



**St. Francis Institute of Management & Research
(SFIMAR)**

1.2.1 Choice Based Credit System/ Elective Course

1. Post Graduate Diploma in Management (PGDM) Trimester-wise Syllabus

St. Francis Institute of Management & Research

**PGDM – (General Management)
Syllabus – Batch 2017-19**

TRIMESTER - I

Faculty Name: - Prof. Pushkar Dilip Parulekar

Subject Code: - 1.1

Subject Name: - Perspective Management

Specialization: - General

Marks: - 100

Credit:- 06

Hours: - 40

Learning Outcome: -

Following are the objectives for the subject Perspective Management

- (a) To explain the relationships between organizational mission, goals, and objectives
- (b) To comprehend the significance and necessity of managing stakeholders
- (c) To conceptualize how internal and external environment shape organizations and their responses
- (d) To develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management
- (e) To understand organizational design and structural issues
- (f) To understand that citizenship involves taking conscious steps for societal advancement at individual level and organizational level

Upon successful completion of this course, a student will be able to learn:

- (a) Potential Employers goals & objective and his/her role in the same
- (b) Conflict of interest amongst various stakeholders
- (c) Some of the recent trends in Management
- (d) The student will be able to look at multiple perspectives that impact business and life.
- (e) The student will understand the behavior, skills and mindset of a manager and of a leader.

Module I: - Management: Science, Theory and Practice – The Evolution of Management,

10 Hours

Stakeholders Functions of Management, Nature and purpose of Planning Objectives, Strategies, Policies and Planning, Family Business versus professionally run entities, Strategic Management

Module II: - Managing your career and understanding organizational dynamics: 10 Hours

Leadership functions and corresponding skills required, choosing the right positions, Special dilemmas of early career, landing stretch assignments, Building a network of relationships, Assessing your career.

Module III: - Leadership and Crisis Management

10 Hours

Fundamentals of personal leadership, 5 levels of Leadership, Managing in adversities / Management of crisis, Change Management, Total Quality Management

Module IV: - Social Responsibility, Ethics and Sustainable Development

10 Hours

Corporate social responsibility, Mind control and spiritual Quotient, Spirituality and Business

Suggested Pedagogy

Group discussions, Video's by Successful professionals and consultants, Classroom Sessions, Case Studies and Role plays

Book References

Recommended Books and Websites
"Winning" by Jack Welch, Suzy Welch

Reference Books:

Principles of Management – Davar

Text Books:

- 1 Principles and Practices of Management by Dr Kiran Nerkar and Dr Vilas Chopde
- 2 Essentials of Management – Koontz & Weihrich
- 3 Strategic Management – V S P Rao & V Hari Krishna

Reference Sites:

aom.org/Publications/AMP/Academy-of-Management-Perspectives.aspx

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PGDM – (General Management) Syllabus – Batch 2017-19

TRIMESTER - 1

Faculty Name: - Prof. Kiran Rodrigues

Subject Code: - 1.2

Subject Name: - Financial Accountancy

Specialization: - General

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcome: -

To recognize and understand ethical issues related to the accounting profession. To prepare financial statements in accordance with Generally Accepted Accounting Principles. To employ critical thinking skills to analyze financial data.

Module I:- 10 Hours

Introduction to Accounting: Concept and necessity of Accounting, An Overview of Income Statement and Balance Sheet.

Introduction and Meaning of GAAP: Concepts of Accounting Introduction and meaning of GAAP, IFRS and Ind AS, Impact of Accounting, Concepts on Income Statement and Balance Sheet.

Accounting Mechanics: Process leading to preparation of Trial Balance and Financial Statements, Preparation of Financial Statements with Adjustment Entries.

Module II:- 10 Hours

Revenue Recognition and Measurement: Capital and Revenue Items, Treatment of R & D Expenses, Preproduction Cost, Deferred Revenue Expenditure etc.

Fixed Assets and Depreciation Accounting

Evaluation and Accounting of Inventory.

Module III :- 10 Hours

Preparation and Complete Understanding of Corporate Financial Statements: Vertical Form of Financial Statements with special reference to Schedule III, Interfaces with Companies Act.

Important Accounting Standards

Module IV:- 10 Hours

Corporate Financial Reporting: Reading of Annual Report, Presentation and analysis of audit reports and directors report

Creative Accounting

Inflation Accounting & Ethical Issues in Accounting

Suggested Pedagogy

1. Class Test
2. Active Participation in Class Assignments
3. Completion of Home Assignments & Library reading
4. Active Participation in Discussion & Class Etiquettes
5. Viva

Book References

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R. Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication

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PGDM – (General Management) Syllabus – Batch 2017-19

TRIMESTER - I

Faculty Name: - Prof. Shilpa Peswani

Subject Code: - 1.3

Subject Name: - Managerial Economics

Specialization: -

Marks: - 100

Credit:-

6

Hours: - 40

Learning Outcome: -

The objective of this course to make students have a thorough understanding of the principles of conducting profitable business through the subject of Economics. The student should develop the ability to think and take decisions after processing the information about consumers, cost, competition and markets within the larger economic system.

Module I:- Basics of Managerial Economics, Demand and Supply Functions

10 Hours

- Economics Concepts, Micro and Macro Analysis
- Demand and Supply
- Autonomous Demand Industry and Firm Demand
- Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand
- Optimization, Margin & Average
- Elasticities & Demand Levels

Module II:- Consumer Behaviour, Consumption and Consumption function

10 Hours

- Utility Function
- Cardinal and Ordinal Utility
- Indifference Curve, Budget Constraints, Optimal Consumption
- Law of Diminishing Marginal Utility and Marginal Rate of Substitution
- Substitution Effect, Income Effect and Price Effect

Module III:-Production and Cost function**10 Hours**

- Cost concepts, Short Term and Long Term
- Cost Output Relationship
- Economies of Scale, Economies of Scope
- Cost & Profit Forecasting
- Breakeven Analysis.

Module IV: - Market Structure**10 Hours**

- Market Analysis
- Competition, Kinds of Competitive Situations, Oligopoly and Monopoly
- Measuring Concentration of Economic Power
- Pricing Decision Policies and Practices
- Pricing & Output Decisions under Perfect & Imperfect Competition
- Oligopoly & Monopoly, Pricing Methods

Suggested Pedagogy

- Lectures
- Case Studies
- Assignments
- Project Presentations

Book References

1. Microeconomics 7th Edition authored by Pindyck, Rubinfeld, Mehta
2. Economics 19th Edition authored by Sameulson, Nordhaus, Indian Adaptation by Sudip Choudhari , Anindya Sen
3. Managerial Economics by Dr. D M Mithani
4. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
5. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.

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TRIMESTER - I

Faculty Name: -

Subject Code: - 1.4

Subject Name: - Quantitative Methods

Specialization: - General Management

**Marks:-100
40**

Credit :- 6 Points

Hours : -

Learning Outcome: - *Quantitative methods* emphasize *objective* measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational *techniques*. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.

Module I:- Role of Mathematics & Statistics in Business Decision Theory of Sets Logarithms, Laws of Operations, Log table.

05 Hours

Module II:- Data Analysis: Measurement of central tendency.; Arithmetic mean, GM, HM, median and mode and their implications;

Measures of Dispersion: range, skewness, standard deviation and mean deviation. Skewness & Kurtosis

15 Hours

Module III:- *Correlation and Regression*: Meaning Properties, and uses; various methods of calculation of coefficients and their analysis and implication; two variable and multi variable cases Fitting of Regression line and interpretation of result.

10 Hours

Module IV:- :- *Time series analysis*: Concept, and secular trend; Seasonal variation; Cyclical variation and Irregular variation; various methods of time series analysis, and their applications in business decision-making;

Construction of Index Numbers and their uses, Base Shifting, Chain Base Indices, Value Index Number. 10 Hours

Suggested Pedagogy & Evaluation Methods _

Lectures & Numerical Solving with Case Studies 10 Hours

Projects & Assignments 10 Hours

Book References

-
- 1) Sharma J K - *Business Statistics* (Pearson Education)
 - 2) Gupta S C - *An Introduction to Statistical Methods* (S. Chand)
 - 3) Earshot L- *Essential Quantitative Methods for Business Management and Finance* (Palgrave, 2001)
 - 4) Levin Rubin- *Statistics for Management* (Pearson)
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Syllabus – Batch 2017-19

TRIMESTER - I

Faculty Name: - Dr. Sulbha Raorane

Subject Code: - 1.5 **Subject Name:** - Legal Aspects of Business and Taxation

Specialization: - NA

Marks: - 100

Credit:- 6

Hours: - 40

Learning Objectives:

1. To Learn about the important provisions of some of the important business laws
2. To get exposure to important provisions of Indian Income Tax Act and Indirect Taxes

Learning Outcome:-

1. Understanding the various laws and legal concepts of different business related laws
2. Understanding the framework of Indian Income Tax Act with concepts of tax slabs, TDS etc.
3. Getting clarity on concepts, scope & Coverage of direct and indirect taxes
4. Ability to compute the income tax and tax liability of various assesses based on different cases.

Module I

10 Hours

Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order) Indian Contract Act 1872 – Principles of Contract, sections – 2– 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)

The Consumer Protection Act 1986 – Rights of consumers- consumer protection councils- Consumer Grievance Redressal Machinerics

Module II: -**10 Hours**

Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Salient Features of Negotiable Instruments Act, Negotiation & Endorsement, Negotiation & dishonor of cheque U/S 138, Dishonor of Instruments including noting and protest.

The Companies Act 2013 - Salient Features of Companies Act 2013 Characteristics of a Company,

Formation of a company, Types of companies- Private, Public, Government etc.

Introduction of IPR Laws -The copyright Act 1957-The Patent Act, 1970-The Trade Marks Act, 1999.

Module III: -**10 Hours**

Indian Income Tax Act- Income, Residence, Heads of Income

Computation of Total Income and Determination of Tax Liability

Module IV: -**10 Hours**

Introduction of different Indirect taxes

Indirect Taxes- Custom Act

Indirect Taxes- GST Act

Suggested Pedagogy

Text Book, Discussions, Presentations, Case Studies, and Video discussions.

Book References

1.	Legal Aspects Of Business- Akhileshwar Pathak
2.	Student Guide to Income Tax- Monica Singhanian and Vinod Singhanian
3.	Students Guide to Indirect Tax Laws- Monica Singhanian and Vinod Singhanian
4.	Legal Aspects of Business- David Albuquerque
5.	Business Law for Managers- S.K. Tuteja
6.	Business Law – N.D. Kappor

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TRIMESTER - I

Faculty Name: - Paul Alukal

Subject Code: - 1.6 **Subject Name: - Organizational Behaviour & Cross Cultural Management**

Specialization: - All

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcome: -

To provide introductory knowledge about Organizational Behaviour

To develop critical analytical skills that will help diagnose problems in organizations, assess strengths and weaknesses, and generate effective solutions to problems

To understand the concept of culture & learn its application in cross cultural management issues as a competency for the global manager

Module I: - 8 Hours

Introduction to Organizational Behaviour, Attitudes & Job Satisfaction, Perception & Individual Decision Making

Module II: - 12 Hours

Personality & values, Motivation Concepts, Motivation: From concepts to application

Module III: - 12 Hours

Diversity in Organizations, Foundations of Group Behaviour, Levels of corporate culture, Iceberg model of culture, onion model of culture, Frameworks for mapping culture

Module IV: - 8 Hours

Communication, Leadership, Power & Politics, Case studies and presentations

Suggested Pedagogy

Class Test, Class Assignments, Home Assignments, Class Participation, Presentations

Book References

Understanding Organizational Behavior – Udai Pareek
Organizational Behavior – Stephen Robbins

Organizational Behavior – Fred Luthans
Cross- cultural management by Shobhana Mahadevan

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TRIMESTER - I

Faculty Name: - Prof. Aparna Kanchan

Subject Code: -1.7

Subject Name: -Personal Effectiveness and
Corporate Communication

Specialization: - Common

Marks: -100

Credit:-6

Hours: - 40

Learning Outcome: - Nowadays, it is imperative for graduates and organizations to differentiate themselves from others. The aim of this course is to provide students with key concepts and tools of Personal effectiveness, image management, perception, corporate communication, crisis management and brand building for both organization and personal development. They can apply these concepts to project themselves and the organizations successfully and differentiate themselves from the competition. In addition, this course also aims to enhance students' whole person development and their sense of responsibility in managing their image.

Module I:-

10 Hours

- **Introduction to personal and corporate Image Management**

- Definition of Personal Effectiveness
- Essentials of Personal Effectiveness
- Significance and Importance of Personal Effectiveness

Class Activity – In Triads sharing impressions of each other- Understanding Strengths and Weakness of self from others perspective

- Building your personal brand- Developing your “brand mantra.” The “heart and soul” of your brand,
- Determine Your Emotional Appeal
- Determine Your Description
- Determine Your Function
- Managing perceptions

Developing Default Brand Promise through consistency of behaviour

Module 2:-

10 Hours

<ul style="list-style-type: none"> • Building Self-esteem – why and how • Exploring the power of knowledge – Understanding the environment around you.- The Economic Times review 	
<ul style="list-style-type: none"> • Class Activity – Lateral thinking – The Marshmallow Challenge – Demonstrate an ability to work effectively in a team • Effective Communication Skills • 9 C’s of Effective Communication 	
Module 3:-	10 Hours
<ul style="list-style-type: none"> • E-mail Handling etiquettes – Do’s and Don’ts , Challenges • Handling Telephone and Voice Mail • CV Writing, Digital CV, Image CV, Video CV, • Interview Handling Skills • Public Speaking, • Effectively Performing at Group Discussions 	
Module 4:-	10 Hours
<ul style="list-style-type: none"> • Making effective Presentations @ workplace • Anger Management – Managing self to portray positive imageries • Time Management Skills- To depict Professional imageries • Student Evaluation – ppt on any topic 	

Suggested Pedagogy

The pedagogy adopted for inculcating the learning process is a blend of concept clearing through grounding of theoretical concepts. Practical orientation with the help of Class activities involving introspection, helping students ascertain their strengths and weakness. Use of AV to motivate students to make changes and inculcate self-help methodologies to better manager self-concept, self-image and self-esteem.

Book References

1. Personal Development for Life and Work - **Masters Wallace**
2. 7 Habits of highly effective people- **Stephen R Covey**
3. The Gifts of Imperfection: Let Go of Who You Think You're Supposed to Be and Embrace Who You Are - **Brené Brown**
4. The Effective Executive: The Definitive Guide to Getting the Right Things Done- **Peter F Drucker**

**PGDM – (General Management)
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TRIMESTER - II

Faculty Name: - Prof. Paul Alukal

Subject Code: - 2.1 Subject Name: - Human Resource Management

Specialization: - All

Marks: - 100

Credit:-6

Hours: - 4

Learning Outcome: -

Human resources are the most important resources in any organisation. The right persons can make the difference between an excellent organization and a mediocre one. The study of HRM helps in selecting talented persons, training them, appraising their performance and helping them to become effective employees and managers. Taken along with the study of Organisational Behaviour it teaches a manager the art of managing human resources, understanding their needs, motivation techniques, leadership styles etc.

Module I:- **10 Hours**

1. Introduction of HRM
 2. HR Policy and Procedures
 3. HR Manuals
 4. Organizational Design and Structure
 5. Authority and Matrix
 6. HR Business Partner
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Module II:- **10 Hours**

1. Job Description, Design & Analysis
 2. Human Resource Planning.
 3. Recruitment and Selection.
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Module III:- **10 Hours**

1. Human Resource Development.
2. Performance Appraisal.

3. Employee Training and Development.
4. Management Development Programme.

Module IV: -

10 Hours

1. Career Planning
2. Change Management.
3. Job Evaluation, Remuneration, Incentives.
4. Global HRM.
5. Contemporary Issues in HRM.

Suggested Pedagogy

1. Lectures
2. Live cases from industry and discussions on the same
3. Case study assignments

Book References

1. Human Resource Management by Gary Dessler
 2. Human Resource Management by Subba Rao
 3. Human Resource Development by Mamoria and Gankar
 4. Human Resource Management – Thakur Publishers
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**PGDM – (General Management)
Syllabus – Batch 2017-19**

TRIMESTER - II

Faculty Name: - Prof. Jackson John

Subject Code: - 2. 2

Subject Name: - Marketing Management

Specialization: - All

Marks: - 100

Credit:- 6

Hours: - 40

Learning Outcome: -

1. To understand theoretical concepts in marketing
2. To improve familiarity of marketing practices in business organizations and industry practices in marketing-related areas
3. To develop marketing decision-making skills by analyzing various business environments and marketing situations and to identify major opportunities and challenges they face
4. To develop strategic thinking ability to create an actionable marketing plan by applying concepts and learning

Module I:- _____ 10 Hours

Understanding Marketing Management – Introduction to the Basics

Marketing Concept & Evolution, Developing Marketing strategy and plan, Value proposition

Market Research, MIS, Demand Forecasting

Module II:- _____ 10 Hours

Analyzing consumer markets, Analyzing Business Markets

Pillars of Marketing – Segmentation, Targeting, Positioning

Basics of Branding

Module III:- _____

10 Hours

Setting Product Strategy

Introduction to service marketing

Developing pricing strategy

Designing and Managing Distribution strategy

Module IV: - _____

10 Hours

Introduction to Integrated Marketing Communications

Managing Mass Communications

Managing Personal Communications

Current trends in Marketing

Suggested Pedagogy

Cases studies, Project, Viva, Presentations, Educational videos, Mid-term & End-term exam

Book References

Marketing Management – Kotler, Keller, Koshy, Jha – 14th Edn.

Marketing Management – Ramaswamy & Namkumari

Marketing Management – Dr. Rajan Saxena

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**PGDM – (General Management)
Syllabus – Batch 2017-19**

TRIMESTER - II

Faculty Name: - Prof Kiran Rodrigues

Subject Code: - 2.3 Subject Name: - Financial Management

Specialization: - General

Marks:- 100 Credit :- 6 Hours : - 40

Learning Outcome: -

To understand both the theoretical and practical role of financial management in business corporations. To analyse the finances of individual corporations both in terms of their performance and capital requirements.

Module I:- 10 Hours

Objectives of Financial Management

Financial Statements: Understanding Financial statements, Common Size Statements, Tools & Techniques for Analysis

Module II:- 10 Hours

Ratio Analysis

Cash Flow Analysis

Module III :- 10 Hours

Sources of Finance: Short Term and Long Term Finance, Domestic and Foreign Sources

Working Capital Management: Inventory Management, Receivable Management, Cash Management

Module IV:- 10 Hours

Long Term Capital Management: Time Value of Money and Cost of Capital

Suggested Pedagogy

6. Class Test
7. Active Participation in Class Assignments
8. Completion of Home Assignments & Library reading

9. Active Participation in Discussion & Class Etiquettes
10. Viva

Book References

1. Financial Management – Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management – Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)

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PGDM – (General Management) Syllabus – Batch 2017-19

TRIMESTER - II

Faculty Name: - Prof. Shilpa Peswani

Subject Code: - 2.4 **Subject Name:** - Managerial Costing and Control

Specialization: - General

Marks: - 100 **Credit:-** 6 **Hours:** - 40

Learning Outcome: -

The objective of this course is to familiarize students with the managerial applications of cost and management accounting concepts, methods and techniques for better decision making.

Module I:- Basics of Cost and Management Accounting & Absorption Costing 10 Hours

- Accounting for Management, Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting
- Role of Cost in decision making
- Comparison of Management Accounting and Cost Accounting
- Types of cost, cost concepts
- Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment
- Preparation of Cost Sheet
- Methods of Costing

Module II:- Job Costing, Activity Based Costing and Process Costing 10 Hours

- Difference between Job Costing and Process Costing
- Allocation of Indirect Cost
- Cost Drivers and Overhead Rate
- Use and advantage of technology in Activity creation and allocation of cost
- Scientific Cost Allocation with Activity Based Costing and Management

- Marginal Costing versus Absorption Costing
- Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications
- Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.
- Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying

- Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting
- Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget and Master Budget
- Advantages and Limitations of Budgetary Control
- Standard Costing: Concept of standard costs, establishing various cost standards
- Calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Suggested Pedagogy

- Lectures
- Case Studies
- Assignments
- Project Presentations

Book References

1. Cost Accounting – A Managerial Emphasis – Horngren, Datar, Foster, Rajan, Ittner
2. Costing Accounting by M N Arora
3. Costing Accounting by Ravi M. Kishore

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PGDM – (General Management)

Syllabus – Batch 2017-19

TRIMESTER - II

Faculty Name: - Dr Smita Jesudasan

Subject Code: - 2.5

Subject Name: -

Operations Management

Specialization: - NIL

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcomes:

At the end of the course, the students are able to:

- Understand the basic concepts of operations management, process and facilities analysis, capacity and inventory management, quality management, services operations management, project management, sequencing and MRP.
- Equip them with analytical skills, critical thinking skills, problem solving and decision making skills.
- Apply the concepts learnt and understood and implement them in contemporary environment for operational policy and decision making.

Module I: Introduction, Product and Process Design

10 Hours

Introduction - Operations Strategy - Competitive Advantage - Time Based Competition – Service Operations Management - Product Decision and Analysis - Product Development - Process Selection - Process Design - Process Analysis.

Module II: Facility Capacity, Location and Layout

10 Hours

Facility Location - Facility Layout - Capacity Planning – Capacity Planning and Decisions – Capacity Management - Waiting Lines.

Module III: Managing Operations

10 Hours

Introduction to Aggregate Planning – PPCS - Inventory Management, EOQ, ABC Analysis, Discount Policy - Basics of MRP/ERP – Sequencing and Scheduling.

Model IV: Quality Management and Project Management**10 Hours**

Basics of Work Study, Job Design and Work Measurement - Basics of Project Management - Basics of Quality Control, Statistical Quality Control and Total Quality Management - Basics of Environmental Management - Basics of ISO Systems – ISO 14000 / 9000 - Basics of Value Engineering & Analysis.

Suggested Pedagogy

Lectures, Case Studies, Assignments, Presentations, Educational Videos, Reading, Group Discussion.

References

- Production and Operations Management – Ashwathappa K, & Sridhar Bhat K, Himalaya Publications.
- Operations Management - Norman Gaither, Greg Frazier, 9/e, Cengage learning, 2011.
- Operations Management - Richard B. Chase, 11/e, TMH.
- Operations Management-Terry Hill, Second edition, Palgrave Macmilan
- Operations Management: Along the supply chain - Russel and Taylor, 6/e, Wiley India, 2009.
- Introduction to Operations and Supply Chain Management – Cecil Bozarth, Pearson, 2011.
- Operations Management, Mahadevan, 2/e Pearson
- Production and Operations Management-S N Chary, Tata McGraw Hill
- Production and Operations Management- Chunawalla & Patel, Himalaya Publishing

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**PGDM – (General Management)
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TRIMESTER - II

Faculty Name: - Prof. Kiran Rodrigues

Subject Code: - 2.6

Subject Name: - Macro Economics

Specialization: - General

Marks:-100

Credit :- 6

Hours : - 40

Learning Outcome: -

Upon successful completion of the course, the student should be able to demonstrate a basic understanding of news relating to the economy as a whole. It also the economic implications of changes in government fiscal or monetary policy; how interest rates are determined and the role of interest rates in personal and corporate decision-making.

Module I: 10 Hours

Meaning, Nature & Scope of Macro-Economics

Business Cycles & Theory of Inflation

Module II:- 10 Hours

Theory of Economic Growth

Theory of Money

Theory of National Income

Module III :- 10 Hours

International Business Environment

Theories of International Trade

International Monetary System

Module IV:- 10 Hours

Foreign Trade Policy, Fiscal Policy & Monetary Policy

Industrial Policy & Social Welfare Policies

Suggested Pedagogy

11. Class Test
12. Active Participation in Class Assignments
13. Completion of Home Assignments & Library reading
14. Active Participation in Discussion & Class Etiquettes
15. Viva

Book References:

1. Managerial Economics - P L Mehta
2. Managerial Economics – Atmanand
3. Microeconomics - H L Ahuja
4. Economics - Paul Samuelson
5. Macro Economics – Gregory Mankiw

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PGDM – (General Management)

Syllabus – Batch 2017-19

TRIMESTER - II

Faculty Name: - Prof. Akhilesh Yadav

Subject Code: - 2.7 Subject Name: - Research Methodology

Specialization: - General Management

Marks:-100

Credit :- 6 Points

Hours : - 40

Learning Outcome: - This course focuses on the analysis of economics and business problems, and the use scientific research as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, research statistics and statistical packages for data analyses, and report writing and presentation. The course helps students to develop skills required to undertake a research project.

Module I:- Introduction to research: overview of research; basic and applied research; Research problems and problem definition; literature review. Concepts, variables, hypotheses; dependent and independent variables; correlation and causality. The research process: elements of research design. Causation and Experimental Design.

10 Hours

Module II:- Types of Research: Survey Research, Quantitative and Qualitative Research, exploratory, descriptive and causal research.

Measurement of variables: operational definition; concepts and their dimensions.
Measurement: scales; validity and reliability.

10 Hours

Module III:-Data collection: methods; sources of data; sampling Questionnaire design: ways of administering questionnaires; survey method

Sampling design; causes of bias and ways of reducing it. Experiments: internal and external validity Testing of Hypothesis. One tailed test & two tailed test. Test of Significance in Research

10 Hours

Module IV:- Data analysis and interpretation; review of basic statistical methods; t – Test. Z - Test. F- Test Chi-Square test and other non-parametric Tests
Underlying concepts involved in multivariate analysis; causal modeling.

Case study research: distinctive features.

The research report: the written report; oral presentation.

10 Hours

Suggested Pedagogy _ Lectures & Numerical Solving with Case Studies

Book References

- 1) Research Methodology by C Murthy.
 - 2) Research Methodology by G.C. Berri.
 - 3) Statistics for Management & Economics by Keller
 - 4) Levin Rubin- *Statistics for Management* (Pearson)
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**PGDM – (General Management)
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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: -

Subject Code: - 3.1 Subject Name: - Operations Research

Specialization: - Common Subject

Marks: - 100 Marks

Credit:- 6

Hours: - 40 hours

Learning Outcome: -

The main objective of this paper is to learn the techniques used for industrial resource management.

Develop a general understanding of the Operational Research (OR) approach to decision making.

Use basic terminology of the presented techniques, which will in turn enable you to easily understand and use any related software too.

Put practical problems through the language of mathematics down to the language of the computers.

Module I: Introduction, Linear Programming Problem:

(10 hours)

Meaning and scope of Operations Research, Applications in Business, Commerce and Industry, limitations of Operations Research.

Linear Programming Problems (LPP): Mathematical Formulation of LPP. Solution to the LPP using Graphical Method, Simplex Method, Big M method Duality in LPP.

Module II:- Transportation Problem, Assignment Problem: (10 hours)

Transportation Problem - Description and Formulation of the Transportation Problem, Initial Basic Feasible Solution by i) North West Corner Rule, ii) Least Cost Entry Method (Matrix Minima), iii) Vogel's Approximation Method. Optimum Solution by MODI Method. Existence of Alternative optimum solution. Impact of change in some cost Coefficients on optimum solution. Maximization type and Unbalanced Transportation Problems.

Assignment Problem - Description and Formulation of the Assignment Model. Hungarian Method of solving Assignment Problem. Maximization and Unbalanced Assignment Problems.

Module III:- Decision Theory: (10 hours)

Decision Environment, Decisions under Uncertainty (Optimistic/ Pessimistic Criterion, Laplace Criterion, Hurwitz Criterion, Savage Criterion), Decisions under Risk (Expected Monetary Value (EMV) Criterion, Expected Opportunity Loss (EOL) Criterion, Expected Value of Perfect Information (EVPI)).

Decision Tree Analysis. Bayesian Decision approach.

Module IV: - Project Analysis: (10 hours)

Basic concepts and Definitions, Gantt Charts and its weaknesses, CPM and PERT networks, Numbering of Events, Contractual Obligation Time, Earliest occurrence time, Latest allowable occurrence Time and Slack Time for Events, Different types of floats for activities. Critical Path Calculations, Probability Assessment in PERT Networks. Time Cost Trade – Off Analysis for CPM Networks.

Suggested Pedagogy:

1. Short case studies would be either discussed in the class or would be given to students as assignments for submission.
 2. Pertaining to topic covered, students would be given project/field work for better understanding of the topic.
 3. Use of excel to solve problems/Solver.
-

Reference Books:

1. Ravinderan, Phillips and Solberg (1987): Operations Research - Principles & Practice, 2nd Ed., John Wiley.
2. Richard Bronson (1997): Theory & Problems of Operations Research Schaum's outline

series, 2nd Ed.

3. H. A. Taha (2014): Operations Research – An Introduction, 9th Ed., Pearson India.
 4. Prem Kumar Gupta, Comboj D. S. Hira Aarti (2012): Introduction to Operations Research, S. Chand
 5. J.K.Sharma (2013): Operations Research: Theory & Applications, 5th Ed., Laxmi Publications
 6. V. K. Kapoor (2010): Operations Research-Problems & Solutions, Sultan Chand & Sons.
 7. Shenoy, Shrivastava & Sharma (2011): Quantitative Techniques, 3rd Ed., New Age International.
 8. Frederick S. Hillier, Gerald J. Lieberman (1995): Introduction to Operations Research, 2nd Ed., Tata McGraw Hill Education.
 9. N. D. Vohra (2009): Quantitative Techniques, 4th Ed., McGraw Hill.
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PGDM – (General Management) Syllabus – Batch 2017-19

TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Prof. Kiran Rodrigues

Subject Code: - 3.2 **Subject Name:** - Advanced Financial Management

Specialization: - Finance

Marks:-100

Credit:-6

Hours : - 40

Learning Outcome: - To provide necessary inputs to the students in form of concepts, theories and financial management techniques related to capital expenditure / investment decisions. To aid the students in developing an integrated approach to capital expenditure decision making process primarily emphasizing on sound concepts and their managerial implications.

Module I:- 10 Hours

Revision of Balance Sheet and P&L statement fundamentals, Indian Accounting Standards

Module II:- 10 Hours

Du-Pont Analysis, Coverage ratios, credit analysis and ratings

Theory of capital structure: Net income approach; Net operating income approach; MM approach; Traditional approach; Designing capital structure and factors affecting capital structure

Capital Budgeting and Financial Leverage.

Module III :- 10 Hours

Dividend Policy: Factors affecting dividend policy decision; Dividend decision models; Walter model; Gordon model; MM approach

Simple Risk Management Techniques in CAPEX Decision Making Process

Module IV:-10 Hours

Financial Planning and Forecasting: Meaning and importance of financial planning; Approaches to financial planning; Proforma profit & loss account; Proforma balance sheet; Growth and external financing requirements, EVA and MVA. Leasing and Hire purchase.

Suggested Pedagogy

16. Class Test
17. Active Participation in Class Assignments
18. Completion of Home Assignments & Library reading
19. Active Participation in Discussion & Class Etiquettes
20. Viva

Book References

- 1. Financial Management — Brealy Myers**
- 2. Financial Management — Brigham**
- 3. Indian Financial Systems —M Y Khan**
- 4. Financial Management – Gitman**

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PGDM – (General Management)
Syllabus – Batch 2017-19

TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Shilpa Peswani

Subject Code: - 3.3 **Subject Name: - Strategic Cost Management**

Specialization: - Finance

Marks: - 100 **Credit:- 6** **Hours: - 40**

Learning Outcome: -

Students should be able to identify the levers they can use for maximum impact on cost and productivity. They should be able to address cost concerns while preserving the key parts of the business. The course should develop the ability to solve strategic problems and answer questions like

- Why do we do that what we do? What is the value-added?
- Why do we have to do it that way? Is there a better way?
- Why can't we look at it differently? Why can't we be different?
- What lessons can we learn from other industries? How can we make it work for us?
- What do we have to do to best serve and keep our customers?

This analysis should lead to tangible targets and implementation of plans and create "ripple effect" on cost decisions.

Module I:- Decision Making and Relevant Information & Pricing Policy 10 Hours

- Decision Model
- Cost Benefit Analysis: with reference to Strategic Business Decision Making - Qualitative & Quantitative aspects
- Make or Buy Decisions, Opportunity Cost, Full Cost, Incremental Cost, Sunk Cost
- Factors affecting pricing decisions
- Target Pricing and Target Costing
- Value Added, Non- Value Added Cost, Value Engineering, Locked-in costs
- Product Life Cycle Budgeting and Costing
- Price Discrimination, Peak-load pricing
- Long Run Pricing Policy, Short Run Pricing Policy

Module II:- Cost Allocation and Customer Profitability Analysis

10 Hours

-
- Purposes of cost allocation
 - Guide for cost allocation
 - Customer Profitability Analysis
 - Sales Variances – Sales Volume Variance, Sales Mix Variance, Sales Quantity Variance, Market Size Variance, Market Share Variance
 - Methods of allocating support departments cost to operating departments
 - Single rate method, Dual rate method
 - Bundled Product Revenue Allocation

Module III:- Strategy, Balanced Scorecard and Strategic Profitability Analysis, Quality, Time and Theory of Constraints

10 Hours

-
- Product Differentiation and Cost Leadership strategy
 - Perspectives of Balanced Score card
 - Profitability Analysis using Balanced Score card
 - Engineered Costs and Discretionary Costs, Unused Capacity (Downsizing, Re-sizing)
 - Costs of Quality – Financial and Non-Financial
 - Cost Benefit Decisions using Incremental Analysis
 - Theory of Constraints, Throughput Contribution

Module IV: - Transfer Pricing and Performance Management

10 Hours

-
- Criteria to evaluate Transfer Prices
 - Methods to determine transfer prices
 - Conditions to determine optimal transfer price
 - Dual Pricing
 - Tax implications of transfer price
 - Designing of Accounting Based Performance Measures
 - Analyzing ROI, EVA
 - Levers of Control, Role of Salaries and Incentives

Suggested Pedagogy

-
- Lectures
 - Case Studies
 - Assignments

Book References

-
4. Cost Accounting – A Managerial Emphasis – Horngren, Datar, Foster, Rajan, Ittner
 5. Strategic Cost Management – Dr. Govindaraja

TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Dr. Smita Jesudasan

Subject Code: - 3.4

Subject Name: -Derivatives and Risk Management

Specialization: - Finance

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcomes:

At the end of the course, the students can -

- Know the features of financial derivatives.
- Understand the risk management process using derivatives.
- Realize use of options and futures contracts
- Understand the pricing of financial derivatives.

Module I: Derivatives

10 Hours

Introduction, economic benefits of derivatives - Types of derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - Participants in derivatives markets - Derivatives market in India - Basic Terms & properties of Options / Futures / Forwards. Application of Derivatives for Risk Management & Speculation (Leveraging).

Module II: Forwards and Futures

10 Hours

Differences – Pricing and valuation of forwards/futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures - arbitrage opportunities.

Module III: Options

10 Hours

Mechanics of Options Markets - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option – Properties of Stock Options – Trading Strategies involving options – Valuation of options – Binomial Model, Black and Scholes Model, Weiner Process and ITO Lemma, Seeing Options sensitivity to different variable using Excel. Understanding options Greeks - delta/theta/vega/rho & gamma, risks of options, understanding options Greeks for various trading strategies - volatility & directional Spreads, delta/dynamic hedging and relating the cost of delta hedging with the option price determined by black & Scholes – model, elasticity (beta) of an option in the capm framework.

Model IV: Volatility and Swaps

10 Hours

Historical & implied volatility - volatility smile, term structure of volatility, some advance models of volatility estimation, value at risk, historical simulation, models building approach, stress testing & back testing. Features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps – Reverse Swaps.

Suggested Pedagogy

Lectures, Case Studies, Assignments, Presentations, Educational Videos, Reading, Group Discussion

References

- Options, Futures & Other Derivatives – John C Hull, Sankarshan Basu – Pearson Publications
- Derivatives & Risk Management – Rajiv Srivastava – Oxford Publications
- Derivatives & Risk Management – Sundaram Janakiramanan – Pearson Publications
- Applied Derivatives – Richard.J. Rendleman, Jr
- Option Volatility & Pricing – Sheldon Naten Berg
- The New Options Market – Max Ansbacher
- Derivatives – The Wild beast of Finance – Alfred Steinherr

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**PGDM – (General Management)
Syllabus – Batch 2017-19**

TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Prof. Kiran Rodrigues

Subject Code: - 3.5 Subject Name: - Financial Markets, Institutions and Products

Specialization: - Finance

Marks:- 100

Credit :-6

Hours : - 40

Learning Outcome: -

To understand the general structure of Financial Markets, regulatory bodies, corporate houses and clearing houses in the Indian context

Module I:- 10 Hours

Introduction to Financial Markets: Money Markets, Capital Markets, Advantages of Financial Markets to investor/ corporate

Determinants of Interest Rate: Real and nominal Interest rates, Monetary Policy Role played by Central Bank, Influence of Interest Rates in other economics on domestic interest rates

Money Markets: Why money markets are needed, Various Money Market instrument, Measuring Bond equivalent yield and discount yield on Money Market Instruments, How the Monetary Policy stance of central bank gets percolated in the economy

Module II:- 10 Hours

Bonds: Bonds mathematics (YTM. Currency yield, duration, convexity, zero coupon yield etc), Application Duration in Risk Management, Term Structure & Theories Behind term Structure,

Capital Markets: Primary & Secondary Markets

Mutual Funds: Structure & Important regulations W.r.t. MFS, Advantages of Investments through MFs, Types of MFs & investments through MFs, Accounting (NAV Computation) & Intermediaries associated with MFs

Module III :- 10 Hours

Commercial Banks: Understanding the Balance Sheet, Capital Adequacy ratio, Understanding various Risks faced by banks, Understanding the profitability drivers of the Banks.

Investment Banking: Role Of Merchant Bankers, Capital Structuring, IPO Rights Issue Process - ADR/GDR issue

Module IV:- 10 Hours

Depository Operations: Know the basics of the Indian securities market, depository system, institutional structure, business partners of a depository, regulatory framework in which the depositories and its DPs function, their eligibility criteria, registration procedure, rights and obligations, dematerialization, trading and settlement, pledging and hypothecation.

Introduction to Clearing House Mechanisms and Clearing Corporations, Broking Houses, PMS, Hedge Funds, Insurance Firms & Other types of Financial Institutions

Suggested Pedagogy:

1. Class Test
2. Active Participation in Class Assignments
3. Completion of Home Assignments & Library reading
4. Active Participation in Discussion & Class Etiquettes
5. Viva

Book References

1. Financial Markets and Institutions by Anthony Saunders- Tata McGraw Hill Publication
2. Financial Institutions & Markets – Meir Kohn – Oxford Publications
3. Indian Financial System – Dr S.C Bihari – International Book House Ltd
4. Financial Markets & Institutions – Fredric S Mishkin, Stanley G Eakins – Pearson Publications

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PGDM – (General Management) Syllabus – Batch 2017-19

TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Shilpa Peswani

Subject Code: - 3.6 Subject Name: -Valuation and Mergers & Acquisitions

Specialization: - Finance

Marks: - 100 Credit:- 6 Hours: - 40

Learning Outcome: -

The student should aware of the various methods and rationale for inorganic growth strategy and also be aware of the recent trend in inorganic growth strategy. He should be able to value a merger or acquisition using Intrinsic Valuation and Relative Valuation

Module I:- Mergers and Acquisitions 10 Hours

- Key concepts, Merger Waves, Types of Mergers
- Motives of M&A, Theories of M&A
- Measuring M&A success and failure

Module II:- Mergers and Acquisitions 10 Hours

- Defensive Tactics
- Due Diligence
- Negotiation, Deal Structuring and Methods of Payment
- Synergies, Cultural Aspects, Regulatory and Taxation Aspects
- Corporate Restructuring

Module III:- Intrinsic Valuation 10 Hours

- Analysing Financial Statements
- Measurement of Risk -Cost of capital / Cost of equity
- Measuring Cash Flows and Growth
- Valuing Operating and Financial Synergies
- Valuation of Intangible Assets

- Understanding Multiples
- Deciding on multiple to be used for valuation of a merger/ acquisition
- Sum of the parts valuation
- Asset Based Valuation

Suggested Pedagogy

- Lectures
- Case Studies
- Project Presentation

Book References

6. Mergers and Acquisitions Text and Cases – Rajesh Kumar
7. Damodaran on Valuation – Aswath Damodaran
8. Valuation: Measuring and Managing the Value of Companies – Tim Koller, Marc Goedhart, David Wessels

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Syllabus – Batch 2017-19

TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Prof. Pushkar Dilip Parulekar

Subject Code: - 3.7 Subject Name: -Security Analysis & Portfolio Management

Specialization: - Finance

Marks: -100

Credit:-06

Hours: - 40

Learning Outcome: -

1. Regular and interested students are expected to understand risk associated with investing and how they can practically reduce them.
 2. Regular and interested students are expected to be aware about various modern portfolio management theories and models.
 3. Regular and interested students are expected to understand how to construct a portfolio for themselves or their clients based on risk appetite and expected returns.
-

Module I: - EFFICIENT MARKET HYPOTHESIS (EMH):

10 Hours

Technical Analysis, Fundamental Analysis

Random walk theory

- Weak, Semi -Strong and Strong form
- Empirical Evidence of EMH
- Anomalies in the markets: Firm Size Effect, January Effect, Monday Effect

Module II:- Risk And Return

10 Hours

Risk and return in each asset class equity, fixed income, MF etc.

Return on common stock under uncertainty, for a single stock Expected Return

Co-movement of two Assets returns, Measuring of Covariance definition and

Simple Numerical Example, Correlation Coefficient· Two asset portfolio case,

expected return and variance of returns of a Two asset Portfolio Simple Numerical Example and Graphical Illustration · Diversification of Risk, Systematic and Unsystematic risk

Module III: - MODERN PORTFOLIO THEORY

10 Hours

General N - asset Portfolio Problem, Objectives Function and Constraints, Meaning of Efficient Frontier / Set, Concept of CML (Capital Market Line), Concept of Market Portfolio, Risk Free rate, Borrowing and Lending rates.

CAPITAL ASSET PRICING MODEL:

- Statement of CAPM.
- Slope of security Market Line (SML)
- Properties of any asset on the line.
- Assumptions and some empirical evidence of CAPM
- Arbitrage pricing theory Introduction

SHARP'S SINGLE INDEX OR MARKET MODEL

Market Factor

Fama French Security

Module IV: - Portfolio Hedging & Mutual Fund

Performance Measurement

10 Hours

Portfolio rebalancing, Portfolio Hedging using Derivatives

Portfolio Performance Measures Sharp Index,· Treynor Index,· Jensen's Measure

Suggested Pedagogy

Testing based on Historical data in excel, Classroom sessions etc.

Book References

Investments by Bodie, Kane, Marcus and Mohanty

Security Analysis and Portfolios Management (6th Edn.) By Donald Fische and Ronald Jordan, Prentice Hall of India (1995)

Securities Analysis and Portfolio Management, Prasanna Chandra, Tata-McGraw Hill (2002)

Class Presentations and hand-out

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Syllabus – Batch 2017-19

TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Dr Smita Jesudasan

Subject Code: - 3.8

Subject Name: -

International Finance

Specialization: - Finance

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcomes:

At the end of the course, the students are able to:

- Be aware of international economic and financial environment.
- Understand foreign exchange rate determination.
- Know foreign exchange exposure measurement and management.
- Comprehend the international financial management aspects of the MNC.

Module I: International Financial Environment and Multinational Financial Management
10 Hours

What's Special about International Finance? - Goals for International Financial Management - International Monetary System - Evolution, Gold Standard, Inter-war instability, Bretton Woods system, Fixed exchange rates, Fluctuating exchange rates, Case for fixed or fluctuating exchange rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU). Euro-currencies, Euro-dollars, European Currency Unit, C.R.U., their mechanics & impact, International flow of Funds and Balance of Payments Theory, International capital-flows & shocks, International debt problem - its origin, history & status. International liquidity & SDRs. Financial Management of Multinationals – Valuation Model of a MNC – International Cost of Capital – International Capital Budgeting – International Working Capital Management – International Asset Pricing Theories.

Module II: Foreign Exchange Markets

10 Hours

Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates

determinations in Forward markets. Exchange rate behaviour-Cross Rates- Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

Module III: International Parity Relationships & Forecasting Foreign Exchange rate

10 Hours

Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage

Model IV: Foreign Exchange Exposure and Risk Management

10 Hours

Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure. Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.

Suggested Pedagogy

Lectures, Case Studies, Assignments, Presentations, Educational Videos, Reading, Group Discussion.

References

- International Finance – Avadhani
- Foreign Exchange Management – A.V.Rajwade
- International Finance – Thomas J.O'Brien – Oxford Publications
- International Financial Management – Jeff Madura
- International Financial Management – Cheol Eun and Bruce Resnick
- Foundations of Multinational Finance, Alan Shapiro, Wiley
- Multinational Financial Management, Alan Shapiro, Wiley
- Foreign Exchange and Risk Management, C. Jeevanandam , Sultan Chand & Sons
- International Financial Management, Madhu Vij, Excel Books, New Delhi
- International Financial Management, P.G. Apte, Tata McGraw Hill, New Delhi

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**PGDM – (General Management)
Syllabus – Batch 2017-19**

TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: -

Subject Code: - 3.1 Subject Name: -Operations Research

Specialization: - Common Subject

Marks: - 100 Marks

Credit:-6

Hours: - 40 hours

Learning Outcome: -

The main objective of this paper is to learn the techniques used for industrial resource management.

Develop a general understanding of the Operational Research (OR) approach to decision making.

Use basic terminology of the presented techniques, which will in turn enable you to easily understand and use any related software too.

Put practical problems through the language of mathematics down to the language of the computers.

Module I: Introduction, Linear Programming Problem: (10 hours)

Meaning and scope of Operations Research, Applications in Business, Commerce and Industry, limitations of Operations Research.

Linear Programming Problems (LPP): Mathematical Formulation of LPP. Solution to the LPP using Graphical Method, Simplex Method, Big M method Duality in LPP.

Module II:- Transportation Problem, Assignment Problem:

(10 hours)

Transportation Problem - Description and Formulation of the Transportation Problem, Initial Basic Feasible Solution by i) North West Corner Rule, ii) Least Cost Entry Method (Matrix Minima), iii) Vogel's Approximation Method. Optimum Solution by MODI Method. Existence of Alternative optimum solution. Impact of change in some cost Coefficients on optimum solution. Maximization type and Unbalanced Transportation Problems.

Assignment Problem - Description and Formulation of the Assignment Model. Hungarian Method of solving Assignment Problem. Maximization and Unbalanced Assignment Problems.

Module III:- Decision Theory:

(10 hours)

Decision Environment, Decisions under Uncertainty (Optimistic/ Pessimistic Criterion, Laplace Criterion, Hurwitz Criterion, Savage Criterion), Decisions under Risk (Expected Monetary Value (EMV) Criterion, Expected Opportunity Loss (EOL) Criterion, Expected Value of Perfect Information (EVPI)). Decision Tree Analysis. Bayesian Decision approach.

Module IV: - Project Analysis:

(10 hours)

Basic concepts and Definitions, Gantt Charts and its weaknesses, CPM and PERT networks, Numbering of Events, Contractual Obligation Time, Earliest occurrence time, Latest allowable occurrence Time and Slack Time for Events, Different types of floats for activities. Critical Path Calculations, Probability Assessment in PERT Networks. Time Cost Trade – Off Analysis for CPM Networks.

Suggested Pedagogy:

1. Short case studies would be either discussed in the class or would be given to students as assignments for submission.
 2. Pertaining to topic covered, students would be given project/field work for better understanding of the topic.
 3. Use of excel to solve problems/Solver.
-

Reference Books:

1. Ravinderan, Phillips and Solberg (1987): Operations Research - Principles & Practice, 2nd Ed., John Wiley.
2. Richard Bronson (1997): Theory & Problems of Operations Research Schaum's outline series, 2nd Ed.
3. H. A. Taha (2014): Operations Research - An Introduction, 9th Ed., Pearson India.
4. Prem Kumar Gupta, Comboj D. S. Hira Aarti (2012): Introduction to Operations Research, S. Chand
5. J.K.Sharma (2013): Operations Research: Theory & Applications, 5th Ed., Laxmi Publications
6. V. K. Kapoor (2010): Operations Research-Problems & Solutions, Sultan Chand & Sons.
7. Shenoy, Shrivastava & Sharma (2011): Quantitative Techniques, 3rd Ed., New Age International.
8. Frederick S. Hillier, Gerald J. Lieberman (1995): Introduction to Operations Research, 2nd Ed., Tata McGraw Hill Education.
9. N. D. Vohra (2009): Quantitative Techniques, 4th Ed., McGraw Hill.

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TRIMESTER – III-FUNCTIONAL SPECIALIZATION

Faculty Name: - Dr. G Ramesh

Subject Code: - 3.2

Subject Name: -Marketing Strategy & Practices

Specialization: - Marketing

Marks: - 100

Credit:- 6

Hours: - 40

Learning Objective

The primary course objective is to give you the skills and knowledge the student need to understand and function in a Marketing capacity. This course will emphasize the topics of marketing environment, market segmentation, targeting, positioning, product, services, price, place, promotion, advertising and strategic marketing integrated with the topics of ethics and social responsibility as they relate to marketing. Teamwork is encouraged along the course with many In Class Activities and Simulations

Learning Outcome: -

- The students will be able to understand the various aspects of Strategic Marketing Principle
 - The students will be able to comprehend various elements of PLC and its strategies
 - The students will be able to learn how to Strategic and Tactical Applications impact the marketing strategy
 - The students be able to understand the nuances of Market Situation Strategy and its applications
 - The students will be able to understand the linkages between Marketing Strategy and Competitive advantage through a competitive analysis
 - The students will be able to understand the concept of portfolio analysis in Marketing and how to construct a BCG Matrix-one of the effective tools of portfolio analysis.
 - The students will be able to understand the various elements in developing product, pricing , promotion and distribution strategies.
 - The students will be able to understand how an effective marketing strategy delivers RoI through Sales and Profits
 - The students will be able to understand the elements of Marketing Planning and how to develop it
 - The students will be able to understand the latest trends in Marketing strategy and its application across the globe
 - The students will be able to substantiate their learning through their presentations on the Group project work that they completed
-

Module I:- Strategic Marketing Principle 10 Hours

Introduction Marketing Strategy
Marketing Strategy –Strategic Marketing Principle
PLC Strategies

Module II:- Marketing Strategy Application 10 Hours

Marketing Innovation and Practical application

Marketing Strategy – Strategic Application
Market Situation Strategy
Marketing Planning

Module III:- Strategic Analysis & Marketing Mix Strategies 10 Hours

Competition Analysis
Portfolio Analysis
Marketing Strategy – Tactical Application
Product Strategies
Pricing Strategies
Promotion Strategies
Distribution Strategies

Module IV: - Branding Strategy and Sales/Profit Analysis 10 Hours

Branding Strategies
Communication Strategies
Sales and Profit Analysis – After effect of Marketing

Suggested Pedagogy

1. Project Based (Through the Trimester)
2. Group activity/Interaction/Discussion
3. Class room/ Case study discussion
4. Role Play and Discussion
5. Interactive Lecturing/Presentation/Peer presentation

Book References

1. Marketing Strategy by Subhash Jain
 2. Marketing Strategy by David and Boyd
 3. Marketing Strategy by Boyd, Walker and Larreche (McGraw Hill)
 4. Marketing Strategy by Stephen Schnaars (Free Press)
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PGDM – (General Management) Syllabus – Batch 2017-19

TRIMESTER – III-FUNCTIONAL SPECIALIZATION

Faculty Name: - Prof. Simmi Prasad

Subject Code: - 3.3

Subject Name: -Integrated Marketing Communication

Specialization: - Marketing

Marks: -100

Credit:-6

Hours: - 40

Learning Outcome: -

To develop an understanding of the role of advertising and promotion within the context of a balance of theoretical and practical perspectives through the integration of various concepts/theories and practical applications.

1. To analyze the relationship of five elements of the promotional mix.
2. To develop an understanding of the overall marketing process and the role of the promotional mix in the marketing mix and strategy.
3. To understand the planning, implementation, and evaluation process of marketing communications.
4. To develop an understanding of the legal and social issues, the regulatory process, concerning the promotional mix.
5. To determine the role of the promotional mix in the development of strategic/ tactical marketing plans so as to understand how the marketing communication process influences consumer decision making.

Module I: - Communication Process-communication model for urban and rural.

Communication-IMC, Advertising-Organisation structure of advertising agency and its functions and evaluation of agency functioning. Advertising objectives with specific reference to DAGMAR, Brand objectives, Consumer attitude and market structure

Module 2:- Brand Position and brand Image strategy development, Persuasion and attitudinal change through appropriate copy development, Advertising Budget

Module 3: Media Planning and media research, Advertising Research, Basics of project Management
Public relations & publicity campaign, Event Management, role of advertising managers in firms,
Advertising managers activities with respect to agency coordination, and managing advertising
campaign

Module 4: Digital Marketing, Introduction to New Age Media (Digital) Marketing

Internet Marketing – Overview

Social Media Marketing – Overview

Mobile Marketing – Overview

Suggested Pedagogy: Lectures, Case studies, Live Projects.

Book References:

1. Advertising and Promotion: An integrated Marketing communication perspective
 2. Advertising Management : Rajeev Batra, Jhon Meyer, David A Aaker
 3. Belch- Advertising and Promotion
 4. Logo-Naomi Klein
 5. Brabd Reporter fortnightly
 6. Other Guy Blinked, the – Jesse Kornbluth
 7. J.V. Vilanilam & A.K. Verghese :advertising basic(sage)
-

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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Prof. Jestin Johny / Prof. Sanchayita Banerjee

Subject Code: - 3.4 **Subject Name:** - Rural Marketing and Sales Management

Specialization: - Marketing

Marks: - 100

Credit: - 6

Hours: - 40hrs

Rural Marketing—

With the development of Rural India, the rural market has become a very prospective area of business expansion and many companies are keen to focus on that area. This has generated a need of knowledge of this market among Marketing Management students.

The major objectives of the subject are—

1. To understand the rural market and its special features
2. To explore the avenues of business in rural India
3. To understand the difference between urban and rural market and the development of marketing strategies

Probable Outcome—

1. Students will understand the real opportunities in rural India, and develop a mindset to explore the market
2. They will understand how differently they have to handle rural consumer as compared to urban consumer

Sales Management—

The subject focuses to acquaint students with the conceptual and practical understanding of the aspects of sales management

Module I:- Understanding the overview of Rural Marketing

10 Hours

- Issues in Rural Marketing and characteristics of Rural Markets
- Understanding Consumers and Creating & delivering value
- Researching Rural Markets

- Communication and Distribution in Rural Markets

Module II:- Capturing Rural Market

10 Hours

- Rural finance and management
- Conventional and Non-Conventional methods of Reaching Rural Markets
- Developing rural marketing strategy

Module III: Sales Management Roles and Functions –

10 hrs.

- Introduction to Sales Management,
- Sales Management and its importance in the current Industry scenario.
- Sales Management and Its functions,
- Sales Forecasting,
- Sales Territory management

Module IV: - Sales Management tools –

10 hrs.

- Sales Recruiting and Manpower Planning,
- Sales Promotion Tools,
- Budget Allocation for Promotional tools.
- Sales Motivation and Leadership,
- Sales Performance Evaluation,

Book References

Rural Marketing – Pradip Kashyap

Rural Marketing (Concepts and Practices)—Dongra Balram

Rural Marketing (Text and Cases)—Krishnamacharyulu C.S.

Rural Marketing—Badi & Badi

Rural Marketing (Indian Perspective)—Singh Awadhesh Kumar

Sales Management - Richard Still, Edward W.Cundiff – Pearson Publishers

Sales and Distribution Management - Tappan K Panda and Sunil Sahadev – Oxford University press

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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - JESTIN JOHNY

Subject Code: - 3.5 **Subject Name:** - Distribution and Supply Chain Management

Specialization: - Marketing

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcome: -

In this Subject students will enhance knowledge and understanding of supply chain issues and appropriate approaches to analyzing and responding to supply chain issues. Students will have a better understanding of the major strategic issues and trade-offs that arise in with suppliers and Channels of Distribution

Module I: 10 Hours

Introduction to Supply Chain Management, Supply Chain Management Role, Importance of Supply chain Management, Logistics and Distribution its relation in Sales, Urban and rural supply chain management.

Module II: - 10 Hours

Urban Supply Chain management, urban market distribution management, rural supply chain management, rural distribution management, Supply chain management in different industrial sectors, distribution management in different business sectors.

Module III: - 10 Hours

Packaging in supply chain management, Shipping Logistics in supply chain management, Bull whip effect in supply chain management.

Module IV: -

10 Hours

Logistics and Distribution in FMCG industry, logistics in Consumer Durable Industry, Types of warehouses, e-commerce supply chain module.

Suggested Pedagogy

Case Study, Group Discussion, Industry examples, Article reading etc.

Book Reference

Ballou R.H. Business Logistics Prentice – Hall Inc, Essentials of supply chain – Michael – Logistics
Supply chain management, Supply chain management and cases – Janat Shah – Pearson education.

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TRIMESTER -III – Functional Specialization

Faculty Name: - Prof. Simmi Prasad

Subject Code: - 3.6

Subject Name: -International Marketing

Specialization: - Marketing

Marks: -100

Credit:-6

Hours: - 3Hr

Learning Outcome: -

Objectives:

1. To acquire the basic knowledge, concepts, tools, and international terminology necessary to understand international problems and issues
 2. To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)
 3. To build skills and respect toward the understanding of cultures of nations by critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing
 4. To develop managerial reading skills with a goal of acquiring the ability to understand and synthesize readings and business cases presented in a class
 5. To build communication and teamwork skills through the group project

 6. To familiarize students with extant “tools” of international marketing beyond the textbook such as the Internet, government databases, etc.
-

Module I:-

10 Hours

The Scope and Challenge of International Marketing, The Dynamic Environment of International Trade The Dynamic Environment of International Trade & Cultural Dynamics in Assessing Global Market, Culture, Management Style, **intercultural sensitivity** and Business Systems, The Political Environment: Critical Concern, The International Legal Environment: Playing by the Rules Developing Global Vision through Marketing Research,

Module II:- _____ 10 Hours

Global Marketing Management: Planning and Organization, Product and Services for Consumers, Product and Services for Business, International Marketing Channels, Integrated Marketing Communications and International Advertising & Personal Selling and Sales Management. Personal Selling and Sales Management, Pricing for International Markets. [Reverse Globalization](#)

Module III:- _____ 10 Hours

Financial transaction between Importer and Exporter, Open Account D/P, D/A, Letter of credit, Exchange control regulation, Pre-shipment and post shipment finance, Export procedures. [Implications of Forex volatility and hedging opportunities](#)

Module IV: - _____ 10 Hours

Policies of ECGC, [Export Houses](#), [Export promotion activities of government](#), [Study of USA,Canada,Latin America,Middle East, Africa, south East Asia and Europe for export](#)

Suggested Pedagogy :-

1. Lectures
 2. Case Studies
 3. Project work
-

Book References:-

1. International Marketing Onkvisit and Shaw
 2. International Marketing -Keegan
 3. International Marketing -Cateora
 4. International Marketing -Bhattacharya
 5. International Marketing-Francis Cherunilum, HPH
 6. International Marketing- , Vern Terpstra and Ravi Sarathy New York Holt
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TRIMESTER – III –FUNCTIONAL SPECILIZATION

Faculty Name: - Prof. Jackson John

Subject Code:- 3.7 Subject Name:- Product & Brand Management

Specialization:- Marketing

Marks: - 100

Credit:- 6

Hours: - 40

Learning Outcome: -

To familiarize students with the concepts and theoretical understanding of product and brand management principles and equip them to apply the same to real world cases and scenarios for practical application.

Module I:- _____ 10 Hours

Introduction

Strategy and product strategy

Product line decisions

PLC & marketing strategies

Module II:- _____ 10 Hours

NPD, Idea generation & screening

Concept Development & testing

Test marketing

Launch and track of new products

Module III:- _____

10 Hours

Organizing for new products

Intro – Brand Management

The concept of regional brand

Consumer brand knowledge

Brand Id, personality, associations

Module IV: - _____

10 Hours

Brand architecture, Portfolio

Corporate branding

Building brand equity

Leveraging brand equity

Measuring brand equity

Suggested Pedagogy

Project, Assignment, Presentation, Case studies, Viva, Mid & End Term exam

Book References

Product Management – Lehman

Strategic Brand Management — David Aaker

Strategic Brand Management — Keller

Building strong brands – Keller

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TRIMESTER – III -

Faculty Name: - Prof. Sanchayita Banerjee

Subject Code: - 3.8 Subject Name: -Consumer and Industrial Buying Behavior

Specialization: - Marketing

Marks: - 100

Credit:- 06

Hours: - 40

Learning Outcome: -

Consumer Behavior—

In the highly specialized study of "BUSINESS MANAGEMENT" and "BUSINESS ADMINISTRATION", the "Consumers" or the "Customers" play a very critical role as these are the people who finally BUY the goods & services of the organization, and the firm is always on the move to make them buy so as to earn revenue. The study of **Consumer Behavior** helps management understand consumers' needs so as to recognize the potential for the trend of development of change in consumer requirements and new technology. And also to articulate the new thing in terms of the consumers' needs so that it will be accepted in the market well.

B2B Marketing—

As Indian market is growing, there is also a growing need in the derived demand market. Students need to understand the typicalities of this market, and also they should know how this market is different from a regular consumer market.

The major objectives of the subject is---

1. To understand how can B2B marketers integrate new marketing methods for business outreach.
2. To develop the analytical capability of how to face complex situation and develop a series of logical solution.
3. To understand the importance of personal relationships which is of critical importance in business-to-business markets.

Probable Outcome—

1. Developing analytical skills and understanding of new marketing methods
2. Understanding of how to plan personal selling in a B2B environment

Module I:- Overview of Consumer Behavior and it's components 10 Hours

- C.B.-Intro., Determinants and Framework of Buyer Behavior
- Info. Gathering, Perception-Perceptual mapping, Positioning
- Consumer expectation, evaluation, satisfaction and value
- Memory, Self-concept, Personality, Motivation, Brand choice, Learning
- Attitude, Communication

Module II:- Influence of group behavior in decision making 10 Hours

- Situational determinants, and Family Influences on Buyer Behavior
- Social class and social stratification
- Reference Group and Opinion Leadership
- Cultural Influences on Buyer Behavior
- Purchase Decision and Post Purchase Behavior

Module III:- Understanding the overview Industrial Buying Behavior 10 Hours

- Fundamental of business markets, Organisational buying process
- Business buyers' needs, Market and sales potential

Module IV: - Capturing Industrial Market 10 Hours

- 4P's of B2B Marketing
- Networks and customer relationship management

Suggested Pedagogy –

The pedagogy adopted for inculcating the learning process including additional hours for the students to accumulate credit points, (20 hrs for 100 marks subject apart from the session hours of 40 hrs for 06 credits) is as follows:

Class Activities (like quiz, debates, Role play, etc), Case Studies and Discussion, Class and Home Assignments, Watching educational videos, Real time projects, Presentation, etc.

Book References -

Business Marketing Management—Hutt Michael

Business Marketing Management—K.K. Havaladar

Business to Business Marketing—Ellis Nick

Consumer Behavior – Schiffman, Kanuk

Consumer Behavior—Loudon & Della Bitta

Consumer Behavior—Suja Nair

Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.

Reference websites:

www.rmai.in/, <https://www.irma.ac.in>, www.cmie.com

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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: -

Subject Code: - 3.1 Subject Name: -Operations Research

Specialization: - Common Subject

Marks: - 100 Marks

Credit:- 6

Hours: - 40 hours

Learning Outcome: -

The main objective of this paper is to learn the techniques used for industrial resource management.

Develop a general understanding of the Operational Research (OR) approach to decision making.

Use basic terminology of the presented techniques, which will in turn enable you to easily understand and use any related software too.

Put practical problems through the language of mathematics down to the language of the computers.

Module I: Introduction, Linear Programming Problem:

(10 hours)

Meaning and scope of Operations Research, Applications in Business, Commerce and Industry, limitations of Operations Research.

Linear Programming Problems (LPP): Mathematical Formulation of LPP. Solution to the LPP using Graphical Method, Simplex Method, Big M method Duality in LPP.

Module II:- Transportation Problem, Assignment Problem: (10 hours)

Transportation Problem - Description and Formulation of the Transportation Problem, Initial Basic Feasible Solution by i) North West Corner Rule, ii) Least Cost Entry Method (Matrix Minima), iii) Vogel's Approximation Method. Optimum Solution by MODI Method. Existence of Alternative optimum solution. Impact of change in some cost Coefficients on optimum solution. Maximization type and Unbalanced Transportation Problems.

Assignment Problem - Description and Formulation of the Assignment Model. Hungarian Method of solving Assignment Problem. Maximization and Unbalanced Assignment Problems.

Module III:- Decision Theory: (10 hours)

Decision Environment, Decisions under Uncertainty (Optimistic/ Pessimistic Criterion, Laplace Criterion, Hurwitz Criterion, Savage Criterion), Decisions under Risk (Expected Monetary Value (EMV) Criterion, Expected Opportunity Loss (EOL) Criterion, Expected Value of Perfect Information (EVPI)).

Decision Tree Analysis. Bayesian Decision approach.

Module IV: - Project Analysis: (10 hours)

Basic concepts and Definitions, Gantt Charts and its weaknesses, CPM and PERT networks, Numbering of Events, Contractual Obligation Time, Earliest occurrence time, Latest allowable occurrence Time and Slack Time for Events, Different types of floats for activities. Critical Path Calculations, Probability Assessment in PERT Networks. Time Cost Trade – Off Analysis for CPM Networks.

Suggested Pedagogy:

1. Short case studies would be either discussed in the class or would be given to students as assignments for submission.
 2. Pertaining to topic covered, students would be given project/field work for better understanding of the topic.
 3. Use of excel to solve problems/Solver.
-

Reference Books:

10. Ravinderan, Phillips and Solberg (1987): Operations Research - Principles & Practice, 2nd Ed., John Wiley.
11. Richard Bronson (1997): Theory & Problems of Operations Research Schaum's outline

series, 2nd Ed.

12. H. A. Taha (2014): Operations Research – An Introduction, 9th Ed., Pearson India.
 13. Prem Kumar Gupta, Comboj D. S. Hira Aarti (2012): Introduction to Operations Research, S. Chand
 14. J.K.Sharma (2013): Operations Research: Theory & Applications, 5th Ed., Laxmi Publications
 15. V. K. Kapoor (2010): Operations Research-Problems & Solutions, Sultan Chand & Sons.
 16. Shenoy, Shrivastava & Sharma (2011): Quantitative Techniques, 3rd Ed., New Age International.
 17. Frederick S. Hillier, Gerald J. Lieberman (1995): Introduction to Operations Research, 2nd Ed., Tata McGraw Hill Education.
 18. N. D. Vohra (2009): Quantitative Techniques, 4th Ed., McGraw Hill.
-

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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Prof. Col. Venkat Raman

Subject Code: -3.2 Subject Name: - Learning and Development

Specialization: - HR

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcomes:

Every organization is unique. It has its own, clear objectives and looks for competitive advantage in the industry. It is difficult to find employees who fit their jobs from the word go. Organisations' technologies, processes, internal structures, objectives and cultures differ vastly. Changes in the external environment force an organization to adapt. Hence the need for a systematic, on-going training programme. This subject aims to make the student aware of the need for developing himself and the subordinates through the process of training and development.

Module I:

10 Hours

1. Introduction to Human Resource Development
 2. Overview of Training in organizations.
 3. The Learning Organization.
-

Module II:

10 Hours

1. Principles and Theories of Learning.
 2. Motivation and performance.
 3. Training administration.
-

Module III:**10 Hours**

1. Training needs assessment.
2. Competency modeling and mapping.
3. Designing training modules.

Module IV:**10 Hours**

1. Implementation of training.
2. Training methods.
3. Evaluation of training.
4. Training Methods, Orientation, Induction on the Job Training, Simulation, Virtual and Digital Training.
5. Evaluation of Training, ROI of Training
6. Management Development Program.

Suggested Pedagogy

1. Lectures
 2. Live examples from industry and their discussion.
 3. Case studies – discussions
 4. Assignments
-

Book References

1. Effective Human Resource Training and Development Strategy by B. Rathan Reddy (Himalaya Publishers).
 2. _Training and Development by Dr. B. Janakiram (biztantra)
 3. Training and Development by Thakur Publishers.
-

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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Col. Venkat Raman

Subject Code: -3.3 **Subject Name:** - Competency Mapping and
Performance
Management

Specialization: - HR

Marks: - 100

Credit :- 6

Hours: - 40

Learning Outcome: -

This course aims to equip students with the skills and knowledge to enable them to effectively implement a performance management system using Competency Models. The course will also enable students to design, evaluate and adapt performance management systems.

Module I - Evolution of Competency Based HRM; Competency Framework. Competency Profiling, Modeling, Mapping and Assessment, Preparing a Competency Model and Measurement of Competencies, **Time And Motion Study**, Current and Future Trends In Competency Management, Case Discussions.

Module II - Competency Dictionary, Concept, purpose, layout and advantages of Assessment Centres. Competency Based Selection; **BEI and its conduct and advantages**, Competency based Training & Development. Competency Based Performance Management; Competency Based Career & Succession Planning. Examples of Competency Management Systems followed by Industry in India and abroad. Case discussions.

Module III– Performance Management: Basis, Definition, Purpose, Principles, Concerns and Ethical Considerations. Performance Appraisal: Concept, Need and Objectives; Uses and process of Performance Appraisal, Characteristics of effective appraisal system; Different Methods of PA: Traditional and Modern, Balance Score Card, 360 Degree Appraisal, Management by Objectives (MBO); Forced Ranking as an approach to Performance Management. Current trends in Performance Appraisals. Connect between Competencies and Balance Score Card. Case discussions.

Module IV - Performance Appraisal for Managers, supervisors and workers, developing an appraisal, Identification of Training needs. Counseling and Coaching. Reliability and Validity of appraisal program, Role of HR and Line Managers, Reward System and Employee Productivity. Examples of Performance Management Systems followed by Industry in India and abroad. Current and future trends in Performance Management, **Assessment Centre, Performance Improvement Plans**, Case discussions.

Suggested Pedagogy

Text Book, Discussions, Presentations, Case Studies, Role Plays and Video discussions.

Book References

1. Ganesh Sherman, *Competency based HRM*, Tata McGraw Hill
2. David D. Dubois, *Competency-based Human Resource Management*, Nicholas Brealey Publishing Limited, 2010.
3. Rao, T. V. and Pareek (ED) *Redesigning Performance Appraisal Systems*, Tata McGraw Hill Publication Co. Ltd., New Delhi.
4. G.K.Suri, C.S Venkata Ratnam and N.K.Gupta, *Performance Measurement and Management*

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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: -

Subject Code: - 3.4

Subject Name: - HR PLANNING & AUDIT

Specialization: - HR

Marks: - 100

Credit:- 6

Hours: - 40

Learning Outcome: -Human Resource Planning is the process by which an organization ensures that it has the right number and the right kind of people at the right place and at the right time in order to enable the organization to meet its organisational objectives and achieve competitive advantage in the market. The study of HRP helps HR managers in the understanding of and implementation of strategies, plans and programmers required in the acquisition, utilization and retention of talented employees.

Module I: - _____

10 Hours

1. Understanding Human Resources Planning:

- a) Manpower planning as an integrated part of business planning
- b). manpower forecasting for managerial personnel
- c). integrated budget for manpower management
- d). controlling manpower costs

Module II: - **1. Quantitative and qualitative approaches to manpower planning:**

10 Hours

- A).demographic and ecological models
 - b). management science and manpower analysis
 - c).network models, simulation model.
-

Module III: - **_1. Career Planning**
Hours

10

Job description, Job Specification, Job rotation, Job enrichment, Job enlargement

- A). Career anchors
- b). career structures & Career Path
- c). career policies & Strategies
- D).developing manpower strategies.

Module IV: - 1. Human Resource Audit:

10 Hours

- 1. Business Audit, Certification Audit, Information Security & Management System Audit
 - 2. HR Audit- Process Audit, policy Audit, Strategy Audit
 - 3. Audit of costs incurred in recruitment, selection, initiation, training and compensation.
-

Suggested Pedagogy

- 1. Lectures
 - 2. Actual cases from industry
 - 3. Case studies and discussion
 - 4. Newspaper readings and discussion of relevant topics such as changes in labor laws and their effect on manpower planning.
-

Book References

- 1. Human Resource Planning and Audit by Arum Sekhri (Himalaya Publishers)
 - 2. Human Resource Planning by Deepak Bhattacharya.
 - 3.Designing and Managing Human Resource Systems by Udai Pareek and T.V.Rao.
 - 4. HRD Audit by T.V.Rao
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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Dr. Sulbha S. Raorane

Subject Code: - 3.5
Systems

Subject Name: -Compensation, Benefits & Reward

Specialization: - HRM

Marks: -100

Credit:-6

Hours: - 40

Learning Objective-

The objective of teaching Compensation & Benefits is to equip the student with the concepts, ideas, processes, methods and procedures of compensation & Benefits so that they will acquire the capacity to work for designing compensation & benefits for employees in the organization.

Learning Outcome-

To understand different concepts of compensation & benefits in HRM and also getting clarity on different ideas, processes, methods and procedures of compensation & Benefits. Students will acquire the ability to designing compensation & benefits for employees in the organization.

Module I

17 Hours

- Human Resources Philosophy and Approach for an Organization
 - **Understanding Elements of Compensation Structure**
Fixed, Cash Benefits, Retrials and Social Security, Variable Pay / Incentives / Stock Options
2-Types of variable pay
 - **Equity Compensation Plans**
Objective of equity compensation, Types of Stock Plans, Valuing stock grants, SEBI Guidelines, Taxability of stock options
- Arriving at the CTC of an employee/ candidate –**
- costing elements,
 - designing a salary offer template
 - Making a salary offer to a candidate – understanding salary ranges

Module II

07 Hours

➤ **Understanding Inflation –**

Neutralization of Inflation, Dearness Allowance, Consumer Price Indices,

Understanding Provident Fund, ESIC, Gratuity, Superannuation, Bonus under Payment of Bonus Act

Module III

8 Hours

➤ **Remuneration Survey**

Choosing a partner, conducting a survey, benchmarking, arriving at a comparator, target position, understanding median, Percentile, ageing of market data, Converting Remuneration Survey results into a Salary Proposal

Module IV

8 Hours

- Reward Strategies – Articulating and understanding business context for reward strategies
 - Elements of Reward Strategy – Understanding Reward Management
 - Compensation / Remuneration place in Reward Strategy
-

Suggested Pedagogy

Text Book, Discussions, Presentations, Case Studies, role play and Video discussions.

Reference Books:

1. Textbook of HRM – P. Subha Rao
2. Managing Human Resources – Bohlander, Snell, Sherman
3. Compensation Management – Dipak Kumar Bhattacharya – Oxford Publications
4. Compensation Management in a Knowledge Based World – Richard I Henderson – Pearson Publications
5. Compensation & Reward Management- B. D. Singh- Excel Books
6. Compensation Management- Dr. Kanchan Bhatia- Himalaya Publishing House

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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Prof. Vaibhav Kulkarni

Subject Code: - 3.6 **Subject Name:** - Industrial Relations

Specialization: - HRM

Marks: - 100 **Credit:-6** **Hours:** - 40

Learning Outcome: -

Understanding the working of trade unions.

Understanding Relevance & Application of Industrial Relations

Understanding Industrial Disputes and Mechanisms for resolving them

Module I:- Trade Unions 10 Hours

Trade Unions Act

Recognition of Trade Unions

History of Trade Unions

Case studies on Trade Unions

Module II: - Industrial Disputes 10 Hours

Industrial Disputes Act with Case Studies on Disputes

Module III: - Industrial Disputes Act 10 Hours

Settlement machinery of Disputes with cases

Module IV: -

10 Hours

Factories Act

Factories Act with Cases

Suggested Pedagogy

Lectures and Case Studies

Book References

Industrial Disputes Bare Act,

Trade Unions Act, Bare Act

Factories Act, Bare Act

Indiakanon.org for cases

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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Dr. Vinita Pimpale

Subject Code: -3.7

Management

Subject Name: -Organization Development & Change

Specialization: - HRM

Marks: - 100

Credit:-6

Hours: - 40

Learning Outcome: -

After reading this Course, you should be able to-

- Discuss the nature and process of change;
 - Understand different types of changes;
 - Know the reasons and causes of resistance to change; and
 - Understand how change can be introduced in an organization.
-

Module I- Organizational development and Organizational Climate & Culture 10 Hours

- a. Concept of organizational development
 - Goals of organization development
 - Assumptions and steps in organizational development
 - OD interventions
- b. Features of organizational climate
 - Components of Organizational Climate
 - Significance of organizational climate
 - Factors influencing organizational climate
 - Techniques for improving organizational climate
 - Organization culture: Meaning and features
 - Impact of culture on modern organizations
 - Socialization: Familiarization with organization culture

Module II: - An overview of concept of Organizational Change and Change Agents 10 hrs.

- a. Concept of organizational change
 - Forces for organizational change
 - Levels of organizational change
 - Types of organizational change
 - Steps in managed change
 - Resistance to change

- Implementing change successfully- Methods of introducing change
- b. Meaning of change agents
Levels of change leadership skills
Characteristics of successful change agents
Competencies of change agents
Types of change agents
The importance of linter-personal Communications

Module III:- Conflict & Negotiation and empowerment

10 Hours

-
- a. Introduction and Nature of conflict
Types of conflict
The role of conflict in today's organizations
Types of conflict situation
Aspects of conflict - Resolving conflict
- b. Negotiations
Understanding the importance of groups
Nature of groups- Types of groups
Group development and norms
Decision-making under groups and cohesiveness
Collaboration
- c. Introduction to process of empowerment
Factors fueling the empowerment
Some examples of companies that have implemented empowerment
Empowering customer-contact employees
Need for empowerment
Process of empowering
Costs of empowering
Managerial imperatives for successful empowerment (Employee engagement)

Module IV: - Creativity & Innovation

10 Hours

-
- a. Creativity and Innovation & Entrepreneurship
Meaning and definitions
Factors affecting creativity
Stimulating creativity in organizations
The creative process
The human aspects of creativity
- b. From creativity to innovation
Inspiring innovation
Obstacles to corporate innovation
Overcoming obstacles

Suggested Pedagogy

-
- Lectures
 - Case Studies and Discussion
 - Watching Educational and Informative Videos
 - Class Activities like quiz, debates, Role play, etc.
 - Group Discussion

Book References

- M. Beer, *Organizational Change and Development*, Santa Monica, CA, Goodyear, 1980.
- R.M. Kanter, *The Change Masters: Innovation for productivity in the American Corporation*, New York, Simon and Schuster, 1984.
- PR Lawrence and JW Lorsch, *Organisation and environment*, Boston, Harvard Business School Press, 1972.
- M. Hammer and J. Champy, *Reengineering the Corporation*; New York: Harper Collins, 1993.
- Gareth R. Jones, *Organisational Theory, Design and Change*, Pearson Education Pvt Ltd.
- Warren Bennis, *Organization Development: Its Nature, Origin and Prospects*, Addison Wesley, Massachusetts, 1969
- Manmohan Prasad, *Management Concepts and Practices*, Himalaya Publishing House, New Delhi, 1998.
- Bateman and Snell, *Management- Competing in the new era*, 5th Ed., Tata McGraw Hill, New Delhi, 2003.
- Singh, B.P. and Chhabra, T.N., *Organisation Theory and Behaviour* DhanpatRai and Sons, Delhi, 1992.
- Gareth R. Jones, *Organisational Theory, Design, and Change*, 4th Ed., Pearson Education, India, 2004.
- Feed Luthans, *Organisational Behaviour*
- **Organization Development and Change Management by Thomas G. Cummings, Christopher G. Worley**

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TRIMESTER – III-FUNCTIONAL SPECILIZATION

Faculty Name: - Prof. Sujeesha Naidu

Subject Code: - 3.8 **Subject Name:** -Building Learning organizations & Knowledge Management

Specialization: - HR

Marks: -100

Credit:-6

Hours: - 4

NOTE: Earlier the syllabus was combined with Cross-cultural management part. Now it is suggested that the subject be taken as an elective.

Learning Outcome: -

- To understand the concept of learning organizations & how is it useful in knowledge creation for the organization

Module I:- Introduction to organizational Learning & tools & techniques of organizational learning **10 Hours**

Why organizations need to learn? & introduction to organizational learning

What is organizational learning-definition, scope & importance?

Organizational learning tools & techniques

Individual learning / training, Kolb's learning cycle,

Module II:- Linkage between organizational learning and learning organizations **10 Hours**

Organizational learning through single loop & double loop learning

Limits of organizational learning & managing organizational innovation

Learning organization concept & characteristics of learning organization

Models of learning organization (Senge's & Garvin's model) with examples

Module III:- Introduction to knowledge management , Knowledge Creation & Acquisition process **10 Hours**

Knowledge management conceptualization

Types of knowledge & what is knowledge management

Knowledge Creation & Nonaka's SECI model of knowledge creation

Knowledge acquisition through process mapping & Creating a process map via a project

Module IV: - Architecting a learning organization **10 Hours**

How to implement successful KM programs

Process of managing knowledge in organizations

Ten steps to make learning organizations work

Success stories of learning organizations

Suggested Pedagogy:

Lectures, Case studies, magazine articles & project / presentations

Book References

- The learning organization by Richard Pettinger
- The fifth Discipline by Peter Senge
- Building the Learning organization by Michael Marquardt

References: Articles & Research papers based on the concept of learning organizations

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TRIMESTER – IV- Sectorial Specialization

Faculty Name :

Subject Code: - 4.1

Subject Name: - International Business

Specialization: - Common Subject

Marks: - 100

Credit:- 06

Hours: - 40

Learning Outcome: -

This course aims to equip students with the skills and knowledge to enable them to understand the concepts in International or Global Business and the Application of these concepts in the Industry.

Module I:-

10 Hours

Introduction to International Business (Objective, Scope, Importance and Current Trends Domestic Business v/s International Business Reasons for International Business – For Corporates and Country Trade Theories. (Absolute advantage, Comparative advantage, Heckscher Ohlin's Theory Porter's Diamond. PLC theory Case Studies

Module II:-

10 Hours

PEST Analysis (Risk Analysis, Decisions to overcome or managing risks – a live current case

Entry Strategies (Modes of Entry – Export / Imports, Contracting, Licensing, Franchising, FDI / FII)

Multi-national Corporations, Globalization Stages of building Global companies and competitiveness

Global competitive advantages of India - Sectors and Industries – Case study

Module III:-

10 Hours

Investment Management in International Business (Foreign Direct Investment Offshore Banking Foreign Exchange Dealings and numericals in business Resource Mobilization through portfolio/GDR/ADR. Other options of funding in ventures and case discussions.

International Organizations. (WTO World Bank ADB IMF and others Case study)

Module IV: -

10 Hours

Regional and Free Trade Agreements (NAFTA, EU ASEAN NAFTA, MERCOSUR Others – Case Study)

International Logistics and Operations

International HR

Emerging Developments in International Business. Case Studies

Suggested Pedagogy

Book References

1. International Business by Subba Rao
2. International Business by Daniels and Radebaugh
3. International Business by K Aswathappa
4. International Business by Sears, Roebuck and Simon

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PGDM – (General Management) Syllabus – Batch 2017-19

TRIMESTER – IV-Sectorial Specialization

Faculty Name – Prof. Pushkar Parulekar

Subject Code: - 4.2 **Subject Name:** - Mutual Fund & Alternative Investment

Specialization: - Financial Markets

Marks: - 100

Credit:-06

Hours: -40

Learning Outcome: -

1. Regular and interested students are expected to understand various types of mutual funds.
2. Regular and interested students are expected to understand various tools to evaluate and manage mutual funds.
3. Regular and interested students are expected to make basic business plan and to make financial projections related to same.
4. Regular and interested students are expected to understand various criteria for investments in startups.

Module I and II: - Types of Mutual Fund

20 Hours

Types of Mutual Funds, Advantages and Disadvantages and Evaluation of various types of Mutual Funds.

E.g. Equity or Growth Funds- Large Cap, Mid Cap, Small Cap, Multi Cap, Sector Funds, Index Funds, Thematic funds, Tax-Saving Funds.

Income or Bond or Fixed Income Funds- Capital Protection, Income Generation, Liquid, Short Term, Floating Rate, Corporate Debt, Dynamic Bond, Gilt Funds, etc.

Hybrid Funds- Aggressive Balanced Funds, Conservative Balanced Funds, Pension Plans, Child Plans and Monthly Income Plans, etc., Real Estate Investment Trust (REIT).

Module III: - Venture Capital, Private Equity Funding

10 Hours

Seed Funding, Venture Capital Funding, Angel Funding, Private Equity funding, Deal Structuring and concepts such as Cumulative Convertible Preference Share (CCPS)

Module IV: - Venture Capital, Private Equity Funding

20 Hours

Preparation and Evaluation of Business plan from promoter and investor point of view.

Preparation of a financial model for startup business plan

Suggested Pedagogy

Classroom Sessions and Case Studies, Financial modeling in excel for financial plan, Class Test, Student Presentation, Student Viva etc.

Book References

1. Investments by Bodie, Kane, Marcus and Mohanty
2. Financial Management by Prasanna Chandra
3. NCFM and NISM modules related to Mutual Funds and venture capital
4. Security Analysis and Portfolios Management (6th Edn.) By Donald Fische and Ronald Jordan, Prentice Hall of India (1995)
5. Class Presentations and handout

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PGDM – (General Management) Syllabus – Batch 2017-19

TRIMESTER -IV

Faculty Name:

Subject Code: - 4.3

Subject Name: -Treasury and Risk Management

Specialization: - Financial Markets

Marks: -100

Credit:-6

Hours: - 40

Learning Outcome: -

The course acknowledges that effective treasury management will provide support towards the achievement of its business objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management. Hence students learn to become a good Treasurer and Risk manager.

Module 1 An Overview of Treasury Management and Operations

10 Hrs

(a)Treasury Management: Objectives of Treasury, Structure & Organization, Functions of Treasurer, Responsibility of Treasurer

(b)Treasury Operations: Cash and Liquidity Management: CRR and SLR, Sources and deployment: NEFT, IMPS, Internal control, Netting, CCIL / RTGS Objectives, Cost center / Profit center, integrated treasury, Planning & control, Treasury instruments

Module 2 Treasury & International Banking

5 Hrs

Global scenario and treasury operations, Exchange rate, mechanism, Dealing and trading operations: control and orderly conduct, moral and ethical codes, checks and balances, Revaluation: Mark to market and profit calculations, VaR.

Module 3 Overview of Risk Management, Policies and Mitigation

15 Hrs

Risk definition / policies, Risk Process-Risk Organization, Key risks-Credit risk(Base-I,II,III), market risk, operational risk, liquidity risk, legal risk, interest rate risk and currency risk, foreign exchange risk, Price risk (Equity), Commodity risk, Asset Liability Management-ALM Concept, ALM organization, ALCO techniques / tools, Simulation, Gap, Duration analysis, Linear and other statistical methods of control, Risk measurement & Control-Calculation, Risk exposure analysis, Risk management / mitigation policy, Risk immunization policy / strategy for fixing exposure limits, Risk management policy and procedure, Risk adjusted return on capital, Capital adequacy norms, Risk management, Capital adequacy norms, Prudential norms, Exposure norms, RBI guidelines on risk management, - Risk rating and risk pricing Credit rating / credit scoring and rating system design, Credit Bureaus, Stress test and sensitivity

analysis, Internal Capital Adequacy Assessment Process (ICAAP) ,Risk Management Policy in a Bank, Inter - linkages to – Treasury, Regulatory prescriptions of risk management. CIBIL and their Objective, Functions, Operation of CIBIL and Reverse Mortgage.

Module 4 Asset Securitization and Credit Derivatives

10 hrs

Overview, Basic Attributes, Cash Flows and Structuring, Payment Structure, Credit Rating and Credit enhancements , Residential Mortgage Backed Securities (RMBS) and Credit Card Securitization. Credit enhancements using Credit default swaps (CDS), Collateralized Debt Obligations (CDOs)

Case Studies & Assignments / Live Projects / Field Studies/Revision

5 hrs

Suggested Pedagogy: Videos, Projects based on secondary information, more use of Blended MOOC, Case studies.

Book References

1. Treasury Management, IIBF
- 2 Risk Management, IIBF
- 3 www.rbi.org.in
- 4 <https://www.jpmorgan.com/pages/jpmorgan/investbk-e.g>.
5. Treasury Management –Steven M Bragg(Wiley Publications)
6. Treasury and risk Management –Taxmann
7. Treasury Management-IIBF Macmillan Publisher
8. Treasury and Risk Management by S.K.Bagchi
9. Treasury's war –The unleashing of a New Era of Financial Warfare by Juan Zarate
10. Treasury Finance and Developing Banking by Biagio mazzi
11. Treasury Fundamentals by Antonio Morelli
12. The handbook of Global Corporate Treasury by Rajiv Rajendra.
13. Review of Policy papers by RBI.

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TRIMESTER –IV-SECTORIAL SPECIALIZATION

Faculty Name :

Subject Code: - 4.4 (A) **Subject Name:** - Financial Planning & Wealth Management

Specialization: - Financial Markets

Marks: - 50

Credit:- 3

Hours: - 20

Objectives

- To help students understand the process of financial planning.
- To help students to understand clients current financial situation and develop a strategy to help client to achieve his/her financial goals.
- To introduce students various asset classes and financial products.

Topics

1. Introduction to financial planning.
2. Time value of Money.
3. Insurance Planning.
4. Planning for various financial goals.
5. Retirement Planning.
6. Investment Planning.
7. Loan & Credit Card
8. Tax Planning.
9. Overview of wealth management in India.

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TRIMESTER – IV-SECTORIAL SPECIALIZATION

Faculty Name :

Subject Code: - 4.4 (B)

Subject Name: -Commodities Markets

Specialization: - Financial Market

Marks:-50

Credit:-3

Hours : - 20

Learning Outcome: - A trader must have understanding of Indian and International commodity market like CBOT & COMEX. He should be well able to analyze micro & macroeconomic data, industry data and map moves of market makers (operators). Price forecasting of commodity and emotional control needs to be polished. Similarly, for speculation, futures markets can also be used efficiently to hedge your positions and diversify across asset classes, thus helping you multiply your Return on Investment.

Module I:-

10 Hours

Introduction to Commodities Markets, Historical changes and growth of global and domestic Commodities derivatives markets FCR Act 1952 and Regulatory structure of Commodities Derivatives Markets in India. Issues in Agricultural Commodities Markets, Issues in Non-Agricultural Commodities Markets. Agricultural Commodity Futures trading pattern in Exchange, Non- Agricultural Commodity Futures trading pattern in Exchange – Case study.

Module II:-

10 Hours

Commodity indices and as an investment tool for investors, Commodities as a New Asset Class. Commodities Derivative Exchanges and design of the markets, Issues Related to Product Design and contract specifications, Issues related to Spot price and present practices of commodities exchange.

Clearing House operations and Risk Management Procedures, Delivery Related Issues like delivery centres, deliverable varieties. Issues related to monitoring and surveillance by Exchanges and Regulator, Role of intermediaries in Commodities Markets. Essential Commodities Act and role of state governments warehousing Act Bill and its implications Historical changes and growth of global and domestic Commodities derivatives markets

Suggested Pedagogy

Lectures & *Case Studies with* Educational and Informative Videos

Book References

NISM-Series-VI: Depository Operations

Investment Analysis & Portfolio Management by Prasanna Chandra

Financial Derivatives: Theory, Concepts & Problems by S.L.Gupta. (Prentice-Hall of India)

Options, Futures & Other Derivatives 8th Edition by John C. Hall & Sankarshan Basu
(Pearson Publications)

Options & Futures: An Indian perspectives by D.C.Patwari & Anshul Bhargava (Jaico Books)

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TRIMESTER - IV

Faculty Name - Prof. Kiran Rodrgiues

Subject Code: - 4.5

Subject Name: - Fixed Income Securities

Specialization: - Financial Markets

Marks:- 100

Credit :-6

Hours : - 40

Learning Outcome: -

To identify the different types of fixed income securities and their characteristics. To value fixed income securities. To know passive and active fixed income portfolio management techniques.

Module I:- 10 Hours

Introduction to Financial Markets: Debt and Money Markets.

Money Markets: Why money markets are needed, Various Money Market instrument, Measuring Bond equivalent yield and discount yield on Money Market Instruments, How the Monetary Policy stance of central bank gets percolated in the economy

Module II:- 10 Hours

Determinants of Interest Rate: Real and nominal Interest rates, Money supply and Demand, Measures of money supply, Influence of Interest Rates in other economies on domestic interest rates

Understanding Basics of Bonds Mathematics: Yield to Maturity/Yield to Call, Spot Rates/Forward Rates and Par Yield, Bootstrapping Process for Zero Curve, Yield Curve slope and the theory, Theory of Term structure of Interest Rates

Module III :- 10 Hours

Understanding Duration and Convexity: Measuring Duration and Convexity, Duration or Par /Discount /Premium Bonds, Duration as a Risk Measure, M Square & Key Rate Duration, Barbell, Ladder & Bullet Strategy.

Bond Management Strategies : Active and Passive Management Strategies, Classical and Contingent Immunization, Duration Based Asset Liability Risk Management.

Module IV:- 10 Hours

Interest Rate Futures: T-bill & T-bond Futures, Duration Based hedging using Futures

Interest Rate Options: Forward Rate Agreement, Caps/Floor/Collar, Blacks model of Interest Option Valuation.

Interest Rate Swaps: Basics of Swaps, Valuation of Swaps (Fixed Side), Forward /Amortizing /Asset Swaps, Valuing a Swap during its Life.

Suggested Pedagogy

1. Class Test
2. Active Participation in Class Assignments
3. Completion of Home Assignments & Library reading
4. Active Participation in Discussion & Class Etiquettes
5. Viva

Book References

The Hand Book of Fixed Income Securities- Frank Fabozzi

Handbook of Debt Securities and Interest Rate Derivatives – A V Rajwade

Fixed Income Securities – Veronesi

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TRIMESTER –IV-SECTORIAL SPECIALIZATION

Faculty Name :

Subject Code: - 4.6 (A)

Subject Name: - Behavioral Finance

Specialization: - Financial Markets

Marks: - 50

Credit:- 3 Credits

Hours: - 20

Topics

1. Investment Decision Cycle: Judgment under Uncertainty
2. Utility/ Preference Functions: Expected Utility Theory [EUT]
3. Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage
4. Paradoxes (Allais and Others)
5. Prospect Theory
6. Information Screening Biases
7. Information Processing: Bayesian Decision Making, Heuristics and cognitive biases
8. Forecasting Biases
9. Emotion and Neuroscience
10. Group Behavior: Conformism, herding, fatal attractions
11. Investing Styles and Behavioral Finance

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TRIMESTER - IV

Faculty Name -

Subject Code: - 4.6(B)

Subject Name: -Global Financial Markets and Practices

Specialization: - Financial Markets

Marks: -50

Credit: - 3

Hours: - 20

Learning Outcomes:

At the end of the course, the students are able to:

- Understand the functioning of global financial markets
- Comprehend the aspects of global financial products and instruments

Module I: Global Banking and Money Market

5 Hours

Global Banking Services - Reasons for Global Banking - Types of Global Banking Offices - Capital Adequacy Standards - Global Money Market - Global Debt Crisis - Cases on financial Crisis such as the Asian Crisis, Euro zone crisis, US crisis and South American crisis.

Module II: Global Bond and Equity Markets

5 Hours

The World's Bond Markets – Foreign Bonds and Eurobonds - Types of Instruments - Currency Distribution, Nationality, and Type of Issuer - Eurobond Market Structure and Practices - Global Equity Markets - Market Structure, Trading Practices, and Costs - Trading in Global Equities.

Module III: Global Portfolio Investment

5 Hours

Correlation Structure and Risk Diversification - Optimal Global Portfolio Selection, Effects of Changes in the Exchange Rate, Global Bond Investment, Global Mutual Funds: A Performance Evaluation, Global Diversification through Country Funds, ADRs, Exchange Traded Funds (ETFs) and Hedge Funds.

Model IV: Foreign Exchange Markets and Innovative Products**5 Hours**

Foreign Exchange Markets with reference to New York, London, Tokyo, Hong Kong & Singapore – Sovereign Wealth Funds – CDO, CDS, ABS - Global Investors & Strategies.

Suggested Pedagogy

Lectures, Case Studies, Assignments, Presentations, Educational Videos, Reading, Group Discussion.

References

- International Financial Management – Jeff Madura
- International Financial Management – Cheol Eun and Bruce Resnick
- International Financial Management, Madhu Vij, Excel Books, New Delhi
- Global Risk and Global Opportunity – Shlomo Maital and DVR Seshadri
- Global Financial Markets – Ian Giddy

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TRIMESTER - IV

Faculty Name – Prof. Pushkar Parulekar

Subject Code: - 4.7

Subject Name: - Financial Modeling

Specialization: - Financial Markets

Marks: - 100

Credit: - 06

Hours: - 40

Learning Outcome: -

1. Regular and interested students are expected to become competent to use excel for doing various financial activities such as analysis, projections, scenario building, ratio analysis etc.
2. Regular and interested students are expected to do financial modeling to predict stock valuations using discounted cash flows or relative valuation.
3. Regular and interested students are expected to handle all the excel activities which are handled by an equity research analyst.

Module I: - Excel Proficiency

10 Hours

Slightly advanced features such as vlookup, hlookup, Goal seek, Data Table, Scenario Manager,

Time Value of Money concepts and functions in excel, Black Scholes model for option pricing

Pivot Table & Deriving Correlation with the key factors

Module II: - Discounted Cash Flow Models

10 Hours

Dividend Discount Model- 1 stage, 2 stage, 3 stage

FCFE Model- 1 stage, 2 stage, 3 stage

FCFF Model- 1 stage, 2 stage, 3 stage

Asset Valuation based on NPV

Module III: - Relative Valuation

10 Hours

Relative valuation using Ratio Analysis in Detail

Module IV: - Equity Research Report**10 Hours**

Equity Research Report generation based on techniques in Module II and Module III and replacement cost method.

Suggested Pedagogy

All sessions in excel using various databases to get financial Data.

Book References

1. Mastering Financial Modeling in Excel by ALSTAIR L DAY (Pearson Publications)
2. Financial Modeling – Simon Benninga
3. Damodaran on Valuation

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TRIMESTER – IV- Sectorial Specialization

Faculty Name-

Subject Code: - 4.1

Subject Name: - International Business

Specialization: - Common Subject

Marks: - 100

Credit:- 06

Hours: - 40

Learning Outcome: -

This course aims to equip students with the skills and knowledge to enable them to understand the concepts in International or Global Business and the Application of these concepts in the Industry.

Module I:-

10 Hours

Introduction to International Business (Objective, Scope, Importance and Current Trends Domestic Business v/s International Business Reasons for International Business – For Corporates and Country Trade Theories. (Absolute advantage, Comparative advantage, Heckscher Ohlin’s Theory Porter’s Diamond. PLC theory Case Studies

Module II:-

10 Hours

PEST Analysis (Risk Analysis, Decisions to overcome or managing risks – a live current case Entry Strategies (Modes of Entry – Export / Imports, Contracting, Licensing, Franchising, FDI / FII) Multi-national Corporations, Globalization Stages of building Global companies and competitiveness Global competitive advantages of India - Sectors and Industries – Case study

Module III:-

10 Hours

Investment Management in International Business (Foreign Direct Investment Offshore Banking Foreign Exchange Dealings and numericals in business Resource Mobilization through portfolio/GDR/ADR. Other options of funding in ventures and case discussions. International Organizations. (WTO World Bank ADB IMF and others Case study)

Module IV: -

10 Hours

Regional and Free Trade Agreements (NAFTA, EU ASEAN NAFTA, MERCOSUR Others – Case Study) International Logistics and Operations International HR Emerging Developments in International Business. Case Studies

Suggested Pedagogy

Book References

1. International Business by Subba Rao
2. International Business by Daniels and Radebaugh
3. International Business by K Aswathappa
4. International Business by Sears, Roebuck and Simon

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TRIMESTER – IV-SECTORIAL SPECIALIZATION

Faculty Name: Dr. G. Ramesh

Subject Code: - 4.2

Subject Name: -Media Planning & Strategy

Specialization: - Marketing-Retail Management

Marks: -100

Credit:- 6

Hours: - 40

Learning Objective

Media Planning and Strategy aims to equip students with demonstrated concepts, techniques, and structures for students to understand the concepts of Media, Media vehicles etc, and using those learnings to enable media marketing more efficient and effective. Following are specific objectives

1	To familiarize students to the basic concepts and decision making processes involved in Media Planning
2	To develop the conceptual & analytical skills in the area of Media Planning analysis which will enable students to gain more interest in media planning and make it more efficient and effective
3	To help students to understand application of these concepts to various Marketing Mix elements

Learning Outcome: -

- The students will be able to understand the various functions of Media Planning and Buying
- The students will be able to comprehend various sources of media research and the strategy employed in selecting the best media vehicle
- The students be able to understand the difference between public space and media space and will also learn to understand their target segment and plan and choose the media accordingly
- The students will be able to understand the Media plan evaluation through various competitive analysis and also will get to know the basics and approaches of Media Budget
- The students will be able to understand the elements of Media Plan, building various types of media plan such as Print, TV, Radio etc.
- The students will be able to comprehend the concepts of BDI and CDI and how to build a media plan

Module I:- Introduction, Role and Challenges

10 Hours

Introduction to Media planning, the function of media planning in advertising, Role of Media planner,
Challenges in media planning

Module II:- Media Planning Process & Media Buying

10 Hours

Media Planning process,
Media Planning for Consumer and Industrial Goods
Sources of media research,
Selecting the suitable media options,
Types and buying Magazine space, Newspaper space, Television Space/Air time Radio slot

Module III:- Media Scheduling and Activities

10 Hours

Marketing Mix Concept of media vehicle and the criteria on which the medium needs to decided
Conveying the right media at right time.
How to increase the effectiveness of the message?
Introduction to the concepts like Media scheduling, Flighting, Continuity and Pulsing Strategies
BDI and CDI concepts and Building Media Plan

Module IV - Media Planning Analysis and Budget Approaches

10 hours

Geographic Development Analysis
Target Audience Analysis
Competitive Media Mix Analysis
Competitive Media Expenditure Analysis
Media Budget Allocation and Approaches

Suggested Pedagogy

-
1. MS Excel Based Learning (Through the Trimester)
 2. Group activity/Interaction/Discussion
 3. Class room/ Case study discussion
 4. Role Play and Discussion
 5. Interactive Lecturing/Presentation/Peer presentation
-

Book References

1. Media Planning: A Practical Guide, Third Edition by Jim Surmanek, TMH
2. Media Planning and Buying by Arpita Menon, Tata-McGraw-Hill Education
3. Media Planning and Buying in the 21st Century by Ronald D Geskey, Sr.

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TRIMESTER – IV – SECTORIAL SPECIALIZATION

Faculty Name – Prof. Simmi Prasad

Subject Code: - 4.3

Subject Name: -Managing Retail Environment

Specialization: - Retail Management

Marks: -100

Credit:-6

Hours: - 40

Learning Outcome:

1. To understand the impact of retailing on the economy
 2. Comprehend retailing's role in society
 3. See how retailing fits between the broader disciplines of business and marketing
 4. Recognize and understand the operation oriented policies, methods and procedure used by successful retailer in today's global economy
 5. Know the responsibilities of retail personnel in the numerous career positions available in the retail field.
 6. To understand the contribution of retailers to product value chain.
 7. To understand the factors affecting the strategic decisions, involving investment in locations, supply chain and information system and customer retention program.
-

Module 1:-

10 Hours

Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a carrier

Module 2:-

10 Hours

Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs. Retail CRM

Module 3:-

10 Hours

Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Retail Life Cycle.

Module 4:-**10 Hours**

Emergence of Organized Retailing, Traditional and Modern retail, non-store retailing, E-tailing, Strategies for online retailing. Formats prevailing in India. Omni channel retailing
Retailing in rural India, Environment and Legislation for Retailing, FDI in Retailing.

Book References-

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

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TRIMESTER – IV-SECTORIAL SPECIALIZATION

Faculty Name – Prof. Jackson John

Subject Code: - 4.4

Subject Name: - Retail Strategy & Retail Branding

Specialization: - Retail Management

Marks: - 100

Credit:- 6

Hours: - 40

Learning Outcome: -

To develop conceptual knowledge of students in the areas of retail strategy and branding, to equip them for decision-making in related areas when handling such tasks in-practice

Module I:- _____ 10 Hours

Basic retail concepts
Retail consumer behaviour
Market segmentation and targeting
Retail strategy & process
Retail atmospherics & store design
Visual Merchandising

Module II:- _____ 10 Hours

Retail Marketing Mix Retail
Promotion Strategy Retail
Communication Strategy
Merchandise Planning

Module III:- _____ 10 Hours

Retail SCM
Retail Financial Strategy
Retail Pricing Strategy
Retail Branding Strategy

Module IV: - _____

10 Hours

Store Brands, Private Labels
Retail Product Management
Retail CRM Strategy
Future Growth Strategies

Suggested Pedagogy

Project, Presentation, Viva, case study, Mid & End Term Exam

Book References

Retail Management – Chetan Bajaj. Oxford University Press Pub. Retailing
Management – Swapna Pradhan, Tata Mc-Graw Hill Pub. Marketing
Management – Kotler, Keller, Koshy, Jha, Pearson Pub. 14th Edn.

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TRIMESTER – IV-SECTORIAL SPECIALIZATION

Faculty Name - Prof. Sanchayita Banerjee

Subject Code: - 4.5

Subject Name: -Advertising & Public Relations

Specialization: - Retail Management

Marks: -100

Credit:-06

Hours: - 40

Objectives:

The objectives of the subject are:

- To understand, describe and analyze the role of Advertising and PR in modern business world
- To make students connect Advertising and PR and realize the importance of control through advertising and influencers' role through PR.
- To make the students to learn on how Advertising and PR are linked with the Media Industry and how are they applied.

Learning Outcome

The outcomes on learning this subject are as follows:

- Students will understand how different types of advertising works in different situation.
- They will be more efficient in decision making related to marketing communication.
- The students will be able to apply the advertising and PR as an effective tool of Marketing strategy in general and of promotion strategy in particular.

Module I:- Introduction and Background of Advertising

10 Hours

- Definition, Importance and Functions of Advertising
- Types of Advertising: Commercial, Non-commercial, Primary demand and Selective Demand, Classified and Display advertising, Comparative advertising, Co-operative advertising
- Understanding persuasive messages, DAGMAR Approaches, Setting of Advertising Objectives
- Advertising message: Preparing an effective advertising Copy: Elements of a Print Copy: Headlines illustration, body copy, slogan, logo, seal, and role of color. Elements of Broadcast
- Advertising Research and Global Advertising.

Module II:- Essentials of Advertising10 Hours

- Advertising Budget: Affordable Method, per unit Method, Percentage Method, Competitive parity and Task objective Method. Importance of Budgeting.
- Evaluation of Advertising effectiveness, Regulation of advertising in India

Module III:- Introduction to PR10 Hours

- Advertising Agencies: their role, structure, Functions, Organization and Importance
- Introduction to Public Relation, theories and models
- Internal And External communication in PR
- PR programme planning

Module IV: - Role of PR**10 Hours**

- The role of PR in society, Crisis Management through PR
- Writing techniques in PR
- Difference between PR and other marketing communications, specialist areas of PR practices

Suggested Pedagogy –

The pedagogy adopted for inculcating the learning process including additional hours for the students to accumulate credit points, (20 hrs for 100 marks subject apart from the session hours of 40 hrs for 06 credits) is as follows:

The pedagogies for delivery and transfer of the conceptual knowledge and its and applications are—

- Discussing based Lecture
- Group Project work (preparation of ads for TV, Print, Radio & Social Media)
- Case studies
- Roleplays/enactments

Book References -

1.	Advertising Promotion by Terence A. Shimp (5 th Edition)
2.	Advertising and Promotion, an IMC Perspective by G.E. Belch, M.A. Belch, Keyoor Purani
3.	Public Relation—Sachdeva
4.	Public Relation—Wilcox,Cameron
5.	Afaqs Reporter
6.	Journal of Advertising (JSTOR)

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TRIMESTER – IV-SECTORIAL SEPCIALIZATION

Faculty Name – Prof. Simmi Prasad

Subject Code: - 4.6

Subject Name: -Mall Management & Retail Store Management

Specialization: - Marketing-Retail Management

Marks: -100

Credit:-6

Hours: - 40

Learning Outcome: -

1. To understand the concept and theory of Retailing and Shopping Malls
2. To understand Mall Development Process
3. To learn and understand Financing and Revenue Model for Shopping Malls
4. To understand the strategic importance of Tenant Mix, Leasing Administration
5. To formulate Marketing and Promotion Activities for Shopping Malls
6. To learn and understand Facilities Management in Mall & store Operations
7. To understand the Regulatory Framework for Shopping Malls

Module I: - _____ 10 Hours

1. Introduction to retailing and shopping mall, setting up Retail organization, Mall development Process –planning and design
2. Size and space allocation, location strategy, factors affecting the location of Retail, Retail location Research and Techniques,
3. Objectives of Good store Design.

Module II: - _____ 10 Hours

Store Layout and Space planning, Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interior.

Module III: -**10 Hours**

Store Management, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Financial Aspects of Mall Management

Module IV: -**10 Hours**

Logistic and Information system, improved product availability, improved assortments, Strategies, Quick Response System

Suggested Pedagogy

Case Studies, Project work, lectures, field visit

Book References -

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P.
4. Bush, Larry G Greshan- Retailing
5. A. J. Lamba- The Art of Retailing
6. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach
7. Harvinder Singh, Mall Management

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TRIMESTER – IV-SECTORIAL SPECIALIZATION

Faculty Name - Prof. Aparna Kanchan

Subject Code: -4.7 **Subject Name:** -Social Media Marketing & Digital Marketing

Specialization: - Marketing-Retail Management

Marks: -100

Credit:-6

Hours: - 40

Learning Outcome: - As the digital marketing landscape continues to grow at a rapid pace, marketers are faced with new challenges and opportunities within this digital age.

The New Age Digital Marketing/Social Media and Digital Media Marketing subject in the PGDM program is an initiative designed to educate students in the area of Digital Marketing to help them leverage their skills in the marketplace.

The New Age Digital Marketing subject aims to give an in depth understanding of New age marketing techniques and will enable students to:

- Develop an advanced knowledge of the concepts and theories that underpin Digital Marketing approaches, and their relationship to conventional marketing
- Develop a deep understanding of the factors that drive consumer behavior in the digital economy
- Develop skills in the practices that relate to digital and data-driven marketing, including critical analysis and evaluation
- Understand the Planning and management process involved in crafting a Digital Marketing strategies
- Increase understanding of testing and measuring various marketing channels evaluating ROI for Digital campaigns

Module I:-

10 Hours

Introduction to Online Marketing- Principles of Online Marketing

- Objectives of Online marketing
- Understanding the Digital Consumer
- Key Traits of Online Consumers
- Developing online Relationships

Online Marketing Strategy

- Reasons for Online Marketing Strategy
- Delivering the Online Customer Experience
- Online Marketing Mix
- Usability and Accessibility

Module II:-**10 Hours****Digital Marketing Channels**

- SEO and SEM
- Social Network Marketing
- Podcasting, Mobile Marketing & Email Marketing
- RSS and Blogging

Online Advertising:

- Online PR and Reputation Management
- Pay-Per-Click Marketing
- Location-Based Technology
- Consumer Generated Content

Module III:-**10 Hours****Social Media Marketing**

- Introduction to Social Media: Growth and Evolution
- Viral Marketing and Promotion
- Social Networking & Emerging Technologies

Website Design

- Analysing Website content and Design
- Content Management

Strategic Online Marketing Plan

- How to Formulate an Online Marketing Plan
- Planning Strategy
- Common problems faced in Online Marketing

Social and Business Networking

- Product Opinion Sites
- Forums
- Affiliate Marketing and Syndication on the Internet
- ***Measuring Internet Marketing Effectiveness: Metrics and Website Analytics***

Suggested Pedagogy

The pedagogy adopted for inculcating the learning process is a blend of concept clearing through grounding of theoretical concepts. Practical orientation with the help of lab exercise to give students a feel of the digital marketing campaigns. Active contribution through students encouraged in terms of new campaigns experienced by them.

Book References

1. **The best digital marketing campaigns in the world: mastering the art of customer engagement** -By Ryan, Damian / Jones, Calvin
2. **Digital Marketing Approaches and Applications** -By Prasad R.
3. **Digital Marketing concepts & Experiences** -By Prasad R
4. **Digimarketing: the essential guide to new media & digital marketing** -By Wertime, Kent / Fenwick, Ian

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TRIMESTER – IV- Sectorial Specialization

Faculty Name -

Subject Code: - 4.1

Subject Name: - International Business

Specialization: - Common Subject

Marks: - 100

Credit:-06

Hours: - 40

Learning Outcome: -

This course aims to equip students with the skills and knowledge to enable them to understand the concepts in International or Global Business and the Application of these concepts in the Industry.

Module I:-

10 Hours

Introduction to International Business (Objective, Scope, Importance and Current Trends Domestic Business v/s International Business Reasons for International Business – For Corporates and Country Trade Theories. (Absolute advantage, Comparative advantage, Heckscher Ohlin’s Theory Porter’s Diamond. PLC theory Case Studies

Module II:-

10 Hours

PEST Analysis (Risk Analysis, Decisions to overcome or managing risks – a live current case

Entry Strategies (Modes of Entry – Export / Imports, Contracting, Licensing, Franchising, FDI / FII)
Multi-national Corporations, Globalization Stages of building Global companies and competitiveness
Global competitive advantages of India - Sectors and Industries – Case study

Module III:-

10 Hours

Investment Management in International Business (Foreign Direct Investment Offshore Banking Foreign Exchange Dealings and numericals in business Resource Mobilization through portfolio/GDR/ADR. Other options of funding in ventures and case discussions.
International Organizations. (WTO World Bank ADB IMF and others Case study)

Module IV: -

10 Hours

Regional and Free Trade Agreements (NAFT, EU ASEAN NAFTA, MERCOSUR Others – Case Study)
International Logistics and Operations
International HR
Emerging Developments in International Business. Case Studies

Suggested Pedagogy

Book References

1. International Business by Subba Rao
2. International Business by Daniels and Radebaugh
3. .International Business by K Aswathappa
4. International Business by Sears, Roebuck and Simon\

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TRIMESTER - IV

Faculty Name -

Subject Code: -4.2 Subject Name: -Foreign Trade Financing and Documentation

Specialization: - HR – International Business

Marks: - 100

Credit:-6

Hours: - 40

Learning Outcomes: -

To give students understanding concepts of how trade in International Business is Financed, the sources of Finance, the process involved and the documentation involved. To show how these concepts are applied in the Industry through Case studies and discussions. To involve students in Projects to be undertaken to understand the processes and challenges in Foreign Trade Financing.

Module I:

10 Hours

1. The meaning of foreign trade; terms of delivery of goods; balance of payments; balance of trade.
2. The laws governing trade finance viz FEMA, NIACT, Indian Stamp Act, EXIM policy RBI Guidelines, FEDAI guidelines.
3. Role of banks in foreign trade; methods of financing.
4. Documentary Letters of Credit - UCPDC 600 Uniform rules for bank -to - bank reimbursements under Documentary Credits ICC Brochure no 725 (URR 725)
5. Various facilities to Exporters and Importers including forfaiting and factoring.
6. Counter trade and Merchandizing trade.

Module II:

10 Hours

1. Theories of International Trade.
2. Terms of Trade.
3. WTO - Its Impact
4. Exchange Control / relating to International Trade
5. INCO terms Meaning - Obligation of buyers and sellers
6. Letter of Credit and UCPDC 600 - Meaning Parties to LC, Different types of LC, Mechanics of LC, Articles of UCPDC

Module III:10 Hours

1. Exports
2. Pre Shipment - Credit
3. Post Shipment - Credit
4. Imports
5. International Finance - Methods of finance
6. ADR - GDR
7. Loan - syndication

Module IV:10 Hours

1. LIBOR
2. Documents used in Trade - Bill of Exchange, Invoice, Bill of Lading, Airway Bill, Insurance Policy etc.
3. Insurance including marine insurance.
4. Risks involved in trade finance - country risk, currency risk, credit risk, counter party risk, exchange risk, legal risk etc. □ Domestic trade-method of Financing - Working Capital - Appraisal and sanction - Deferred payment guarantee - Securitization - Factoring etc.
5. Role of EXIM Bank
6. Role of ECGC

Suggested Pedagogy

1. Lectures
 2. Live examples from industry and their discussion.
 3. Case studies – discussions
 4. Assignments.
-

Book References

1. Foreign exchange and Risk Management – C Jeevanandam
2. Practitioners Book on Trade Finance – IIBF

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TRIMESTER – IV-SECTORIAL SEPCIALIZATION

Faculty Name – Prof. Vaibhav Kulkarni

Subject Code: - 4.3

Subject Name:-International HRM

Specialization:- HR-International Business

Marks :- 100

Credit :- 06

Hours : - 40 Hrs.

Learning Outcome: -

Module I

10 hrs

1. Human Resources in a Comparative Perspective
 2. International Recruitment and Selection
 3. Cultural Factors/Issues in Performance Management
-

Module II

10 hrs

1. Developing International Staff and Multinational Teams
 2. Approaches to International Compensation
 3. Repatriation
-

Module III

10 hrs

1. Managing Global, Diverse Workforce
 2. Industrial Relations in a Comparative Perspective
 3. Global Unions, Regional Integration and Framework Agreements
-

Module IV

10 hrs

1. Emerging Trends in Employee Relations and Employee Involvement
2. International Labour Standards
3. HR/IR issues in MNCs and Corporate Social Responsibility

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TRIMESTER - IV

Faculty Name – Prof. Col. Venkat Raman

Subject Code: -4.4 **Subject Name:** - International Logistics Management

Specialization: - HR

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcome: -

1. To familiarize students of PGDM (HR) Trimester III with the concepts of International Trade and Logistics
 2. To acquaint them with Trade and logistics procedures, terms and Warehousing
 3. To apply the concepts to Industry and analyze cases.
 4. To learn the latest trends in the Industry in the area of International Trade and Logistics
-

Module I: - Logistics

10 Hours

1. Definitions and Concepts, Inbound Logistics and Outbound Logistics
2. Competing through Logistics Competitive Advantage.
3. Managing Logistics Internationally. Implications of Internationalization
4. Organizing for International Logistics

Module II: - Warehousing

10 Hours

1. Introduction to Warehousing.
2. Determine Product Handling Groups. Define product characteristics, determine storage characteristics, and determine handling characteristics.
3. Determine Warehouse Operating Areas
4. Principles of Warehouse flow.

Module III: - International Trade**10 Hours**

1. Meaning and definitions.
 2. Benefits of Trade. International Trade restrictions.
 3. International Trade laws. International Trade Policies.
 4. International Trade restrictions
-

Module IV: - Trade documentation and financing**10 Hours**

1. Documentation in Logistics, Importance
 2. Invoice, Packing List, Certificate of Origin, Bill of lading, Shipping Bill, Marine Insurance, Bill of Entry
 3. Trade Finance Meaning, process.
 4. Letter of Credit, Guarantee
-

Suggested Pedagogy

1. Lecture / Presentations
 2. Case Study discussions
 3. Role plays
 4. Videos
-

Book References

1. International Trade Logistics by Ram Singh
 2. International Business by Subba Rao
-

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TRIMESTER –IV-SECTORIAL SPECIALIZATION

Faculty Name –

Subject Code: - 4.5

Subject Name:-Legal Aspects of International Trade

Specialization:-HR-International Business

Marks :-100

Credit :- 06

Hours : - 40 Hrs.

Learning Outcome: -

Module No.	Topic	No. of Hours
		10
1	International legal systems & laws	
	1.1 Comparative Legal Systems & International Laws	
	1.2 Conflict-of-Laws Principles and International Litigation	
	1.3 Foreign Corrupt Practices Act	
	1.4 Antitrust Laws	
	1.5 Anti-boycott Laws	
2	Laws related to International Trade	10
	2.1 Export & Import Laws – Central Excise & Customs Act	
	2.2 Foreign Exchange Management Act	
	2.3 Foreign Trade Policy with respect to SEZ / FTZ / EPZ / 100% EOU	
	2.4 Anti Dumping Duties – WTO provisions, Regulatory framework, Recent anti-dumping cases in India.	
	2.5 Drafting of International agreements related to Joint Venture / Foreign Collaboration, Restrictive clauses in Foreign Collaboration & Joint Venture agreements	

3	International Intellectual Property Laws	10
3.1	Introduction to the leading international instruments concerning IPR :- The Berne Convention, Universal Copyright Convention, The Paris Convention, Patent Co-operation Treaty, TRIPS, WIPO and UNESCO	
3.2	Patent Infringement :- Literal infringement, Doctrine of Equivalence and Doctrine of colorable variation, Contributory infringement, Defenses to infringement	
3.3	Trade Marks: Infringement of Trademarks, International Conventions – Madrid Protocol	
3.4	Copyrights: Infringement of Copyrights, International Conventions	
3.5	Geographical Indications – an overview	
4	International Taxation	10
4.1	Residency Issues, Sources of Income, Tax Havens & Withholding Tax	
4.2	Unilateral Relief and Double Taxation Avoidance Agreements	
4.3	Advance rulings and Tax Planning, Authority for Advance Rulings	
4.4	General Anti Avoidance Rules (GAAR)	
4.5	International Transfer Pricing – Concept, Computation of Arm's Length Price & Methods, Documentation & Procedural Aspects	

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TRIMESTER – IV-SECTORIAL SPECIALIZATION

Faculty Name –

Subject Code: - 4.6(A)

Subject Name:- Global Business Strategy

Specialization:- HR-International Business

Marks :- 50

Credit :- 03

Hours : - 20 Hrs.

Learning Outcome: -

1. To Develop a deep understanding of Global Business
 2. To develop the analytical ability of the student to attain an insight into global management concepts.
-

Module I

5 hrs

Definition of strategy. Developing a company's strategy.

Relationship between a Company's Strategy and Its Business Model.

Implementing and Executing Strategy

Module II

5 hrs

Evaluating a company's External environment.

Competitive advantage and Competitive Position of a company.

Five Generic Positions of a company.

Module III

5 hrs

Strategies for competing in Foreign Markets

Strategies for Managing a Group of Business

Entry Strategies of MNC's.

Module IV

5 hrs

Ethical Business Strategies

Social Responsibility and Environmental Sustainability

Suggested Pedagogy

1. Class Test
2. Active Participation in Class Assignments
3. Completion of Home Assignments & Library reading
4. Active Participation in Discussion & Class Etiquettes
5. Viva

Book References

1. International Business: Competing in the Global Marketplace by Charles Hill
2. International Business By Francis Cherunilam

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TRIMESTER – IV-SECTORIAL SPECIALIZATION

Faculty Name - Prof. Shilpa Peswani

Subject Code: - 4.6(B)

Subject Name:-International Economics

Specialization:-HR- International Business

Marks :- 50

Credit :- 03

Hours :- 20 Hrs.

Learning Outcome:

Module I

10 hrs

Nature and scope of International Economics, Components and contributions of International Economics, International economic problems

Module II

10 hrs

Concept of International Trade, Similarity and Difference in Inter-regional trade and International Trade, Separate Theories of International Trade, Importance and Disadvantages of International Trade, Production possibility Curve, Community Indifference Curve, Offer Curve

Module III

10 hrs

Iso-quants, Iso-costs and Equilibrium, Producer's Equilibrium in Regard to choice of Inputs, IS-LM Curve and General Equilibrium, The Product Market Equilibrium, The Money market Equilibrium, Macroeconomic General Equilibrium and Changes.

Module IV

10 hrs

Foreign Exchange market: FE Curve, Theory of Comparative Costs, Heck Scher-ohlin Theory, Gains from International Trade, International Trade: An engine or obstacle for economic development, Terms of Trade, Foreign Trade Multiplier.

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TRIMESTER – IV-SECTORIAL SPECIALIZATION

Faculty Name - Prof. Dhvani Mehta

Subject Code: - 4.7

Subject Name: HR Trend, Process Design and Automation

Specialization: - HR - International Business

Marks: - 100

Credit:-6

Hours: - 40

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OBJECTIVES:

- a. To learn formatting techniques to convert data from different sources, and how to make the best use of most important formulas for HR.
- b. They are able to manipulate charts and diagrams, use logical functions and link their spreadsheet to other worksheets and applications.
- c. Learn to automate some common Excel tasks, apply advanced analysis techniques to more complex data sets, troubleshoot errors, collaborate on worksheets, and share Excel data with other applications.

Learning Outcome

1. Calculate the tax deductible amount based on the different salary range,
2. Display first name, last name with prefix in one single column from three different columns,
3. Find years of service of employees,
4. Find the total salary expenses in different regions, different departments,
5. Total number of employees in the company in different departments,
6. Find the total salary given to employees of a particular department or designation in a particular month,
7. Find number of employees joined on particular date/month in any department in any country
8. Calculate the bonus based on overall performance of an employee,
9. Find the number of leaves taken by any employee, find the designation of an employee from his salary,
10. Count number of directors or any designation in a company
11. Display the records according to department, by hire date, by salary etc.

12. Calculate the total overtime hours for employees for any month,
13. View summarized salary for all the different countries in different departments,
14. set the status, department of an employee through data validation,
15. Validate the hire date upon data entry, Calculate salary based on overtime hours,
17. Calculate the net pay of an employee from his/her daily pay and leaves taken,
18. Consolidate overtime hours and rate for two employees,
19. Compare employee's involvement in department from the working hours using charts,
20. Find total number of employees working in specific department from specific dates

Module I:-HR Trend and Process Design

10 Hours

Evaluation of HR, Why the need of HR, Role of HR & IR, Today's HR, Process Design, Indian v/s International.

Module II:- Use of Excel in HRM and Analysis

10 Hours

How to populate data?

How to format the data?, Pivot table and Graphs, Data clearing and Analysis of Data and Decision, Report making.

Module III:- HR Automation

10 Hours

Payroll and Compliance

Module IV: - Employee Engagement

10 Hours

Survey, Polls, Events.

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PGDM – (GENERAL MANAGEMENT) SYLLABUS – TRIMESTER-V – BATCH 2017-19

Faculty Name: - Prof. Paul Alukal

Subject Code: - 5.1

Subject Name: - Business Environment & Ethics

Specialization: - All

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcome: -

To help students to apply ethical reasoning to real-world situations

To give an understanding to students about the ethical implications of leadership

Module I: - 10 Hours

Introduction to Ethics; Moral Reasoning & Moral Responsibility; Ethical Dilemmas

Module II: - 10 Hours

Ethical Dilemmas; Ethical Issues in Management; Corporate Social Responsibility

Module III: - 10 Hours

Corporate Governance; Board of Directors; Directors' Compensation

Module IV: - 10 Hours

International Business Ethics; Case Studies and Presentations

Suggested Pedagogy

Class Test, Class Assignments, Home Assignments, Class Participation, Presentations

Book References

Business Ethics & Managerial Values – S.K. Bhatia

Business Ethics & Corporate Governance – S. Prabhakaran

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PGDM – (GENERAL MANAGEMENT) SYLLABUS – TRIMESTER-V – BATCH 2017-19

Faculty Name: - Dr. Smita Jesudasan

Subject Code: - 5.2

Subject Name: -Leading and Managing Projects

Specialization: - All

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcomes:

At the end of the course, the students are able to:

- Recognize the Project Management knowledge areas with key inputs, tools and techniques, and outputs.
- Fully understand the Project Management policies and procedures required to fulfil Professional Responsibility.
- Apply Project Management principles through class exercises in project scope management, project time management and teaming.

Module I: Project Management Framework, Integration and Scope

10 Hours

Organizational Structures - Project Management Roles - Overview of Projects - Project Integration Management - Project Management Framework - Project Integration - Management Process - Project Plan Development - Project Manager Skills - Project Charter - Project Sponsors - Project Scope Management Processes - Work Breakdown Structure (WBS) - Project Planning and Cost Controls - Statement of Work (SOW) - Customer Approvals and Reviews - Scope Change Control.

Module II: Project Time, Cost and Risk Management

10 Hours

Project Time Management Processes - Activity List - Project Network Diagram Methods - Duration Estimating Methods - Critical Path - Pert - Schedule Development - Crashing -Fast Tracking - Resource Allocation and Leveling - Slack/Float - Variance Management and Earned Value - Schedule Control - Dependencies - Templates - Project Cost Management - Project Cost Management Processes - Resource Requirements - Cost Estimating Methods - Cost Budgeting - Types of Costs - Budgets - Contingency/Management Reserve Funds - Earned Value Concepts - Earned Value Analysis and Management Reporting - Project Risk Management Processes - Risk Defined - Types of Risk - Risk Factors - Risk Identification -

Sources of Risk - Risk Quantitative Analysis - Risk Qualitative Analysis - Risk Response Strategies - Prioritizing Risk - Contingency Planning - Workarounds - Expected Value - Decision Trees.

Module III: Project Procurement and Quality Management

10 Hours

Project Procurement Management Processes - Make / Buy Decisions - Elements of a Contract - Contract Types - Spectrum of Risk - Contract Management - Purchasing Cycle - Acquisition Process - Types of Specifications - Negotiations - Contract Administration - Statement of Work / Contracts – Proposals - Project Quality Management Processes - Overview of Quality Concepts - Deming/Juran/Crosby - Quality Planning /Assurance/Control - ISO Standards - PDCA Model - Cost of Quality - Quality Control Systems - Statistical Process Control - Flowcharting/Control Charts.

Model IV: Project HR, Communications Management and Ethics

10 Hours

Project Human Resource Management Processes - RAM (Responsibility Assignment Matrix) - Motivational Theories - Conflict Management Methods - Types of Power - Types of Organizational Structures - Roles and Responsibilities - Managing Change Techniques - Performance Evaluations - Leadership Styles and Assessments - Project Team Building Exercise - Project Manager Assessments - Project Manager Successful Skills - Project Communications Management Processes - Communications Model - Types of Communication - Project Manager Communications - Effective Team Communications and Exercises - Management Styles and Skills - Documentation/Archives - Performance Reporting - Status and Functional Reporting - Lessons Learned - War Room Communications and Presentations – Professional Responsibility and Ethics.

Suggested Pedagogy

Lectures, Case Studies, Assignments, Presentations, Educational Videos, Reading, Group Discussion.

References

- PMP - Project Management Professional - “Study Guide” - By Kimi Heldman (<http://bbu.yolasite.com/resources/Project%20Mgt.pdf>)
- PMBOK Guide

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PGDM – (GENERAL MANAGEMENT) SYLLABUS – TRIMESTER-V – BATCH 2017-19

Faculty Name: -

Subject Code: - 5.3

Subject Name: - Business Data Analytics

Specialization: - All

Marks: - 100

Credit:- 6

Hours: - 40

Learning Outcome: -

Understanding of Data and usage of Data for improvement

Identify & Initiate Business Analytics Projects

Begin Fact based Decision Making

Learning Objective:

Understand the role of business analytics within an organization.

To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

Use analytics in customer requirement analysis, general management, marketing, finance, operations and HR

To become familiar with the processes needed to develop, report and analyze business area.

To learn how to use and apply Excel and Excel add-ins to solve business problems using Business Analytics.

Module I:- _____

10 Hours

Descriptive Statistics

Introduction to the course

Descriptive Statistics

Probability Distributions

Inferential Statistics

Inferential Statistics through hypothesis tests

Regression & ANOVA

Regression

ANOVA (Analysis of Variance)

Machine Learning: Introduction and Concepts

Differentiating algorithmic and model based frameworks

Regression: Ordinary Least Squares, Ridge Regression, Lasso Regression, K Nearest Neighbours

Regression & Classification

Time series forecasting & ARIMA

Module II:- _____

10 Hours

Supervised Learning with Regression and Classification techniques -1

Bias-Variance Dichotomy

Model Validation Approaches

Logistic Regression

Linear Discriminant Analysis

Quadratic Discriminant Analysis

Regression and Classification Trees

Support Vector Machines

Supervised Learning with Regression and Classification techniques -2

Ensemble Methods: Random Forest

Neural Networks

Deep learning

CHAID & CART, Focus on extensive usage of R software (an open source tool)

Module III:- _____

10 Hours

Unsupervised Learning and Challenges for Big Data Analytics

Data Reduction and Unsupervised Learning

Preparing Data and Measuring Dissimilarities

Hierarchical and k-Means Clustering

Cluster Analysis with Excel

Clustering

Associative Rule Mining

Challenges for big data analytics

Module IV: - _____

10 Hours

Dealing with Uncertainty and Analyzing Risk

Risk Analysis and Monte Carlo Simulation

Adding Uncertainty to a Spreadsheet Model

Defining Output Variables and Analyzing the Results

Using Historical Data to Model Uncertainty

Models with Correlated Uncertain Variables

Creating and Interpreting Charts

Using Average Values versus Simulation

Suggested Pedagogy: Practical case-based learning through Ms-Excel/ SPSS/R/Tableau/ similar platform. Hands-on training will be given on any of the above platform depending on the software availability.

Students should work on a Project and submit the same where they will use some of the above mentioned concepts under the guidance of the trainer.

Book References

Hastie, Trevor, et al. The elements of statistical learning. Vol. 2. No. 1. New York: springer, 2009.
Montgomery, Douglas C., and George C. Runger. Applied statistics and probability for engineers. John Wiley & Sons, 2010.

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PGDM – (GENERAL MANAGEMENT) SYLLABUS – TRIMESTER-V – BATCH 2017-19

Faculty Name: - Col. Venkat Raman

Subject Code: -5.4 **Subject Name:** -High Performance Leadership

Specialization: - All

Marks: - 100

Credit:-6

Hours: - 40

Learning Outcomes:

Leaders make an organization great. But great leaders are not born, they have to be trained and nurtured. The factors that make for effective leaders are understanding of human nature, needs, motivation techniques, leadership knowledge and styles and excellent communication. This subject aims to teach young managers the characteristics of good leaders, how their decisions in implementing corporate strategy will be successful by working with people and not through people.

Module I: 10 Hours

1. Introduction to High Performance activities
 2. _Overview of motivation and communication.
 3. Leadership – what does it mean?
 4. Leadership theories.
-

Module II: 10 Hours

1. Leadership skills.
 2. Concepts connected to high performance leadership.
-

Module III: 10 Hours

1. Team building.
2. Interpersonal skills.
3. High Performance activities

Module IV:

10 Hours

1. Conflict and conflict management.
 2. Positive thinking.
 3. Negotiation management and skills.
- Leadership and Ethics.
-

Suggested Pedagogy

1. Lectures.
 2. Discussion of current topics from newspapers relating to leadership behavior.
 3. Discussion of live cases from industry.
 4. Case study assignments
-

Book References

1. High Performance Leadership by Dr. Vijayraghavan.
 2. Leadership by Richard Daft.
 3. Team building and leadership by D.K.Tripathi.
 4. Business Ethics and Corporate Governance by Fernando.
-

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PGDM – (GENERAL MANAGEMENT) SYLLABUS – TRIMESTER-V – BATCH 2017-19

Faculty Name: - Prof. Akhilesh Yadav

Subject Code: -5.5 (F)

Subject Name: - Financial Market, Regulation & Compliances

Specialization: - Finance

Marks: -100

Credit:- 6

Hours: - 40

Learning Objectives:-

The objective of teaching Legal aspect is to equip the student with the concepts, ideas, processes, methods and procedures, so that they will acquire the capacity to work through any law, as and when the context demands it. In addition, it brings out the linkages of law with organization, stock market and society.

Learning Outcome: -

Understanding the different corporate related laws and getting clarity on concepts, ideas, processes, methods and procedures of different corporate related laws. Students will also improve ability to work through these laws and bring out linkage of law with organization, stock market and society.

Module I :-

10 Hours

Definition of Securities U/Securities Contract Regulation Act 1956.

-SEBI Act 1992

-Depositories Act 1996

SEBI (Issue of Capital & Disclosure Requirement Regulations 2009)

Module II:-

10 Hours

SEBI Mutual Fund Regulations

-SEBI Insider Trading Regulations

- FEMA 1999 – Salient Features – Capital Account & Current Account Transactions

Module III:-**10 Hours**

DRT Act 1993 – R/W Securitisation Act 2002

Prevention of Money Laundering Act

Law relating to NBFC (S/45 (I) of RBI Act 1934)

Module IV: -**10 Hours****Grievance redressal Compliances**

-SEBI Grievance Redressal Compliances

-RBI Grievance Redressal Compliances

-IRDA Grievance Redressal Compliances

Suggested Pedagogy

Text Book, Discussions, Presentations, Case Studies, and Video discussions.

Reference Books: -

1. Banking Regulation Act (Commentary) – Seth, P.R Kulkarni, Justice A.B Srivastava
2. Banker's Manual – Modern Law Publications
3. Guide to FEMA with Ready Reckoner and RBI Circulars – T.R Ramamurthy
4. RBI Act – Private Publication
5. Guide to Prevention of Money Laundering Act with Rules and Notifications – Ritika Garg and Bharat Agarwal
6. SEBI Manual Taxmann
7. FEMA Manual Khilnani – Snowwhite Publishers
8. NBFC – Taxmann
9. Corporate Laws by Dr Anil Kumar – International Book House Ltd

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PGDM – (GENERAL MANAGEMENT) SYLLABUS – TRIMESTER-V – BATCH 2017-19

Faculty Name: - Dr. Sulbha Raorane

Subject Code: - 5.5 (H)

Subject Name: - Employment Law

Specialization: - HR

Marks: - 100

Credit:- 6

Hours: - 40

Learning Objectives:-

The objective of teaching Employment Law is to equip the student with the concepts, ideas, processes, methods and procedures, so that they will acquire the capacity to work through any law, as and when the context demands it. In addition, it brings out the linkages of law with organization, state market and society.

Learning Outcome: -

- Understanding concepts, ideas, processes, methods and procedures of different employment laws
 - One will acquire the capacity to apply these legal provisions while working, as and when context demands.
-

Module I:-Introduction of Employment Laws and Wage related Laws

10 Hours

- Introduction to employment laws- Indian constitution and employment laws-ILO and its influence on employment law in India
 - Minimum Wages Act, 1948
 - Payment of Wages Act 1936
 - Equal Remuneration Act 1976
 - The Payment of Bonus Act 1965
-

Module II:- Social Security Laws -part 1

10 Hours

- Rational behind social security laws
 - The employee Provident Funds and Miscellaneous Provisions Act 1952
 - Payment of Gratuity Act 1972
-

Module III:- Social Security Laws -part 2

10 Hours

- Employee's State Insurance Act 1948
 - Workmen's Compensation Act 1923
 - The Maternity Benefit Act 1961
-

Module IV: - Other employment Laws

10 Hours

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- Contact Labour (Regulation & Abolition) Act 1986
 - The Apprentices Act 1961
 - Sexual Harassment at workplace - Legal Perspective

Suggested Pedagogy

Text Book, Bare Acts, Discussions, Presentations, Case Studies, and Video discussions.

Book References:-

Labor law for managers- B.D. Singh

Mercantile Law - N.D.Kapoor.

Bare Acts

ST. FRANCIS INSTITUTE OF MANAGEMENT & RESEARCH

PGDM – (GENERAL MANAGEMENT) SYLLABUS – TRIMESTER-V – BATCH 2017-19

Faculty Name: - Prof. Sanchayita Banerjee

Subject Code: - 5.5 (M)

Subject Name: -Market Research & Analytics

Specialization: - Marketing

Marks: -100

Credit:-06

Hours: - 40

Learning Objective and Outcome: -

In essence, management is about decision making. Decision is invariably surrounded by uncertainties and, therefore, risks. Research is charged with helping to reduce such uncertainties. Marketing research specifies the information required to address these issues, designs the method for collecting information, manages and implements the data collection process, analyzes the results, and communicates the findings and their implications. Marketing Analytics helps in building better data analysis skills which will further help to make critical decisions.

Module I:- Background of Marketing Research and it's application

10 Hours

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- Marketing Research—Intro, A Decision Making Perspective
 - Problem Identification and Objective development
 - Literature Review
 - Research Design and Methodology
 - Qualitative and Quantitative Research
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Module II:- Actual Application of Marketing Research

10 Hours

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- Questionnaire development
 - Hypothesis development and testing
 - Use of Statistics in Research
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Module III:- Data Management, Interpretation and usage

10 Hours

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- Coding, Editing and Classification of data
 - Data Analysis and report writing
 - Strategy Formulation, Segmenting and Positioning, M.R. in Social Media
 - Customer Lifetime Value (CLTV)
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Module IV: - Marketing Analytics Tools (Using software—SPSS/R/Tableau/SAS)**10 Hours**

- Conjoint Analysis
- Factor Analysis
- Cluster Analysis
- Discriminant Analysis

Suggested Pedagogy –

The pedagogy adopted for inculcating the learning process including additional hours for the students to accumulate credit points, (20 hrs for 100 marks subject apart from the session hours of 40 hrs for 06 credits) is as follows:

Class Activities (like quiz, debates, Role play, etc), Case Studies and Discussion, Class and Home Assignments, Watching educational videos, Real time projects, Presentation, etc.

Book References --

- Business Research Methods—Cooper Schindler
- Research Methodology—C. R. Kothari
- Marketing Research—Aaker, Kumar, Day
- Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Admiral Press.
- Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Wiley

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PGDM – (General Management)
Syllabus – Batch 2018-20

TRIMESTER - VI

Faculty Name: - Prof. Jestin J

Subject Code: - 6.1

Subject Name: -Strategic Management

Specialization: - Common Subject

Marks: - 100

Credit:- 6

Hours: - 40

Learning Outcome: -

This core subject deals with the craft of strategy; that is, how to identify and choose a superior competitive position, how to analyze a strategic situation, and finally how to create the organizational context to make the chosen strategy work. As such, the objectives of this course are twofold: 1) to explore conceptual frameworks and models which will assist you to analyze competitive situation and strategic dilemmas and gain insight into strategic management; 2) to help you acquire practical experience in dealing with strategic issues.

Module I:- What is Strategy?

10 Hours

Understanding Strategy

Introduction to Strategic Management – Strategic Management vs operational management

Four phases in Strategic Management Process

Hierarchy of Strategic Intent - Vision, Mission, Goal, Philosophy, Policies of an Organisation

Strategic Choices

Module II:- Industry Analysis

10 Hours

General Environment

Industry / Competitive Environment

Identifying industry's dominant features

Porter's Five Forces of Competitive Analysis

Analytic Tools: EFE and IFE Matrix and CPM

Generic Competitive strategies – low cost, differentiation, focus – when to use which strategy

Grand strategies – Stability, Growth (Diversification, Vertical integration, Merger, Acquisition, Takeover, Strategic alliances, Collaborative partnership), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing, **Innovation & Sustainability, Social Responsibility, and Environment Protection.**

Module IV: - Analyzing the Firm's Resources & Strategy Implementation
10 Hours

The role of resources and capabilities, and their impact on competitive advantage. What are the principles on which we can base a resource- and capability- based advantage? And how do the components of the “firm-based recipe” fit together?

Components of a strategic plan, barriers to implementation of strategy, Mckinsey's 7 S Model

Strategy evaluation – Operations control and Strategic Control

Blue Ocean Strategy

Business Models

Suggested Pedagogy

Interactive sessions with an aid of customized PPTs. Also discussion on various case studies, audio-visuals. Group discussions within class and five assignments to be completed by students.

Book References _____

Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases - by Arthur Thompson (Author), Margaret Peteraf (Author), John Gamble (Author), A. J. Strickland III (Author)

CRAFTING THE STRATEGY: Concepts and Cases in Strategic Management – By Ranjan Das

STRATEGIC MANAGEMENT AND BUSINESS POLICY By Azhar Kazmi

C.K. Prahalad and Gary Hamel. “The core competence of the corporation”. Harvard Business Review. 1990.

Michael E. Porter. “From strategy to advantage: The evolving competitive paradigm”. 1994. (skim-focus on pp. 250-275)

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TRIMESTER - VI

Faculty Name: - Paul Alukal

Subject Code: - 6.2

Subject Name: - Strategy & Leadership

Specialization: - All

Marks: - 100

Credit: - 6

Hours: - 40

Learning Outcome: -

To describe the role and responsibilities of strategic leadership

To give an understanding of critical factors that drive the success and failure of business strategies

Module I: - 10 Hours

What is Strategy?; Introduction to Strategic Leadership; 4Es of Strategic Leadership; Styles & Types of Leadership

Module II: - 10 Hours

Becoming a strategic Leader; Responsiveness Paradigm; High Performance Organizations; Key Leadership Characteristics

Module III: - 10 Hours

Leading with Values; Leading vs. Managing; Leader as a coach & Facilitator

Module IV: - 10 Hours

Succession Planning; Leaders' Competencies; Case Studies and Presentations

Suggested Pedagogy

Class Test, Class Assignments, Home Assignments, Class Participation, Presentations

Book References

Strategic Leadership – R.K. Sahu, Pragya Bharti



Program Head-PGDM



Director-SFIMAR