixed Position Layout; Service System Design Matrix: Design of Service Systems, Service Blueprinting.	6
4.	**Production Planning & Control, Inventory Management & Supply Chain Management:** Role and functions of Production Planning and Control; Inventory Planning and control: Concept of inventory, Inventory costs, EOQ Model,, Inventory control: ROL, ABC analysis, VED, FSN, GOLF, SOS; Inventory turnover ratio, Fixed Order quantity Model and Periodic Review Model; Introduction to Supply Chain management; [Numericals are expected on EOQ and ABC analysis].	6

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SECTOR STUDY-SEMINAR

Programme: PGDM Semester–II **Course Code: G - GC - 205**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course the student should be able:

- To analyze different sectors on the parameters like history of the sector, global scenario and Indian scenario, contribution of the sector to the world GDP, Stock performance, contribution to Indian GDP, growth, employment, etc.
- To compare between the Indian players with the global players.
- To depict each sector 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.
- To study EIC framework i.e. analysis of Economy, Industry and Company

2.Pedagogy:

- Class Room Lectures, Guest Lectures, Presentations by students, Activities, Case study, Assignments, Tests and Research Papers.
- Business Sectors to be studied

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:

- History
- Global Scenario: Contribution to World GDP
- Indian Scenario
- Growth size of the industry
- Stock Performance
- Revenue Analysis
- Government Policies
- SWOT Analysis of the Sector
- Challenges faced by the sector
- Examples of the companies pertaining to the sector

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PRODUCT AND BRAND MANAGEMENT

Programme: PGDM Semester: II **Course code: G - MC- 206**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- Main objective of the Product and Brand Management (PBM) course is to provide fundamental understanding of building, measuring, analyzing and managing brands and product categories for a company. The course content has a tilt towards big businesses where the PBM role is more distinct from other roles. Managing product-markets and building brand equity involves managing brands within the context of other brands, as well as managing brands over multiple categories, over time, and across multiple market segments. Initially a framework will be provided within which students will be able to identify and understand variables that drive the success of brands and product lines and the interrelationships among these variables. Such frameworks will be viewed from academic thinkers perspective as well as those from Industry and proprietary sources.

2. Core text book for Reading:

- *Strategic Brand Management*, by Kevin Lane Keller, Pearson 3e
- Product Management by Donald Lehmann & Russell Winner

3. Reference book for Reading:

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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs)
1	**Product Strategy :** Definition, classification of products, product mix, product line, width, depth, product life cycle, & its strategies, new product development process	3
2	**Introduction to the concept of Brand Management:** Brand -Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people,	8

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	Organization, Retail stores, places, online, entertainment, ideas, Challenges to Brand builders. Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand management process. Strong Indian Brands (Case study).	
2	**Strategies for developing products across the PLC:** Building Product strategies over the Life-Cycle - Introduction phase, Growth Phase, Maturity & Decline Phase. New product development & adoption strategies; Customer Analysis & Defining the competitive set -Case study.	3
3	**Customer Based Brand Equity:** Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positing: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning - Meaning, Point of parity & Point of difference, Positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding.	7
4	**Growing & sustaining brand Equity:** Designing & implementing branding strategies, launching brand extensions, products, managing bands over time, & geographic boundries, revitalization of brands	6
5	**Choosing Brand Elements to Build Brand Equity:** Criteria for choosing brand elements, options & tactics for brand elements- Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging.	3
6	**Brand Strategies:** **Brand Extension**- Meaning, Types, Needs, Advantages & Disadvantages Brand-Product matrix, Brand Hierarchy-Kapferer's Branding Systems. **Brand Personality-** Meaning & Definition, Types of Brand personalities, Elements of Brand personality. **Brand Image**- Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity. **Brand Imitations:** Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation	7

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7	**Methods for measuring Brand Equity**- Quantitative Techniques & Quantitative Techniques	2
8	**Making Brands go Global:** Geographic extension, sources of opportunities for global brand, single name to global Brand consumers & globalization, conditions favoring marketing, barriers to globalization, Managerial blockages, organization for a global brand, pathways to globalization.	6

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SALES AND CHANNEL MANAGEMENT

Programme: PGDM Semester – II **Course Code: G - MC - 207**
Revised in: January 2015 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- To get an understanding of the concepts, attributes, 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.
- To understand how various distribution channels operate and suggest tactics for effectively managing each of them.

2. Core text book for reading:

- Sales and Distribution Management by Krishna Havaldar and Vasant Cavale
- Sales & Distribution Management: By Dr. S. L. Gupta

3. Reference Books:

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

4. Pedagogy:

- Lectures, Case studies, Movie with learning on Sales Management, Internal projects

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to Sales:** Definition of sales, Sales management in the 21st century, Processes of a sale transaction, Front office and back office, collaboration, - Need for intermediaries, Types of sales channels, Dynamics of sales channels, - Sales Process, Product-selling vs. concept-selling and various sales documentation.	5
2	**Selling to organized retail channel:** Emergence and concept of organized retail and key accounts, key accounts management.	4

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3	**Sales planning, forecasting and budgeting:** Role of marketing and sales. Link between marketing and sales- Basic terms in sales forecasting, Factors influencing sales forecast Sales forecasting methods, - Sales budget and quotas, time management and routing and scheduling.	5
4	**Sales organization and sales force management:** Types of sales organization, Linking Strategies and the Sales Role in the Era of Customer Relationship Management, Selection of sales force, Motivating sales force, Sales Force compensation, Backward vs. process-driven sales approach & behavior, Evaluating sales force performance, - Sales territory planning and market potential measurement, sales target by product line vs. by region , - Roles and responsibilities of sales personnel.	7
5	**Current Trend in Sales Cross Selling:** Concept and strategies, Up Selling: Concept and strategies, Value added Selling: Concept and strategies, Sales training methodologies, Micro sales segmentation.	5
6	**Introduction to Channel Management:** The Concept of Channel Management, Current Challenges in Channel Management, Objectives in Channel Management, channel positioning , - Competition in Marketing Channels , Typical Channel Management Decisions.	4
7	**Channel Management: Managing single channel:** - A Typology of Marketing Channels , In-House vs. Outsourced Distribution - Various types of Channel Members - Managing Distribution network and channel relationship management - Management of Electronic and Mobile Channels - Introduction to Logistics and Supply Chain Management -transportation decisions	6
8	**Channel Management on the Macro-Level:** - Multi Channel Management, Designing the Channel Mix - Implementation of New Channels and Touch points, Customer Channel preferences and Right-Channeling - Channel Performance Measurement - Situation Analysis, Marketing Channel Selection, Configuration of the Channel Mix, Coordination of the Channel Mix, Distribution Controlling.	6
9	**Channel conflict:** - Meaning of channel conflict - Reasons of channel conflict - Conflict resolution	3

ISBS PGDM 2016-18

INTEGRATED MARKETING COMMUNICATIONS AND DIGITAL MARKETING

Programme: PGDM Semester: II **Course code: G – MC - 208**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- To provide an appreciation of the range of tools available for marketing communications.
- To provide an understanding of the basic principles of planning and execution in Marketing Communications
- To develop a managerial perspective and an informed decision-making ability for effective and efficient tackling of promotional situations.
- To provide the basic understanding about Internet marketing which will could help the students ISBS to excel in their professional career.
- To understand Sustainable Digital Marketing Campaigns.
- To ensure the readiness of students for new generation marketing practices.

2. Core text book for Reading:

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

3. Reference book for Reading:

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

4. Pedagogy:

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

Sr. No.	Topic	Duration

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		(45 Hrs.)
1	**Introduction of IMC**	
	IMC components – Growing importance of IMC, Role of IMC, Promotional mix	1
	IMC Planning Process : Review of Marketing plan, Promotioanl Situation Analysis, Budget Determination	1
	Structure of the Advertising and Promotions World	1
2	**IMC Communication Process**	
	Understanding communication process - Source, Message and channel factors	2
	Communication response hierarchy- AIDA model, Hierarchy of effects, innovation adoption model, information processing model.	1
3	**Advertising**	
	Advertising goals - building brand images, providing information, persuasion, supporting marketing efforts, encouraging action	1
	Selection of ad agency; Ad campaign management	1
	Importance of creativity, creative process	1
	Creative Strategy Implementation : Copy, appeals & execution styles	2
	Media planning & Strategy	1
	Evaluation of media: Broadcast, print, outdoor	3
	Unconventional media : Branded entertainment, sponsorships, merchandising	1
4	**Other IMC tools**	
	Consumer & Trade sales promotion techniques	2
	Direct Marketing : Characteristics, strategies and media	1
	PR - definition & new role, integrating PR, process of publicity, Scope, Control and disseminating of publicity, advantages & disadvantages of publicity	2
	Corporate Advertising - objective, types of corporate advertising	1
5	**Monitoring, Evaluation & Control**	1
6	**Legal, social & ethical aspects of IMC**	2

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DIGITAL MARKETING

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	Basics of Internet Marketing:-Characteristics/salient features of Internet marketing - Internet marketing Mix- Internet Marketing Platforms- E-mail campaigns, website-(Website designing, SEO), Webinars, social Networking (Orkut, Face book, Linked in Twitter, YouTube, gaming, WAP sites, , SMS, Bluetooth, blogs, trade portals, micro sites- What marketers can do in Internet marketing –-Branding, promotion, selling, CRM, loyalty program, more information, market research, VAS, contest, campaigns, online sampling, lead generation)	4
3	Search Engine Optimization:-Types of SEO, Internet media buying & Selling, Internet media planning	2
4	Search Engine Marketing – Google Ad words	2
5	Social Media & Digital Marketing campaigns: Campaigns based on Face book, YouTube, Twitter, LinkedIn ,Case Study, Integration with traditional media campaigns	4
6	Mobile Marketing, Mobile applications, WAP sites, Other tools	2
7	Business Environment in Internet Space Value Creation for the customers Business Models in Internet startups	2
8	ANALYTICS & Measurement tools: - Measurement parameters, ROI, Case studies. Google. Analytics, Google Trends	2

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CONSUMER BEHAVIOR

Programme: PGDM Semester – II **Course Code: G - MC - 209**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- To understand Consumer Decision Process
- To understand various influences on Consumer Behavior
- To understand the implications of consumer Behavior on Marketing decisions

2. Core text book for Reading:

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

3. Reference book for Reading:

- Consumer Behavior by Soloman
- Consumer Behavior by Schiffman

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Consumer Behavior and Consumer Research:** Trends in CB, Underlying principles of CB Indian Consumer, Demographic & Socio-economic Profile, Measurement of social classes in India using Socio-Economic Classes (SEC),Urban & Rural Markets, Living Standards Measures (LSM).Living Standards Measures (LSM),Characteristics of BoP Consumers.	5
2	**Consumer Decision making Process:** Types - high involvement & low involvement , Models - schiffman & Kanauk, Blackwell ,Process - Need recognition to Divestment Variables affecting Decision process , Buying Roles.	6
3	**Purchase Process:** Fully Planned Purchase, Partially planned purchase , unplanned Purchase, Purchase process & Components of Purchase process	4
4	**Post Purchase Processes:** Consumption behavior & Experience , Cognitive Dissonance CRM, Customer loyalty & Retention strategies	6

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5	**Individual Determinants of CB:** Learning & memory- learning theories, long term and short term memory , Personality - trait theory, Freud, Jung , Consumer Motivation & Perception , Consumer knowledge & memory, Consumer Beliefs , opinions and attitudes.	10
6	**Environmental Influences on CB:** Culture and subcultures, values & norms , Changing Indian Values and factors affecting Indian consumer behavior , Social Class & social stratification , Family and Household Influences , Group and Personal Influences ,Marketing Mix : Influence of marketing mix variables.	7
7	**Influencing CB communications:** Making Customer Contact: Exposure, Attention. Shaping Consumers Opinion: Opinion Formation Shaping Consumers Opinion: Opinion Change Helping consumers remember -cognitive learning Helping consumers remember – retrieval	5
8	**Diffusion of Innovation:** Origin, concept, importance and applications	1
9	**Sustainability in CB:** Sustainability in CB	1

ISBS PGDM 2016-18

SUPPLY CHAIN MANAGEMENT

Programme: PGDM Semester – II **Course Code: G - ME – 210**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course the student should:

- Have a comprehensive understanding of supply chain management and related Logistics Management in the new economic scenario.
- Be able 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 Retailer.
- Understand sustainability in the context of Supply Chain Management.

2. Core text book for Reading:

- Logistics Management - V V Sople, Pearson

3. Reference books for Reading:

- Supply Chain Management: Strategy, Planning & Operations- Sunil Chopra, Peter Meindl, D V Kalra
- World Class Supply Management: The Key to Supply Chain Management – Burt, Dobbler, Starling
- Logistics & Supply Chain Management - Cases & Concepts -G Raghuram & N Rangaraj

4. Pedagogy:

- Class Room Lectures, Power Point Presentations, Case study, Guest Lecture, Audio / Video Data input Clippings, Research Papers.

Sr. No.	Topic	Duration (Hrs.)
1	**Supply Chain Management:** SCM an enabler for business, Benefits of SCM, Components of SCM.	3
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.	4

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3	**Warehousing:** Warehousing a logistics challenge, Warehousing functions, and options. Site selection, layout design, decision model, costing, strategies, virtual warehouse, and warehouse charter. Performance parameters, warehousing in India, Cold chain infrastructure. Green Warehouses.	4
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.	3
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.	4
6	**Transportation:** Evolution of transportation system, transportation infrastructure, freight management, transportation model. Transportation networks, Route planning, Containerization. Clean Sky Initiative; Hybrid Vehicles.	2
7	**Logistical Packaging:** Packaging, packaging as unitization, design considerations. Packaging material, Packaging cost. Bio degradable packing, Eco Labels; QR – Quick Response codes.	2
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
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. Vendor Rating for Sustainability.	5

ISBS PGDM 2016-18

NEW AGE MARKETING

Programme: PGDM Semester II **Course Code: G – ME – 211**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course, the students should be able

- To identify the various newly employed marketing tactics
- To understand the implications of social media and digital marketing
- To understand and formulate marketing strategies to suit the prevailing marketing scenario

2. Reference Book for Reading:

- Marketing Management by Phillip Kotler
- Internet Marketing, Strategy, Implementation & Practice: - Dave, Fiona, Kevin & Richards

3. Pedagogy:

- Classroom Lectures, Activities, Case Study, Guest Lecture, Assignments

Sr. No.	Topic	Duration (Hrs.)
1	**Marketing Strategy:** Strategic Management Process, Mission Vision Values, Analysis Tools with Priority Matrix (Opportunity Threats, Political Economic Socio-cultural Technological Legal and Environment factors, Porter's Five force Model), Strategy Formulation with Balanced Score Card, Value Chain analysis, VHRINS framework, Blue Ocean Strategy	6
2	**New Age Marketing**: Concept of Transient Competitive Advantage, Reasons for continual change in marketing tactics.	6
3	**New Age Marketing Techniques**: Digital Marketing as the 'New Traditional Marketing', Start Up Marketing, Thought Leadership Marketing, Ambush Marketing, Guerrilla Marketing, Ecosystem Marketing, Social Media Marketing, Measuring Success in Marketing	6
4	**Big Data, Cloud and Mobile**- Categories, importance and current trends	3
5	**CRM and IMC**: Fundamentals of CRM, Overview of Integrated Marketing Communications	3
6	**Branding:** Talent Branding, Technology Branding, Branding in the Digital Era	3
7	**Analytics for Marketing Success**- Need, Challenges, Metrics for Products, Brand, Channels, Customers and Markets	3

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TALENT MANAGEMENT

Programme: PGDM Semester- II **Course Code: G-ME-212**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of the course the student should be able:

- To explore the principles of identifying, managing and retaining talent in an organization.
- 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.
- To 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.

2.Core text book for Reading:

- Talent Management Handbook by Berger Lance and Dorothy Berger

3.Reference book for Reading:

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

4.Pedagogy:

- Lectures, Reflective Learning Case based Learning, Project based Learning

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to Talent Management:** Overview, Aligning Talent management Strategy and Business Strategy, Concept & Nature.	5
2	**Talent Acquisition and Identification** Attracting Talent Pool, Recruitment & Selection of Talent, On-Boarding of Talent, Talent Assessment and Competency Mapping.	5

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3	**Developing Talent** Talent Development, Integrating Succession Planning and Career Planning, Workforce development, Leadership Development and Tools for Talent Management.	5
4	**Promoting Talent** Employer Branding, Promotional Strategies, Talent analysis and planning	5
5	**Retention of Talent** Talent Retention Strategies, aligning with PMS, Development and Employee Engagement	5
6	**Benefits of Talent Management** Talent Management practices in different sectors	5

ISBS PGDM 2016-18

CONTEMPARY HR INITIATIVES

Programme: PGDM Semester: II **Course Code: G - ME - 213**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of the course the student should be able:

- To physically experience contemporary HR practices in the industry.
- To understand various unique HR initiatives taken by organizations for people management

2. Pedagogy

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

Sr. No.	Topic	Duration
1	Industry Visit: To visit an organization and understand the different HR processes and initiatives taken for people management. Industry Visit: To visit an organization and meet senior members from Line functions to understand their perspective on contribution of HR function in terms of business impact. Do they see HR as a business partner or just as a support function? Why?	6
2	Desk Research on Green HR Practices in different sectors/companies	12
3	Online certification in line with an HR process.	12

ISBS PGDM 2016-18

PRINCIPLES AND PRACTICES OF BANKING

Programme: PGDM Semester-II **Course code: G - ME – 214**
Revised On: January 2016 **Total Hrs: 30**

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1. Objective:

At the end of the course the student should be able:

- To give the students a basic understanding of banking principles and practices, the products, players and functioning of financial markets, particularly the capital market.

2. Core books for Reading:

- Principles and Practices of Banking - Indian Institute of Banking & Finance for DBF Course

3. Reference Books:

- Practical Problems on Banking- S.N. Patodiya
- Industrial Finance – R. Vishwanathan

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Indian Financial System:** An Overview, Banking Regulation, Retail Banking, Wholesale Banking, International Banking, Private Banking, Alliances/Mergers/Consolidation in Indian Banks. Recent developments in the Indian Financial System.	5
2	**Risk management:** Basel Norms –An overview, NPA & stressed assets management, CIBIL.	6
3	**Lending Function of Banks:** Principles of lending, working capital assessment and credit monitoring, Priority sector advances, Agriculture Finance, Micro, Small and Medium Enterprises in India, Government sponsored schemes, self-help groups	6
4	**Banking Technology:** Essentials of bank computerization, payment systems and electronic banking, data communication network, EFT systems, role of technology up gradation and its impact on banks, security considerations.	7
5	**Marketing of bank products/services:** Marketing-an introduction, consumer behavior and product, pricing, distribution, channel management, promotion, role of direct selling agent/direct marketing agent in bank, Marketing Information systems- a longitudinal analysis.	6

KBS PGDM 2016-18

ACCOUNTING AND FINANCE FOR BANKERS

Programme: PGDM Semester: II **Course code: G - ME – 215**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

- To give the students an understanding of the basics of financial mathematics, accountancy and financial concepts.

2. Core text book

- Accounting & Finance for Bankers - Indian Institute of Banking & Finance for D B & F Course

3. Reference books

- Management Accounting & Financial Management- S.N. Maheshwari
- Financial Accounting – R. L. Gupta & V.K. Gupta
- Financial Accounting – S. P Jain & K.L. Narang
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4.Pedagogy

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

Sr. No.	Topic	Duration (Hrs.)
1	**Business Mathematics and Finance:** Calculation of Simple Interest & Compound Interest; Calculation of Equated Monthly Installments; Fixed and Floating Interest Rates; Calculation of Annuities; Interest Calculation using Products/Balances; Amortization of a Debt; Sinking Funds Debt- Definition, Meaning & Salient Features; Loans; Introduction to Bonds; Terms associated with Bonds; Cost of Debt Capital; Bond value with semi-annual Interest; Current Yield on Bond; Calculation of Yield-to-Maturity of Bond; Theorems for Bond Value; Duration of Bond; Properties of Duration; Bond Price Volatility.	6
2	**Nature and Purpose of Accounting:** Historical Perspectives; Origins of Accounting Principles; Accounting Standards in India and its Definition and Scope; Generally Accepted Accounting Principles of USA (US GAAP); Transfer Pricing; Overview of IFRS; Difference between GAAP & IFRS.	5

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3	**Basic Accountancy Procedures:** Concepts of Accountancy; Entity Going Concern Entity; Double Entry System; Principle of Conservatism; Revenue Recognition and Realization; Accrual and Cash Basis. Maintenance of Cash/ Subsidiary, Books And Record Keeping Basics; Account Categories; Debit and Credit Concepts; Accounting and Columnar Accounting Mechanics; Journals Ledger Ledgers; subsidiary books; etc.	4
4	**Bank Reconciliation Statement:** Need for Bank Reconciliation; Causes of Differences; Preparation of Bank Reconciliation Statement; How to prepare a Bank Reconciliation Statement when Extracts of Cash Book and Pass Book are given; Adjusting the Cash Book Balance; Advantages of Bank Reconciliation Statement.	3
5	**Capital and Revenue Expenditure:** Expenditure; Distinction between Capital and Revenue Expenditure; Deferred Revenue Expenditure; Receipts; General Illustrations.	2
6	**Ratio Analysis:** Meaning of Accounting Ratios; Classification of Ratios; Uses of Accounting Ratios; Limitations of Accounting Ratios; Calculation and interpretation of various Ratios; Different Users and their Use of Ratios.	5
7	**Final Accounts of Banking Companies:** Requirements of Banking Companies as to Accounts and Audit; Significant Features of Accounting Systems of Banks; Principal Books of Accounts; Preparation and Presentation of Financial Statements of Banks; CMA Format; Accounting Treatment of Specific Items; Preparation of Profit and Loss Account; Comments on Profit and Loss Account; Important Items of Balance Sheet; Disclosure Requirements of Banks; Additional Disclosures prescribed by RBI; Disclosures required under BASEL norms.	5

ISBS PGDM 2016-18

MARKETING SPECIALIZATION

Semester - III

ISBS PGDM 2016-18

STRATEGY AND ENTERPRISE PERFORMANCE MANAGEMENT

Programme: PGDM Semester – III **Course code: G - GC - 301**
Revised in: January 2016 **Total Hrs. 45**

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1. Objectives:

At the end of the course the student should be able:

- To understand the concept of strategic management and significance of managing the business strategically in the current business environment.
- To acquire the knowledge of strategies at corporate, business and functional levels.
- To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation, process of strategy implementation and the challenges of managing a change with control system to monitor the strategy implementation process.
- To analyze the strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/ responsibility center allocation.
- To understand the performance measurement criteria of different kind of organizations.

2.Core Text Books:

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

3.Reference Books:

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

4.Pedagogy:

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

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Sr. No.	Topic	Duration (Hrs.)
1	**1.1 Understanding Strategy**: Concept of strategy, Corporate, Business and Functional Levels of Strategy **1.2 Introduction to Strategic Management:** Meaning and Characteristics of strategic management, strategic management Vs. operational management; Process of strategic Management **1.3 Stakeholders in business and their roles in strategic management** **1.4 Hierarchy of Strategic Intent:** Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA) **1.5 Analyzing Company's External Environment:** Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP) **Analyzing Industry Environment:** Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis	9
2	**2.1 Analyzing Company's Internal Environment:** Resource based view of a firm, meaning, types & sources of competitive advantage**,** analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis **2.2Value Chain Analysis Using Porter's Model:** primary & secondary activities **2.3Organizational Capability Profile:** Strategic Advantage Profile, Concepts of stretch, leverage & fit **2.4Portfolio Analysis:** Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model	8
3	**3.1 Generic Competitive Strategies:** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy **3.2Grand Strategies**: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances), Retrenchment– Turnaround, Divestment, Liquidation, Outsourcing Strategies	7
4	**4.1 Strategy Implementation:** Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation; **4.2 Blue Ocean Strategy:** Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework	7

5	**5.1 Performance Management:** Concept, need **5.2 Financial performance evaluation parameters:** Responsibility Accounting, External audit, Evaluating economic performance of a business unit, Internal audit, role of financial controllers, EVA, ROI, ROA, MVA approaches for Implementation of performance in a business unit.	7
6	**6.1 Performance Evaluation Parameters for Manufacturing Organization;** **6.2 Performance Evaluation Parameters for Service Organization:** Banks, Retail, Hotel, Health care, Non-profit; **6.3 Performance Evaluation Parameters for Projects**	7

ISBS PGDM 2016-18

SUMMER INTERNSHIP PROGRAMME

Programme: PGDM Semester – III **Course Code: G - GC - 302**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- Acquire on job the skills, knowledge, attitudes, and perceptions.
- Get immersed in actual supervised professional experiences
- Get an insight into the working of the real organizations.
- To gain deeper understanding in specific functional areas and inter departmental linkages.
- To develop perspective about business organizations in their totality
- To build up confidence for future interviews and Corporate Assignments.
- At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.
- SIP can be carried out in:
- Corporate Entity
- NGO
- SME
- Government Undertaking
- Cooperative Sector
- SIP may be a research project - based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by :

Executive Summary, Organization profile, Outline of the problem/task undertaken
Research methodology & data analysis (in case of research projects only)
Relevant activity charts, tables, graphs, diagrams, etc.
Learning of the student through the project, Contribution to the host organization
References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.
The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.
The student shall submit TWO hard copies of the project report in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

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INTERNATIONAL BUSINESS EXPOSURE PROGRAMME

Programme: PGDM Semester – III **Course Code: G - GC - 303**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:
At the end of the course the student should be able:

- To get international exposure in the area of future career options through seminars, workshops, industrial visits and field visits.
- To get opportunities for learning multiple aspects including culture, social and economic aspects of the region.

2.Pedagogy:

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

The objective of providing International Business Exposure Program (IBEP) to the management students is to align student's perspective of viewing world economy as driver of global business. It enables appreciation of foreign economy and its eco- systems and serves to provide a comparative analysis of domestic and international economy and culture.

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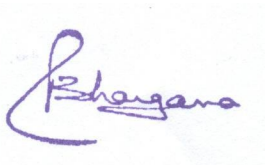

BUSINESS ETHICS AND CORPORATE GOVERANCE

Programme: PGDM Semester - III **Course code: G – GC - 304**
Revised in: January 2016 **Total Hrs. : 45**

1. Objective: The objective of the course is to help the students understand the nature and application of business ethics and corporate governance.

2. Core books for Reading:

- Business Ethics & Corporate Governance – S.K Mandol
- Corporate Governance – A.C. Fernando

3. Reference Books:

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

4. Pedagogy:

- Case study
- Class discussion with current & relevant examples

Sr. No.	TOPIC	DURATION
1	**Business Ethics - Introduction**	4
	Introduction to business ethics, Morality & Moral Standards Nature & Relevance of Ethics in Management Law, Ethics & Business	
2	**Business Ethics – Application & Issues**	7
	Ethical Decision making – Ethical Dilemma for a manager Ethics – Individual & Organization Ethical Issues in Marketing / Finance / Human Resource	
3	**Corporate Governance – Introduction**	7
	Concept of corporation, corporate citizenship Distinction between Governance & Management Corporate Governance - Meaning, Scope (Narrow to Broader Perspective), Issues in Corporate Governance	

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4	**Evolution of Corporate Governance**	3
	Theories on Corporate Governance – Stewardship, Agency, Stakeholder theory. Corporate Governance Models – Anglo-American, Japanese, German & Indian model on corporate governance Essence of governance – Obligation towards Society, Invertors, Employees, Customer	
5	**Committees & Codes on Corporate Governance**	8
	Development of codes on Corporate Governance – CII Code, SEBI initiative, Birla & Narayan Murthy Committee, Cadbury committee World Bank & OECD Principles on Corporate Governance	
6	**Agents & Institutions in Corporate Governance**	8
	Corporate governance & Investor Protection- Rights & privileges of shareholders Board of Directors & Corporate Governance – Roles & Responsibility of Directors, Independent Directors, Director Remuneration Auditors & Corporate Governance	
7	**Corporate Governance in emerging economy**	8
	Governance in developing and transition economy - Problems, Institutional framework, Challenges Governance in global Society - Globalization, Role of MNC, Global Issues on governance Governance & Sustainability	

Suggested Case Studies:

▪ Merck & Company – River Blindness in Africa	▪ Satyam Computers / Sahara Group
▪ Slavery in Chocolate Industry	▪ Rajaratnam – Insider Trading / Asian or Global Financial Crisis

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▪ Fall of Enron Corporation	▪ ITC – Is Corporate Governance Skin Deep

ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

Programme: PGDM Semester- III **Course Code: G-GC-305**
Revised in: January 2016 **Total Hrs: 45**

Course objectives:
At the end of this course the student should be able to

- Understand 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.
- Comprehend the legal issues involved while setting up an enterprise and entrepreneurial financing;
- Understand the programs designed and formulated by Central, State governments and other important institution in entrepreneurship development.
- Understand the special challenges of starting new ventures and introducing new product and service ideas, the process of founding a startup.
- Understand the concepts of Social and Rural Entrepreneurship.

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

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

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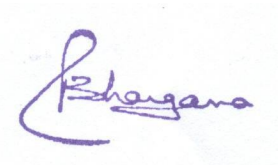

Sr. No.	Topic	Duration (Hrs.)
	ENTREPRENEURSHIP	
1	**The Entrepreneurial Development Perspective** Entrepreneurship as a career. What it takes to be an entrepreneur. EntrepreneurVs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur. Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development. Entrepreneurial Culture Case Study on Entrepreneurial Culture	5
2	**Legal Environment and Government support** Basic Government Procedures to be complied with Legal Issues (licensing, patents, contracts etc.) Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants	4
3	**Creating Entrepreneurial Venture** Idea Generation and Opportunity Evaluation Distinguishing idea from an opportunity. Evaluating a business idea. Linking numbers to a business opportunity – Back of the envelope calculation. Developing Business Model: Generating a Detailed Business Model. Sources of Funds – Bootstrapping, Angel and Venture Funding, other sources of debt	5
4	**Sustaining Entrepreneurial Venture** Venture Life-Cycle: Various stages in life-cycle of a venture; Growth & maturity of a venture. Entrepreneurial Pitfall: Peter Drucker's 4 entrepreneurial Pitfall. Causes, symptoms and consequences of a sick unit.	5
5	**Sustainability through Social and Rural Entrepreneurship** The Socio-Economic Context of Social Entrepreneurship, Defining Social Entrepreneurship, sustainability through social entrepreneurship. Introduction and scope of rural entrepreneurship, sustainability through rural entrepreneurship.	4
	PROJECT MANAGEMENT	
6	**Feasibility Analysis** Introduction to project. Technical Feasibility, Financial Feasibility, Marketing Feasibility, Personnel Feasibility and Management Feasibility.	4
7	**Business Plan** The Business Plan as an Entrepreneurial Tool Business Plan Presentation	5

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8	**Project Execution** Estimating and Financing funds requirement; Project capital planning and Budgeting- NPV approach, Pay Back Approach. a) Work Break-down Structure (WBS) b) Project Scheduling and Time Analysis- PERT approach, CPM, Crashing of Projects. c) Resource Leveling. d) Project Reporting Project Organization	10
9	**Role of Various agencies in Project Initiation** 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). Role of Financing Institutions: Banks, Angel Investors, Venture Capital, Private Equity.	3

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BUSINESS TO BUSINESS MARKETING

Programme: PGDM Semester – III **Course Code: G - MC - 306**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- To get familiarized with the terms, concepts, and nature of Business-to-Business Marketing
- To get exposed to the industrial marketing functions of firms.
- To understand the specifics of marketing mix for Business-to-Business Marketing.

2. Core books for Reading:

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

3. Reference Books:

- Industrial Marketing – Milind Phadtare; PHI
- Industrial Marketing – Reeder, Brierly, Reeder; PHI.
- Global Marketing – Hollensen & Banerjee; Pearson.

4. Pedagogy:

- Chalk and Board, Power Point Presentations, Video Clippings, Class room discussion, Case Studies, News articles.

Sr. No.	Topic	Duration (Hrs.)
1	**Overview of Business-to-Business Marketing:** What is Business marketing? Consumer V/S Business Marketing Types of Customers in Business Marketing, Types of Industrial Goods, Types of Business Market Demand Organizational & Government Markets.	7
2	**Organizational Buying Behavior Organizational Buying Process:** Forces Shaping Organizational Buying Behavior, Buying Center / Decision Making Unit. Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing - Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making.	7
4	**Product Strategy for B2B Markets:** Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of - Projects, Industrial Services, High technology products.	6
5	**Pricing Strategy for B2B Markets:**	6

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	Factors influencing Pricing Decisions, Pricing Strategies - Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing.	
6	**Industrial Distribution Channels:** Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis.	4
7	**Personal Selling & Promotions for B2B Markets:** Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.	5
8	**Business Communication:** Advertising & Sales Promotion- Role of Advertising, Developing Integrated Communication Program, Managing B2B Advertising & Measuring Effectiveness, Role of Trade Shows.	4
9	**Case Studies , Guest Session & Assignment**	6

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RETAIL MANAGEMENT AND E-COMMERCE

Programme: PGDM Semester – III **Course Code: G - MC - 307**
Revised in: January 2016 **Total Hrs. 45**

The objectives:
At the end of the course the student should be able:

- To realize the importance of retailing to the overall economy and what opportunities exist in the field.
- To demonstrate understanding of consumer behavior.
- To identify methods of planning, buying, and managing inventory.
- E-Commerce Business: Introduction, Evolution and Management.

Core text book for Reading:

- Retailing Management by Barry Berman and Joel R Evans
- Retailing Management –Levy & Weitz

Reference book for Reading:

- Retailing Management –David and Gilbert
- Retailing Management –Gibson G Vedamani
- Retailing Management –Suja Nair
- Retail Management by Chetan Bajaj, Rajnish Tuli
- Electronic Commerce: A Manager's Guide, Kalakota et al, Addison-Wesley

Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to Retailing:** Retail Industry overview- Global overview, Indian overview, Indian retail Scenario and its future prospects, The Framework of Retailing the Importance of Developing and applying a Retail Strategy.	4
2	**Building Sustainable relationship in Retailing:** Strategic Planning in Retailing value and value Chain, Retail Relationships, Ethical performance and Relationships in Retailing, Situation Analysis, Overall strategy Strategic Planning Process.	4

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3	**Retail institution by Ownership:** Store-based Strategy Mix, Web, Non-store Based, and other forms of Nontraditional Retailing 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.	4
4	**Identifying and Understanding Customers:** Role of Private label Brands Consumer Demographics and Lifestyles, Needs and Desires, Shopping Attitudes and Behaviour, Retailer Actions, CRM, Private label Brands.	3
5	**Information Gathering and Processing in Retailing:** Trade - Area Analysis, Site Selection The Retail Information System ,Trading Area Analysis ,Characteristics of Trading Areas, Importance of Location to a Retailer, Type of Locations ,Location and Site Evaluation.	5
6	**Retail Organization and Human Resource Management:** Operations Management Setting up a Retail Organization, Human Resource Management in Retailing, Financial Dimension, Operations Dimension-SCM.	4
7	**Developing Merchandising Plans:** Implementing Merchandise Plans, Establishing and Maintaining a Retail Image, Promotional Strategy Merchandising Philosophy, Buying organization formats and process Devising merchandising management plans, Category Management Implementing Merchandise Plans, Significance of Retail Image Store Atmosphere, Planning Retail Promotional Strategy.	5
8	**Pricing in Retailing** External Factors Affecting a Retail Price, Developing a Retail Pricing Strategy.	2
9	**Integrating and Controlling the Retail Strategy:** Integrating the Retail Strategy ,Control: Using the Retail Audit	2
10	**Sustainability in Retailing:**	2
11	**Introduction to E-commerce**: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework	2
12	**Evolution of E-commerce**: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India	2
13	**Managing the e-Enterprise**: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise	2

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14	**E-Marketing**: The scope of E-Marketing, Internet Marketing Techniques	2
15	**Consumer Oriented Business**: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance	2

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SERVICES MARKETING

Programme: PGDM Semester – III **Course Code: G - MC - 308**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- To develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies.
- 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.
- To understand the sustainable practices in Services Marketing.

2. Core Book for Reading :

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

3. Reference books:

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

4.Pedagogy:

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

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Sr. No.	Topic	Duration (Hrs.)
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 Continuum, Introduction to additional Ps of Services Marketing. Global and Indian Scenario in services sector.	5
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.	7
3	**Understanding Customer Requirements:** Customer Behaviour, Service Consumption 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.	7
4	**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
5	**Developing Sustainable Service Models:** Managing Customer Research in Services; Planning and implementation of new service models; Role of People in services marketing, Services Marketing Triangle 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 Sustainability practices and impact on competitiveness.	9
6	**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.	3
7	**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.	2
8	**SECTORAL APPLICATIONS CASES:** Financial Services; Hospitality and Tourism Services; Health Services; Educational Services; Telecommunication Services; Professional Services; Product Support Services. Marketing of Banking, Insurance, and Logistics Services.	4

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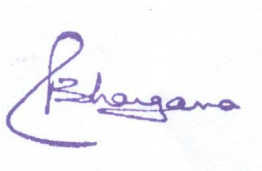

MARKETING OF FMCG AND FINANCIAL SERVICES

Programme: PGDM Semester - III **Course Code: G – MC - 309**
Revised in: January 2016 **Total Hrs: 45**

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1. Objective:

- To facilitate accelerated learning in FMCG Marketing.
- Build capabilities for University students to work in FMCG/Retailing, giving overview of value chain, scale of operation, challenges and possibilities for career.
- Course also introduces key areas of FMCG/Retail value chain, like supply chain process, customer management/relationships, consumer marketing and management with information.
- Familiarizing the students with the various financial services and products in the liberalized Indian economy.
- To provide an in-depth perspective of the equity and bond markets.
- To Equip the students with the practices and processes in the Mutual Fund and Insurance Industry.

2. Core books for Reading:

- Marketing Management, Philip Kotler, Kevin Keller: Books.
- "Retailing Management Text and Cases", Swapna Pradhan, Tata McGraw Hill, New Delhi
- Financial Services & Markets by Dr. Punithavathy Pandian, Vikas Publication, 2012 Edition.

3. Reference Books:

- Retailing Management, Michael Levy & Barton A Weitz, Tata MacGraw Hill
- Marketing- Concepts and Cases, Pandit A, Tata McGraw Hill.
- Financial Services by Nalini Prava Tripathy, Prentice Hall of India Private Limited, 2008 Edition.
- Financial Services by M Y Khan, Tata McGraw-Hill, 5th Edition

4. Pedagogy:

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

FMCG:

Sr. No	Topic	Duration (Hrs)
1	**Introduction to FMCG/Retail industry:** Introduction to FMCG and other goods, Mkt. Scenario Sector Growth, Market Size. Overview of industry and understanding of roles between companies operating in industry. Basics of business dynamics within industry.	3

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2	**Management of FMCG / retail companies:** Management of retails chains formats. Supply chain management in FMCG industry. Distribution and warehouse management. Management of store operations. Finance model in FMCG/Retailing. People management and development in FMCG industry. ECR way of working in FMCG industry.	3
3	**Category management / Buying / Key Account management / Sales:** Management of buyer / supplier relationships. Key account management. Negotiations in FMCG business. Category management. Pricing.	3
4	**Marketing / Brand Management:** Consumer understanding. Innovation process in FMCG industry. Retail brand building. Effective operations in long value chain: elements of operation, which are very large part of cost structure in FMCG/Retail industry. Advertising and PR for FMCG, Brand Awareness.	4
6	**Skills and competencies required in work in FMCG and Retail Industry:** Category manager / Buyer / Key Account manager / Customer Development manager. Negotiation, Technical skills and Presentation skills Project management (time management, setting priorities) Prediction statistics / Analytical skills. Business ethics, Business process / business model understanding, Language skills.	4
7	**Future trends and Key challenges in FMCG:** Future of industry and challenges which industry faces at the moment. And how these are currently managed. Consumer marketing research, Power of Branding, Market segmentation. Relationships, Selling and Negotiation skills. Project management.	3
8	**FMCG Players Cases:** International Players National Players	2

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FINANCIAL SERVICES:

Sr. No	Topic	Duration (Hrs)
1	**Financial Market Fundamentals:** **Equity Markets**: Capital Markets, Role in the Economy, Brief History of BSE and NSE. Trade lifecycle of a financial instrument, Market Participants. **Bond Markets:** Introduction to bond markets. Key terminologies and Regulatory aspects related to the bond markets. Key players in the Bond Markets (such as FIIs, Hedge Funds etc.) **Debt Instruments:** Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase ''Agreements etc.).	6
2	**Marketing of Financial Services:** **Importance of Financial Planning:** identification of investment needs for retail investors, studying investment behavior - Household Vs. Institutional Investors. **Alternate Investment Products:** Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view. **Career opportunities in Marketing of Financial Services.**	5
3	**Insurance:** **Basics of Insurance:** Basic understanding of insurance products, types of insurance policies - Role of IRDA, Insurance industry in India. **General Insurance:** Types of liabilities covered, extent of insurance value, and conditions. **Life Insurance:** Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds. **Marketing Channels in Insurance Markets:** Various channel members in the Industry such as Insurance Agents, Distributors, etc. **Basic Understanding:** Property and casualty/liability insurance, Commercial Insurance, Health Insurance.	6
4	**Other Financial Services:** ✔ Leasing / Hire Purchase ✔ Housing Finance ✔ Credit Cards ✔ Credit Rating Services ✔ Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital.	3
5	**Mutual Funds:**	3

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	Mutual Funds and their importance, Basic understanding of NAV and calculation of a Fund – NAV. Types of Mutual Funds in India, classified on the basis of Structure, Investment Objective, and Investment Plan, Relative risks associated with various Mutual Funds in India. Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF. Basic understanding of a 'Hedge Fund' and its key features, Process of Fund Selection and various related measurement parameters, Various expenses incurred by a Fund, Guidelines for Investment Advisors while selling Mutual Funds to the clients.	

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MARKETING OF HOSPITALITY SERVICES

Programme: PGDM Semester - III **Course Code: G - ME - 310**
Revised in: January2016 **Total Hrs: 30**

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1. Objective:

- To introduce students to the marketing of hotels and restaurants.
- To explain how marketing activities in the hospitality industry address the needs of many different types of buyers.
- To explore the future of hospitality marketing & skill set required to be employed in the hospitality sector.

2. Core books for Reading:

- Marketing in the Hospitality Industry, Fifth Edition, by Ronald A. Nykiel.
- Kotler, P., Bowen, J. & Makens, J. (2006). Introduction: Marketing for hospitality and tourism. In Marketing for Hospitality and Tourism.

3. Reference Books:

- Kotler, P., Bowen, J. & Makens, J. Public Relations and Sales Promotion in Marketing for Hospitality and Tourism.
- Walker, J. (2009). Hospitality Marketing. Introduction to Hospitality.
- Reid, R. & Bojanic, D. (2006). Introduction to hospitality services marketing.

4. Pedagogy:

- Audio files and listening to audio cassettes
- Video files and watching clippings
- Scrap Book
- Role plays & Games
- Student presentation individually and in groups
- Field Visits

Sr. No	Topic	Duration (Hrs)
1	**Understanding the Hospitality Industry:** Overview of the hospitality industry Various sectors Growth Prospects etc.	4
2	**Service Marketing:** The marketing concept Product marketing vs. services marketing	3
3	**The Marketing Plan:** Analyzing marketing opportunities and challenges: The macro-environment	5

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	Analyzing your markets: Consumer vs. business markets Market segmentation Conducting market research	
4	**Marketing Mix in Hospitality:** 8 P's of marketing Product Price Place Promotion People Packaging Programming Partnership	8
5	**Promotional Mix in Hospitality Industry:**	5
6	**Advertising:** Sales Promotion Personal Selling Public Relations	
7	**Electronic Marketing:** Database Marketing	3
8	**Future of Hospitality Industry:** Trends Growth Prospects Skills required etc	2

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TELECOM MARKETING

Programme: PGDM Semester- III **Course Code: G -ME - 311**
Revised in: January 2016 **Total Hrs: 30**

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1. Objective:

- To understand Basics of Telecom Network and Products.
- To understand the Marketing strategy of different company for different products.
- To understand the significance of Customer Relationship Management in Telecom Industry.

2. Text Books:

- Strategies For Success In The New Telecommunications Market-Karen Strouse-ISBN-1580531423.
- Understanding Telecom Management- Vinayshil Gautam, Sanjay Sinha- Concept Publishing Company, 01-Jan-2004.

3. Reference Books:

- Telecommunications Management, Nolan Vincent Jones, Publisher-Virtualbookworm.com Publishing, 2004

4. Pedagogy:

- Class Room Lectures, Power Point Presentations, Case study, Guest Lecture, Audio / Video input Clippings, Research Papers.

Sr. No	Topic	Duration (Hrs)
1	**Telecoms Foundation- Technology & Business:** The Telecoms Business Environment, Network Building Blocks, Fixed Networks, Fixed Broadband Networks, Mobile Networks, Mobile Broadband Networks, Value Added Services, Telecoms Industry Outlook.	8
2	**Cloud for Telecoms Operators:** Introducing the Cloud Service Models. Migration to the Cloud, The role of the Telecoms Operator. The Telecoms Cloud Market Place.	3
3	**Telecoms Marketing Strategies in Industry context:** Convergence, content and competition, Customer context: choice, customer, lifetime value, Setting and managing customer, expectations, Sustainable competitive advantage, Customer needs: consumer vs enterprise and wholesale vs retail, Profitable partnerships, Product mix: branding, pricing, bundling, channels, Promotional mix: advertising, PR, viral Marketing.	5

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4	**Developing Profitable Market Segments in Telecoms:** Identifying nascent and incipient segments, Service requirements of different Segments, Quantifying segment revenue and profit potential, Applying quantitative and qualitative appraisal, Assessing segment viability, Differentiation for identified segments, Segment-specific product and service, Bundles, Segment promotion and channel Requirements.	4
5	**Pricing Strategies for Telecoms:** Pricing Evolution and objectives, Customers & profit, Influences on Pricing Strategy, Next Generation Networks & pricing, Pricing Options and Strategies, Differentiated pricing, Bundling Strategies, Billing & Charging Options.	3
6	**Telecoms Market Analysis & Evaluation:** In-depth analysis of macro- and micro environmental factors, Detailed analysis of competitor activity ,Impact of competitor activity on customer expectations and choice, Establish sources of sustainable competitive advantage, Identify and assess short- and long-term market opportunities, Optimize competitive positioning within selected markets, Alignment of organization with market, imperatives Measure return on marketing Investment (ROMI).	3
7	**Customer Engagement in Telecoms:** The 21st century telecoms marketing environment. Defining the purpose of customer, engagement when to engage and who to engage with, The engagement process, Designing a customer engagement strategy, Implementing a customer engagement Strategy.	2
8	**Customer Experience Management in Telecoms:** Can CSP's earn their customers' love?, Mapping the customer experience, Defining end-to-end CEM, Implementing end-to-end CEM.	2

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HUMAN RESOURSE AUDIT

Programme: PGDM Semester: III **Course Code: G- ME - 312**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of course student should

- Be able to understand the importance of HRA practices in organizations
- Know how to implement HRA models and ways in which HRA impacts the Strategic Decision Making of an organization.
- Know the methods and reporting format of HR Audit.
- Be able 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. Core text book

- HRD audit: T.V.Rao

3. Reference books

- Human Resource Accounting – R. K. Patra
- Human Resource Accounting - R.K. Gupta
- Human Resource Planning and Audit – Arun Sekhri

4. Pedagogy

- Class room lecture, Cases, article

Sr. No	Topic	Duration
1	**Introduction:** Concept of HR Audit, Basic components of HR Audit, Approaches to HR Audit, HR Audit practices, Elements of good HR Audit	6
2	**Conducting an HR Audit:** HR Audit and HR functions (recruitment, training, labor laws, business improvement, etc.)	6

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3	**HR Audit Methodology:** Questionnaires, Interviews, Observations, Secondary Data Analysis, Audit Instruments, Designing Audit Instruments	6
4	**Scoring :** HR Score-Card, Analyzing Secondary Data	6
5	**HR Audit Report Writing:** Essentials of the HRA report, HRA checklist.	6

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STRATEGIC HUMAN RESOURCE MANAGEMENT

Programme: PGDM Semester- III **Course Code: G-ME-313**
Revised in: January 2016 **Total Hrs: 30**

1. 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 and Training & Development. The application oriented activities will help students apply the concepts to their workplaces.

2. Core text book for Reading:

- Human Resources Management- Aswathappa (5th /6th Edition)

3. Reference Books:

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

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

S. No	Topic	Duration
1	**Human Resources as Strategic Business Partner –** 1. Concept of Strategic Partner 2. HR evolution as Cost Centre to Strategic Business Partner 3. Linking Business Strategy to HR Strategy 4. HR a supportive Role to Business / Managers / Employee 5. HR in Y Gen after Automation impact (not in copy book) 6. Concept of 80 -20	**5**
2	**HR Role in guiding Line Managers –Functional managers** 1. What line Managers except from HR visa via what HR except from Line Functional Managers l 2. Creating value proposition for HR as function & its meaningful contribution in overall growth of Org.	**5**

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	3. 3.Transactional and Transformation Role of HR	
3	**HR Metrics -** ● Concept of HR Metrics / Meaning / Scope ● Functions wise HR Metrics (PMS . C&B, Employee Engagement, T&D, Recruitment and Selection, Career Planning, Employer Branding etc. ● Metrics for HR Dept.	**5**
4	**HR Service Centre -** ● Concept / Scope of HR Service Centre ● 2. SLA (Service Level Agreements) for HR Service Centre ● Seating up HR Service Centre (process mapping, technological requirements, Intranet / Portal) ● Role of Technology (ERP) in running HR Service Centre ● Measuring HR Service Centre effectiveness	**5**
5	**Project - Field Report (20 marks)** ● Students to visit any known industry and fill the questioners, interview HR Manager with pre sanctioned questioners ● Submit the detail report with presentation to HR Faculty	**4**
6	**High Performing Organizations and failed organizations –** ● Concept of High Performing Organizations ● Creating Performance oriented Culture ● Differentiating role of HR in High Performing Organizations ● General Electric -GE Case study as High Performing Org. ● Critical analysis of routed organizations	**4**
7.	**Employee Engagement –** ● Basic concept Employee / Talent Engagement ● Innovative Employee Engagement Practices ● Employee Engagement and Attrition Control ● Measuring impact of Employee Engagement	**2**

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CREDIT ANALYSIS &APPRAISAL

Programme: PGDM Semester: III **Course Code: G-ME-314**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

- To familiarize students with the various aspects of credit management.
- To introduce the various processes involved in the credit monitoring practices.

2. Core text book

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

3. Reference books

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

4. Pedagogy

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

Sr. No	Topic	Duration (Hrs)
1	Principles of Credit Management: Principles of Lending - Evaluation of Borrower – Sanctioned limit-Principles of good lending	4
2	Credit Evaluation -Financial statement analysis- Cash flow analysis - Projections- Management of the firm and other factors- Feasibility study.	5
3	Credit Policy in Banks: Need for Credit Policy - Types of Credit - Bank Credit for Various Sectors, Lending to different categories of borrowers- Sole Proprietorship, Partnership, Ltd. Companies –Procedure	5

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4	Working Capital Lending – Tandon Committee, Nayak Committee, Assessed Bank Finance(ABF), Term Lending & Project Finance	5
5	Documentation: Importance of Documentation -Renewal of Documents - Security Offered for Document, Different Types of Charge- Mortgage, Pledge, Hypothecation, Lien, Assignment	6
6	Credit Monitoring: Financial Supervision - Financial Follow-up - Financial Follow-up Reports- - Physical Follow - up.-Identifying Problem Loans - Loan Classification - NPA management	5

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LEGAL ASPECTS OF BANKING

Programme: PGDM Semester: III **Course Code: G - ME - 315**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

- To impart knowledge to students in the domain of legal aspects affecting banking operations and to acquaint them with important legal enactments affecting bankers

2. Core text book

- Legal Aspects of Banking - Indian Institute of Banking & Finance for DB F Course

3. Reference books

- Case Book on law of banking-Dastoor
- Legal decisions affecting bankers- K. Randeria

4. Pedagogy

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

Sr. No	Topic	Duration (Hrs)
1	Legal framework of regulation of banks, RBI Act, 1934, Banking Regulations Act, 1949, role of RBI as regulator of banks, role of Government as regulator of banks	5
2	Legal aspects of banking operations- bank guarantees, letters of credit, law relating to securities & modes of creating charge	5
3	SARFAESI Act- key concepts, provisions relating to asset reconstruction companies , enforcement of security interest	5
4	Important provisions of Consumer Protection Act, 1987 ,The Banking Ombudsman Scheme, 2006	5
5	Debt Recovery Tribunal Act- Jurisdiction powers, & authority of tribunals, procedure of tribunals	5

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6	Important provisions of Prevention of Money Laundering Act 2002 & Information Technology Act 2000 & Foreign Exchange Management Act, 1999	5

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MARKETING SPECIALIZATION

Semester IV

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INNOVATION MANAGEMENT AND SUSTAINABILITY

Programme: PGDM Semester – IV **Course Code: G – GC-401**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- To explain the relationship between innovation and organizational performance.
- To understand the nature, importance and context of innovation.
- To relate that innovation and sustainability are the principal drivers of a process.
- Develop knowledge and tools for a Green organization.
- Have insights into the Basics of Sustainability, the guidelines for implementing sustainability practices.

2. Core text book for Reading:

- Innovation Management by Dr. C.S.G. Krishnama Charyulu and Dr. R. Lalitha, Himalaya publishing.
- The Necessary revolution by Peter Singe

3. Reference Book:

- Westland, J.C. (2008) Global Innovation Management: A Strategic Approach, Palgrave Macmillan
- The sustainable MBA Giselle Weybrecht
- Strategy for Sustainability: A Business Manifesto - Adam Werbach

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Innovation Management Basics:** Innovation Management, Innovation Environment, Innovation Opportunities, , Definitions of Sustainability, Significance of Sustainability, Relation between Innovation and Sustainability	3
2	**Managerial Aspects of Innovation Function:** Organization for Innovation, Strategizing Innovation Managing Innovation Function, Climate and Culture for Innovation.	4
3	**Innovation Process:** Early Stage Innovation, New Product Development, Criticality of the Value Proposition, Differentiation, and Paths to Market.	5
4	**Managing Innovation Projects:** Innovation and Entrepreneurship, Research & Development Management, Innovation Project Management.	5
5	**Innovation & Creativity:**	6

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	Creativity and Human Factors – Individual, Team, and Leadership; Creative individual, Group Creativity, Managing Creative Employees.	
6	**Innovation strategies:** Opportunity Recognition and Execution Strategies: Capturing Value from Innovations.	4
7	**Managing Innovations:** Process Innovations, Product Innovations, Innovation Diffusion, Legal Aspects of Innovation, Innovative Society.	8
8	**Transformation to Sustainability:** Various Models and Case Study	6
9	**Sustainability for competitive advantage:** Case studies	4

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CUSTOMER RELATIONSHIP MANAGEMENT

Programme: PGDM Semester – IV **Course Code: G - MC - 402**
Revised in: January 2016 **Total Hrs: 45**

1.Objectives:

At the end of the course the student should be able:

- To have a clear concept of CRM and its practices in modern businesses.
- To design suitable practices and programs for the company they would be working with.
- To highlight the role of appropriate business process and technology management.
- To emphasize CRM as a business strategy with capabilities for managing customer relationships.

2.Core textbooks for reading:

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

3.Reference Books:

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

4.Pedagogy:

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

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Sr. No.	Topic	Duration (Hrs.)
1	**Changing nature of Marketing and customer services:** Definition, nature and concept of CRM, 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, Customer Life Cycle, Characteristics of empowered customers, 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, Changing nature of customer service.	8
2	**CRM overview and Basic Concepts :** Emergence of CRM: Introduction to the Concepts of Relationship Marketing(RM), Customer Experience Management(CEM), Customer Touch Point Value (CTV), Key Customers, Considerations to decide Key Customers, Strategies for Key Customers, RFM Model, Customer Lifetime Value(CLV) calculation, Significance of CLV, Concept of Personalization and Mass Customization. KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating Customer Relationships.	8
3	**CRM Strategy :** Strategic orientation for CRM, Extending the concept of Relationship, The technology orientation, A strategic framework for CRM, Customer Acquisition: Input for acquisition, Requisites for effective acquisition, Customer Adoption Process, Customer acquisition strategies, Sales Force Automation(SFA): Objectives of SFA, Tasks for SFA, Understanding resistance to SFA systems, Strategic advantages of SFA, Key factors for successful SFA, Customer Interaction Management (CIM): Routes to CIM, Factors influencing CIM, Campaign Management: Steps to be followed for effective campaign management, Channel Optimization: Requisites of Channel Optimization, Customer retention strategy: Various Customer Retention strategies, Customer Win-back strategy: Identify who is about to terminate, Various Customer Win-Back Strategies.	10
4	**CRM Process :** Planning for CRM: Elements in CRM planning, Preparing the CRM business plan, Role of IT for CRM, Analytical CRM, Operational CRM, Collaborative CRM, Business Process Re-engineering (BPR): Meaning with examples, Process Mapping and Process Blueprinting, Change Management.	4
5	**Tools for CRM:** Decision Support System (DSS), Data Mining and Data Warehousing, Business Intelligence, Enterprise Resource Planning (ERP), eCRM: Basic concepts of eCRM, Benefits of eCRM, Steps in eCRM, Success factors in eCRM, CRM tools: ORACLE, SIBEL, Sales Logix, Talisma. Customer Relationship Management: Technology Dimensions - E-	7

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	CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones.	
6	**CRM Implementation :** Choosing the right implementation approach: Implementation of CRM for what and where (SBU level, Corporate level), Steps in CRM implementation, Expected benefits of CRM implementation.	3
7	**Guarding against CRM failures :** Creating the right culture, Ensuring right CRM implementation, The 7 deadly sins in CRM.	2
8	**Sustainability in CRM :** Rural CRM, customer relationship management practices in retail.	3

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INTERNATIONAL MARKETING

Programme: PGDM Semester – IV **Course Code: G - MC - 403**
Revised in: January 2016 **Total Hrs. 45**

1.Objectives:
At the end of the course the student should be able:

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

2.Core text book for Reading:

- International Marketing Management – Warren Keegan & International Marketing –Concepts & Cases -Dipak Jain

3.Reference Book :

- G. Cateora & International Marketing – Andrew Hill

4.Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Introduction and Orientation –International Marketing:** Basic understanding of international marketing (I.M), marketing definition, key marketing terms and concepts, marketing orientations, distinction between sales and marketing. Video Case Study –Age of Wal-Mart.	5
2	**Segmentation, Targeting & Positioning –International Marketing**	6
3	**Developing the Marketing Mix - International Marketing:** 4Ps, 7Ps, 4Cs of marketing , Product characteristics and classifications, product differentiation ,Product hierarchy, product systems, product mixes, PLC, NPD, Product Life Cycle marketing strategies ,Case Study -: Field Fresh Foods.	10

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4	**Market Entry Strategies :** Licensing, Franchising, Joint Ventures, Mergers & Acquisitions, Greenfield ventures, Exporting, Contract Manufacturing, Agents, Video Case Study –Mergers & Acquisition –CNBC Documentary.	4
5	**Sustainability Practices – International Marketing:** Sustainability –Meaning & Significance, Scope in International Marketing Scenario, Sustainability –Challenges & Potential source of competitive advantage and differentiation, Sustainability-Trends, & Global Best practices cases.	3
6	**Designing and managing services- International Marketing:** Nature, categories, characteristics of services, Marketing strategies. Services differentiation, Brand strategies, Services marketing mix.	2
7	**Global Retailing & Logistics - International Marketing :** Distribution strategy, Importance of channels, channel functions and flows, levels of channels, Channel design, channel management, VMS, channel conflict, e-commerce , Retailing - types, marketing decisions, private labels. Wholesaling-types, trends. Changing trends in logistics & its strategic implications competitive advantage through channel management, Video Case Study -: Wal-Mart & IKEA.	8
8	**Integrated Marketing Communication Strategy:** Significance of IMC, Marketing communications mix/modes, developing effective communications, Developing advertising programmed, deciding on media and measuring effectiveness. Sales Promotion- objectives, major decisions. Promotion vs. advertising , Personal Selling- sales force management., Public relations, Direct Marketing, Events, Interactive and word-of outh marketing Case Study – Indian Premier League.	7

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Programme: PGDM Semester: IV **Course Code: G – MC – 404**
Revised in: January 2016 **Total Hrs: 45**

1. Objectives:

At the end of the course student should

Exposure to cases in marketing provides illustration of application of marketing theories in practice. These result in appreciation of marketing concepts through simulation by cases linked to various concepts. Attempt is to help students gain a practical insight to various aspects of marketing management.

2. 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

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

Sr No	Topic
1	Case on Segmentation, Targeting, Positioning
2	Case on Consumer Behavior (Product)
3	Case on Consumer Behavior (Service)
4	Case on Product and Brand
5	Case on Marketing Strategy
6	Case on Distribution & Supply Chain Management
7	Case on New Product Development
8	Case on Innovation / Start up
9	Case on Branding Challenges and new corporate world.
10	Case on Corporate Social Responsibility (CSR)
11	Case on Current trends in Rural Marketing.

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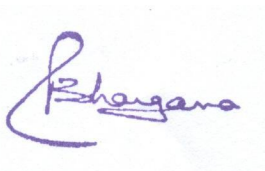

RURAL MARKETING

Programme: PGDM Semester – IV **Course Code: G - ME - 405**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course the student should:

- Be able to understand the present level of penetration of products and services in rural markets and their potential.
- Get have knowledge of innovative marketing strategies and campaigns developed by Indian firms as well as MNCs for the Rural Markets.
- Be able to understand product, price, distribution and promotional strategies for different classes of product targeted at Rural Consumers.

2. Core text book for Reading:

- Rural Marketing Text and Cases by Krishnamacharyulu and Ramakrishna

3. Reference books:

- Rural Marketing by R Krishnamoorthy
- Agricultural Marketing in India by SS Acharya & N.L. Agarwal
- Rural Marketing Management by T.P. Gopalswamy
- Introduction to Agricultural Economics and Agribusiness
- Management by JM Talati, V.G.Naik and V.N.Jalgaonkar

4.Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Introduction to Rural Marketing:** Scope; Nature, Significance. Rural Vs. Urban Marketing Attractiveness of Rural Markets. Factors influencing Rural Marketing: Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, Technological environment, innovations, political environment, Development initiatives, and implications on rural marketers.	3
2	**Rural Consumer Behavior:** Changing Profile of the Rural Consumer Understanding Rural Consumer Behavior, Changing Profile of the Rural Consumer.	3
3	**STP Marketing in Rural Context:** Segmentation in rural context ,Targeting in rural context	3

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	Positioning in rural context.	
4	**Marketing of services in rural markets, microfinance**	3
5	**Product Strategies for rural markets.**	3
6	**Pricing strategies for the rural market.**	3
7	**Promotion strategy for the rural markets:** Promotion strategy for the rural markets, Sales force management in rural markets ,Media Planning for rural markets.	3
8	**Distribution Strategies for the rural markets:** Non-Conventional methods of Reaching Rural Markets SCM for Rural Markets.	3
9	**Marketing Strategies & Tactics with reference to rural markets:** FMCGs, Consumer Durables, Services , Agricultural Inputs ,Case of HUL - Project Shakti, Case of CFCL -Uttam Bandhan, Case of ITC - e-Choupal, Case of Colgate - Education, Case of HLL - Social Marketing, lessons from experience.	4
10	**Sustainability through Innovations:** Use of internet and mobile technology in Rural Market Growth.	2

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MARKETING OF IT & ITES

Programme: PGDM Semester: IV **Course Code: G- ME - 406**
Revised in: January 2016 **Total Hrs: 30**

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1. The objectives:

At the end of this course the student should be able to :

- Understand facets of software marketing as a field of study
- Develop in depth of understanding of Software Marketing Practices
- Market software products successfully

2. Core text book for Reading:

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

3. Reference book for Reading:

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

4. Pedagogy:

Lectures, Presentations, Case Study Analysis and Class Projects

S. No	Topic	Duration (Hrs)
1	**Global and Indian Software Industry Environment:** Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software Export Industry.	4
2	**Services Marketing Mix:** 7 Ps of Services Marketing Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/ Business analysis and creating/ sustaining competitive advantage -Segmenting, Targeting and Positioning.	4
3	**Promotion:** Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion; Trade Shows, Role of Relationship Marketing in promoting software.	4

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4	**Distribution:** Place - Distribution Strategies for Software Products / Services; Challenges in distribution of Software Products and Services; Role of Internet in distribution of Software Products and Services. Pricing: Factors involved in pricing software Products, Price estimating for Software Projects.	4
5	**IT & ITES marketing:** In International markets & Legal aspects of IT & ITES marketing.	4
6	**Customer Satisfaction & Service Quality:** Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services.	4
7	**Introduction to Enterprise:** Software solution and Hands on experience on any of the Enterprise software solution.	6

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HR MANUAL

Programme: PGDM Semester IV **Course Code: G-ME- 407**
Revised in: January 2016 **Total Hrs: 30**

1.**Objective:**

- To orient students about contents of HR Manual.
- To design HR manual complying with rules & regulations.
- To appraise various policies which make part of HR Manual.

Unit no.	Unit Heading	Content of Unit	No. of hrs
1	Introduction to HR Manual	HR Manual: Concept, Importance, Contents, Important considerations while preparing HR Manual	3
2	Policies and Procedures	Defining Policies & Procedures, why policies are important, Steps in developing Policies, Role of BOD in HR policy development	4
3	Recruitment & Selection	Purpose, Policy, Selection Process, Job Description, Staff Contract Policy,	4
4	Employee Development	Performance Management procedure, Positive corrective action procedure, TNI procedure, Employee Recognition	4
5	Leaves & Travel	Leave Entitlement: Casual Leave, Earned Leaves, Maternity Leaves, Paternity Leaves, Absence without leave, Working Hours & Holidays, Travel entitlement & allowance,	5
6	Compensation & Benefits	Compensation Philosophy, staff Salary Plan, Overtime rates, Retirement Planning, Educational Advantages	5
7	Employee Service	Employee References, Staff Grievance procedure, F&F procedure, Exit interview procedure & Questionnaire, Other services.	3
8	Employee Separation	Exit Process, Notice Period, Violating rules, Termination Resignation formalities	2

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PROJECT OF BEST HR PRACTICES

Programme: PGDM Semester IV **Course Code: G-ME-408**
Revised in: January 2016 **Total Hrs: 30**

Objective:
Exposure to working of organization with respect to some best practices of managing HR. Entails project based comparative study of organizations.

Unit no.	Content	No of Sessions
1	Case Studies on Best HR Practices like: ● Recruitment ● Retention ● Training ● PMS ● Succession Planning ● Employee Engagement ● Compensation	15
2	Visit at least 2 Organizations, study & Compare their HR Practices and make a Report on it	15

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RURAL BANKING & MICROFINANCE

Programme: PGDM Semester: IV **Course Code: G-ME-409**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of this course the student should:

- understand the rural financial sector and sharpen his awareness of the fundamental issues of rural finance
- Understand the key issues linked to rural banking including the challenges inherent therein and get acquainted with the initiatives taken for addressing the said issues.
- Familiarize himself with the micro finance initiative as a socially responsive and yet commercially viable proposition

2. Core text book

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

3. Reference books

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

4. Pedagogy

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

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Sr. No	Topic	Duration (Hrs)
1	Composition of the Institutional Credit System (ICS) in India and roles played by different constituents of ICS – Scheduled Commercial Banks, Regional Rural Banks, Co-operative Credit Societies- Regulatory Framework in Rural Financial Institutions- Role of RBI & NABARD	5
2	Major policy initiatives launched in India for aligning the banking system to socio-economic goals of the national development process - priority sector in lending, Nationalization of major commercial banks.	5
3	Outline of subsidy-linked credit programmes of the Government like PMRY, SGSY,SJSRY &SLRS	5
4	Initiatives of the Government (without subsidy-link) like Kisan Credit Card, Differential Rate of Interest (DRI) scheme (KCC) scheme, Financing of Agriclinics/Agribusiness Centres	5
5	Genesis and evolution of microfinance: different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India. Micro-Finance Institutions	5
6	Role of various stakeholders like the government, the non-government organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative	5

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FINANCIAL MARKETS

Programme: PGDM Semester: IV **Course Code: G-ME-410**
Revised in: January 2016 **Total Hrs. 30**

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1. Objective:

At the end of course student should

- To give the students a basic understanding of the products, players and functioning of financial markets, particularly the capital market.

2. Core books for Reading:

- Financial Markets: A Beginners' Module, Workbook from NSE

3. Reference Books:

- Gurusamy, Financial Markets and Institutions, Tata McGraw Hill.
- Saunders, Financial Markets and Institutions, Tata McGraw Hill.
- Thummuluri, Siddaiah, Financial Services, Pearson Education.
- Khan, Indian Financial Systems, Tata McGraw Hill

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Investment Basics:** Need for investment, Equity, Derivative, Mutual fund, Depositories; Dematerialization, Investment Alternatives: short term and long term financial options; Stock Exchange.	5
2	**Primary Market:** Role of the Primary Market,Initial Public Offer, Book-building process, Allotment of Shares, Private Placement, Face Value, Premium and Discount in Securities Market, foreign capital issuance: ADR,GDR,ADS.	5
3	**Secondary Market:** Introduction ,Role & functions of SEBI, Depositories, Stock Exchanges, Listing, Membership, Trading, Clearing & Settlement & risk management, equity investment, debt investment.	5
4	**Financial Instruments:** Mutual Funds: Regulatory Body,Benefits, NAV,Risks involved investing in mutual funds, different types of mutual funds,different investment plans, fund management, ETF.	5
5	**Corporate Actions: An overview, Index, Clearing & settlement and redressal.**	5
6	**Financial Statement Analysis: Concepts and modes of Analysis,**	5

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	Stock Market related ratios, understanding annual report, Ratio Analysis, Balance Sheet and Profit Loss Statement Analysis.	

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HUMAN RESOURCE SPECIALIZATION

Semester - II

FINANCIAL MANAGEMENT

Programme: PGDM Semester: II **Course Code: G-GC-201**
Revised in: January 2016 **Total Hrs : 45**

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1. Objectives:

- To familiarize the students the different financial functions to be discharged by a finance manager.
- To analyze the impact of financial decisions on an corporate entity.
- To understand sustainability issues affecting financial statements,
- To develop the analytical skills by associating the tools and techniques for interpretation of business information and application of financial theory in financing related decisions.

2. Core text book for Reading:

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

3. Reference book for Reading:

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

4.Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Introduction to Financial Management:** Meaning and significance of Financial Management, Understanding the financial Statements, Various Sources of Funds.	2
2	**Ratio Analysis:**	6

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	Ratio – Meaning & Significance, various types of ratios, Liquidity ratios, Profitability ratios, Efficiency Ratios, Solvency Ratios. Interpretation of ratios. Du-Pont Analysis Numerical on: Calculation of ratios from Balance sheet or profit and loss account or data given.	
3	**Capital Budgeting:** Capital Budgeting- Introduction, Capital Budgeting Decision techniques. Non Discounting Techniques-ARR & Payback period Method, Discounting Cash flow techniques-discounted PB method, Profitability index method, NPV method, IRR. Numerical on: Payback Period, ARR, NPV, IRR, PI and Discounted Payback Period.	10
4	**Leverage Analysis:** Degree of Operating Leverage & Business Risk, Degree of Financial Leverage & Favorable and favorable financial Leverage. Numerical on: Simple calculation of operating, financial and combined leverage.	4
5	**Cost of Capital:** Cost of Capital – Meaning & Significance , Methods of calculating cost of capital (Equity, Preference shares, Debentures, Long Term loans), Weighted Average Cost of Capital ,Concept of Weighted Marginal Cost of Capital & EVA . Numerical on: Calculation of WACC (using market value and book value weights).	5
6	**Capital Structure:** Capital Structure - Meaning & Significance, factors of Optimum capital structure, Various aspects of capital structure. Theories of Capital Structure: Net income approach, Net operating theory approach, Traditional theory, Modigliani Miller propositions I & II Concept of Over capitalization and Under capitalization.	4
7	**Working Capital Management:** Working Capital Management – need, Sources of working capital, factors determining working capital, operating cycle. Numerical on Working capital calculation based on cash cost and total cost	6
8	**Corporate Dividend Policies:** Basics Concepts, Dividend Models, Relevance Theories-Walter's model, Gordon's Model, Irrelevance Theories-Modigliani-Miller model. Dividend Policies-Concept of Agency cost, Free Cash-flow Hypothesis & Bird -in-hand Argument.	2
9	**Introduction to sustainability in financial statements**	2
10	**Comprehensive Cases in Finance**	4

IBS-HEDM 2016-18

BUSINESS RESEARCH METHODS

Programme: PGDM Semester - II **Course code: G - GC - 202**
Revised in: January 2016 **Total Hrs. : 45**

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1. Objectives:

- To understand the concept and process of business research in business environment.
- To know the use of tools and techniques for exploratory, conclusive and causal research.
- To understand the concept of measurement in empirical systems.
- To use statistical techniques for analysis of research data.

2. Core books for Reading:

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

3. Reference Books:

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

4.Pedagogy:

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

Sr. No	Topic	Duration (Hrs)
1	**Foundations of Research :** Meaning, Objectives, Motivation, Utility, Research Process, Type Of Research, Research Methods And Methodology, Criteria For Good Research, Characteristics, Difference Between Methods & Methodology	2
2	**Research Problem & Hypothesis formulation:** Research Problem Identification & Formulation-Concept & Steps, Research Question - Hypothesis - Qualities Of A Good Hypothesis - Null Hypothesis & Alternative Hypothesis (Concept Only), Concept Of Independent & Dependent Variables, Extraneous Variable.	5
3	**Research Design:** Concept, Features Of A Good Research Design, Use Of A Good Research Design Qualitative Research And Quantitative Research Approaches, Exploratory Research Design, Causal Design, Descriptive Research Designs And Experimental Design, Concept Of Cross-Sectional And Longitudinal Research.	4
4	**Types of Data - Secondary Data:**	5

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	Definition, Sources, Characteristics, Searching World Wide Web For Data, Issues To Be Considered For Secondary Data, Reliability, And Consistency. Types Of Data - Primary Data: Definition, Advantages And Disadvantages Over Secondary Data.(Web Base Search Project-Secondary Database)	
5	**Measurement & Data:** Concept Of Measurement, Problems In Measurement In Management Research, Concept Of Validity And Reliability. Levels Of Measurement - Nominal, Ordinal, Interval, Ratio.	3
6	**Scales:** Constant Sum Scales, Graphic Rating Scales - Ranking Scales - Paired Comparison & Forced Ranking. Attitude Scaling Techniques: Concept Of Scale - Rating Scales Viz. Likert.	2
7	**Questionnaire Method:** Questionnaire Construction - Personal Interviews, Telephonic Survey Interviewing, Email/Internet Survey, Online Survey Sites, Their Utility, Sampling: Basic Concepts: Defining The Universe, Concepts Of Statistical Population, Sample, Characteristics Of A Good Sample. Sampling Frame (Practical Approach For Determining The Sample Frame Expected), Sampling Errors.	4
8	**Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling Methods. Practical Considerations In Sampling And Sample Size, (Sample Size Determination Formulae And Numerical Not Expected).	3
9	**Data Analysis :** Editing, Coding, Univariate Analysis - Tabular Representation Of Data, Frequency Tables, Construction Of Frequency Distributions And Their Analysis In The Form Of Measures Of Central Tendency - Mean, Median And Mode; Their Relative Merits And Demerits Graphical Representation, Appropriate Usage Of Bar Charts, Pie Charts, Histogram, Bivariate Analysis: Cross Tabulations, Use Of Percentages(Excel & SPSS Exercise)	8
10	**Research Reports:** Structure Of Research Report, Report Writing And Presentation. Project Assignment & Team Project Research Paper Discussion **(Report writing after execution of the Field Project-Based on Primary Database Analysis)**	9

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HUMAN RESOURCE MANAGEMENT

Programme: PGDM Semester: II **Course Code: G - GC - 203**
Revised in: January 2016 **Total Hrs: 30**

1.Objectives

At the end of the course the student should be able:

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. Human resource is considered to be an asset today. The organization need to sustainably manage this asset so as to manage the bottom line. The student studying HRM needs to know how effectively and sustainably manage the resource hence the concept has been added. The application activities will help students apply the concepts to their workplaces.

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

Core text book

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

Reference books

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

4.Pegagogy

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

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Sr. No	Topic	Duration
1	**Introduction:** Importance of HR, HR challenges, Human Resource functions	3
2	**Human Resource Planning:** Objectives and importance, planning process, methods; Job Analysis, Job Design	4
3	**Recruitment & Selection:** Definition, methods of recruitment, process of recruitment and selection, difference between recruitment & selection, sources of recruitment, Selection tools, interviewing methods, Sustainable recruitment practice; INDUCTION and ONBOARDING- Need, importance , process and benefits.	5
4	**Training and development:** Introduction and nature, Difference between training, development and education, training need assessment, designing and administering training programme , types of training, evaluation of T & D programme (Kirkpatrick model)	5
5	**Performance Management System:** Concept, process, overview of methods, role of managers in performance management, outcomes of PMS.	4
6	**Compensation and Benefits :** Compensation structure, Concept of CTC, pay for performance and incentive plans, Benefits and services, fringe benefits.	4
7	**Retirement and Separation:** Types of Retirement/Separation-Superannuation, Resignation-Discharge-Dismissal-Suspension-Layoff. Full & Final settlement process	3
8	**HR Glossary:** Attrition, retention, employee branding, employer branding, green HR, sustainable HR, outsourcing, e-HR (open)	2

ISBS PGDM 2016-18

QUALITY AND OPERATIONS MANAGEMENT

Programme : PGDM Semester – II **Course Code: G - GC - 204**
Revised in : January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course the student should be able:

- To develop an understanding of the strategic importance of Quality & Operations Management and how it can provide a competitive advantage in the marketplace.
- To develop knowledge of the issues related to designing and managing Operations.
- To understand the basic concepts in Production Planning and Control.

2.Core books for Reading:

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

3.Reference Books:

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

4.Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to Quality and Operations Management:** Introduction to Operations Management: Definition, nature, significance and history of Operations Management; Introduction to Quality Management: Definitions of 'quality' from various perspectives; Quality Management-A conceptual framework; Importance of Quality; Cost of Quality (COQ); Dimensions of Product Quality; Dimensions of Service Quality	6
2	**Total Quality Management (TQM) & Lean Enterprise :** Meaning and Principles of TQM; Quality Gurus: W. Edwards Deming, Joseph Juran, Philip Crosby, Kaoru Ishikawa; Lean Management: The philosophy of Lean Management, Organizational challenges in Lean Management; JIT Manufacturing; KANBAN as a control tool; Kaizen-Continuous Improvement; Poka-Yoke; Business Process Re-engineering	7
3	**Six Sigma:** Introduction to six sigma concept; Six Sigma versus Three Sigma; Defects Per Million Opportunities (DPMO); Six Sigma Strategy; Implementing Six Sigma; DMAIC and DMADV approaches in Six Sigma	5

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4	**Facilities Location and Design & Operations Processes:** Strategic importance of location decision,; Factors affecting location decision; Determinants of process characteristics: Volume, Variety and Flow; Types of Processes and Operations systems: Continuous flow systems, Intermittent flow systems, and Project form of Manufacturing; Layout Planning: Types of layouts-Process layout, Product layout, Group Technology Layout, Fixed Position Layout; Service System Design Matrix: Design of Service Systems, Service Blueprinting.	6
5	**Production Planning & Control, Inventory Management & Supply Chain Management:** Role and functions of Production Planning and Control; Inventory Planning and control: Concept of inventory, Inventory costs, EOQ Model,, Inventory control: ROL, ABC analysis, VED, FSN, GOLF, SOS; Inventory turnover ratio, Fixed Order quantity Model and Periodic Review Model; Introduction to Supply Chain management; [Numericals are expected on EOQ and ABC analysis].	6

ISBS PGDM 2016-18

SECTOR STUDY-SEMINAR

Programme: PGDM Semester – II **Course Code: G - GC - 205**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course the student should be able:

- To analyze different sectors on the parameters like history of the sector, global scenario and Indian scenario, contribution of the sector to the world GDP, Stock performance, contribution to Indian GDP, growth, employment, etc.
- To compare between the Indian players with the global players.
- To depict each sector 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.
- To study EIC framework i.e. analysis of Economy, Industry and Company

2.Pedagogy:

- Class Room Lectures, Guest Lectures, Presentations by students, Activities, Case study, Assignments, Tests and Research Papers.
- Business Sectors to be studied

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:

- History
- Global Scenario: Contribution to World GDP
- Indian Scenario
- Growth size of the industry
- Stock Performance
- Revenue Analysis
- Government Policies
- SWOT Analysis of the Sector
- Challenges faced by the sector
- Examples of the companies pertaining to the sector

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LABOUR LAW- I

Prgoramme: PGDM Semester: II **Course Code: G-HC-206**
Revised in: January 2016 **Total Hrs: 45**

1.Objectives

At the end of the course the student should:

- Be able to identify and address labor relations law issues that they may encounter in the field.
- BE equipped with comprehensive knowledge and practical skill to interpret the labor 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 labor laws.

2. Core text book

- Industrial Law – P L Malik
- Industrial & Labor Laws – S P Jain
- Bare Acts

Sr. No	Topic	Duration
1	**Payment of Wages Act, 1936 :** Objective of the Act, Fixation of Wage Periods – Time of Payment of Wages, Deductions which may be made from wages, Maintenance of Registers and Records and Powers of Authority under the Act	10
2	**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.	10
3	**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,	15

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	powers and duties of inspectors, forfeiture of Maternity Benefits, Registers to be maintained, penalties.	
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	10

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INDUSTRIAL RELATIONS

Programme: PGDM Semester: II **Course Code: G-HC-207**
Revised in: January 2016 **Total Hrs: 45**

1.Objectives

At the end of the course the student should:

- Be able to identify and address labor relations law issues that they may encounter in the field.
- Be equipped with comprehensive knowledge and practical skill to interpret the labor 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 labor laws.

2.Core text book

- Industrial Relations by Deodhar Punekar

3.Reference books

- Bare Acts
- Industrial Law – P L Malik
- Industrial Law – J K Bareja
- Labour Laws for managers – B D Singh
- Industrial & Labour Laws – S P Jain

4.Pegagogy

- **For Departmental Inquiry please use Role play Method based on a case (Mock Inquiry)**

Sr. No	Topic	duration
1	**Industrial Relations:** Definition, Concept, Nature and scope of Industrial Relations, Importance and need of Industrial Relations, Development of healthy Labor Management Relations, The various approaches to Industrial Relations.	7

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2	**Industrial Conflicts and Dispute:** Definition, Causes of Industrial Disputes/Conflicts, Difference between Individual Disputes and Collective Disputes. Ways for resolving Industrial Disputes/Conflicts.	7
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. Worker's participation in management.	7
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. 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.	7
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. Misconducts under the Standing Orders. Punishments under the Standing Orders. How to conduct a Domestic Enquiry? Principles of Natural Justice. Building a record against delinquent employees Drafting of Reprimand letters, Show cause notice, Charge-sheet, Suspension Pending Enquiry letters and Dismissal letters. Action against employees pending criminal proceedings or for convicted employees.	5
6	Recommendations of the National Commission on Labor 1969 and 2002; Industrial Relations in India pre independence and post-independence	5

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KNOWLEDGE MANAGEMENT

Programme: PGDM Semester: II **Course Code: G-HC-208**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives

At the end of this course the student

- 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 in companies.
- Core text book

- Knowledge Management - Ganesh Natrajan

2. Reference books

- Human Resource Management in the Knowledge Economy by Mark Lengnick-Hall, Cyndy Lengnick-Hall
- Human Resource Development, 3rd edition: Managing Learning and Knowledge Capital by Brian Delahaye

3. Pedagogy

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

Sr. No	Topic	Duration
1	**Introduction to knowledge management and knowledge workers:** Knowledge management concept, Significance of KM , history of KM, relationship of KM with other concepts, KM in companies, Culture and KM	7
2	**Understanding knowledge:** Understanding the difference between data, information and knowledge Understanding the various types of knowledge viz. tacit and explicit, Knowledge cycle, tools to share tacit knowledge, Knowledge market.	10

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3	**Knowledge Management Tools:** Diagnostic technologies and their value, Data management, information technology and organizational productivity, Web-centric knowledge management, Global, joint, simultaneous problem solving in a value network, Content Analysis	10
4	**Communities of Practice and KM** • Why CoP is important (and more significantly, what is it?)? • Designing CoP with people in mind and not technology • Making CoP work Need for customizing KM within organization • Pitfalls of a global KM system and problems of cross-border issues in Knowledge management, Social networking and knowledge management.	8
5	**KM: the Indian experience** • Discussion of the case of Infosys, Tata Steel, Deloitte and other organizations that are experimenting with KM • The problems Indian organization face with respect to KM	7
6	Knowledge Management Tools /Automated Systems for KM	3

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LEARNING AND DEVELOPMENT

Programme: PGDM Semester: II **Course Code: G-HC-209**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able to:

- Develop an understanding of the skills, abilities, and practical elements of employee development and performance improvement in organizations.
- Differentiate between Training and Development and Recognize the Role these activities play in building Human Capital.
- 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 Current Trends In Learning And Development.

2.Core text book for Reading:

- Employee Training and Development by Raymond Noe (Tata McGraw Hill)

3.Reference book for Reading:

- Human Resource Development, T.V.Rao, Sage India.Pvt.Ltd.
- Effective Training Systems, Strategies and Practices, P. Nick Blanchard, James W. Thacker

4.Pedagogy:

- Case study, presentations, assignments and group activities, project

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction To L&D** Definition, Overview of Learning Theories, Learning Styles, Adult Learning, Importance of Learning, Characteristics of Effective Trainer, Difference between training, education and development and Transfer of Learning	4
2	**Learning Organizations:** Introduction to learning organizations, Characteristics of Learning Organization/ Strategies for creating Learning Organizations, Role of HR in Learning Organization, , Learning processes is different sectors and PCMM model, CMM model	7
3	**Training Need Assessments** Importance and Mechanisms, Different sources of capturing training needs, Process of Training Need Analysis, Setting Training Objectives, Devising Training Program	8
4	**Training in Organizations:** Factors affecting Training Programs, Prepare a Training Calendar and Budget, Communication for Training Schedule, Key factors to be considered during	8

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	implementation of Training Program and Training Coordination, Sensitivity Trainings and Expatriate Training, 70:20:10 principle	
5	**Training Evaluation as Learning Tool:** Importance, Need, Method, Process, Skills Matrixes, Kirkpatrick Model, CIRO Model, Cost Benefit Analysis of Training Programs, Overview of Return on Investment (ROI), Counseling, Career Development, Key Performance indicators of Training functions	6
6	**Developmental Programs in Organizations:** Overview of Human Resource Development, Leadership Development, Management Development Programs, Competency based training, Linkage of learning and career advancements	6
7	**Emerging Trends In Learning:** Technology In Training, Virtual Trainings, Informal Learning and Using social Media for Learning, training for sustainable business and new trends, Learning Management System (LMS), Corporate University, Organization capability building **HR Metrics on L&D:** ● Training man-day/person/year ● % of employees trained ● EVP ● No. of managers trained ● Training Expenses for critical vs. non-critical talent	6

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SUPPLY CHAIN MANAGEMENT

Programme: PGDM Semester – II **Course Code: G - HE – 210**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:
At the end of the course the student should:

- Have a comprehensive understanding of supply chain management and related logistics Management in the new economic scenario.
- Be able 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 nd to the Retailer.
- Understand sustainability in the context of Supply Chain Management.

2.Core text book for Reading:

- Logistics Management - V V Sople, Pearson

3.Reference books for Reading:

- Supply Chain Management: Strategy, Planning & Operations- Sunil Chopra, Peter Meindl, D V Kalra
- World Class Supply Management: The Key to Supply Chain Management – Burt, Dobbler, Starling
- Logistics & Supply Chain Management - Cases & Concepts -G Raghuram & N Rangaraj

4.Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Supply Chain Management:** SCM an enabler for business, Benefits of SCM, Components of SCM.	3
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.	4

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3	**Warehousing:** Warehousing a logistics challenge, Warehousing functions, and options. Site selection, layout design, decision model, costing, strategies, virtual warehouse, and warehouse charter. Performance parameters, warehousing in India, Cold chain infrastructure. Green Warehouses.	4
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.	3
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.	4
6	**Transportation:** Evolution of transportation system, transportation infrastructure, freight management, transportation model. Transportation networks, Route planning, Containerization. Clean Sky Initiative; Hybrid Vehicles.	2
7	**Logistical Packaging:** Packaging, packaging as unitization, design considerations. Packaging material, Packaging cost. Bio degradable packing, Eco Labels; QR – Quick Response codes.	2
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
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. Vendor Rating for Sustainability.	5

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NEW AGE MARKETING

Programme: PGDM Semester II **Course Code: G – HE – 211**
Revised in: January 2016 **Total Hrs. 30**

1.Objectives:

At the end of the course, the students should be able

- To identify the various newly employed marketing tactics
- To understand the implications of social media and digital marketing
- To understand and formulate marketing strategies to suit the prevailing marketing scenario

2.Reference Book for Reading:

- Marketing Management by Phillip Kotler
- Internet Marketing, Strategy, Implementation & Practice: - Dave, Fiona, Kevin & Richards

3.Pedagogy:

- Classroom Lectures, Activities, Case Study, Guest Lecture, Assignments

S. No.	Topic	Duration (hrs)
1	**Marketing Strategy:** Strategic Management Process, Mission Vision Values, Analysis Tools with Priority Matrix (Opportunity Threats, Political Economic Socio-cultural Technological Legal and Environment factors, Porter's Five force Model), Strategy Formulation with Balanced Score Card, Value Chain analysis, VHRINS framework, Blue Ocean Strategy	6
2	**New Age Marketing**: Concept of Transient Competitive Advantage, Reasons for continual change in marketing tactics.	6
3	**New Age Marketing Techniques**: Digital Marketing as the 'New Traditional Marketing', Start Up Marketing, Thought Leadership Marketing, Ambush Marketing, Guerrilla Marketing, Ecosystem Marketing, Social Media Marketing, Measuring Success in Marketing	6
4	**Big Data, Cloud and Mobile**- Categories, importance and current trends	3
5	**CRM and IMC**: Fundamentals of CRM, Overview of Integrated Marketing Communications	3
6	**Branding:** Talent Branding, Technology Branding, Branding in the Digital Era	3
7	**Analytics for Marketing Success**- Need, Challenges, Metrics for Products, Brand, Channels, Customers and Markets	3

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TALENT MANAGEMENT

Programme: PGDM Semester- II **Course Code: G-HE-212**
Revised in: January 2016 **Total Hrs. 30**

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1. Objectives:

At the end of the course the student should be able:

- To explore the principles of identifying, managing and retaining talent in an organization.
- 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.
- To 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.

2. Core text book for Reading:

- Talent Management Handbook by Berger Lance and Dorothy Berger

3. Reference book for Reading:

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

4. Pedagogy:

- Lectures, Reflective Learning Case based Learning, Project based Learning

Sr. No	Topic	Duration (Hrs.)
1	**Introduction to Talent Management:** Overview, Aligning Talent management Strategy and Business Strategy, Concept & Nature.	5
2	**Talent Acquisition and Identification** Attracting Talent Pool, Recruitment & Selection of Talent, On-Boarding of Talent, Talent Assessment and Competency Mapping.	5
3	**Developing Talent** Talent Development, Integrating Succession Planning and Career Planning, Workforce development, Leadership Development and Tools for Talent Management.	5
4	**Promoting Talent**	5

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	Employer Branding, Promotional Strategies, Talent analysis and planning	
5	**Retention of Talent** Talent Retention Strategies, aligning with PMS, Development and Employee Engagement	5
6	**Benefits of Talent Management** Talent Management practices in different sectors	5

ISBS PGDM 2016-18

CONTEMPORARY HR INITIATIVES

Programme: PGDM Semester: II **Course Code: G - HE - 213**
Revised in: January 2016 **Total Hrs: 30**

1.Objectives

At the end of the course the student should be able:

- To practically see the contemporary HR practices in the industry today.
- To understand various unique HR initiatives taken by organizations for people management

2.Pedagogy

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

Sr. No	Topic	Duration
1	Industry Visit: To visit an organization and understand the different HR processes and initiatives taken for people management. Industry Visit: To visit an organization and meet senior members from Line functions to understand their perspective on contribution of HR function in terms of business impact. Do they see HR as a business partner or just as a support function? Why?	6
2	Desk Research on Green HR Practices in different sectors/companies	12
3	Online certification in line with a HR process.	12

ISBS PGDM 2016-18

PRINCIPLES AND PRACTICES OF BANKING

Programme: PGDM Semester: II **Course Code: G - HE – 214**
Revised in: January 2016 **Total Hrs: 30**

1. Objective:

At the end of course student should be able

- To give the students a basic understanding of banking principles and Banking Practices the products, players and functioning of financial markets, particularly the capital market.

2. Core books for Reading:

- Principles and Practices of Banking - Indian Institute of Banking & Finance for DBF Course

3. Reference Books:

- Practical Problems on Banking- S.N. Patodiya
- Industrial Finance – R. Vishwanathan

4. Pedagogy:

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

Sr. No	Topic	Duration
1	**Indian Financial System:** An Overview, Banking Regulation, Retail Banking, Wholesale Banking, International Banking, Private Banking, Alliances/Mergers/Consolidation in Indian Banks. Recent developments in the Indian Financial System.	6
2	**Risk management:** Basel Norms –An overview, NPA & stressed assets management, CIBIL.	6
3	**Lending functions of Banks:** Principles of lending, working capital assessment and credit monitoring, Priority sector advances, Agriculture Finance, Micro, Small and Medium Enterprises in India, Government sponsored schemes, self-help groups	6
4	**Banking Technology:** Essentials of bank computerization, payment systems and electronic banking, data communication network, EFT systems, role of technology up gradation and its impact on banks, security considerations.	6
5	**Marketing of bank products/services:** Marketing-an introduction, consumer behavior and product, pricing, distribution, channel management, promotion, role of direct selling agent/direct marketing agent in bank, Marketing Information systems- a longitudinal analysis.	6

IBS PGDM 2016-18

ACCOUNTING AND FINANCE FOR BANKERS

Programme: PGDM Semester- II **Course Code: G - HE – 215**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of course student should be able

- To give the students an understanding of the basics of financial mathematics, accountancy and financial concepts.

2. Core text book

- Accounting & Finance for Bankers - Indian Institute of Banking & Finance for D B & F Course

3. Reference books

- Management Accounting & Financial Management- S.N. Maheshwari
- Financial Accounting – R. L. Gupta & V.K. Gupta
- Financial Accounting – S. P Jain & K.L. Narang

4. Pegdagogy

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

Sr. No	Topic	Duration (Hrs)
1	**Business Mathematics and Finance:** Calculation of Simple Interest & Compound Interest; Calculation of Equated Monthly Installments; Fixed and Floating Interest Rates; Calculation of Annuities; Interest Calculation using Products/Balances; Amortization of a Debt; Sinking Funds Debt- Definition, Meaning & Salient Features; Loans; Introduction to Bonds; Terms associated with Bonds; Cost of Debt Capital; Bond value with semi-annual Interest; Current Yield on Bond; Calculation of Yield-to-Maturity of Bond; Theorems for Bond Value; Duration of Bond; Properties of Duration; Bond Price Volatility.	6
2	**Nature and Purpose of Accounting:** Historical Perspectives; Origins of Accounting Principles; Accounting Standards in India and its Definition and Scope; Generally Accepted Accounting Principles of USA (US GAAP); Transfer Pricing; Overview of IFRS; Difference between GAAP & IFRS.	5

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3	**Basic Accountancy Procedures:** Concepts of Accountancy; Entity Going Concern Entity; Double Entry System; Principle of Conservatism; Revenue Recognition and Realization; Accrual and Cash Basis. Maintenance of Cash/ Subsidiary, Books And Record Keeping Basics; Account Categories; Debit and Credit Concepts; Accounting and Columnar Accounting Mechanics; Journals Ledger Ledgers; subsidiary books; etc.	4
4	**Bank Reconciliation Statement:** Need for Bank Reconciliation; Causes of Differences; Preparation of Bank Reconciliation Statement; How to prepare a Bank Reconciliation Statement when Extracts of Cash Book and Pass Book are given; Adjusting the Cash Book Balance; Advantages of Bank Reconciliation Statement.	3
5	**Capital and Revenue Expenditure:** Expenditure; Distinction between Capital and Revenue Expenditure; Deferred Revenue Expenditure; Receipts; General Illustrations.	2
6	**Ratio Analysis:** Meaning of Accounting Ratios; Classification of Ratios; Uses of Accounting Ratios; Limitations of Accounting Ratios; Calculation and interpretation of various Ratios; Different Users and their Use of Ratios.	5
7	**Final Accounts of Banking Companies:** Requirements of Banking Companies as to Accounts and Audit; Significant Features of Accounting Systems of Banks; Principal Books of Accounts; Preparation and Presentation of Financial Statements of Banks; CMA Format; Accounting Treatment of Specific Items; Preparation of Profit and Loss Account; Comments on Profit and Loss Account; Important Items of Balance Sheet; Disclosure Requirements of Banks; Additional Disclosures prescribed by RBI; Disclosures required under BASEL norms.	5

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SEMESTER III

ISBS PGDM 2016-18

STRATEGY AND ENTERPRISE PERFORMANCE MANAGEMENT

Programme: PGDM Semester – III **Course Code: G - GC - 301**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- To understand the concept of strategic management and significance of managing the business strategically in the current business environment.
- To acquire the knowledge of strategies at corporate, business and functional levels.
- To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation, process of strategy implementation and the challenges of managing a change with control system to monitor the strategy implementation process.
- To analyze the strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/ responsibility center allocation.
- To understand the performance measurement criteria of different kind of organizations.

2. Core Text Books:

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

3. Reference Books:

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

4. Pedagogy:

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

ISBS : PDM 2015-16

Sr. No.	Topic	Duration (Hrs.)
1	**1.1 Understanding Strategy**: Concept of strategy, Corporate, Business and Functional Levels of Strategy **1.2 Introduction to Strategic Management:** Meaning and Characteristics of strategic management, strategic management Vs. operational management; Process of strategic Management **1.3 Stakeholders in business and their roles in strategic management** **1.4 Hierarchy of Strategic Intent:** Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA) **1.5 Analyzing Company's External Environment:** Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP) **Analyzing Industry Environment:** Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis	9
2	**2.1 Analyzing Company's Internal Environment:** Resource based view of a firm, meaning, types & sources of competitive advantage**,** analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis **2.2Value Chain Analysis Using Porter's Model:** primary & secondary activities **2.3Organizational Capability Profile:** Strategic Advantage Profile, Concepts of stretch, leverage & fit **2.4Portfolio Analysis:** Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model	8
3	**3.1 Generic Competitive Strategies:** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy **3.2Grand Strategies**: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances), Retrenchment– Turnaround, Divestment, Liquidation, Outsourcing Strategies	7
4	**4.1 Strategy Implementation:** Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation; **4.2 Blue Ocean Strategy:** Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework	7

5	**5.1 Performance Management:** Concept, need **5.2 Financial performance evaluation parameters:** Responsibility Accounting, External audit, Evaluating economic performance of a business unit, Internal audit, role of financial controllers, EVA, ROI, ROA, MVA approaches for Implementation of performance in a business unit.	7
6	**6.1 Performance Evaluation Parameters for Manufacturing Organization;** **6.2 Performance Evaluation Parameters for Service Organization:** Banks, Retail, Hotel, Health care, Non-profit; **6.3 Performance Evaluation Parameters for Projects**	7

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SUMMER INTERNSHIP PROGRAMME

Programme: PGDM Semester – III **Course Code: G - GC - 302**
Revised in: January 2016 **Total Hrs: 45**

1.Objectives:

At the end of the course the student should be able:

- Acquire on job the skills, knowledge, attitudes, and perceptions.
- Get immersed in actual supervised professional experiences
- Get an insight into the working of the real organizations.
- To gain deeper understanding in specific functional areas and inter departmental linkages.
- To develop perspective about business organizations in their totality
- To build up confidence for future interviews and Corporate Assignments.
- At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.
- SIP can be carried out in:
- Corporate Entity
- NGO
- SME
- Government Undertaking
- Cooperative Sector
- SIP may be a research project - based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by :

Executive Summary, Organization profile, Outline of the problem/task undertaken
Research methodology & data analysis (in case of research projects only)
Relevant activity charts, tables, graphs, diagrams, etc.
Learning of the student through the project, Contribution to the host organization
References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.
The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.
The student shall submit TWO hard copies of the project report in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

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INTERNATIONAL BUSINESS EXPOSURE PROGRAMME

Programme: PGDM Semester – III **Course Code: G - GC - 303**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course the student should be able:

- To get international exposure in the area of future career options through seminars, workshops, industrial visits and field visits.
- To get opportunities for learning multiple aspects including culture, social and economic aspects of the region.

2.Pedagogy:

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

The objective of providing International Business Exposure Program (IBEP) to the management students is to align student's perspective of viewing world economy as driver of global business. It enables appreciation of foreign economy and its eco- systems and serves to provide a comparative analysis of domestic and international economy and culture.

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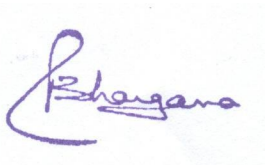

BUSINESS ETHICS AND CORPORATE GOVERANCE

Programme: PGDM Semester III **Course code: G – GC - 304**
Revised in: January 2016 **Total Hrs: 45**

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1. Objective: The objective of the course is to help the students understand the nature and application of business ethics and corporate governance.

2. Core books for Reading:

- Business Ethics & Corporate Governance – S.K Mandol
- Corporate Governance – A.C. Fernando

3. Reference Books:

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

4. Pedagogy:

- Case study
- Class discussion with current & relevant examples

Sr. No.	TOPIC	DURATION (Hrs)
1	**Business Ethics - Introduction**	4
	Introduction to business ethics, Morality & Moral Standards Nature & Relevance of Ethics in Management Law, Ethics & Business	
2	**Business Ethics – Application & Issues**	7
	Ethical Decision making – Ethical Dilemma for a manager Ethics – Individual & Organization Ethical Issues in Marketing / Finance / Human Resource	
3	**Corporate Governance – Introduction**	7
	Concept of corporation, corporate citizenship Distinction between Governance & Management Corporate Governance - Meaning, Scope (Narrow to Broader Perspective), Issues in Corporate Governance	

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4	**Evolution of Corporate Governance**	3
	Theories on Corporate Governance – Stewardship, Agency, Stakeholder theory. Corporate Governance Models – Anglo-American, Japanese, German & Indian model on corporate governance Essence of governance – Obligation towards Society, Invertors, Employees, Customer	
5	**Committees & Codes on Corporate Governance**	8
	Development of codes on Corporate Governance – CII Code, SEBI initiative, Birla & Narayan Murthy Committee, Cadbury committee World Bank & OECD Principles on Corporate Governance	
6	**Agents & Institutions in Corporate Governance**	8
	Corporate governance & Investor Protection- Rights & privileges of shareholders Board of Directors & Corporate Governance – Roles & Responsibility of Directors, Independent Directors, Director Remuneration Auditors & Corporate Governance	
7	**Corporate Governance in emerging economy**	8
	Governance in developing and transition economy - Problems, Institutional framework, Challenges Governance in global Society - Globalization, Role of MNC, Global Issues on governance Governance & Sustainability	

Suggested Case Studies:

▪ Merck & Company – River Blindness in Africa	▪ Satyam Computers / Sahara Group
▪ Slavery in Chocolate Industry	▪ Rajaratnam – Insider Trading / Asian or Global Financial Crisis

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▪ Fall of Enron Corporation	▪ ITC – Is Corporate Governance Skin Deep

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Programme: PGDM Semester: III **Course Code**: **G-GC-305**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

- Understand 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.
- Comprehend the legal issues involved while setting up an enterprise and entrepreneurial financing;
- Understand the programs designed and formulated by Central, State governments and other important institution in entrepreneurship development.
- Understand the special challenges of starting new ventures and introducing new product and service ideas, the process of founding a startup.
- Understand the concepts of Social and Rural Entrepreneurship.

2. Core text book for Reading:

- Entrepreneurship: New Venture Creation – David H. Holt
- Entrepreneurship – Hisrich Peters
- Project management for Business and Technology Principles & Practice, John M. Nicolas

3. **Reference book for Reading:**

- 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.

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

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Sr. No.	Topic	Duration (Hrs.)
	ENTREPRENEURSHIP	
1	**The Entrepreneurial Development Perspective** Entrepreneurship as a career. What it takes to be an entrepreneur. EntrepreneurVs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur. Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development. Entrepreneurial Culture Case Study on Entrepreneurial Culture	5
2	**Legal Environment and Government support** Basic Government Procedures to be complied with Legal Issues (licensing, patents, contracts etc.) Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants	4
3	**Creating Entrepreneurial Venture** Idea Generation and Opportunity Evaluation Distinguishing idea from an opportunity. Evaluating a business idea. Linking numbers to a business opportunity – Back of the envelope calculation. Developing Business Model: Generating a Detailed Business Model. Sources of Funds – Bootstrapping, Angel and Venture Funding, other sources of debt	5
4	**Sustaining Entrepreneurial Venture** Venture Life-Cycle: Various stages in life-cycle of a venture; Growth & maturity of a venture. Entrepreneurial Pitfall: Peter Drucker's 4 entrepreneurial Pitfall. Causes, symptoms and consequences of a sick unit.	5
5	**Sustainability through Social and Rural Entrepreneurship** The Socio-Economic Context of Social Entrepreneurship, Defining Social Entrepreneurship, sustainability through social entrepreneurship. Introduction and scope of rural entrepreneurship, sustainability through rural entrepreneurship.	4
	PROJECT MANAGEMENT	
6	**Feasibility Analysis** Introduction to project. Technical Feasibility, Financial Feasibility, Marketing Feasibility, Personnel Feasibility and Management Feasibility.	4

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7	**Business Plan** The Business Plan as an Entrepreneurial Tool Business Plan Presentation	5
8	**Project Execution** Estimating and Financing funds requirement; Project capital planning and Budgeting- NPV approach, Pay Back Approach. a) Work Break-down Structure (WBS) b) Project Scheduling and Time Analysis- PERT approach, CPM, Crashing of Projects. c) Resource Leveling. d) Project Reporting Project Organization	10
9	**Role of Various agencies in Project Initiation** 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). Role of Financing Institutions: Banks, Angel Investors, Venture Capital, Private Equity.	3

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RECRUITMENT & SELECTION IN DIFFERENT SECTORS

Programme: PGDM Semester: III **Course Code: G - HC - 306**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives

At the end of the course the student should be able:

- To learn the competencies that the HR of different sectors should look for in potential employees.
- To learn recruitment trends of different sectors.
- To understand the recruitment process that different sectors use

2. pedagogy

- Guest Sessions by Experts in Different Sectors

Sr. No	Topic	Duration
1	**Introduction and Overview to Recruitment & Selection** ● The need for Talent - Manpower Planning / Requirement gathering ● The Complete Recruitment process from Sourcing to Offer ● Challenges in Hiring ● Talent Attraction ● Use of Social Media- New Ways to Hire ● Global hiring – Challenges and Importance	10
2	**Recruitment and Selection in Banking and Financial Services sectors :** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	5
3	**Recruitment and Selection in IT and ITES sector:** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	5

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4	**Recruitment and Selection in Consultancies:** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	3
5.	**Recruitment and Selection in Retail:** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	3
6	**Recruitment and Selection in Hospitality:** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	3
7	**Recruitment and Selection in Manufacturing:** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	3
8	**Recruitment and Selection in Automobile Sector:** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	2
9	**Recruitment and Selection in Logistics:** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	2
10	**Recruitment and Selection in Telecom Sector:** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	2
11	**Recruitment and Selection in Healthcare:** Method, Critical Aspects, Interview Techniques, FAQs and New Trends	2

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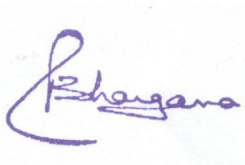

SUSTAINABLE HR PRACTICES

Programme: PGDM Semester: III **Course Code: G - HC - 307**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives

At the end of the course the student should be able:

- To learn sustainable HR practices
- To understand the role of HR in sustainable businesses

2.pedagogy

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

Sr. No	Topic	Duration
1	Competency Modeling, Mapping and Assessment: Practical Approach to CM	4
2	HR Accounting / HR Analytics: Knowing the concept and how is it practiced in Organizations	4
3	Employee and Employer Branding: Importance, Scope and Process of EB	4
4	Green HR: Initiatives, Need Green HR & CSR, Responsibilities of Organizations towards Sustainability	4
5	Balanced Scorecard: Concept, Process, How to Map Strategy with BSC and Components	5
6	HR's role in CSR: Functions, Defining CSR, Importance and A tool for attracting talent pool	4
7	Sustainable Business and HR / HR Business partnering: Overview of the concept and application	5
8	Payroll Management: Certification Course in Payroll Management	4
9	Organizational Structure: Understanding different Org. Structures	3

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PERFORMANCE MANAGEMENT SYSTEM

Programme: PGDM Semester III **Course Code: G-HC-308**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course student should be

- To make students capable of handling performance management issues when they enter the world of business.
- To make students understand the process of PMS and application

2. Core text book

- Performance Management , Herman Aquinis Pearson Education
- Perfornance Management and Appraisal systems T.V.Rao

3. Reference Books:

- Performance Management By Prem Chadha
- Performance Management Concepts, Skills and Exercise By Robert L Cardy
- Performance Management by Michal Armstrong and Angela Baron

4. Pedagogy: Class room lecture, Cases, article& Project Work

Sr.No	Topic	Duration
1	**Introduction to Performance management system:** Definition of performance Management, the performance management contribution, , Aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, Performance management and strategic planning.	9
2	**Performance Management System Implementation:** Aligning PMS with Organization strategy, Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, choosing a performance measurement approach, Measuring results and behaviors, gathering performance information, implementing performance management system, challenges in PMS implementation	9

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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, Appraisal communication**.**	9
4	**Performance management & employee development:** Personal Development plans, 360 degree feedback 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).	9
5	**Performance Coaching and Mentoring:** Concept, the need for performance consulting, role of the performance consulting, Counseling for better performance, Feedback mechanism in organization, Performance Coaching, Evaluation of Performance Appraisal System.	9

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COMPENSATION & BENEFITS

Programme: PGDM Semester: III **Course Code: G-HC-309**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives

At the end of the course the student should be able:

- To understand issues related to compensation in corporate sector
- To design, analyze and restructure compensation management system, policies and strategies.

2.Core text book

- Compensation: Milkovich and Newman

3.Reference books

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

Sr. No	Topic	Duration
1	**Introduction of Compensation:** Definition of Compensation, Evolution of compensation, need and importance of compensation, components of compensation, types of compensation. Need to differentiate between performance based compensation and living wage/ fair wage concept . Direct Wages and indirect (CTC) concept . Minimum Service Bond , Outsourcing certain activities and employees not on role , Adhoc or contract employment	7
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	6
3	**Strategic Pay Policies:** Compensation and Organization Strategy, Lifestyle and compensation Factors that influence Companies competitive strategies and compensation Practices	6

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4	**Compensation Management Process:** Various payroll process, payroll outsourcing, Compensation outsourcing, why outsource the compensation system and significance of compensation outsourcing	6
5	**The Pay Model:** Polices Of Pay Model, Internal Alignment, External Competitiveness, and Pay Techniques.	6
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, , designing pay levels. Critical Pay Survey Problems. 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.	6
7	**Reward systems:** Long Term and short term incentive systems, Financial and Non-Financial incentives, Benefits and Perks, Cafeteria Plan. Welfare measures , Flexi working hours, Sabbatical leave concept , best employee participation in management (statutory and non-statutory) Retention allowance concept . Reward for suggestion on income leakage , productivity , profit enhancement etc. .	6
8	**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
9	**Expatriate compensation :** Expatriate Pay and Strategic Choices in Global Compensation. International Compensation – Concept, Objectives, components and problems of International Compensation.	3

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10	**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	***3***
11	**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	***3***

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MARKETING OF HOSPITALITY SERVICES

Programme: PGDM Semester - III **Course Code: G - HE - 310**
Revised in: January 2016 **Total Hrs: 30**

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1. Objective:

At the end of the course the student should be able:

- To introduce students to the marketing of hotels and restaurants.
- To explain how marketing activities in the hospitality industry address the needs of many different types of buyers.
- To explore the future of hospitality marketing & skills set required to be employed in the hospitality sector.

2. Core books for Reading:

- Marketing in the Hospitality Industry, Fifth Edition, by Ronald A. Nykiel.
- Kotler, P., Bowen, J. & Makens, J. (2006). Introduction: Marketing for hospitality and tourism. In Marketing for Hospitality and Tourism.

3. Reference Books:

- Kotler, P., Bowen, J. & Makens, J. Public Relations and Sales Promotion in Marketing for Hospitality and Tourism.
- Walker, J. (2009). Hospitality Marketing. Introduction to Hospitality.
- Reid, R. & Bojanic, D. (2006). Introduction to hospitality services marketing.

4. Pedagogy:

- Audio files and listening to audio cassettes
- Video files and watching clippings
- Scrap Book
- Role plays & Games
- Student presentation individually and in groups
- Field Visits

Sr. No	Topic	Duration (Hrs)
1	**Understanding the Hospitality Industry:** Overview of the hospitality industry Various sectors Growth Prospects etc.	4
2	**Service Marketing:** The marketing concept Product marketing vs. services marketing	3

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3	**The Marketing Plan:** Analyzing marketing opportunities and challenges: The macro-environment Analyzing your markets: Consumer vs. business markets Market segmentation Conducting market research	5
4	**Marketing Mix in Hospitality:** 8 P's of marketing Product Price Place Promotion People Packaging Programming Partnership	8
5	**Promotional Mix in Hospitality Industry:**	5
6	**Advertising:** Sales Promotion Personal Selling Public Relations	
7	**Electronic Marketing:** Database Marketing	3
8	**Future of Hospitality Industry:** Trends Growth Prospects Skills required etc	2

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TELECOM MARKETING

Programme: PGDM Semester: III **Course Code: G - HE - 311**
Revised in: January 2016 **Total Hrs: 30**

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1. Objective:

At the end of the course the student should be able:

- To understand Basics of Telecom Network and Products.
- To understand the Marketing strategy of different company for different products.
- To understand the significance of Customer Relationship Management in Telecom Industry.

2. Text Books:

- Strategies For Success In The New Telecommunications Market-Karen Strouse-ISBN-1580531423.
- Understanding Telecom Management- Vinayshil Gautam, Sanjay Sinha- Concept Publishing Company, 01-Jan-2004.

3. Reference Books:

- Telecommunications Management, Nolan Vincent Jones, Publisher-Virtualbookworm.com Publishing, 2004

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs)
1	**Telecoms Foundation- Technology & Business:** The Telecoms Business Environment, Network Building Blocks, Fixed Networks, Fixed Broadband Networks, Mobile Networks, Mobile Broadband Networks, Value Added Services, Telecoms Industry Outlook.	8
2	**Cloud for Telecoms Operators:** Introducing the Cloud Service Models. Migration to the Cloud, The role of the Telecoms Operator. The Telecoms Cloud Market Place.	3

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3	**Telecoms Marketing Strategies in Industry context:** Convergence, content and competition, Customer context: choice, customer, lifetime value, Setting and managing customer, expectations, Sustainable competitive advantage, Customer needs: consumer vs enterprise and wholesale vs retail, Profitable partnerships, Product mix: branding, pricing, bundling, channels, Promotional mix: advertising, PR, viral Marketing.	5
4	**Developing Profitable Market Segments in Telecoms:** Identifying nascent and incipient segments, Service requirements of different Segments, Quantifying segment revenue and profit potential, Applying quantitative and qualitative appraisal, Assessing segment viability, Differentiation for identified segments, Segment-specific product and service, Bundles, Segment promotion and channel Requirements.	4
5	**Pricing Strategies for Telecoms:** Pricing Evolution and objectives, Customers & profit, Influences on Pricing Strategy, Next Generation Networks & pricing, Pricing Options and Strategies, Differentiated pricing, Bundling Strategies, Billing & Charging Options.	3
6	**Telecoms Market Analysis & Evaluation:** In-depth analysis of macro- and micro environmental factors, Detailed analysis of competitor activity ,Impact of competitor activity on customer expectations and choice, Establish sources of sustainable competitive advantage, Identify and assess short- and long-term market opportunities, Optimize competitive positioning within selected markets, Alignment of organization with market, imperatives Measure return on marketing Investment (ROMI).	3
7	**Customer Engagement in Telecoms:** The 21st century telecoms marketing environment. Defining the purpose of customer, engagement when to engage and who to engage with, The engagement process, Designing a customer engagement strategy, Implementing a customer engagement Strategy.	2
8	**Customer Experience Management in Telecoms:** Can CSP's earn their customers' love?, Mapping the customer experience, Defining end-to-end CEM, Implementing end-to-end CEM.	2

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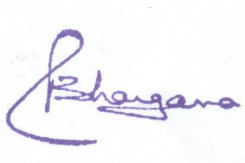

HUMAN RESOURSE AUDIT

Programme: PGDM Semester: III **Course Code: G- HE – 312**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of the course the student should be able:

- Be able to understand the importance of HRA practices in organizations
- Know how to implement HRA models and ways in which HRA impacts the Strategic Decision Making of an organization.
- Know the methods and reporting format of HR Audit.
- Be able 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.Core text book

- HRD audit: T.V.Rao

3.Reference books

- Human Resource Accounting – R. K. Patra
- Human Resource Accounting - R.K. Gupta
- Human Resource Planning and Audit – Arun Sekhri

4.Pedagogy

- Class room lecture, Cases, article

Sr. No	Topic	Duration
1	**Introduction:** Concept of HR Audit, Basic components of HR Audit, Approaches to HR Audit, HR Audit practices, Elements of good HR Audit	5
2	**Conducting an HR Audit:** HR Audit and HR functions (recruitment, training, labor laws, business improvement, etc.)	5
3	**HR Audit Methodology:**	5

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	Questionnaires, Interviews, Observations, Secondary Data Analysis, Audit Instruments, Designing Audit Instruments	
4	**Scoring :** HR Score-Card, Analyzing Secondary Data	5
5	**HR Audit Report Writing:** Essentials of the HRA report, HRA checklist.	5
6	**Performance Audit -** Performance Audit - Context of Performance Audit - Metrics of PMS Audit - Linking PMS Audit with Org. performance - Process of PMS Audit (how part) - Presenting PMS Audit Report to Management	5

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STRATEGIC HUMAN RESOURCE MANAGEMENT

Programme: PGDM Semester: III **Course Code: G-HE-313**
Revised in: January 2016 **Total Hrs: 30**

Objective:

At the end of the course the student should be able:

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 and Training & Development. The application oriented activities will help students apply the concepts to their workplaces.

2. Core text book for Reading:

- Human Resources Management- Aswathappa (5th /6th Edition)

3. Reference Books:

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

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

Sr. No	Topic	Duration
1	**Human Resources as Strategic Business Partner –** - Concept of Strategic Partner - HR evolution as Cost Centre to Strategic Business Partner - Linking Business Strategy to HR Strategy - HR a supportive Role to Business / Managers / Employee - HR in Y Gen after Automation impact (not in copy book) - Concept of 80 -20	**5**

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2	**HR Role in guiding Line Managers –Functional managers** - What line Managers except from HR visa via what HR except from Line Functional Managers l - Creating value proposition for HR as function & its meaningful contribution in overall growth of Org. - 3.Transactional and Transformation Role of HR	**5**
3	**HR Metrics -** - Concept of HR Metrics / Meaning / Scope - Functions wise HR Metrics (PMS . C&B, Employee Engagement, T&D, Recruitment and Selection, Career Planning, Employer Branding etc. - Metrics for HR Dept.	**5**
4	**HR Service Centre -** - Concept / Scope of HR Service Centre - 2. SLA (Service Level Agreements) for HR Service Centre - Seating up HR Service Centre (process mapping, technological requirements, Intranet / Portal) - Role of Technology (ERP) in running HR Service Centre - Measuring HR Service Centre effectiveness	**5**
5	**Project - Field Report (20 marks)** - Students to visit any known industry and fill the questioners, interview HR Manager with pre sanctioned questioners - Submit the detail report with presentation to HR Faculty	**4**
6	**High Performing Organizations and failed organizations –** - Concept of High Performing Organizations - Creating Performance oriented Culture - Differentiating role of HR in High Performing Organizations - General Electric -GE Case study as High Performing Org. - Critical analysis of routed organizations	**4**
7.	**Employee Engagement –** - Basic concept Employee / Talent Engagement - Innovative Employee Engagement Practices - Employee Engagement and Attrition Control - Measuring impact of Employee Engagement	**2**

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CREDIT ANALYSIS & APPRAISAL

Programme: PGDM Semester: III **Course Code: G-HE-314**

Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of the course the student should be able:

- To familiarize students with the various aspects of credit management.
- To introduce the various processes involved in the credit monitoring practices.

2. Core text book

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

3. Reference books

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

4. Pedagogy

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

Sr. No	Topic	Duration (Hrs)
1	Principles of Credit Management: Principles of Lending - Evaluation of Borrower – Sanctioned limit-Principles of good lending	4
2	Credit Evaluation -Financial statement analysis- Cash flow analysis - Projections- Management of the firm and other factors- Feasibility study.	5
3	Credit Policy in Banks: Need for Credit Policy - Types of Credit - Bank Credit for Various Sectors, Lending to different categories of borrowers- Sole Proprietorship, Partnership, Ltd. Companies -Procedure	5
4	Working Capital Lending – Tandon Committee, Nayak Committee, Assessed Bank Finance(ABF), Term Lending & Project Finance	5

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5	Documentation: Importance of Documentation -Renewal of Documents - Security Offered for Document, Different Types of Charge- Mortgage, Pledge, Hypothecation, Lien, Assignment	6
6	Credit Monitoring: Financial Supervision - Financial Follow-up - Financial Follow-up Reports- - Physical Follow - up.-Identifying Problem Loans - Loan Classification - NPA management	5

ISBS PGDM 2016-18

LEGAL ASPECTS OF BANKING

Programme: PGDM Semester: III **Course Code: G - HE - 315**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

- To impart knowledge to students in the domain of legal aspects affecting banking operations and to acquaint them with important legal enactments affecting bankers.

2. Core text book

- Legal Aspects of Banking - Indian Institute of Banking & Finance for DB F Course

3. Reference books

- Case Book on law of banking-Dastoor
- Legal decisions affecting bankers- K. Randeria

4. Pedagogy

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

Sr. No	Topic	Duration (Hrs)
1	Legal framework of regulation of banks, RBI Act, 1934, Banking Regulations Act, 1949, role of RBI as regulator of banks, role of Government as regulator of banks	5
2	Legal aspects of banking operations- bank guarantees, letters of credit, law relating to securities & modes of creating charge.	5
3	SARFAESI Act- key concepts, provisions relating to asset reconstruction companies , enforcement of security interest	5
4	Important provisions of Consumer Protection Act, 1987 ,The Banking Ombudsman Scheme, 2006	5
5	Debt Recovery Tribunal Act- Jurisdiction powers, & authority of tribunals, procedure of tribunals	5

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6	Important provisions of Prevention of Money Laundering Act 2002 & Information Technology Act 2000 & Foreign Exchange Management Act, 1999	5

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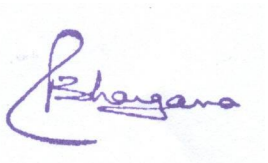
SEMESTER IV



INNOVATION MANAGEMENT AND SUSTAINABILITY

Programme: PGDM Semester – IV **Course Code: G – GC-401**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- To explain the relationship between innovation and organizational performance.
- To understand the nature, importance and context of innovation.
- To relate that innovation and sustainability are the principal drivers of a process.
- Develop knowledge and tools for a Green organization.
- Have insights into the Basics of Sustainability, the guidelines for implementing sustainability practices.

2. Core text book for Reading:

- Innovation Management by Dr. C.S.G. Krishnama Charyulu and Dr. R. Lalitha, Himalaya publishing.
- The Necessary revolution by Peter Singe

3. Reference Book:

- Westland, J.C. (2008) Global Innovation Management: A Strategic Approach, Palgrave Macmillan
- The sustainable MBA Giselle Weybrecht
- Strategy for Sustainability: A Business Manifesto - Adam Werbach

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Innovation Management Basics:** Innovation Management, Innovation Environment, Innovation Opportunities, , Definitions of Sustainability, Significance of Sustainability, Relation between Innovation and Sustainability	3
2	**Managerial Aspects of Innovation Function:** Organization for Innovation, Strategizing Innovation Managing Innovation Function, Climate and Culture for Innovation.	4
3	**Innovation Process:** Early Stage Innovation, New Product Development, Criticality of the Value Proposition, Differentiation, and Paths to Market.	5
4	**Managing Innovation Projects:**	5

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	Innovation and Entrepreneurship, Research & Development Management, Innovation Project Management.	
5	**Innovation & Creativity:** Creativity and Human Factors – Individual, Team, and Leadership; Creative individual, Group Creativity, Managing Creative Employees.	6
6	**Innovation strategies:** Opportunity Recognition and Execution Strategies: Capturing Value from Innovations.	4
7	**Managing Innovations:** Process Innovations, Product Innovations, Innovation Diffusion, Legal Aspects of Innovation, Innovative Society.	8
8	**Transformation to Sustainability:** Various Models and Case Study	6
9	**Sustainability for competitive advantage:** Case studies	4

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LABOUR LAW II

Programme: PGDM Semester: IV **Course Code: G-HC-402**
Revised in: January 2016 **Total Hrs: 45**

1.Objectives:

At the end of the course the student should:

- Be able to identify and address labor relations law issues that they may encounter in the field.
- BE equipped with comprehensive knowledge and practical skill to interpret the labor 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 labor laws

2.Core text book

- Industrial Law – P L Malik
- Industrial & Labor Laws – S P Jain
- Bare Acts

Sr. No	Topic	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, Notice and claim, Returns as to compensation, Contracting out, Penalties, Registration of agreements, Appeals and Recovery.	8
2	**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
3	**Maharashtra Recognition of Trade Unions and Prevention of Unfair Labor Practices Act, 1971:** Definitions, Authorities under the Act, Provisions relating to recognition of unions, cancellation of recognition, Rights and obligations of recognized Unions, Unfair labor practices under Schedule II, III and IV of the Act, Complaints	8

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	under the Act, Powers of the Labor and Industrial Courts under the Act, Illegal strikes and lockouts under the Act.	
4	**Contract Labor (Regulation and Abolition) Act, 1970:** Objective of the Act, Important Definitions, like, Contractor, Contract Labor, Workman, Principal Employer and Establishment, Powers of Appropriate Government To prohibit employment of contract labor, Registration and License, Welfare Liability of Principal Employer.	8
5	**Bombay Shops and Establishments Act, 1948 :** Object of the Act , Definition – Commercial Establishment, Registration of Establishment Shops, Hotels, Restaurant , Working Hours, Interval of Rest and Spread over, Holiday, Opening & Closing Time, Employment of Children and Young Persons, Leave with Wages, Notice of Discharge and Dismissal & Maintenance of Registers and Punishment	8
6	**Equal Remuneration Act, 1976:** Definitions, Complaints and claims under the Act. Inspectors, Penalties	5

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HRIS

Programme: PGDM Semester: IV **Course Code: G-HC 403**
Revised in: January 2016 **Total Hrs: 45**

1. Objectives

At the end of this course the student should be able:

- Understand various Management Information Systems operating in an organization particularly in the Human Resources Management functional area.
- To explain its relationship with the various other activities of the organization.
- To understand how Human Resources Information Systems are bought/developed and implemented for various levels in an organization.
- Explore the use of some common Information Systems development tools.

2.Core text book

- Human Resource Information Systems: Basics, Applications, and Future Directions Michael J. Kavanagh, Mohan Thite, Richard D. Johnson

3.Reference books

- 1.Handbook of human resource information systems: reshaping the human resource function with technology Alfred J. Walker
- 2. Management Information Systems In Knowledge Economy Joseph

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

Sr. No	Topic	Duration
1	**Introduction Of Human Resource Information System:** Meaning, Definitions, Evolution, HRIS Need Analysis, Database Concepts and Applications in HRIS Advantages & Disadvantages of HRIS, Linkage between HR functions and HRIS, Cost and benefits of HRIS.	8
2	**HRIS Life Cycle:** HR responsibility in each phase of HRIS development.	8
3	**Pre implementation stage of HRIS :** HRIS Planning, HRIS Expectation, Productivity Through HRIS, Getting Management Support for HRIS. , data storage and retrieval.	8

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4	**HRIS modules :** Recruitment, Induction ,Training, Performance Management, Compensation and Benefits Payroll Leave Management.	8
5	Information Security and Privacy and Future of HRIS	8
6	Overview on Popular HRIS Automated systems; Modern trends in HRIS; Digital Transformation in HR	5

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ORGANISATION DEVELOPMENT

Programme: PGDM Semester: IV **Course Code: G-HC-404**

Revised in: January 2016 **Total Hrs: 45**

Objective:

At the end of the course the student should be able:

- To provide in depth understanding of behavioral interventions and enable the students to understand these interventions
- To help organizations to achieve peak performance and become self-sustaining.
- To understand various challenges the OD Function faces while executing the operational plans in fast changing dynamic business environment.
- To learn to plan and implement change at the individual, group and organizational level.
- To understand the theory and practice relating to the processes of organization development and change.

2. Core Book:

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

3. Reference Books:

- An experiential approach to OD By Donald Brown & Donald Harvey
- Cummings, Thomas G. and Christopher G. Worley, Organization Development and Change, Thomson Learning.
- Chowdhury, Subir, Organization 21C, Pearson Education.
- Dr. Anjali Ghanekar, Essentials of Organizational Development, Everest Publication
- .

4. Pedagogy: Class room lecture / Discussion, Case study Discussion, Workshop with Assignment and Project Work

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S. No.	Topic	Duration
1	**Introduction to Organizational Change & Organizational Development** **Organizational Change** : Meaning, Nature, Types of change. The theories of planned change.Organizational Development - Meaning, Characteristics , Evolution of OD (Kurt Lewin, Robert Tanenbaum, McGregor, Herbert Shepard, Robert Blake) Goals and Values of OD	**7**
2	**Understanding the OD process**:Models of Change - Six Box Model; HBR Model of Change (ref. the Book Change by HBR); Role of OD Consultant; OD Interventions as followed in Industry / HR Professionals, Resistance to change, Planning for change	**7**
3	**OD Project (internal Mid Sem)**Students to approach the Industry and do survey on OD practices followed in Industry (Questioners to be approved by HR HOD / HR Faculty. At the end of the Sem. Students to submit written report and presentation on the OD project. This will be considered as Mid Term Exam. Assessment for OD. Details of project and its evaluation process	**7**
4	**The Diagnostic Process:** - Meaning of Diagnosis Data collection process, Data Analysis, Diagnostic Models, i.e. Analytical Model, Emergent Group Behaviour Model, Management Practitioner Model, Thing to be considered while making diagnosis. Sample format of Diagnostic Process, Action research approach	**7**
5	**OD Interventions :** Employee Engagement Practices and OD 3. Talent Management and OD 4. Measuring Effectiveness of OD Programs, Person focused interventions, Role focused interventions	**7**
6	**The Challenge and Future for Organizations -**Organizations of the future with respect to changing in Globalization, Workforce Diversity (, Stabilization of Change, Evaluation of OD programs, Future Trends in Organization Development.	**7**
7	**Application of OD -**T-group application, Sensitivity Training, Behaviour Modelling, Future search, Appreciative inquiry, Self Directed teams, TQM, Competency based HR systems	**3**

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RURAL MARKETING

Programme: PGDM Semester – IV **Course Code: G - HE - 405**
Revised in: January 2016 **Total Hrs : 30**

1.objectives:
At the end of the course the student should:

- Be able to understand the present level of penetration of products and services in rural markets and their potential.
- Get have knowledge of innovative marketing strategies and campaigns developed by Indian firms as well as MNCs for the Rural Markets.
- Be able to understand product, price, distribution and promotional strategies for different classes of product targeted at Rural Consumers.

2.Core text book for Reading:

- Rural Marketing Text and Cases by Krishnamacharyulu and Ramakrishna

3.Reference books:

- Rural Marketing by R Krishnamoorthy
- Agricultural Marketing in India by SS Acharya & N.L. Agarwal
- Rural Marketing Management by T.P. Gopalswamy
- Introduction to Agricultural Economics and Agribusiness
- Management by JM Talati, V.G.Naik and V.N.Jalgaonkar

4.Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Introduction to Rural Marketing:** Scope; Nature, Significance. Rural Vs. Urban Marketing Attractiveness of Rural Markets. Factors influencing Rural Marketing: Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, Technological environment, innovations, political environment, Development initiatives, and implications on rural marketers.	3
2	**Rural Consumer Behavior:** Changing Profile of the Rural Consumer Understanding Rural Consumer Behavior, Changing Profile of the Rural Consumer.	3
3	**STP Marketing in Rural Context:** Segmentation in rural context ,Targeting in rural context	3

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	Positioning in rural context.	
4	**Marketing of services in rural markets, microfinance**	3
5	**Product Strategies for rural markets.**	3
6	**Pricing strategies for the rural market.**	3
7	**Promotion strategy for the rural markets:** Promotion strategy for the rural markets , Sales force management in rural markets ,Media Planning for rural markets.	3
8	**Distribution Strategies for the rural markets:** Non-Conventional methods of Reaching Rural Markets SCM for Rural Markets.	3
9	**Marketing Strategies & Tactics with reference to rural markets:** FMCGs, Consumer Durables, Services , Agricultural Inputs ,Case of HUL - Project Shakti, Case of CFCL -Uttam Bandhan, Case of ITC - e-Choupal, Case of Colgate - Education, Case of HLL - Social Marketing, lessons from experience.	4
10	**Sustainability through Innovations:** Use of internet and mobile technology in Rural Market Growth.	2

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MARKETING OF IT & ITES

Programme : PGDM Semester- IV **Course Code: G- HE - 406**
Revised in: January 2016 **Total Hrs: 30**

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1. The objectives:

At the end of this course the student should be able to :

- Understand facets of software marketing as a field of study
- Develop in depth of understanding of Software Marketing Practices
- Market software products successfully

2. Core text book for Reading:

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

3. Reference book for Reading:

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

4. Pedagogy:

Lectures, Presentations, Case Study Analysis and Class Projects

S. No	Topic	Duration (Hrs)
1	**Global and Indian Software Industry Environment:** Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software Export Industry.	4
2	**Services Marketing Mix:** 7 Ps of Services Marketing Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/ Business analysis and creating/ sustaining competitive advantage -Segmenting, Targeting and Positioning.	4
3	**Promotion:** Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion; Trade Shows, Role of Relationship Marketing in promoting software.	4

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4	**Distribution:** Place - Distribution Strategies for Software Products / Services; Challenges in distribution of Software Products and Services; Role of Internet in distribution of Software Products and Services. Pricing: Factors involved in pricing software Products, Price estimating for Software Projects.	4
5	**IT & ITES marketing:** In International markets & Legal aspects of IT & ITES marketing.	4
6	**Customer Satisfaction & Service Quality:** Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services.	4
7	**Introduction to Enterprise:** Software solution and Hands on experience on any of the Enterprise software solution.	6

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HR MANUAL

Programme: PGDM Semester IV **Course Code: G-HE-407**
Revised in: January 2016 **Total Hrs: 30**

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1. Objective:

At the end of the course the student should be able:

- To orient students about contents of HR Manual.
- To design HR manual complying with rules & regulations.
- To appraise various policies which make part of HR Manual.

Sr No.	Unit Heading	Content of Unit	Duration Hrs
1	Introduction to HR Manual	HR Manual: Concept, Importance, Contents, Important considerations while preparing HR Manual	3
2	Policies and Procedures	Defining Policies & Procedures, why policies are important, Steps in developing Policies, Role of BOD in HR policy development	4
3	Recruitment & Selection	Purpose, Policy, Selection Process, Job Description, Staff Contract Policy,	4
4	Employee Development	Performance Management procedure, Positive corrective action procedure, TNI procedure, Employee Recognition	4
5	Leaves & Travel	Leave Entitlement: Casual Leave, Earned Leaves, Maternity Leaves, Paternity Leaves, Absence without leave, Working Hours & Holidays, Travel entitlement & allowance,	5
6	Compensation & Benefits	Compensation Philosophy, staff Salary Plan, Overtime rates, Retirement Planning, Educational Advantages	5
7	Employee Service	Employee References, Staff Grievance procedure, F&F procedure, Exit interview procedure & Questionnaire, Other services.	3
8	Employee Separation	Exit Process, Notice Period, Violating rules, Termination Resignation formalities	2

ISBS PGDM 2016-18

PROJECT PN BEST HR PRACTICES

Programme: PGDM Semester IV **Course Code: G-HE-408**
Revised in: January 2016 **Total Hours: 30**

Objective: To expose students to organizations to know Best HR practices

Unit no.	Content	No of Sessions
1	Case Studies on Best HR Practices like: ● Recruitment ● Retention ● Training ● PMS ● Succession Planning ● Employee Engagement ● Compensation	15
2	Visit at least 2 Organizations, study & Compare their HR Practices and make a Report on it	15

ISBS PGDM 2016-18

RURAL BANKING &MICROFINANCE

Programme: PGDM Semester: IV **Course Code: G-HE-409**

Revised in: January 2016 **Total Hrs: 30**

1.Objectives

At the end of this course the student should:

- understand the rural financial sector and sharpen his awareness of the fundamental issues of rural finance
- Understand the key issues linked to rural banking including the challenges inherent therein and get acquainted with the initiatives taken for addressing the said issues.
- Familiarize himself with the micro finance initiative as a socially responsive and yet commercially viable proposition

2. Core text book

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

3. Reference books

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

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

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Sr. No	Topic	Duration (Hrs)
1	Composition of the Institutional Credit System (ICS) in India and roles played by different constituents of ICS – Scheduled Commercial Banks, Regional Rural Banks, Co-operative Credit Societies- Regulatory Framework in Rural Financial Institutions- Role of RBI & NABARD	5
2	Major policy initiatives launched in India for aligning the banking system to socio-economic goals of the national development process - priority sector in lending, Nationalization of major commercial banks.	5
3	Outline of subsidy-linked credit programmes of the Government like PMRY, SGSY,SJSRY &SLRS	5
4	Initiatives of the Government (without subsidy-link) like Kisan Credit Card ,Differential Rate of Interest (DRI) scheme (KCC) scheme, Financing of Agriclinics/Agribusiness Centres	5
5	Genesis and evolution of microfinance: different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India. Micro-Finance Institutions	5
6	Role of various stakeholders like the government, the non-government organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative	5

ISBS PGDM 2016-18

FINANCIAL MARKETS

Programme: PGDM Semester: IV **Course Code: G-HE-410**
Revised in: January 2016 **Total Hrs. 30**

1.Objective:

- To give the students a basic understanding of the products, players and functioning of financial markets, particularly the capital market.

2.Core books for Reading:

- Financial Markets: A Beginners' Module, Workbook from NSE

3.Reference Books:

- Gurusamy, Financial Markets and Institutions, Tata McGraw Hill.
- Saunders, Financial Markets and Institutions, Tata McGraw Hill.
- Thummuluri, Siddaiah, Financial Services, Pearson Education.
- Khan, Indian Financial Systems, Tata McGraw Hill

4.Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Investment Basics:** Need for investment, Equity, Derivative, Mutual fund, Depositories; Dematerialization, Investment Alternatives: short term and long term financial options; Stock Exchange.	5
2	**Primary Market:** Role of the Primary Market,Initial Public Offer, Book-building process, Allotment of Shares, Private Placement, Face Value, Premium and Discount in Securities Market, foreign capital issuance: ADR,GDR,ADS.	5
3	**Secondary Market:** Introduction ,Role & functions of SEBI, Depositories, Stock Exchanges, Listing, Membership, Trading, Clearing & Settlement & risk management, equity investment, debt investment.	5
4	**Financial Instruments:** Mutual Funds: Regulatory Body,Benefits, NAV,Risks involved investing in mutual funds, different types of mutual funds,different investment plans, fund management, ETF.	5
5	**Corporate Actions: An overview, Index, Clearing & settlement and redressal.**	5
6	**Financial Statement Analysis: Concepts and modes of Analysis,** Stock Market related ratios, understanding annual report, Ratio Analysis, Balance Sheet and Profit Loss Statement Analysis.	5

ISBS PGDM 2016-18

FINANCE SPECIALIZATION
Semester - II

ISBS PGDM 2016-18

FINANCIAL MANAGEMENT

Programme: PGDM Semester: II **Course Code: G-GC-201**
Revised in: January 2016 **Total Hrs : 45**

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1. Objectives:

- To familiarize the students the different financial functions to be discharged by a finance manager.
- To analyze the impact of financial decisions on an corporate entity.
- To understand sustainability issues affecting financial statements,
- To develop the analytical skills by associating the tools and techniques for interpretation of business information and application of financial theory in financing related decisions.

2. Core text book for Reading:

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

3. Reference book for Reading:

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

4. Pedagogy:

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

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	Topic	Duration (Hrs.)
1	**Introduction to Financial Management:** Meaning and significance of Financial Management, Understanding the financial Statements, Various Sources of Funds.	2
2	**Ratio Analysis:** Ratio – Meaning & Significance, various types of ratios, Liquidity ratios, Profitability ratios, Efficiency Ratios, Solvency Ratios. Interpretation of ratios. Du-Pont Analysis Numerical on: Calculation of ratios from Balance sheet or profit and loss account or data given.	6
3	**Capital Budgeting:** Capital Budgeting- Introduction, Capital Budgeting Decision techniques. Non Discounting Techniques-ARR & Payback period Method, Discounting Cash flow techniques-discounted PB method, Profitability index method, NPV method, IRR. Numerical on: Payback Period, ARR, NPV, IRR, PI and Discounted Payback Period.	10
4	**Leverage Analysis:** Degree of Operating Leverage & Business Risk, Degree of Financial Leverage & Favorable and favorable financial Leverage. Numerical on: Simple calculation of operating, financial and combined leverage.	4
5	**Cost of Capital:** Cost of Capital – Meaning & Significance , Methods of calculating cost of capital (Equity, Preference shares, Debentures, Long Term loans), Weighted Average Cost of Capital ,Concept of Weighted Marginal Cost of Capital & EVA . Numerical on: Calculation of WACC (using market value and book value weights).	5
6	**Capital Structure:** Capital Structure - Meaning & Significance, factors of Optimum capital structure, Various aspects of capital structure. Theories of Capital Structure: Net income approach, Net operating theory approach, Traditional theory, Modigliani Miller propositions I & II Concept of Over capitalization and Under capitalization.	4

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7	**Working Capital Management:** Working Capital Management – need, Sources of working capital, factors determining working capital, operating cycle. Numerical on Working capital calculation based on cash cost and total cost	6
8	**Corporate Dividend Policies:** Basics Concepts, Dividend Models, Relevance Theories-Walter's model, Gordon's Model, Irrelevance Theories-Modigliani-Miller model. Dividend Policies-Concept of Agency cost, Free Cash-flow Hypothesis & Bird -in-hand Argument.	2
9	**Introduction to sustainability in financial statements**	2
10	**Comprehensive Cases in Finance**	4

ISBS PGDM 2016-18

BUSINESS RESEARCH METHODS

Programme: PGDM Semester - II **Course code: G - GC - 202**
Revised in: January 2016 **Total Hrs. : 45**

1. Objectives:

At the end of the course the student should be able:

- To understand the concept and process of business research in business environment.
- To know the use of tools and techniques for exploratory, conclusive and causal research.
- To understand the concept of measurement in empirical systems.
- To use statistical techniques for analysis of research data.

2. Core books for Reading:

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

3. Reference Books:

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

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs)
1	**Foundations of Research :** Meaning, Objectives, Motivation, Utility, Research Process, Type Of Research, Research Methods And Methodology, Criteria For Good Research, Characteristics, Difference Between Methods & Methodology	2
2	**Research Problem & Hypothesis formulation:** Research Problem Identification & Formulation-Concept & Steps, Research Question - Hypothesis - Qualities Of A Good Hypothesis - Null Hypothesis & Alternative Hypothesis (Concept Only), Concept Of Independent & Dependent Variables, Extraneous Variable.	5
3	**Research Design:** Concept, Features Of A Good Research Design, Use Of A Good Research Design Qualitative Research And Quantitative Research Approaches, Exploratory Research Design, Causal Design, Descriptive Research Designs And Experimental Design, Concept Of Cross-Sectional And Longitudinal Research.	4

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4	**Types of Data - Secondary Data:** Definition, Sources, Characteristics, Searching World Wide Web For Data, Issues To Be Considered For Secondary Data, Reliability, And Consistency. Types Of Data - Primary Data: Definition, Advantages And Disadvantages Over Secondary Data.(Web Base Search Project-Secondary Database)	5
5	**Measurement & Data:** Concept Of Measurement, Problems In Measurement In Management Research, Concept Of Validity And Reliability. Levels Of Measurement - Nominal, Ordinal, Interval, Ratio.	3
6	**Scales:** Constant Sum Scales, Graphic Rating Scales - Ranking Scales - Paired Comparison & Forced Ranking. Attitude Scaling Techniques: Concept Of Scale - Rating Scales Viz. Likert.	2
7	**Questionnaire Method:** Questionnaire Construction - Personal Interviews, Telephonic Survey Interviewing, Email/Internet Survey, Online Survey Sites, Their Utility, Sampling: Basic Concepts: Defining The Universe, Concepts Of Statistical Population, Sample, Characteristics Of A Good Sample. Sampling Frame (Practical Approach For Determining The Sample Frame Expected), Sampling Errors.	4
8	**Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling Methods. Practical Considerations In Sampling And Sample Size, (Sample Size Determination Formulae And Numerical Not Expected).	3
9	**Data Analysis :** Editing, Coding, Univariate Analysis - Tabular Representation Of Data, Frequency Tables, Construction Of Frequency Distributions And Their Analysis In The Form Of Measures Of Central Tendency - Mean, Median And Mode; Their Relative Merits And Demerits Graphical Representation, Appropriate Usage Of Bar Charts, Pie Charts, Histogram, Bivariate Analysis: Cross Tabulations, Use Of Percentages(Excel & SPSS Exercise)	8
10	**Research Reports:** Structure Of Research Report, Report Writing And Presentation. Project Assignment & Team Project Research Paper Discussion **(Report writing after execution of the Field Project-Based on Primary Database Analysis)**	9

ISBS PGDM 2016-18

HUMAN RESOURCE MANAGEMENT

Programme: PGDM Semester- II **Course Code: G - GC - 203**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of the course the student should be able:

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. Human resource is considered to be an asset today. The organization need to sustainably manage this asset so as to manage the bottom line. The student studying HRM needs to know how effectively and sustainably manage the resource hence the concept has been added. The application activities will help students apply the concepts to their workplaces.

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

2. Core text book

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

3. Reference books

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

4. Pedagogy

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

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Sr. No	Topic	Duration
1	**Introduction:** Importance of HR, HR challenges, Human Resource functions	3
2	**Human Resource Planning:** Objectives and importance, planning process, methods; Job Analysis, Job Design	4
3	**Recruitment & Selection:** Definition, methods of recruitment, process of recruitment and selection, difference between recruitment & selection, sources of recruitment, Selection tools, interviewing methods, Sustainable recruitment practice; INDUCTION and ONBOARDING- Need, importance , process and benefits.	5
4	**Training and development:** Introduction and nature, Difference between training, development and education, training need assessment, designing and administering training programme , types of training, evaluation of T & D programme (Kirkpatrick model)	5
5	**Performance Management System:** Concept, process, overview of methods, role of managers in performance management, outcomes of PMS.	4
6	**Compensation and Benefits :** Compensation structure, Concept of CTC, pay for performance and incentive plans, Benefits and services, fringe benefits.	4
7	**Retirement and Separation:** Types of Retirement/Separation-Superannuation, Resignation-Discharge-Dismissal-Suspension-Layoff. Full & Final settlement process	3
8	**HR Glossary:** Attrition, retention, employee branding, employer branding, green HR, sustainable HR, outsourcing, e-HR (open)	2

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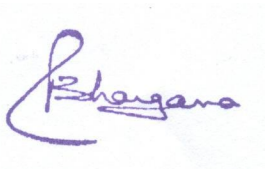

Programme: PGDM Semester – II **Course Code: G - GC - 204**
Revised in: January 2016 **Total Hrs. 30**

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1. Objectives:

At the end of the course the student should be able:

- To develop an understanding of the strategic importance of Quality & Operations Management and how it can provide a competitive advantage in the marketplace.
- To develop knowledge of the issues related to designing and managing Operations.
- To understand the basic concepts in Production Planning and Control.

2. Core books for Reading:

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

3. Reference Books:

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

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to Quality and Operations Management:** Introduction to Operations Management: Definition, nature, significance and history of Operations Management; Introduction to Quality Management: Definitions of 'quality' from various perspectives; Quality Management-A conceptual framework; Importance of Quality; Cost of Quality (COQ); Dimensions of Product Quality; Dimensions of Service Quality	6
2	**Total Quality Management (TQM) & Lean Enterprise :** Meaning and Principles of TQM; Quality Gurus: W. Edwards Deming, Joseph Juran, Philip Crosby, Kaoru Ishikawa; Lean Management: The philosophy of Lean Management, Organizational challenges in Lean Management; JIT Manufacturing; KANBAN as a control tool; Kaizen-Continuous Improvement; Poka-Yoke; Business Process Re-engineering	7

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3	**Six Sigma:** Introduction to six sigma concept; Six Sigma versus Three Sigma; Defects Per Million Opportunities (DPMO); Six Sigma Strategy; Implementing Six Sigma; DMAIC and DMADV approaches in Six Sigma	5
3	**Facilities Location and Design & Operations Processes:** Strategic importance of location decision,; Factors affecting location decision; Determinants of process characteristics: Volume, Variety and Flow; Types of Processes and Operations systems: Continuous flow systems, Intermittent flow systems, and Project form of Manufacturing; Layout Planning: Types of layouts-Process layout, Product layout, Group Technology Layout, Fixed Position Layout; Service System Design Matrix: Design of Service Systems, Service Blueprinting.	6
4	**Production Planning & Control, Inventory Management & Supply Chain Management:** Role and functions of Production Planning and Control; Inventory Planning and control: Concept of inventory, Inventory costs, EOQ Model,, Inventory control: ROL, ABC analysis, VED, FSN, GOLF, SOS; Inventory turnover ratio, Fixed Order quantity Model and Periodic Review Model; Introduction to Supply Chain management; [Numericals are expected on EOQ and ABC analysis].	6

ISBS PGDM 2015-18

SECTOR STUDY-SEMINAR

Programme: PGDM Semester – II **Course Code: G - GC - 205**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course the student should be able:

- To analyze different sectors on the parameters like history of the sector, global scenario and Indian scenario, contribution of the sector to the world GDP, Stock performance, contribution to Indian GDP, growth, employment, etc.
- To compare between the Indian players with the global players.
- To depict each sector 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.
- To study EIC framework i.e. analysis of Economy, Industry and Company
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2.Pedagogy:

- Class Room Lectures, Guest Lectures, Presentations by students, Activities, Case study, Assignments, Tests and Research Papers.
- Business Sectors to be studied

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:

- History
- Global Scenario: Contribution to World GDP
- Indian Scenario
- Growth size of the industry
- Stock Performance
- Revenue Analysis
- Government Policies
- SWOT Analysis of the Sector
- Challenges faced by the sector
- Examples of the companies pertaining to the sector

IES PGDM 2016-18

INTERNATIONAL FINANCE

Programme: PGDM Semester: II **Course Code: G - FC - 206**
Revised in: January 2016 **Total Hrs: 45**

1. Objectives

At the end of this course the student should:

- Be able to understand the challenges in international financial management.
- Be acquainted to the fundamental concepts of International Finance and Exchange Rate Systems.
- Be able to analyze and use the tools, techniques and strategies to make International finance related decisions.
- Have better understanding of letter of credit and its mechanisms.
- Understand the regulatory environment in which international market works with special reference to India.
- Know the role of different institutions in international financial market.

2. Core text book

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

3. Reference books

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

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

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

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

KBS PGDM 2016-18

Sr. No	Topic	Duration (Hrs)
1	**International Finance:** International business and its modes, nature of international financial functions, Introduction to International Finance Foreign Exchange Transaction, Transfer of Funds, NOSTRO, VOSTRO & LORO account.	4
2	**International Financial Institutions and Regulations in India:** IMF, World Bank, EMU, Agencies in International Trade, Exchange earner's foreign currency accounts Trade and Exchange control Regulations in India (GATT, FERA, FEMA	4
3	**International Flow of Funds:** Balance of Payments, its structure, Balance of Trade, Current & Capital Account Balance and R & S, Equilibrium, Disequilibrium and Adjustments.	8
4	**Development in International Monetary System:** Gold Standard, Bretton Wood systems of exchange, Exchange rate regime since 1973.	5
5	**Foreign Exchange Arithmetic's:** Rates of Exchange, FOREX Markets, and its structure, Factors affecting movement of exchange rates. Management of risk due to fluctuation of rate of exchange Various Types of exchange rates quoted by banks, Nominal, Real and Effective exchange rate, Direct and Indirect Quotations Cross exchange rates and chain rule, bid ask price and spread, profit through arbitrage, TT buying and Selling Rates.	10
6	**International Financial Markets & Cash Management:** Major Participants, Spot Market, Forward Market, Market for Currency Futures and Currency Options Forward: introduction, feature and terminologies related to Forward transactions profit through Arbitrage without transaction cost, with transaction costs Interbank Forward Dealing. Futures: Market introduction, features and terminologies related to futures transaction, hedging and speculation with currency futures Options: introduction, features and terminologies related to options option strategies, hedging and speculation with currency options Financial SWAPS & Credit Derivatives: Types of SWAP structures and its applications.	10

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7	**Documents used in International trade:** Methods of payment, Guarantees, Letter of Credit, Export Financing	4

Examination details:

- Conceptual questions in the final exams 60 percent.
- Numerical questions in the final exam 40 percent.
- Numerical questions to be asked from
- Chapter 3: International flow of funds
- Chapter 5: Foreign exchange athematic
- Chapter 6: International financial markets and cash management

ISBS PGDM 2016-18

RETAIL BANKING OPERATIONS

Programme: PGDM Semester: II **Course Code: G-FC-207**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives

At the end of this course the student should:

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

2. Core text book

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

3.Reference books

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

4.pedagogy

- Lectures, Cases, Assignments, ET Articles

ISBS PGDM 2016-18

Sr. No	Topic	Duration (Hrs)
1	**Definition of banking, Functions of commercial Banks:** Primary and ancillary, Evolution of Banks in India – Pre and Post-Independence, Nationalization, Post 1991 – Entry of Private Sector Banks, Structure of banking in India , Differentiated Banks-Small Banks & Payment Banks, 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	**Rights & Obligations of a Banker-** Right of Lien & right of set-off. Obligation to honour cheques (S.31 of N.I. Act), Obligation to maintain secrecy of customer accounts	4
5	**Retail Banking Liability Products:** Time and demand Deposits CASA, FD, RD, Auto Sweep, Reverse Sweep.	6
6	**Retail Asset products:** Features of Retail Loans, Retail Lending Cycle, Home loan, Car loan, Education Loans, Gold Loan and Personal Loan, Types of Repayments, Calculation of EMIs, Moratorium Period, Concept of Delinquency and NPA.	6
7	**Ancillary services:** DD, MT, TT, BPO, safe deposit locker, safe custody, pension payment, collection of direct taxes and indirect taxes. Collection of bills, Cheques clearing house operations, Demat and 3 in 1 Accounts.	5

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8	**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.	5
9	**Bank assurance:** Concept of Insurance, Need and functions of Insurance	2
10	**Concepts of Mutual Funds:** Benefits of Mutual Funds, Distribution of MF products	2

ISBS PGDM 2016-18

INDIAN FINANCIAL SYSTEM

Programme: PGDM Semester: II **Course Code: G-FC-208**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives

At the end of this course the student should:

- Have knowledge about the Indian Financial System.
- Understand the types of markets, institutions, instruments and regulators within the Financial System.
- Have the capability and confidence to utilize the knowledge in related Finance subjects such as Security Analysis, Fixed Income, Derivatives, Wealth Management, Risk Management to name a few.

2. Core text book

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

3. Reference books

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

Teaching Methodology

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

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Sr. No	Topic	Duration
1	**Structure of Indian Financial System:** Pre Nineties and Post Nineties overview Organizational structure of the Indian Financial System.	5
2	**Types of Markets:** Organized and Unorganized markets, Money markets, Equity, Bonds, Derivatives, Forex, Commodities, Market mechanisms – Exchanges, OTC.	6
3	**Financial Institutions:** Organized - RBI, Banks – scheduled commercial and co-operative banks, NBFCs, Development Finance institutions – All India level/State Finance co/Others Unorganized – Money lenders, land lords, pawn brokers, traders.	5
4	**Financial Instruments:** Term – Short/medium/long term instruments Type – Primary – Equities, Debt, combination Secondary – Time deposits, Insurance, MF units.	5
5	**Financial Services:** Depositories, Custodial, credit rating, Factoring, merchant banking, underwriting, portfolio management	4
6	**Regulatory Framework - Need and Importance:** Need and Importance of regulatory framework in finance field - Goals of Regulation - Price stability, Protecting the small investors - Preventing market misconduct. Effect of good regulation - better market outcomes. Structure of regulatory framework in India. Financial Regulation and Financial Inclusion Role of financial Regulators in promoting economic growth. Global Financial Crisis - Response of the Indian Regulators. Quasi-regulatory institutions: National Bank for Agriculture and Rural Development (NABARD), Small Industries Development Bank of India (SIDBI), National Housing Bank (NHB), Conflict between regulators. Problems of coordination, Managing Systemic Risks.	10
7	**Regulators:** RBI : Functions of RBI, Credit control measures, qualitative credit control, and Quantitative credit control, Regulatory measures taken by the RBI to facilitate Financial inclusion. Supervisory framework for NBFCs SEBI: Introduction -	10

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	Functions of SEBI, SEBI Guideline for issue of securities, (e- IPO), bonus share, book building, OTCEI. IRDA: IRDA Act, Salient features of the IRDA Act, 1999. IRDA (Protection of Policy holders Interests) Regulations 2002. Duties, Powers & Functions of Authority. Pension Funds Regulatory and Development Authority (PFRDA): Role and Functions Board for payment and settlement systems: Role and Functions. Board of Financial supervision: Role and Functions Competition Commission of India: Role and Functions.	
	PRACTICAL 1 Group activity to identify a financial institution and make presentation about the same.	
	PRACTICAL 2 Group activity to identify latest developments in Banking/NBFC/Capital Markets/ Commodities/Insurance and present to the class.	

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FINANCIAL SERVICES

Programme: PGDM Semester: II **Course Code: G-FC-209**
Revised in: January 2016 **Total Hrs: 45**

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1. Objective:

At the end of the course the student should:

- Have gained knowledge about various Fee based and Funds based Financial Services.
- BE able to develop understanding about the types of Financial services, target customers, marketing approaches for the same.
- Be able to build the capability and confidence to utilize the knowledge explaining the advantages and disadvantages of various financial services and make suitable recommendations regarding the usage of these services.

2.Core books for Reading:

- Vasant Desai Financial Markets & Services Himalaya Publication Latest Edition
- K Sasidharan Financial Services & System Tata McGraw Latest Edition

3.Reference Books:

- Gupta &Agrawal Financial Services Kalyani Publishers Latest Edition
- R Shanmugham Financial Services Wiley India Latest Edition
- L M Bhole Financial Institutions and Markets Tata McGraw Latest Edition
- M Y Khan Financial Services Tata McGraw Latest Edition
- M Y Khan Indian Financial Systems Tata McGraw Latest Edition

4.Pedagogy:

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

Sr. No	Topic	Duration (Hrs)
1	**Overview :** 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.	2
2	**Types of Financial Services:** Funds based services, Fee based services, Financial services classified by types of customers – retail, corporate, institutional.	2
3	**Commercial Finance:** Term Loans, Working Capital Loans, Lease, Hire Purchase, Bill Discounting, Letter of Credit, Bank Guarantee, Equipment and Infrastructure Finance Lease –Types of Lease, advantages and disadvantages.	6

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4	**Housing Finance:** Major institutions involved, types, rate of interest, advantages, real estate scenario in India.	3
5	**Fixed Deposits, Bonds, Credit Rating:** Origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, scope in India.	3
6	**Consumer Loans, Cards, Travel related and Forex services:** Auto Loans, Personal Loans, Education Loans, Loans against property/shares Credit Cards, Travel/Forex Cards Forex related – Money changers, travelers' cheques, money transfers.	3
7	**Investment Banking:** Definition of Merchant Banking and its scope, Procedure for registration of Merchant Banking, Operational guide lines by SEBI for merchant bankers, Services Offered By Merchant Bankers: Mergers and Acquisition Services -merger, acquisition, takeover, hostile merger, Types of mergers - horizontal, , conglomerate, tender offer.	6
8	Equity– Primary Markets: Public Issue Management And Regulations: Public issue management - Functions, Mechanism, role of issue manager, activities involved in public issue. various methods of Marketing of new issues - Private placement method, Initial public offer method, Rights issue method, Bonus issue method, stock option method, Prospectus - prospectus for public offer - its importance, Red Herring prospectus, Underwriting- Definition, types, Offer for sale, Post issue activities -meaning, activities involved like allotment.	7
9	Equity- Secondary Markets: Broker services, Depository, Equity Research, Trading, Portfolio Management Services, Mutual Funds - Definition, products, SEBI requirements for Asset Management Company (AMC), Association of Mutual Funds Industry (AMFI), evaluating mutual fund, growth in India.	6
10	Private Equity, Venture Capital: Definition, types, stages, exit mechanism, advantages, limitations, growth in India, Structured Products and wealth management services.	2
11	PRACTICAL 1 – Group activity : Identify a financial service and study the market in India, major players offering the service, challenges and recommendations for marketing the same. Submit a project report with detailed analysis and recommendations.	3
12	PRACTICAL 2 – Group activity: Presentation on the latest developments in chosen financial service (presentation to be based on PRACTICAL Exercise 1 above).	2

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SUPPLY CHAIN MANAGEMENT

Programme: PGDM Semester – II **Course Code: G - FE – 210**
Revised in: January 2016 **Total Hrs. 30**

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1. Objectives:

At the end of the course the student should:

- Have a comprehensive understanding of supply chain management and related logistics Management in the new economic scenario.
- Be able 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 nd to the Retailer.
- Understand sustainability in the context of Supply Chain Management.

2. Core text book for Reading:

- Logistics Management - V V Sople, Pearson

3. Reference books for Reading:

- Supply Chain Management: Strategy, Planning & Operations- Sunil Chopra, Peter Meindl, D V Kalra
- World Class Supply Management: The Key to Supply Chain Management – Burt, Dobbler, Starling
- Logistics & Supply Chain Management - Cases & Concepts -G Raghuram & N Rangaraj

4. Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**Supply Chain Management:** SCM an enabler for business, Benefits of SCM, Components of SCM.	3
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.	4

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3	**Warehousing:** Warehousing a logistics challenge, Warehousing functions, and options. Site selection, layout design, decision model, costing, strategies, virtual warehouse, and warehouse charter. Performance parameters, warehousing in India, Cold chain infrastructure. Green Warehouses.	4
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.	3
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.	4
6	**Transportation:** Evolution of transportation system, transportation infrastructure, freight management, transportation model. Transportation networks, Route planning, Containerization. Clean Sky Initiative; Hybrid Vehicles.	2
7	**Logistical Packaging:** Packaging, packaging as unitization, design considerations. Packaging material, Packaging cost. Bio degradable packing, Eco Labels; QR – Quick Response codes.	2
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
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. Vendor Rating for Sustainability.	5

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NEW AGE MARKETING

Programme: PGDM Semester II **Course Code: G – FE – 211**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course, the students should be able

- To identify the various newly employed marketing tactics
- To understand the implications of social media and digital marketing
- To understand and formulate marketing strategies to suit the prevailing marketing scenario

2. Reference Book for Reading:

- Marketing Management by Phillip Kotler
- Internet Marketing, Strategy, Implementation & Practice: - Dave, Fiona, Kevin & Richards

3. Pedagogy:

- Classroom Lectures, Activities, Case Study, Guest Lecture, Assignments

Sr. No.	Topic	Duration (hrs)
1	**Marketing Strategy:** Strategic Management Process, Mission Vision Values, Analysis Tools with Priority Matrix (Opportunity Threats, Political Economic Socio-cultural Technological Legal and Environment factors, Porter's Five force Model), Strategy Formulation with Balanced Score Card, Value Chain analysis, VHRINS framework, Blue Ocean Strategy	6
2	**New Age Marketing**: Concept of Transient Competitive Advantage, Reasons for continual change in marketing tactics.	6
3	**New Age Marketing Techniques**: Digital Marketing as the 'New Traditional Marketing', Start Up Marketing, Thought Leadership Marketing, Ambush Marketing, Guerrilla Marketing, Ecosystem Marketing, Social Media Marketing, Measuring Success in Marketing	6
4	**Big Data, Cloud and Mobile**- Categories, importance and current trends	3
5	**CRM and IMC**: Fundamentals of CRM, Overview of Integrated Marketing Communications	3
6	**Branding:** Talent Branding, Technology Branding, Branding in the Digital Era	3
7	**Analytics for Marketing Success**- Need, Challenges, Metrics for Products, Brand, Channels, Customers and Markets	3

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8	**Warehousing:** Warehousing a logistics challenge, Warehousing functions, and options. Site selection, layout design, decision model, costing, strategies, virtual warehouse, and warehouse charter. Performance parameters, warehousing in India, Cold chain infrastructure. Green Warehouses.	5
9	**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
10	**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
11	**Transportation:** Evolution of transportation system, transportation infrastructure, freight management, transportation model. Transportation networks, Route planning, Containerization. Clean Sky Initiative; Hybrid Vehicles.	3
12	**Logistical Packaging:** Packaging, packaging as unitization, design considerations. Packaging material, Packaging cost. Bio degradable packing, Eco Labels; QR – Quick Response codes.	2
13	**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).	4
14	**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. Vendor Rating for Sustainability.	5

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TALENT MANAGEMENT

Programme: PGDM Semester: II **Course Code: G-FE-212**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:

At the end of the course the student should be able:

- To explore the principles of identifying, managing and retaining talent in an organization.
- 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.
- To 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.

2.Core text book for Reading:

- Talent Management Handbook by Berger Lance and Dorothy Berger

3.Reference book for Reading:

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

4.Pedagogy:

- Lectures, Reflective Learning Case based Learning, Project based Learning

Sr. No	Topic	Duration (Hrs.)
1	**Introduction to Talent Management:** Overview, Aligning Talent management Strategy and Business Strategy, Concept & Nature.	5
2	**Talent Acquisition and Identification** Attracting Talent Pool, Recruitment & Selection of Talent, On-Boarding of Talent, Talent Assessment and Competency Mapping.	5
3	**Developing Talent** Talent Development, Integrating Succession Planning and Career Planning, Workforce development, Leadership Development and Tools for Talent Management.	5
4	**Promoting Talent** Employer Branding, Promotional Strategies, Talent analysis and planning	5

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5	**Retention of Talent** Talent Retention Strategies, aligning with PMS, Development and Employee Engagement	5
6	**Benefits of Talent Management** Talent Management practices in different sectors	5

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CONTEMPORARY HR INITIATIVES

Programme: PGDM Semester: II **Course Code: G - FE – 213**
Revised in: January 2016 **Total Hrs: 30**

1. Objectives

At the end of the course the student should be able:

- To practically see the contemporary HR practices in the industry today.
- To understand various unique HR initiatives taken by organizations for people management

2. Pedagogy

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

Sr. No	Topic	Duration
1	Industry Visit: To visit an organization and understand the different HR processes and initiatives taken for people management. Industry Visit: To visit an organization and meet senior members from Line functions to understand their perspective on contribution of HR function in terms of business impact. Do they see HR as a business partner or just as a support function? Why?	6
2	Desk Research on Green HR Practices in different sectors/companies	12
3	Online certification in line with an HR process.	12

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PRINCIPLES AND PRACTICES OF BANKING

Programme: PGDM Semester: II **Course Code: G - FE – 214**
Revised in: January 2016 **Total Hrs: 30**

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1. Objective:

At the end of this course the student should be able to :

- To give the students a basic understanding of banking principles and Banking Practices the products, players and functioning of financial markets, particularly the capital market.

2. Core books for Reading:

- Principles and Practices of Banking - Indian Institute of Banking & Finance for DBF Course

3. Reference Books:

- Practical Problems on Banking- S.N. Patodiya
- Industrial Finance – R. Vishwanathan

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Indian Financial System:** An Overview, Banking Regulation, Retail Banking, Wholesale Banking, International Banking, Private Banking, Alliances/Mergers/Consolidation in Indian Banks. Recent developments in the Indian Financial System.	4
2	**Risk management:** Basel Norms –An overview, NPA & stressed assets management, CIBIL.	4
3	**Lending functions of banks:** Principles of lending, working capital assessment and credit monitoring, Priority sector advances, Agriculture Finance, Micro, Small and Medium Enterprises in India, Government sponsored schemes, self-help groups.	7
4	**Banking Technology:** Essentials of bank computerization, payment systems and electronic banking, data communication network, EFT systems, role of technology up gradation and its impact on banks, security considerations.	8
5	**Marketing of bank products/services:** Marketing-an introduction, consumer behavior and product, pricing, distribution, channel management, promotion, role of direct selling agent/direct marketing agent in bank, Marketing Information systems- a longitudinal analysis.	7

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ACCOUNTING AND FINANCE FOR BANKERS

Programme: PGDM Semester: II **Course Code: G - FE – 215**
Revised in: January 2016 **Total Hrs: 30**

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1. **Objectives**

At the end of this course the student should be able to:

To give the students an understanding of the basics of financial mathematics, accountancy and financial concepts.

2. Core text book

Accounting & Finance for Bankers - Indian Institute of Banking & Finance for D B & F Course

3. Reference books

Management Accounting & Financial Management- S.N. Maheshwari
Financial Accounting – R. L. Gupta & V.K. Gupta
Financial Accounting – S. P Jain & K.L. Narang

4. Pedagogy

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

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Sr. No	Topic	Duration (Hrs)
1	**Business Mathematics and Finance:** Calculation of Simple Interest & Compound Interest; Calculation of Equated Monthly Installments; Fixed and Floating Interest Rates; Calculation of Annuities; Interest Calculation using Products/Balances; Amortization of a Debt; Sinking Funds Debt- Definition, Meaning & Salient Features; Loans; Introduction to Bonds; Terms associated with Bonds; Cost of Debt Capital; Bond value with semi-annual Interest; Current Yield on Bond; Calculation of Yield-to-Maturity of Bond; Theorems for Bond Value; Duration of Bond; Properties of Duration; Bond Price Volatility.	6
2	**Nature and Purpose of Accounting:** Historical Perspectives; Origins of Accounting Principles; Accounting Standards in India and its Definition and Scope; Generally Accepted Accounting Principles of USA (US GAAP); Transfer Pricing; Overview of IFRS; Difference between GAAP & IFRS.	5
3	**Basic Accountancy Procedures:** Concepts of Accountancy; Entity Going Concern Entity; Double Entry System; Principle of Conservatism; Revenue Recognition and Realization; Accrual and Cash Basis. Maintenance of Cash/ Subsidiary, Books And Record Keeping Basics; Account Categories; Debit and Credit Concepts; Accounting and Columnar Accounting Mechanics; Journals Ledger Ledgers; subsidiary books; etc.	4
4	**Bank Reconciliation Statement:** Need for Bank Reconciliation; Causes of Differences; Preparation of Bank Reconciliation Statement; How to prepare a Bank Reconciliation Statement when Extracts of Cash Book and Pass Book are given; Adjusting the Cash Book Balance; Advantages of Bank Reconciliation Statement.	3
5	**Capital and Revenue Expenditure:** Expenditure; Distinction between Capital and Revenue Expenditure; Deferred Revenue Expenditure; Receipts; General Illustrations.	2
6	**Ratio Analysis:** Ratio Analysis Meaning of Accounting Ratios; Classification of Ratios; Uses of Accounting Ratios; Limitations of Accounting Ratios; Calculation and interpretation of various Ratios; Different Users and their Use of Ratios.	5
7	**Final Accounts of Banking Companies:**	5

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	Definition and Functions of a Bank; Requirements of Banking Companies as to Accounts and Audit; Significant Features of Accounting Systems of Banks; Principal Books of Accounts; Preparation and Presentation of Financial Statements of Banks; CMA Format; Accounting Treatment of Specific Items; Preparation of Profit and Loss Account; Comments on Profit and Loss Account; Important Items of Balance Sheet; Disclosure Requirements of Banks; Additional Disclosures prescribed by RBI; Disclosures required under BASEL norms.	

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SEMESTER III

STRATEGY AND ENTERPRISE PERFORMANCE MANAGEMENT

Programme: PGDM Semester – III **Course Code: G - GC - 301**
Revised in: January 2016 **Total Hrs. 45**

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1. Objectives:

At the end of the course the student should be able:

- To understand the concept of strategic management and significance of managing the business strategically in the current business environment.
- To acquire the knowledge of strategies at corporate, business and functional levels.
- To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation, process of strategy implementation and the challenges of managing a change with control system to monitor the strategy implementation process.
- To analyze the strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/ responsibility center allocation.
- To understand the performance measurement criteria of different kind of organizations.

2.Core Text Books:

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

3.Reference Books:

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

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4.Pedagogy:

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

Sr. No.	Topic	Duration (Hrs.)
1	**1.1 Understanding Strategy**: Concept of strategy, Corporate, Business and Functional Levels of Strategy **1.2 Introduction to Strategic Management:** Meaning and Characteristics of strategic management, strategic management Vs. operational management; Process of strategic Management **1.3 Stakeholders in business and their roles in strategic management** **1.4 Hierarchy of Strategic Intent:** Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA) **1.5 Analyzing Company's External Environment:** Environmental appraisal Scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP) **Analyzing Industry Environment:** Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis	9
2	**2.1 Analyzing Company's Internal Environment:** Resource based view of a firm, meaning, types & sources of competitive advantage**,** analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis **2.2Value Chain Analysis Using Porter's Model:** primary & secondary activities **2.3Organizational Capability Profile:** Strategic Advantage Profile, Concepts of stretch, leverage & fit	8

	2.4Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model	
3	**3.1 Generic Competitive Strategies:** Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy **3.2Grand Strategies**: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances), Retrenchment– Turnaround, Divestment, Liquidation, Outsourcing Strategies	7
4	**4.1 Strategy Implementation:** Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation; **4.2 Blue Ocean Strategy:** Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework	7
5	**5.1 Performance Management:** Concept, need **5.2 Financial performance evaluation parameters:** Responsibility Accounting, External audit, Evaluating economic performance of a business unit, Internal audit, role of financial controllers, EVA, ROI, ROA, MVA approaches for Implementation of performance in a business unit.	7
6	**6.1 Performance Evaluation Parameters for Manufacturing Organization;** **6.2 Performance Evaluation Parameters for Service Organization:** Banks, Retail, Hotel, Health care, Non-profit; **6.3 Performance Evaluation Parameters for Projects**	7

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SUMMER INTERNSHIP PROGRAMME

Programme: PGDM Semester – III **Course Code: G - GC - 302**
Revised On: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- Acquire on job the skills, knowledge, attitudes, and perceptions.
- Get immersed in actual supervised professional experiences
- Get an insight into the working of the real organizations.
- To gain deeper understanding in specific functional areas and inter departmental linkages.
- To develop perspective about business organizations in their totality
- To build up confidence for future interviews and Corporate Assignments.
- At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period.
- SIP can be carried out in:
- Corporate Entity
- NGO
- SME
- Government Undertaking
- Cooperative Sector
- SIP may be a research project - based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by :

Executive Summary, Organization profile, Outline of the problem/task undertaken
Research methodology & data analysis (in case of research projects only)
Relevant activity charts, tables, graphs, diagrams, etc.
Learning of the student through the project, Contribution to the host organization
References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)
It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.
The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.
The student shall submit TWO hard copies of the project report in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

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INTERNATIONAL BUSINESS EXPOSURE PROGRAMME

Programme: PGDM Semester – III **Course Code: G - GC - 303**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:
At the end of the course the student should be able:

- To get international exposure in the area of future career options through seminars, workshops, industrial visits and field visits.
- To get opportunities for learning multiple aspects including culture, social and economic aspects of the region.

2.Pedagogy:

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

The objective of providing International Business Exposure Program (IBEP) to the management students is to align student's perspective of viewing world economy as driver of global business. It enables appreciation of foreign economy and its eco- systems and serves to provide a comparative analysis of domestic and international economy and culture.

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BUSINESS ETHICS AND CORPORATE GOVERANCE

Programme: PGDM Semester - III **Course code: G – GC - 304**
Revised in: January 2016 **Total Hrs. : 45**

1. Objective: The objective of the course is to help the students understand the nature and application of business ethics and corporate governance.

2. Core books for Reading:

- Business Ethics & Corporate Governance – S.K Mandol
- Corporate Governance – A.C. Fernando

3. Reference Books:

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

4. Pedagogy:

- Case study
- Class discussion with current & relevant examples

Sr. No.	TOPIC	DURATION
1	**Business Ethics - Introduction**	4
	Introduction to business ethics, Morality & Moral Standards Nature & Relevance of Ethics in Management Law, Ethics & Business	
2	**Business Ethics – Application & Issues**	7
	Ethical Decision making – Ethical Dilemma for a manager Ethics – Individual & Organization Ethical Issues in Marketing / Finance / Human Resource	
3	**Corporate Governance – Introduction**	7
	Concept of corporation, corporate citizenship Distinction between Governance & Management Corporate Governance - Meaning, Scope (Narrow to Broader Perspective), Issues in Corporate Governance	

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4	**Evolution of Corporate Governance**	3
4 4.3	Theories on Corporate Governance – Stewardship, Agency, Stakeholder theory. Corporate Governance Models – Anglo-American, Japanese, German & Indian model on corporate governance Essence of governance – Obligation towards Society, Invertors, Employees, Customer	
5	**Committees & Codes on Corporate Governance**	8
	Development of codes on Corporate Governance – CII Code, SEBI initiative, Birla & Narayan Murthy Committee, Cadbury committee World Bank & OECD Principles on Corporate Governance	
6	**Agents & Institutions in Corporate Governance**	8
	Corporate governance & Investor Protection- Rights & privileges of shareholders Board of Directors & Corporate Governance – Roles & Responsibility of Directors, Independent Directors, Director Remuneration Auditors & Corporate Governance	
7	**Corporate Governance in emerging economy**	8
	Governance in developing and transition economy - Problems, Institutional framework, Challenges Governance in global Society - Globalization, Role of MNC, Global Issues on governance Governance & Sustainability	

Suggested Case Studies:

▪ Merck & Company – River Blindness in Africa	▪ Satyam Computers / Sahara Group
▪ Slavery in Chocolate Industry	▪ Rajaratnam – Insider Trading / Asian or Global Financial Crisis

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▪ Fall of Enron Corporation	▪ ITC – Is Corporate Governance Skin Deep

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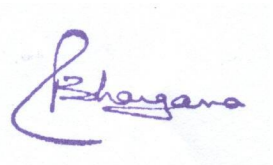

ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

Programme: PGDM Semester: III **Course Code: G-GC-305**
Revised in: January 2016 **Total Hrs: 45**

1.Objective

At the end of this course the student should be able to :

- Understand 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.
- Comprehend the legal issues involved while setting up an enterprise and entrepreneurial financing;
- Understand the programs designed and formulated by Central, State governments and other important institution in entrepreneurship development.
- Understand the special challenges of starting new ventures and introducing new product and service ideas, the process of founding a startup.
- Understand the concepts of Social and Rural Entrepreneurship.

2. Core text book for Reading:

- Entrepreneurship: New Venture Creation – David H. Holt
- Entrepreneurship – Hisrich Peters
- Project management for Business and Technology Principles & Practice, John M. Nicolas

3. **Reference book for Reading:**

- 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.

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

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Sr. No.	Topic	Duration (Hrs.)
	ENTREPRENEURSHIP	
1	**The Entrepreneurial Development Perspective** Entrepreneurship as a career. What it takes to be an entrepreneur. EntrepreneurVs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager Attributes and Characteristics of a successful Entrepreneur. Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development. Entrepreneurial Culture Case Study on Entrepreneurial Culture	5
2	**Legal Environment and Government support** Basic Government Procedures to be complied with Legal Issues (licensing, patents, contracts etc.) Role of Central Government and State Government in promoting Entrepreneurship – Introduction to various incentives, subsidies and grants	4
3	**Creating Entrepreneurial Venture** Idea Generation and Opportunity Evaluation Distinguishing idea from an opportunity. Evaluating a business idea. Linking numbers to a business opportunity – Back of the envelope calculation. Developing Business Model: Generating a Detailed Business Model. Sources of Funds – Bootstrapping, Angel and Venture Funding, other sources of debt	5
4	**Sustaining Entrepreneurial Venture** Venture Life-Cycle: Various stages in life-cycle of a venture; Growth & maturity of a venture. Entrepreneurial Pitfall: Peter Drucker's 4 entrepreneurial Pitfall. Causes, symptoms and consequences of a sick unit.	5
5	**Sustainability through Social and Rural Entrepreneurship** The Socio-Economic Context of Social Entrepreneurship, Defining Social Entrepreneurship, sustainability through social entrepreneurship. Introduction and scope of rural entrepreneurship, sustainability through rural entrepreneurship.	4
	PROJECT MANAGEMENT	
6.	**Feasibility Analysis** Introduction to project. Technical Feasibility, Financial Feasibility, Marketing Feasibility, Personnel Feasibility and Management Feasibility.	4
7.	**Business Plan** The Business Plan as an Entrepreneurial Tool Business Plan Presentation	5
8.	**Project Execution** Estimating and Financing funds requirement; Project capital planning and Budgeting- NPV approach, Pay Back Approach. a) Work Break-down Structure (WBS) b) Project Scheduling and Time Analysis- PERT	10

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	approach, CPM, Crashing of Projects. c) Resource Leveling. d) Project Reporting Project Organization	
9.	**Role of Various agencies in Project Initiation** 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). Role of Financing Institutions: Banks, Angel Investors, Venture Capital, Private Equity.	3

ISBS PGDM 2016-18

INDIAN TAX STRUCTURE

Programme: PGDM Semester: III **Course Code: G-FC-306**
Revised in: January 2016 **Total Hrs: 45**

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1. Objective:

The course provides an insight to the direct and indirect 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:

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

3. Reference Books:

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

4. Pedagogy:

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

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

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5	**Profits and Gains from Business of Profession:** Basics, Permissible expenses and incomes, Non- Permissible expenses and incomes	4
6	**Capital gains** : Basics, Long term and short term capital gain, Indexation	4
7	**Income from Other sources** : Basics, Gift, Winning of lotteries, crosswords and puzzles, Family pension, Other sources	**2**
8	Deductions under Chapter VIA and Relief	**4**
9	Computation of net taxable Income	**2**
10	Income Tax Payment and Assessment (TDS)	1
11	Tax Planning	1
12	Central Excise	4
13	Service Tax (with new rules related to point of taxation and place of provision of services)	3
14	VAT	2
15	Introduction to Customs Duty	1

Note: Financial Year applicable for the paper will be the Financial Year pertaining to the Academic Year. E.g. For the academic year 2015-2016, applicable Financial Year will be 2015-2016.

Weightage of numerical	70%
Weightage of theory	30%

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Numerical of basic level would be included on following topics:

1) Salary	6) Computation of net taxable income and income tax
2) House Property	7) Central Excise Duty Calculation
3) Profits and Gains from Business and Profession	8) Service Tax Calculation
4) Capital Gains	9) Case on Place of Provision of Service
5) Income from other sources	10) VAT (basic calculations)

ISBS PGDM 2016-18

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Programme: PGDM Semester - III **Course Code: G- FC- 307**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:
At the end of this course the student should:

- Be able to understand various investment markets and functioning of markets.
- Be equipped with the theoretical and practical knowledge of capital market.
- Develop the skills for developing the portfolio constructions, revision, reconstruction and investment advisory.

2. Core text book for Reading:

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

3. Reference books:

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

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Investment Environment:** Types of Assets, Taxonomy of Financial Asset, Types of Securities & its features, Difference between Investment Speculation & Gambling – Different Investment Avenues & Classes, Financial Market and Economy, Primary and secondary markets, BSE & NSE & its role and function, Role of SEBI with regard to Secondary Markets.	4
2	**Risk & Return:** Concept of risk- Different Types of Risk – Measures of Risk, Risk and risk Aversion, Relationship between Risk & Return, Time series analysis of past returns. Construction of portfolio. Objective of portfolio construction, Optimal Risky Portfolio.	8

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3	**Fundamental Analysis:** Macro Economy, Industry Analysis, Company analysis- financials and subjective appraisal Corporate Actions- Dividend, Buyback of shares, Stock spilt.	6
4	**Company Analysis & Valuation:** Factors affecting valuation - Book Valuation Techniques – Dividend Discount Model, Discounted Cash flow Approach, Relative valuation - P/E ratio, P/B ratio, EV/EBITDA ratio, Technical Analysis - Basic Tools and Tenets of Technical Analysis –only introduction, Project on Company Valuation.	6
5	**Fixed Income Bond Valuation:** Concept of Fixed Income Securities, Debentures and Bonds, Bond yield, Bond Maturity and Bond Duration Bond Return & Valuation - Plain Vanilla Bond, Debt Market in India.	6
6	**Mutual Funds and other Investment Companies:** Investment Companies, concept and Types, cost of investing in MF, Exchange Traded Funds, NAV and Performance of MF.	4
7	**Introduction to Portfolio Theory & Portfolio Management:** The Markowitz Portfolio Selection Model, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.	8
8	**Efficient Market Hypothesis:** Concept of EMH and its Implication, Behavioral Finance.	3

Numerical can be asked from
Chapter 2 Risk & Returns
Chapter 4 Company Valuation
Chapter 5 Fixed Income Bond Valuation
Chapter 6 Mutual Funds
Chapter 7 Portfolio Management

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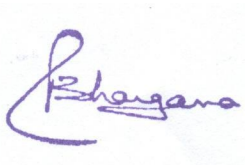

DERIVATIVES AND RISK MANAGEMENT

Programme: PGDM Semester: III **Course Code: G-FC-308**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of this course the student should be able:

- To understand risk management and derivatives in a holistic manner.
- To understand the techniques and functioning of the risk management and derivatives.

2. Core text book for Reading:

- Foreign Exchange & Risk Management – C. Jeevanandam

3. Reference book:

- Risk Management Insurance & Derivatives G. Kotreshwar

4. Pedagogy:

- Case Study, Presentations, Industry Visit

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

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	o Strike price o Interest rate o Time to expiration	
5	Basic Option strategies & Profit Diagrams	4
6	Arbitrage/Reverse Arbitrage Portfolio Hedging , Normal equity hedging strategies using equity spot & futures, synthetic option Introduction to option pricing model using binomial & black Scholes	**6**
7	Equity Derivative Strategies using · equity futures & options Protective Put ·Covered Call	4
8	Forex Risk Management Techniques 1. International Business Exposures 2. Management of Exposures 3. Internal Hedging Techniques 4. External Hedging Techniques 5. Currency Swaps 6. Forward -Forward Swaps 7. International Capital Budgeting Forex Methods 8. Interest Rates Swaps & Currency Swaps	**6**
9	**Credit Derivatives** Introduction, Securitization of financial assets- features &n analysis, advantages to issuer & investor , risk involved in securitization, credit default swaps (CDS)- structure & operations	**3**

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Programme: PGDM Semester: III **Course Code: G-FC-309**
Revised in: January2016 **Total Hrs: 45**

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1. 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.

2. Core text book for Reading:

- Wealth Management: The Financial Advisor's Guide to Investing and Managing Client Assets by Harold Evensky
- CFP Module on Personal Financial Planning
- CFP Module on Investment Planning
- CFP Module on Retirement Planning

3. Reference book for Reading:

- Excellent Investment advisor - Nick murray
- Beating the street – Peter Lynch
- One up on wall street – Peter Lynch
- Pedagogy: Class Room Lectures, Activities, Case study, Assignments, Guest Lectures

Sr. No	Topic	Duration (Hrs.)
1	**Introduction to wealth management:** Need & scope of wealth management Role of Wealth Manager Investors, Speculators and Arbitragers	5
2	**Investment Planning:** Equity – Primary and Secondary Market, Fundamental Analysis, Study of few important stocks with important ratios (Beta ,P/E,EPS) Debt – Types of Bonds, YTM, Bond Risks – Default and Interest rate risk Mutual Funds – Concept, Advantages and Disadvantages of Mutual Funds, Types of Mutual Fund Schemes, Growth and Dividend Option, Calculation of NAV Returns, Mutual Fund Performance Evaluation with the help of Sharpe and Treynor Ratio , Jenson Alpha, Expense Ratios, SIP, STP, SWP Commodities – Metal and Non – Metals, Precious Metals, Physical and E – Metals, ETF Fixed Income Instruments – Bank Fixed Deposits, Recurring deposits, Corporate deposits, Post Office savings schemes, RBI relief bonds.	6

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3	**Marketing of financial products:** Clients Segmentation – HNIs, NRIs Relationship Marketing – Selling in a competitive environment Ethics in wealth management Investor's psychology	3
4	**Real Estate Investment Planning:** Meaning and importance of Real Estate Investment, Characteristics of Real Estate Investment, Types of Real Estate Investment (Residential, Commercial and Land), Floor Space Index(FSI) Built up area, Saleable area, Carpet area, Saleable to carpet area ratio, Taxation aspects of Real Estate Investment(Registration fees, Stamp duty, VAT, Service tax) Treatment of Short term and Long term gains in real estate, Case Studies of 5 Residential and Commercial Projects.	6
5	**Retirement Planning:** Basics of retirement planning Economic problems of retirement years. Numerical on Retirement planning Types of Retirement Plans, PPF, NPS, Annuity Reverse Mortgage Estate Planning – Wills & Trusts	6
6	**Tax Planning:** Tax Planning for Salaried Individuals Sec 10(13A) HRA Sec 10(14) Transport Allowance Sec 17 (2) Medical Reimbursement Sec 24(b) Interest paid on housing loan Deductions under chapter VI A – 80 C, 80D, 80E,80G,80GG,80DDB,80U Tax Planning for Business & Profession assesses. Business place, Depreciation and additional Depreciation, Time to purchase assets.	6
7	**Financial Planning process:** Need Analysis Available Resources Risk Profiling Asset Allocation Portfolio Construction, Monitoring & Rebalancing Cases in Investment Portfolio Management	7
8	**Insurance Planning:** Need of Insurance Planning Human Life Value Life Insurance General Insurance Health Insurance. Unit Linked Insurance Plans (ULIPs)	6

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	Taxation aspects of Insurance (80C,80D)	

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MARKETING OF HOSPITALITY SERVICES

Programme: PGDM Semester - III **Course Code: G - FE - 310**
Revised in: January 2016 **Total Hrs: 30**

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1. Objective:

At the end of this course the student should be able to :

- To introduce students to the marketing of hotels and restaurants.
- To explain how marketing activities in the hospitality industry address the needs of many different types of buyers.
- To explore the future of hospitality marketing & skills set required to be employed in the hospitality sector.

2. Core books for Reading:

- Marketing in the Hospitality Industry, Fifth Edition, by Ronald A. Nykiel.
- Kotler, P., Bowen, J. & Makens, J. (2006). Introduction: Marketing for hospitality and tourism. In Marketing for Hospitality and Tourism.

3. Reference Books:

- Kotler, P., Bowen, J. & Makens, J. Public Relations and Sales Promotion in Marketing for Hospitality and Tourism.
- Walker, J. (2009). Hospitality Marketing. Introduction to Hospitality.
- Reid, R. & Bojanic, D. (2006). Introduction to hospitality services marketing.

4. Pedagogy:

- Audio files and listening to audio cassettes
- Video files and watching clippings
- Scrap Book
- Role plays & Games
- Student presentation individually and in groups
- Field Visits

Sr. No	Topic	Duration (Hrs)
1	**Understanding the Hospitality Industry:** Overview of the hospitality industry Various sectors Growth Prospects etc.	4
2	**Service Marketing:** The marketing concept Product marketing vs. services marketing	3
3	**The Marketing Plan:**	5

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	Analyzing marketing opportunities and challenges: The macro-environment Analyzing your markets: Consumer vs. business markets Market segmentation Conducting market research	
4	**Marketing Mix in Hospitality:** 8 P's of marketing Product Price Place Promotion People Packaging Programming Partnership	8
5	**Promotional Mix in Hospitality Industry:**	5
6	**Advertising:** Sales Promotion Personal Selling Public Relations	
7	**Electronic Marketing:** Database Marketing	3
8	**Future of Hospitality Industry:** Trends Growth Prospects Skills required etc	2

ISBS PGDM 2016-18

TELECOM MARKETING

Programme: PGDM Semester: III **Course Code: G - FE - 311**
Revised in: January 2016 **Total Hrs: 30**

1. Objective:

At the end of this course the student should be able to :

- To understand Basics of Telecom Network and Products.
- To understand the Marketing strategy of different company for different products.
- To understand the significance of Customer Relationship Management in Telecom Industry.

2. Text Books:

- Strategies for Success in the New Telecommunications Market-Karen Strouse-ISBN-1580531423.
- Understanding Telecom Management- Vinayshil Gautam, Sanjay Sinha- Concept Publishing Company, 01-Jan-2004.

3. Reference Books:

- Telecommunications Management, Nolan Vincent Jones, Publisher-Virtualbookworm.com Publishing, 2004

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs)
1	**Telecoms Foundation- Technology & Business:** The Telecoms Business Environment, Network Building Blocks, Fixed Networks, Fixed Broadband Networks, Mobile Networks, Mobile Broadband Networks, Value Added Services, Telecoms Industry Outlook.	8
2	**Cloud for Telecoms Operators:** Introducing the Cloud Service Models. Migration to the Cloud, The role of the Telecoms Operator. The Telecoms Cloud Market Place.	3
3	**Telecoms Marketing Strategies in Industry context:** Convergence, content and competition, Customer context: choice, customer, lifetime value, Setting and managing customer, expectations, Sustainable competitive advantage, And Customer needs: consumer vs	5

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	enterprise and wholesale vs retail, Profitable partnerships, Product mix: branding, pricing, bundling, channels, Promotional mix: advertising, PR, viral Marketing.	
4	**Developing Profitable Market Segments in Telecoms:** Identifying nascent and incipient segments, Service requirements of different Segments, Quantifying segment revenue and profit potential, Applying quantitative and qualitative appraisal, Assessing segment viability, Differentiation for identified segments, Segment-specific product and service, Bundles, Segment promotion and channel Requirements.	4
5	**Pricing Strategies for Telecoms:** Pricing Evolution and objectives, Customers & profit, Influences on Pricing Strategy, Next Generation Networks & pricing, Pricing Options and Strategies, Differentiated pricing, Bundling Strategies, Billing & Charging Options.	3
6	**Telecoms Market Analysis & Evaluation:** In-depth analysis of macro- and micro environmental factors, Detailed analysis of competitor activity ,Impact of competitor activity on customer expectations and choice, Establish sources of sustainable competitive advantage, Identify and assess short- and long-term market opportunities, Optimize competitive positioning within selected markets, Alignment of organization with market, imperatives Measure return on marketing Investment (ROMI).	3
7	**Customer Engagement in Telecoms:** The 21st century telecoms marketing environment. Defining the purpose of customer, engagement when to engage and who to engage with, The engagement process, Designing a customer engagement strategy, Implementing a customer engagement Strategy.	2
8	**Customer Experience Management in Telecoms:** Can CSP's earn their customers' love?, Mapping the customer experience, Defining end-to-end CEM, Implementing end-to-end CEM.	2

ISBS PGDM 2016-18

HUMAN RESOURCE AUDIT

Programme: PGDM Semester: III **Course Code: G- FE - 312**
Revised in: January 2016 **Total Hrs: 30**

1. Objectives

- Be able to understand the importance of HRA practices in organizations
- Know how to implement HRA models and ways in which HRA impacts the Strategic Decision Making of an organization.
- Know the methods and reporting format of HR Audit.
- Be able 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. Core text book

- HRD audit: T.V.Rao

3. Reference books

- Human Resource Accounting – R. K. Patra
- Human Resource Accounting - R.K. Gupta
- Human Resource Planning and Audit – Arun Sekhri

4. Pedagogy

- Class room lecture, Cases, article

Sr. No	Topic	Duration
1	**Introduction:** Concept of HR Audit, Basic components of HR Audit, Approaches to HR Audit, HR Audit practices, Elements of good HR Audit	6
2	**Conducting an HR Audit:** HR Audit and HR functions (recruitment, training, labor laws, business improvement, etc.)	6
3	**HR Audit Methodology:** Questionnaires, Interviews, Observations, Secondary Data Analysis, Audit Instruments, Designing Audit Instruments	6

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4	**Scoring :** HR Score-Card, Analyzing Secondary Data	6
5	**HR Audit Report Writing:** Essentials of the HRA report, HRA checklist.	6

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STRATEGIC HUMAN RESOURCE MANAGEMENT

Programme: PGDM Semester- III **Course Code: G-FE-313**
Revised in: January 2016 **Total Hrs: 30**

1. Objective:

At the end of this course the student should be able to :

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 and Training & Development. The application oriented activities will help students apply the concepts to their workplaces.

2. Core text book for Reading:

- Human Resources Management- Aswathappa (5th /6th Edition)

3. Reference Books:

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

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

S. No	Topic	Duration
1	**Human Resources as Strategic Business Partner –** ● Concept of Strategic Partner ● HR evolution as Cost Centre to Strategic Business Partner ● Linking Business Strategy to HR Strategy ● HR a supportive Role to Business / Managers / Employee ● HR in Y Gen after Automation impact (not in copy book) ● Concept of 80 -20	**5**
2	**HR Role in guiding Line Managers –Functional managers** ● What line Managers except from HR visa via what HR except from Line Functional Managers l ● Creating value proposition for HR as function & its meaningful contribution in overall growth of Org.	**5**

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	• 3.Transactional and Transformation Role of HR	
3	**HR Metrics -** • Concept of HR Metrics / Meaning / Scope • Functions wise HR Metrics (PMS . C&B, Employee Engagement, T&D, Recruitment and Selection, Career Planning, Employer Branding etc. • Metrics for HR Dept.	**5**
4	**HR Service Centre -** • Concept / Scope of HR Service Centre • 2. SLA (Service Level Agreements) for HR Service Centre • Seating up HR Service Centre (process mapping, technological requirements, Intranet / Portal) • Role of Technology (ERP) in running HR Service Centre • Measuring HR Service Centre effectiveness	**5**
5	**Project - Field Report (20 marks)** • Students to visit any known industry and fill the questioners, interview HR Manager with pre sanctioned questioners • Submit the detail report with presentation to HR Faculty	**4**
6	**High Performing Organizations and failed organizations –** • Concept of High Performing Organizations • Creating Performance oriented Culture • Differentiating role of HR in High Performing Organizations • General Electric -GE Case study as High Performing Org. • Critical analysis of routed organizations	**4**
7	**Employee Engagement –** • Basic concept Employee / Talent Engagement • Innovative Employee Engagement Practices • Employee Engagement and Attrition Control • Measuring impact of Employee Engagement	**2**

ISBS PGDM 2016-18

CREDIT ANALYSIS & APPRAISAL

Programme: PGDM Semester: III **Course Code: G-FE-314**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of this course the student should be able to :

- To familiarize students with the various aspects of credit management.
- To introduce the various processes involved in the credit monitoring practices.

2. Core text book

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

3. Reference books

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

4. Pedagogy

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

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Sr. No	Topic	Duration (Hrs)
1	Principles of Credit Management: Principles of Lending - Evaluation of Borrower – Sanctioned limit-Principles of good lending	4
2	Credit Evaluation -Financial statement analysis- Cash flow analysis - Projections- Management of the firm and other factors- Feasibility study.	5
3	Credit Policy in Banks: Need for Credit Policy - Types of Credit - Bank Credit for Various Sectors, Lending to different categories of borrowers- Sole Proprietorship, Partnership, Ltd. Companies -Procedure	5
4	Working Capital Lending – Tandon Committee, Nayak Committee, Assessed Bank Finance(ABF), Term Lending & Project Finance	5
5	Documentation: Importance of Documentation -Renewal of Documents - Security Offered for Document, Different Types of Charge- Mortgage, Pledge, Hypothecation, Lien, Assignment	6
6	Credit Monitoring: Financial Supervision - Financial Follow-up - Financial Follow-up Reports- - Physical Follow - up.-Identifying Problem Loans - Loan Classification - NPA management	5

ISBS PGDM 2016-18

LEGAL ASPECTS OF BANKING

Programme: PGDM Semester: III **Course Code: G - FE - 315**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of this course the student should be able to :

- To impart knowledge to students in the domain of legal aspects affecting banking operations and to acquaint them with important legal enactments affecting bankers

2. Core text book

- Legal Aspects of Banking - Indian Institute of Banking & Finance for DB F Course

3. Reference books

- Case Book on law of banking-Dastoor
- Legal decisions affecting bankers- K. Randeria
-

4. Pedagogy

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

Sr. No	Topic	Duration (Hrs)
1	Legal framework of regulation of banks, RBI Act, 1934, Banking Regulations Act, 1949, role of RBI as regulator of banks, role of Government as regulator of banks	5
2	Legal aspects of banking operations- bank guarantees, letters of credit, law relating to securities & modes of creating charge	5
3	SARFAESI Act- key concepts, provisions relating to asset reconstruction companies , enforcement of security interest	5
4	Important provisions of Consumer Protection Act, 1987 ,The Banking Ombudsman Scheme, 2006	5

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5	Debt Recovery Tribunal Act- Jurisdiction powers, & authority of tribunals, procedure of tribunals	5
6	Important provisions of Prevention of Money Laundering Act 2002 & Information Technology Act 2000 & Foreign Exchange Management Act, 1999	5

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SEMESTER
IV

ISBS PGDM 2016-18

INNOVATION MANAGEMENT AND SUSTAINABILITY

Programme: PGDM Semester – IV **Course Code: G – GC-401**
Revised in: January 2016 **Total Hrs: 45**

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1. Objectives:

At the end of the course the student should be able:

- To explain the relationship between innovation and organizational performance.
- To understand the nature, importance and context of innovation.
- To relate that innovation and sustainability are the principal drivers of a process.
- Develop knowledge and tools for a Green organization.
- Have insights into the Basics of Sustainability, the guidelines for implementing sustainability practices.

2. Core text book for Reading:

- Innovation Management by Dr. C.S.G. Krishnama Charyulu and Dr. R. Lalitha, Himalaya publishing.
- The Necessary revolution by Peter Singe

3. Reference Book:

- Westland, J.C. (2008) Global Innovation Management: A Strategic Approach, Palgrave Macmillan
- The sustainable MBA Giselle Weybrecht
- Strategy for Sustainability: A Business Manifesto - Adam Werbach

4. Pedagogy:

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

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Sr. No.	Topic	Duration (Hrs.)
1	**Innovation Management Basics:** Innovation Management, Innovation Environment, Innovation Opportunities, , Definitions of Sustainability, Significance of Sustainability, Relation between Innovation and Sustainability	3
2	**Managerial Aspects of Innovation Function:** Organization for Innovation, Strategizing Innovation Managing Innovation Function, Climate and Culture for Innovation.	4
3	**Innovation Process:** Early Stage Innovation, New Product Development, Criticality of the Value Proposition, Differentiation, and Paths to Market.	5
4	**Managing Innovation Projects:** Innovation and Entrepreneurship, Research & Development Management, Innovation Project Management.	5
5	**Innovation & Creativity:** Creativity and Human Factors – Individual, Team, and Leadership; Creative individual, Group Creativity, Managing Creative Employees.	6
6	**Innovation strategies:** Opportunity Recognition and Execution Strategies: Capturing Value from Innovations.	4
7	**Managing Innovations:** Process Innovations, Product Innovations, Innovation Diffusion, Legal Aspects of Innovation, Innovative Society.	8
8	**Transformation to Sustainability:** Various Models and Case Study	6
9	**Sustainability for competitive advantage:** Case studies	4

ISBS PGDM 2016-18

FINANCIAL REPORTING AND DISCLOSURES

Programme: PGDM Semester: IV **Course Code: G-FC-402**
Revised in: January 2016 **Total Hrs : 45**

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1. Objectives:

At the end of this course the student should:

- Be able to develop the ability to analyze financial statements including consolidated financial statements of group companies and financial reports of various types of entities.
- Be familiarized with recent developments in the area of financial reporting- Sustainability Reporting & Disclosures.

2. Core text book for Reading:

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

3. Reference book for Reading:

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

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs)
1.	**Statutory and Regulatory Frame work for Financial Reporting in India:** Indian Financial Reporting System Disclosure Requirements according to the Companies Act, 2011 Disclosure Requirements according to the listing agreement and other SEBI guidelines Disclosure Requirements according to the Institute of Chartered Accountants of India	3
2	**Corporate financial Reporting:** Issues and problems with reference to published financial statements. Objectives of Financial Reporting Qualitative Characteristics of Financial Reporting Information	3
3	**Detailed study:** of Ind AS 1,2,3,4,5,6,9,10,14,17,18,20,21,26,30,31,32 (Theory + Caselets)	20
4.	**Overview of International Financial Reporting Standards (IFRS),** Meaning, Objectives and Scope of IFRS Challenges of IFRS	6

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	Benefits of IFRS Indian Perspective of Convergence with IFRS	
5.	**Disclosure requirements for Financial institutions:** Banks, Mutual Funds, NBFC, Stock brokers	6
6	**Developments in Financial Reporting :** Value Added Statement, Economic Value Added, Market Value Added, Shareholders' Value Added Human Resource Reporting, Triple Bottom Reporting.	5
7	Sustainability of Financial Reporting	2

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STRATEGIC COST MANAGEMENT

Programme: PGDM Semester: IV **Course Code: G- FC-403**
Revised in: January 2016 **Total Hrs: 45**

1.Objectives:
At the end of this course the student should:

- Enable the students to appreciate the usefulness of cost and management accounting in management decision making.
- Be exposed to and equipped with tools to trace the cost and estimate the cost of the product or service as the case may be.

2.Core books for Reading:

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

3.Reference Books:

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

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

Sr. No.	Topic	Duration (Hrs.)
1	**Introduction to cost concepts & cost management** Fixed & Variable costs Cost object & Cost pool Direct & Indirect costs Sunk cost Opportunity cost Cost Management	6
2	**Relevant Costing** Concept of relevancy Incremental/Differential costing Three aspects of decision making - MIS aspect	8

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	- Fixed cost aspect - Opportunity cost aspect Decision making related to: - Discontinuance of product - Purchase Vs Manufacture - Key factor analysis - Opportunity cost - Uncertainty	
3	**Activity Based Costing (ABC)** Concept & need of ABC Value added & Non value added activities Categories of activities Corporate strategy & ABC ABC system Vs Traditional costing system Activity Based Management	8
4	**Pricing Decisions** Concept of pricing Approaches to pricing - Cost plus pricing - Competition based pricing - Value based pricing - Minimum pricing General principles of pricing policy Pricing strategies - Penetration pricing - Skimming pricing - Price discrimination - Price below marginal cost	9
5	**Transfer Pricing** Concept of Transfer Price Objectives of Transfer Pricing Methods of Transfer Pricing Cost based methods - Variable cost based - Full cost based - Cost (+) mark-up based Market price based method Negotiated transfer pricing International transfer pricing	8
6	**Tools & Techniques of Cost Management**	6

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	Target Costing Life Cycle Costing Kaizen Costing Quality Cost Business Process Re- engineering (BPR) Value Chain Analysis Benchmarking Pareto Analysis	

Weightage of Theory + Numerical & Cases: 70:30

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

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MERGERS AND ACQUISITIONS

Programme: PGDM Semester: IV **Course Code: G-FC-404**
Revised in : January 2016 **Total Hours : 45**

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1. Objectives:

- To familiarize the students about the concepts of Mergers and Acquisitions.
- To analyze the impact of mergers decisions on a corporate entity.
- To understand sustainability issues affecting mergers.
- To learn valuation principles used for Mergers
- To know about the legal aspects of Mergers in India

2. Core text book for Reading:

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

3. Reference book for Reading:

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

4. Pedagogy:

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

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

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RURAL MARKETING

Programme: PGDM Semester – IV **Course Code: G - FE - 405**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives:
At the end of the course the student should:

- Be able to understand the present level of penetration of products and services in rural markets and their potential.
- Get have knowledge of innovative marketing strategies and campaigns developed by Indian firms as well as MNCs for the Rural Markets.
- Be able to understand product, price, distribution and promotional strategies for different classes of product targeted at Rural Consumers.

2. Core text book for Reading:

- Rural Marketing Text and Cases by Krishnamacharyulu and Ramakrishna

3. Reference books:

- Rural Marketing by R Krishnamoorthy
- Agricultural Marketing in India by SS Acharya & N.L. Agarwal
- Rural Marketing Management by T.P. Gopalswamy
- Introduction to Agricultural Economics and Agribusiness
- Management by JM Talati, V.G.Naik and V.N.Jalgaonkar

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Introduction to Rural Marketing:** Scope; Nature, Significance. Rural Vs. Urban Marketing Attractiveness of Rural Markets. Factors influencing Rural Marketing: Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, Technological environment, innovations, political environment, Development initiatives, and implications on rural marketers.	3
2	**Rural Consumer Behavior:** Changing Profile of the Rural Consumer Understanding Rural Consumer Behavior, Changing Profile of the Rural Consumer.	3

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3	**STP Marketing in Rural Context:** Segmentation in rural context ,Targeting in rural context Positioning in rural context.	3
4	**Marketing of services in rural markets, microfinance**	3
5	**Product Strategies for rural markets.**	3
6	**Pricing strategies for the rural market.**	3
7	**Promotion strategy for the rural markets:** Promotion strategy for the rural markets , Sales force management in rural markets ,Media Planning for rural markets.	3
8	**Distribution Strategies for the rural markets:** Non-Conventional methods of Reaching Rural Markets SCM for Rural Markets.	3
9	**Marketing Strategies & Tactics with reference to rural markets:** FMCGs, Consumer Durables, Services , Agricultural Inputs ,Case of HUL - Project Shakti, Case of CFCL -Uttam Bandhan, Case of ITC - e-Choupal, Case of Colgate - Education, Case of HLL - Social Marketing, lessons from experience.	4
10	**Sustainability through Innovations:** Use of internet and mobile technology in Rural Market Growth.	2

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MARKETING OF IT & ITES

Programme: PGDM Semester- IV **Course Code: G- FE - 406**
Revised in: January 2016 **Total Hrs: 30**

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1. The objectives:

At the end of this course the student should be able to :

- Understand facets of software marketing as a field of study
- Develop in depth of understanding of Software Marketing Practices
- Market software products successfully

2. Core text book for Reading:

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

3. Reference book for Reading:

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

4. Pedagogy:

Lectures, Presentations, Case Study Analysis and Class Projects

Sr. No	Topic	Duration (Hrs)
1	**Global and Indian Software Industry Environment:** Historical Growth of the Industry, Market Size, Nature of Products, Projects and Services, Major Players, Industry Associations and their role in market development, Overview of India's Software Export Industry.	4
2	**Services Marketing Mix:** 7 Ps of Services Marketing Service Life Cycle Strategic Aspects of Software Marketing - Identification of potential markets, Industry/ Business analysis and creating/ sustaining competitive advantage -Segmenting, Targeting and Positioning.	4
3	**Promotion:** Role of Promotion in Software Marketing; Personnel Selling, Advertising and Sales Promotion; Trade Shows, Role of Relationship Marketing in promoting software.	4

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4	**Distribution:** Place - Distribution Strategies for Software Products / Services; Challenges in distribution of Software Products and Services; Role of Internet in distribution of Software Products and Services. Pricing: Factors involved in pricing software Products, Price estimating for Software Projects.	4
5	**IT & ITES marketing:** In International markets & Legal aspects of IT & ITES marketing.	4
6	**Customer Satisfaction & Service Quality:** Monitoring and Measuring customer satisfaction. Applying technology to service settings, e-services. Role of People, Process and Physical Evidence in Software Products and Services.	4
7	**Introduction to Enterprise:** Software solution and Hands on experience on any of the Enterprise software solution.	6

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HUMAN RESOURSE MANUAL

Programme: PGDM Semester IV **Course Code: G-FE-407**
Revised in: January 2016 **Total Hours: 30**

1.Objective:
At the end of this course the student should be able to:

To orient students about contents of HR Manual.

- To design HR manual complying with rules & regulations.
- To appraise various policies which make part of HR Manual.

Sr no.	Unit Heading	Content of Unit	Duration(Hrs)
1	Introduction to HR Manual	HR Manual: Concept, Importance, Contents, Important considerations while preparing HR Manual	3
2	Policies and Procedures	Defining Policies & Procedures, why policies are important, Steps in developing Policies, Role of BOD in HR policy development	4
3	Recruitment & Selection	Purpose, Policy, Selection Process, Job Description, Staff Contract Policy,	4
4	Employee Development	Performance Management procedure, Positive corrective action procedure, TNI procedure, Employee Recognition	4
5	Leaves & Travel	Leave Entitlement: Casual Leave, Earned Leaves, Maternity Leaves, Paternity Leaves, Absence without leave, Working Hours & Holidays, Travel entitlement & allowance,	5
6	Compensation & Benefits	Compensation Philosophy, staff Salary Plan, Overtime rates, Retirement Planning, Educational Advantages	5
7	Employee Service	Employee References, Staff Grievance procedure, F&F procedure, Exit interview procedure & Questionnaire, Other services.	3
8	Employee Separation	Exit Process, Notice Period, Violating rules, Termination Resignation formalities	2

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PROJECT ON BEST HR PRACTICES

Programme: PGDM Semester IV **Course Code: G-FE-408**
Revised in: January 2016 **Total Hrs: 30**

1.Objective

To expose students to organizations to know Best HR practices

Unit no.	Content	No of Sessions
1	Case Studies on Best HR Practices like: ● Recruitment ● Retention ● Training ● PMS ● Succession Planning ● Employee Engagement ● Compensation	15
2	Visit at least 2 Organizations, study & Compare their HR Practices and make a Report on it	15

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RURAL BANKING & MICROFINANCE

Programme: PGDM Semester: IV **Course Code: G-FE-409**
Revised in: January 2016 **Total Hrs: 30**

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1. Objectives

At the end of this course the student should:

- understand the rural financial sector and sharpen his awareness of the fundamental issues of rural finance
- Understand the key issues linked to rural banking including the challenges inherent therein and get acquainted with the initiatives taken for addressing the said issues.
- Familiarize himself with the micro finance initiative as a socially responsive and yet commercially viable proposition

2. Core text book

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

3. Reference books

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

4. Pedagogy

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

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Sr. No	Topic	Duration (Hrs)
1	Composition of the Institutional Credit System (ICS) in India and roles played by different constituents of ICS – Scheduled Commercial Banks, Regional Rural Banks, Co-operative Credit Societies- Regulatory Framework in Rural Financial Institutions- Role of RBI & NABARD	5
2	Major policy initiatives launched in India for aligning the banking system to socio-economic goals of the national development process - priority sector in lending, Nationalization of major commercial banks.	5
3	Outline of subsidy-linked credit programmes of the Government like PMRY, SGSY,SJSRY &SLRS	5
4	Initiatives of the Government (without subsidy-link) like Kisan Credit Card, Differential Rate of Interest (DRI) scheme (KCC) scheme, Financing of Agriclinics/Agribusiness Centres	5
5	Genesis and evolution of microfinance: different models of microfinance operating in India; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India. Micro-Finance Institutions	5
6	Role of various stakeholders like the government, the non-government organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative	5

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FINANCIAL MARKETS

Programme: PGDM Semester: IV **Course Code: G-FE-410**
Revised in: January 2016 **Total Hrs. 30**

1.Objective:

At the end of course student should be able

- To give the students a basic understanding of the products, players and functioning of financial markets, particularly the capital market.

2. Core books for Reading:

- Financial Markets: A Beginners' Module, Workbook from NSE

3. Reference Books:

- Gurusamy, Financial Markets and Institutions, Tata McGraw Hill.
- Saunders, Financial Markets and Institutions, Tata McGraw Hill.
- Thummuluri, Siddaiah, Financial Services, Pearson Education.
- Khan, Indian Financial Systems, Tata McGraw Hill

4. Pedagogy:

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

Sr. No	Topic	Duration (Hrs.)
1	**Investment Basics:** Need for investment, Equity, Derivative, Mutual fund, Depositories; Dematerialization, Investment Alternatives: short term and long term financial options; Stock Exchange.	5
2	**Primary Market:** Role of the Primary Market,Initial Public Offer, Book-building process, Allotment of Shares, Private Placement, Face Value, Premium and Discount in Securities Market, foreign capital issuance: ADR,GDR,ADS.	5
3	**Secondary Market:** Introduction ,Role & functions of SEBI, Depositories, Stock Exchanges, Listing, Membership, Trading, Clearing & Settlement & risk management, equity investment, debt investment.	5
4	**Financial Instruments:** Mutual Funds: Regulatory Body,Benefits, NAV,Risks involved investing in mutual funds, different types of mutual funds,different investment plans, fund management, ETF.	5
5	**Corporate Actions: An overview, Index, Clearing & settlement and redressal.**	5
6	**Financial Statement Analysis: Concepts and modes of Analysis,** Stock Market related ratios, understanding annual report, Ratio Analysis, Balance Sheet and Profit Loss Statement Analysis.	5

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