

# **SYLLABUS**

## **PGDM**

**(Regular 2 Year Trimester System Program)**

**(2012-2014)**

**2<sup>ND</sup> Year**



**DEPARTMENT OF MANAGEMENT STUDIES  
REGIONAL COLLEGE OF MANAGEMENT (AUTONOMOUS)**

## DETAIL SYLLABUS FOR 2<sup>ND</sup> YEARS PGDM PROGRAMME

### OPTION – SINGLE SPECIALISATION

#### 4<sup>th</sup> Trimester

Code	Theory	Credit
MBS-401	Summer Internship Project Presentation	3.0
PGDC-401	Strategic Management	3.0
PGDC-402	Logistics and Supply Chain Management	1.5
PGDL-401	Managerial Communication Lab	1.5
<b>Elective Group</b>	Elective-I	3.0
	Elective-II	3.0
	Elective-III	3.0
	Elective-IV	3.0
	Elective-VI	3.0
	Elective-VI	3.0
<b>Total</b>		<b>27</b>

#### 5<sup>th</sup> Trimester

Code	Theory	Credit
PGDC-501	Business Law	2.0
PGDC-502	Ethics, Corporate Governance and Social Responsibility	2.0
PGDC-503	Spirituality Management	1.0
<b>Elective Group</b>	Elective-VII	3.0
	Elective-VIII	3.0
	Elective-IX	3.0
	Elective-X	3.0
	Elective-XI	3.0
	Elective-XII	3.0
<b>Total</b>		<b>23</b>

#### 6<sup>th</sup> Trimester

Code	Theory	Credit
MBS-601	Dissertation	5.0
<b>Total</b>		<b>5.0</b>

<b>TOTAL CREDIT (1<sup>st</sup>Year MBA/ PGDM)</b>	<b>74</b>
<b>TOTAL CREDIT (2<sup>nd</sup> Year MBA/ PGDM)</b>	<b>55</b>
<b>GRAND TOTAL CREDIT (MBA/ PGDM)</b>	<b>129</b>

# DETAIL SYLLABUS FOR 2<sup>ND</sup> YEARS PGDM PROGRAMME

## OPTION – MAJOR AND MINOR SPECIALISATION

### 4<sup>th</sup> Trimester

Code	Theory	Credit
MBS-401	Summer Internship Project Presentation	3.0
PGDC-401	Strategic Management	3.0
PGDC-402	Logistics and Supply Chain Management	1.5
PGDL-401	Managerial Communication Lab	1.5
<b>Elective Group-A</b>	Elective-I	3.0
	Elective-II	3.0
	Elective-III	3.0
	Elective-IV	3.0
<b>Elective Group-B</b>	Elective-I	3.0
	Elective-II	3.0
<b>Total</b>		<b>27</b>

### 5<sup>th</sup> Trimester

Code	Theory	Credit
PGDC-501	Business Law	2.0
PGDC-502	Ethics, Corporate Governance and Social Responsibility	2.0
PGDC-503	Spirituality Management	1.0
<b>Elective Group-A</b>	Elective-V	3.0
	Elective-VI	3.0
	Elective-VII	3.0
	Elective-VIII	3.0
<b>Elective Group-B</b>	Elective-III	3.0
	Elective-IV	3.0
<b>Total</b>		<b>23</b>

### 6<sup>th</sup> Trimester

Code	Theory	Credit
MBS-601	Dissertation	5.0
<b>Total</b>		<b>5.0</b>

<b>TOTAL CREDIT (1<sup>st</sup>Year MBA/ PGDM)</b>	<b>74</b>
<b>TOTAL CREDIT (2<sup>nd</sup> Year MBA/ PGDM)</b>	<b>55</b>
<b>GRAND TOTAL CREDIT (MBA/ PGDM)</b>	<b>129</b>

# ELECTIVES

## 1. MARKETING MANAGEMENT

CODE	4TH TRIMESTER	CODE	5TH TRIMESTER
PGDE-411	Consumer Behavior	PGDE-511	Service Marketing
PGDE-412	Advertising Management	PGDE-512	Customer Relationship Management
PGDE-413	Sales and Distribution Management	PGDE-513	Rural and Agricultural Mktg.
PGDE-414	Retail Marketing	PGDE-514	Marketing of FMCG/FMCD/HIGH
PGDE-415	Product and Brand Management	PGDE-515	Industrial marketing
PGDE-416	International Marketing	PGDE-516	Sports And Entertainment Media

## 2. FINANCIAL MANAGEMENT

CODE	4TH TRIMESTER	CODE	5TH TRIMESTER
PGDE-421	Investment Management	PGDE-521	Portfolio Management
PGDE-422	Financial Services	PGDE-522	Project Planning and Control
PGDE-423	International Finance	PGDE-523	Financial Derivative and Risk
PGDE-424	Financial Markets and Institutions	PGDE-524	Corporate restructuring
PGDE-425	Financial Planning & Wealth Management	PGDE-525	Business valuation and Financial
PGDE-426	Corporate Tax Planning	PGDE-526	Rural Finance

## 3. HUMAN RESOURCE MANAGEMENT

CODE	4TH TRIMESTER	CODE	5TH TRIMESTER
PGDE-431	Industrial Relations	PGDE-531	Recruitment and Selection
PGDE-432	Labour Laws	PGDE-532	Human Resource Development
PGDE-433	Compensation Management	PGDE-533	Talent Management
PGDE-434	Human Resource Planning	PGDE-534	Organisation Change & Development
PGDE-435	Performance Management System	PGDE-535	HR Metrics
PGDE-436	Strategic and International HRM	PGDE-536	Strategic HR Outsourcing

## 4. OPERATIONS MANAGEMENT

CODE	4TH TRIMESTER	CODE	5TH TRIMESTER
PGDE-441	Materials Management	PGDE-541	Managing Service Operations
PGDE-442	Project Management	PGDE-542	Advanced Operations Management
PGDE-443	Air & Ocean Transportation Management	PGDE-543	Six Sigma
PGDE-444	Total Quality Management	PGDE-544	Product Design & Innovation
PGDE-445	Business Logistics & Transport	PGDE-545	Management of Physical Assets
PGDE-446	Demand Planning & Forecasting	PGDE-546	Technology Management

## 5. INFORMATION SYSTEM

CODE	4TH TRIMESTER	CODE	5TH TRIMESTER
PGDE-451	RDBMS	PGDE-551	Enterprise Resource Planning
PGDE-	Business Functions & Process	PGDE-552	Business Modeling and Simulation

## 6. BANKING MANAGEMENT

CODE	4TH TRIMESTER	CODE	5TH TRIMESTER
PGDE-461	Credit Analysis & NPA Management	PGDE-561	Treasury Management & ALM
PGDE-462	Retail Banking & Marketing of Financial Products	PGDE-562	Customer Service Management in Bank

- N.B:**
- 1) A student will have to opt for total number of twelve elective papers in 4<sup>th</sup> and 5<sup>th</sup> trimester taken together from all the major and minor elective groups.
  - 2) A student may opt for selecting all the **Six Elective Courses** in both the 4<sup>th</sup> and 5<sup>th</sup> Trimester from any one of the **Four Major Elective Groups** mentioned below. In that case the student will have a single specialization.
  - 3) A student may opt for selecting any **Four Elective Courses** in both the 4<sup>th</sup> and 5<sup>th</sup> Trimester from any one of the **Four Major Elective Groups** mentioned below. In that case the student will have to opt for selection of another **Two Elective Courses** from any one of the **Six Minor Elective Groups** (ANNEX - II) mentioned below other than the Major Elective Group. **Example:** If a student selects four papers from group 1 (i.e. marketing), then he/she will have to select two papers from any other groups (other than group 1 i.e. marketing) in each of the 4<sup>th</sup> and 5<sup>th</sup> trimesters. The combinations are represented in the matrix form for the more clarification.

#### MATRIX FOR SINGLE SPECIALISATION

OPTION 1A	OPTION 1B
Six elective courses from one of Major Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester	Six elective courses from one of Major Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester
1. Marketing	2. Finance
OPTION 1C	OPTION 1D
Six elective courses from one of Major Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester	Six elective courses from one of Major Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester
3. HRM	4. OM

#### MATRIX FOR MAJOR AND MINOR SPECIALISATION

COMBINATION-1		COMBINATION-2	
4 elective courses out of 6 courses from one of Major Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester	2 elective courses from one of Minor Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester	4 elective courses out of 6 courses from one of Major Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester	2 elective courses from one of Minor Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester
1. Marketing	2. Finance 3. HRM 4. OM 5. IT 6. BM	2. Finance	1. Marketing 3. HRM 4. OM 5. IT 6. BM
COMBINATION-3		COMBINATION-4	
4 elective courses out of 6 courses from one of Major Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester	2 elective courses from one of Minor Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester	4 elective courses out of 6 courses from one of Major Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester	2 elective courses from one of Minor Elective Groups each in 4 <sup>th</sup> and 5 <sup>th</sup> Trimester
3. HRM	1. Marketing 2. Finance 4. OM 5. IT 6. BM	4. OM	1. Marketing 2. Finance 3. HRM 5. IT 6. BM

## **CORE PAPERS**

## 4<sup>TH</sup> TRIMESTER

### PGDC-401: STRATEGIC MANAGEMENT (3.0 Credit)

**Course Objectives:** The objectives of the course will be to introduce core ideas and practices in the field of Strategic Management and lead the students to understand the business issues and problems for intelligent decision making. The paper further enhances the skills and abilities of the students under uncertainty conditions in the ever changing business landscape of today. Further in the long run through learning of the subject can always facilitate students in accomplishing competitive advantage and superior performance.

#### Course Contents:

Concept of strategy, levels of strategy, Mintzberg's model, Strategic management process, Vision-Mission-Objectives-Goals-Target, Environmental scanning, SWOT analysis, Porter's five-forces model, Value chain analysis, Growth strategies, Generic Competitive strategies: Cost, Focus and Differentiation, Corporate restructuring, Benchmarking

Issues in strategy implementation, Resource allocation, Structural considerations, Structure for strategies, Organizational design and change, Functional Strategies: Marketing, HR, Finance, Operations and R & D policies, Mc Kinsey's 7-S framework, Core competencies, Blue ocean strategy, Overview of Strategic evaluation, Strategic control, Techniques of strategic evaluation and control, Limitation and problem in evaluation, balanced Score card approach to strategy.

**Case Study:** Compulsory, Relevant Cases have to be discussed in each unit.

#### Suggested Readings:

1. Thompson, Arthur A. and Strickland, A. J., Strategic Management, Tata McGraw Hill, New Edition
2. David, Fred R., Strategic Management- Concepts and Cases, Pearson Education, 10<sup>th</sup> Edition
3. Kazmi, Azhar, Business Policy and Strategic Management, Tata Hill, 2<sup>nd</sup> Edition McGraw
4. Cherunilam, F., Strategic Management, Himalaya Publishing House
5. Nag, Strategic Management: Analysis-Implementation-Control, Vikas Publishing House Pvt. Ltd.

### PGDC-402: SUPPLY CHAIN MANAGEMENT (1.5 Credit)

**Course Objectives:** SCM is an applied paper that tries to integrate the cross-discipline needs of marketing as well as operations students. SCM is a key functional focus area in industry today. The course aims at making students appreciate the importance of SCM modern business - Understanding the nature of supply chain, its functions and Supply Chain systems, Learn the function and role of Warehousing and Distribution centers, Knowledge related of selection of channel partners and transportation options including in global scenario and Contemporary techniques like Role of IT in supply chain, 3 PL and 4 PL.

#### Course Contents:

Concept of Supply Chain, Decision phases in a Supply Chain, Process view of a Supply Chain, Logistic Management, Logistical Activities; Marketing and logistic interface, Customer requirements analysis, Aligning supply chain to customer needs: Quick response logistics, Importance of logistics/Supply chain customer service, Cross docking, Packaging Innovations, Third Party and fourth party Logistic and Service concepts and applications.; The Strategic logistics plan, The changing Logistic Environment, Formulating Logistics Strategies, designing Logistic system.

Logistics Network design, Information flow for logistics, Managing Material flow and Transportation, Inventory Management, Warehousing, Material handling and Packaging; Logistics/Supply chain network Planning, Major locational determinants, design of Channel of distribution, Physical Distribution Management ; Logistic Cost, Customer Profitability Analysis, Logistic performance measurement.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### Suggested Books:

1. K Shridhar Bhat – Logistics and Supplychain Management, HPH
2. Jeremy F. Shapiro: Modelling The Supply Chain,, Cengage Learning.
3. Sahah : Supply Chain Management : Pearson
4. Bozarth-Introduction to operations and Supply Chain Management-Pearson
5. Upendra Kachru: Exploring the Supply Chain theory and practice, Excel

### **PGDL - 401: MANAGERIAL COMMUNICATION LAB - I(1.5 Credit)**

**Course Objectives:** By the end of the course students will be prepared with better focus for a job exhibiting favorable etiquettes. They will be able to perform effectively and confidently in Debates, Presentations, Group discussions and facing Domain and Personal Interviews.

**Course Contents:**

Debates; Presentations; Domain Based Group Discussions; Domain based Interviews; Company Analysis and Corporate Etiquettes.

Activities:

2 minute Self Introduction focusing on academic credentials, strengths, key skills and short term and long term goal.

Debates on politics, entertainment, current affairs, social and economical topics.

GD's on various domains like on politics, entertainment, current affairs, social and economical topics.

Group Presentations on Company Analysis

Mock Domain based Interviews and Personal Interviews

Seminar on Dining and Corporate Etiquettes

## **5<sup>TH</sup> TRIMESTER**

### **PGDC - 501: BUSINESS LAW (2.0 Credit)**

**Course Objectives:** To offer students a first-hand exposure to the legal aspects of business, so as to enable them to face the real-life world with a positive mind-set. This will also educate and familiarize students with actual legal situations regarding the following subjects listed below. Students will study actual Indian legal contracts, case law and hypothetical legal and business situations.

**Course Contents:**

Law of Contract:Contract Act: Offer and Acceptance, Consideration, Free consent, Legality of object and consideration, Performance and Discharge of contract, quasi contract, Contract of Guarantee, Bailment, Agency (various modes of creating agency, rights and duties of agents and principal).

Company Law:Definition, Characteristics and Kinds of Companies, Steps in Formation of Company. Memorandum of Association, Articles of Association and Prospectus. Shares: Kinds of Shares, Kinds of Debentures. Directors: Appointment, Power, Duties and Liabilities of Directors. Meeting and Resolutions: Types of Meetings.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Saravanavel, Sumathi & Samantaray - Business Law, Himalaya Publishing House
2. M. C. Kuchhal & Deepa Prakash – Business Legislation for Management, Vikas Publishing House.
3. S.S. Gulson- Mercantile Law, Excel Books.

### **PGDC - 502: ETHICS, CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY (2.0 Credit)**

**Course Objectives:** To educate the students with value driven teachings of great masters, Kindle the spirit of self discipline in the light of spiritual directions so as to govern in righteous way. To spread the awareness about the Ethical practices and its' benefits to individual, Organisation, Association, Social, & Global level, Corporate Governance of rights



& responsibilities of the Stakeholders, Discharging the responsibility to address Global Poverty, Global Food Security, Human Rights, Climate Change & Poverty through CSR

**Course Contents:**

What is Ethics?, Why does it matter?, Difference between Ethics & Moral, Process of practicing and monitoring Ethical Practices in an organisation, Relevance of Ethics in Governance, Ethical relativism & subjectivism, Business Ethics in changing Environment

What is Corporate Governance?, Analysis of Environmental forces and Stakeholders, Role of CEOs in Stakeholder analysis. NFCG(National Foundation for Corporate Governance, Ministry of Corporate Affairs, Government of India Guidelines), National Voluntary Guidance on Social Environmental and Economic responsibilities of Business by NFCG, GOI, Role of MCA(Ministry of Corporate affairs, GOI & State Government), CII (Confederation of Indian Industry), ICAI (Institute of Chartered Accountants of India), ICSI (Institute of Company Secretaries of India), ICWAI(Institute of Cost & Works Accountants of India), NSC( National Stock Exchange of India Ltd)

Concepts of CSR, Its implementation, CSR Voluntary guidelines 2009 by Ministry of Corporate affairs GOI, UNCED(The United Nations Conference on Environment & development-EARTH SUMMIT (Global Poverty, Global Food Security, Human Rights, Climate Change & Poverty)

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Business Ethics: by CSV Murthy (Magraw HILL Co. publication)
2. Corporate Governance” by A C Fernands, (Person publication)
3. Business Ethics & Corporate Governance” by R K Sharma, Punit Goel, Pooja Bhagwan (Kalyani Publication)

**PGDC - 503: SPIRITUALITY MANAGEMENT (1.0 Credit)**

**Course Objectives:** The primary objective will be to learn how to better relate one’s spiritual values with the demands of work—whether you are self-employed, work for a large or small company or are in a non-profit organization, volunteer your time or work at home.

**Course Contents:**

What is spiritualism?, Its’ relation with human life, How spiritualism influence human behavior in supporting the work life balance along with profit maximization in an organizational setup.Basic principles of grooming adding value to human behavior, bringing discipline in day-today activities through spiritual teachings of great masters of different faiths, (Sreemad Bhagavat Gita, Holy Bible, Holy Quran, Buddhism, Sikhism etc.), Practice of Work Ethics - -Purusharth (Karma Yoga- Karma, Dharma, Artha & Moksha)

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books :**

1. “Percepts for practice” - by Swami Shivananda
2. ”Sreemad Bhagavat Gita” by Swami Chinmayananda
3. ”Call of the Nation” by Swami Vivekananda
4. “Holy Bible – Old & New Testaments”
5. ”Kashful Mahjoob” by Reynold A. Nicholson
6. “Buddhism for beginners” by Thuberton Chodron (Amazon publishers)

**4<sup>TH</sup> TRIMESTER  
ELECTIVE PAPERS**

# 1. MARKETING MANAGEMENT

## PGDE-411: CONSUMER BEHAVIOR (3.0 Credit)

**Course Objective:** This course particularly designed to help the students to know the buyers' motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions equipped with frameworks to analyze consumers behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

### Course Contents:

Basics of Consumer Behaviour: Nature and scope of consumer behavior, the application of consumer behavior principles to strategic marketing, Consumer Decision Making: four views of consumer decision making, Consumer Decision Making process, Comprehensive models of consumer decision making- Nicosia Model, Howard-Sheth model, Engel-Kollat-Blackwell model Sheth's Family decision making model. Individual determinants of Consumer Behaviour: Understanding Consumer Motivation, Personality and Self Concept, Perception, Attitudes, Learning, memory & behaviour modification.

Group influence on Consumer Behaviour: The influence of Culture & sub culture, Social Class, Lifestyle profiles of the social class, reference group and family, Family life Cycle (FLC), Consumer Opinion Leadership Process. Diffusion of Innovations: Innovation as a concept, The diffusion process, the adoption process, A profile of the consumer innovator, Consumer Research. Industrial \ Organizational Buying Behavior: Buying decisions involved in industrial buying process- Factors influencing Industrial \ Organizational buying behavior – Stages of Industrial \ Organizational buying process.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

### Suggested Books:

1. Leon G. Schiffman & Leslie Lazar Kanuk: Consumer Behavior, Pearson
2. Loudon & Della Bitta, Consumer Behavior, Tata McGraw Hill
3. Blackwell - Consumer Behaviour, Cengage Learning.
4. Suja R. Nair Himalaya Publishing House
5. Batra & Kazmi, Consumer Behavior, Excel Books.

## PGDE-412: ADVERTISING MANAGEMENT (3.0 Credit)

**Course Objectives:** It exposes the students to the principles and practice of advertising and sales promotion, develops conceptual clarity and provides analytical application skill of advertising and sales promotion as an IMC Perspective.

### Course Contents:

Advertising: Role of advertising in a developing economy- a critical appraisal, functions and types of advertisement, Ethics & Social Responsibility in Advertising; Advertising Functions: advertising department, Advertising Agency and role of advertisement manager. Client agency relationship, Advertising budget – methods. Concepts on AIDA and DAGMAR.

Ad Strategies: Media Strategy: Characteristics, media selection, media scheduling, advertising research. Message Strategy: Copy, Visual, Layout, Creation and production in advertising. Advertising Campaign Planning; Advertising effectiveness: Pre-testing, post testing, experimental designs. Measuring advertising effectiveness; Sales Promotion: Consumer Promotion, Trade Promotion, Sales Force Promotion: Recent Trends.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

### Suggested Books:

1. Shah, D'Souza: Advertising and Promotion-An IMC Perspective, TMH.
2. Batra, Mayer and Aakar: Advertising Management, Pearson Education.
3. Jethwaney, Jain: Advertising Management, OXFORD.
4. Chunawalla and Sethia - Advertising Management, Himalay Pub. House.
5. Murty, Bhojana - Advertising-An IMC Perspective, Excel Books.

### **PGDE-413: SALES AND DISTRIBUTION MANAGEMENT (3.0 Credit)**

**Course Objective:** This course will offer in-depth exploration of concepts and practices in the fields of sales management and channel management. The perspective will be effective managerial decision making in these area.

#### **Course Contents**

Introduction to Sales Management - Nature, Role and Importance. Personal Selling-Industrial Selling, Retail selling and Service selling .Sales Management Process. Selling Process.Selling skills and Strategies.The Sales Organization. Emerging trends in Sales management; Management of Sales Territory- Management of Sales Territory-Designing Sales territory, Beat planning- routing and scheduling, Determining the size of sales force and allocating sales territories. Sales Quota, Sales forecasting, Sales Budget and Budgeting procedures, Controlling the selling effort-Sales volume and Cost analysis.

Management of Sales Force: Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Sales Meetings and Contests, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel, Sales Force Automation; Distribution:Design of Distribution Channel, Management of Channels (Co-operation, Conflict and Competition, Wholesaling, Retailing. Channel Evaluation-Channel Profitability Analysis-ROI; Physical Distribution-Objectives, Order Processing, Warehousing, Inventory, Transportation. Tackling Competition-Merchandising and self Space acquisition. Emerging trends in Distribution: Supply Chain management.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### **Suggested Books:**

1. Panda & Sahdev - Sales and Distribution Management, Oxford University Press
2. Havaladar & Cavale – Sales and Distribution Management, TMH
3. Acharya and Govekar - Marketing and Sales Management, Bombay: Himalaya Publishing House.
4. Still, Cundiff & Govoni - Sales Management: Decision Strategies & Cases, Pearson
5. Rosenbloom - Marketing Channels, Cengage Learning

### **PGDE-414: RETAIL MARKETING (3.0 Credit)**

**Course Objective:** The course is designed to focus on the perspectives of manufacturers on retailers and understanding of retail business. It is further aimed at throwing more light on the practice of retailing for the students.

#### **Course Contents:**

An introduction to the Retailing System, Retailing definition structure, different formats; Franchising, Direct Marketing / Direct Selling - Exclusive shops - Destination stores - Chain Stores - Discount Stores and other current and emerging formats - Issues and options; Concepts in retailing - Retailing mix; Retail Marketing Environment & Retail Consumer Behaviour: Social forces - Economic forces - Technological force – competitive forces, Consumer purchase behaviour - Cultural and social group influence on consumer purchase behavior; Merchandise Management: Managing Merchandise Management Process; Merchandise Management Process Overview, Forecasting Sales, Developing an Assortment Plan, Setting Inventory and product availability levels;

Merchandise Planning Systems: Staple Merchandise Management Systems, Fashion Merchandise Management Systems, Open – to- Buy System, Allocating Merchandise to stores, Analyzing Merchandise Management Performance; Buying Merchandise: Brand Alternatives, Buying National Brand Merchandise, Buying private level Merchandise, Support services for the buying process, Strategic relationships;Retail Pricing: A brief Discussion, Retail Communication Mix; Supply Chain Management: Warehousing, Wholesaling and market logistics, Role of IT in supply chain management; Retail Equity, Technology in Retailing - Retailing through the Internet, Consumerism & Ethics in retailing, Future of retailing.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### **Suggested Books:**

1. Levy, Michael & Barton A. Weitz - Retailing Management, TMH.
2. Gilbert David, Retail Marketing Management, Pearson.
3. Sinha & Uniyal - Managing Retailing, Oxford University Press
4. Dr. Harjit Singh – Retail Management, S. Chand
5. Zikmund - Customer Relationship Management, John Wiley & Sons.

## **PGDE-415: PRODUCT AND BRAND MANAGEMENT (3.0 Credit)**

**Course Objectives:**The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

### **Course Contents:**

Product: Basic concept, Product Planning: - Defining the competitive set, Category Attractiveness analysis, Competitor analysis, Customer Analysis, Market Potential analysis; New Product Development:Development Process: Idea generation, Concept testing, Concept Evaluation, Product testing, Pre-test Marketing and Test Marketing, Launching strategies for new product. Product Portfolio Analysis and Management, Product line Management. Managing PLC.

Branding:Concepts, functions, Branding decisions. Brand identity, Brand identity system, Brand identity prism (Joel Noel Kapferer), Brand Personality, Brand Image, Brand Equity- Brand Loyalty, Brand Awareness, Perceived Quality and Brand Association; Managing Brand Systems: Brand Architecture, Understanding Brand Roles. Leveraging the Brands Brand Extension Measuring Brand Equity, Brand positioning and Building Brands, Managing Global Brand, Brand Revitalization.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

### **Suggested Books:**

1. Lehman Donald, Winer Russell, Product Management, TMH
2. Keller Kevin, Strategic Brand Management, Pearson Education
3. Brand Management, Kirti Dutta, Oxford Publication
4. YLR Moorthi - Brand Management, VIKAS Publishing House
5. David Aakers - Managing Brand Equity, New York; Free press.
6. Jean Noel Kapferer - Strategic Brand Management, New York: Free press.
7. Kahn - New product planning, Sage
8. Tapan K. Panda- Branding-Paradigms and Prognostications, ICFAI University press
9. Sengupta Subroto - Brand Positioning, TMH
10. Gupta S.L - Brand Management, Himalaya
11. R.K.Srivastav - Product Management & New Product Development, Excel Books.

## **PGDE-416: INTERNATIONAL MARKETING (3.0 Credit)**

**Course Objectives:**This course exposes the student to the environmental dynamics of international business and its impact on international business operations of a firm. This course would make the students understand the Globalization process from the perspective of Marketing, giving a managerial orientation to marketing on a Global scale by understanding operations in Global Marketing.

### **Course Contents:**

Concept ; Domestic to Transnational Business ; Driving and Restraining Forces ; Characteristics and role of MNCs. Advantages and Disadvantages of Free trade ; Globalization and its effects. Internationalization of Indian Organizations. The case for McDonald entering to India. The Global Marketing, EPRG Model, Domestic to Global-the transition; Global Environment, Challenges to Globalization. Classical trade theory ; Theory of comparative costs in terms of money ; Evaluation of comparative costs theory ; General Equilibrium Approach ; Heckscher-Ohlin Factor – Price Equalization theory ; Influence of factor mobility on volume of trade ; country similarity theory Gains and terms of trade ; Balance of trade and Balance of payments.

International business environment – The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment. Technological environment. Market Regions and their Characteristics, WTO, International Institution Systems – IMF, World Bank and WTO(all in brief), / Regional economic integration; impact of integration; European Union; NAFTA; ASEAN; SAARC; Strategy of International Business – Strategy, planning, organizational structure and process of control, Recent developments in the international business. STP strategy in

Global Marketing, Geographic, Demographic and Psychographic segmentation, Product Design, Pricing Decisions, Global Marketing Channels, Global Promotions.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Readings:**

1. Global Marketing Management by Warren J. Keegan.- PHI- 7<sup>th</sup> Edition
2. International Marketing Management : Rakesh Mohan Joshi, Oxford Publication
3. International Business: A Strategic Management Approach, Alan M. Rugman & Richard M. Hodgetts, 4th Edition, Prentice Hall, 2006
4. International Management, 5th edition, Helen Deresky, Prentice-Hall, 2006
5. International Marketing- David Hennessey, Gillespie, Jeannet - Indian Edition (Cengage)

## 2. FINANCIAL MANAGEMENT

### **PGDE-421: INVESTMENT MANAGEMENT (3.0 Credits)**

**Course Objective:** The objective of this course is to acquaint the students with the fundamentals of investment and the concept of equilibrium in the market.

**Course contents:**

Introduction: Fundamentals of Investment, Introduction to Securities, Risk and Return, CAPM, SML and CML, Calculation of alpha and beta. Bond Valuation: Valuation of Bonds, Bond Management Strategy & Duration, Convertible Securities.

Investment Analysis: Fundamental analysis: Economic analysis, Industry analysis and company analysis, Technical analysis: The Dow Theory, Market Indicators, Predicting the individual stock movement, Predicting the general market movement. Investment Strategy: Equity Management Strategy, Efficient market hypothesis: random walk, Weak form, semi-strong form, strong form and tests of various forms of efficiency.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Alexander, Sharpe & Bailey, Fundamentals of Investment, PHI
2. Fisher & Jordan, Security Analysis and Portfolio Management, Pearson.
3. P.Chandra, Security Analysis and Portfolio Management, TMH
4. D. K. Khatri- Investment Management and Security Analysis(Text and cases)-
5. V.K. Bhalla, Investment Management, S. Chand

### **PGDE-422: FINANCIAL SERVICES (3.0 Credits)**

**Course Objective:** To familiarize the students with various financial services rendered to the beneficiaries by agencies authorized to render such services. And also Indian financial system so as to make them conversant with the details of the functioning of Indian Financial Markets and Institutions rendering financial services and their status.

**Course contents:**

Financial Services: Concept, Financial Services, Regulatory Framework, Types of Financial Services, Fund based and Non-fund based. Lease Financing - Meaning, types, leasing vs. Buy Decision. Hire Purchase and installment credit, Bills Discounting, Concept and details of Factoring, Forfeiting; Issue Management and its procedure:- Initial Public Offer, Book building process, Criteria of price band determination of issue, Role and functions of Merchant bankers.

Mutual Funds: Concept, different schemes, advantages, Functions, Mutual fund in India, Participant of mutual fund and Regulation of Mutual Fund; Credit rating – Concept, Importance of Credit rating, Credit rating agencies, Venture Capital - Concept and developments in India..

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House
2. S Gurusamy, Merchant Banking and Financial Services, TMH
3. M.Y. Khan, Financial Services, TMH
4. V. A. Avadhani, Management of Financial Services- HP

**PGDE-423: INTERNATIONAL FINANCE (3.0 Credits)**

**Course Objective:** The topic intends to build a strong foundation on certain fundamental & conceptual issues international finance to enable the prospective managers to successfully face the challenges of operating in dynamic global business environment. Specific objective of the course is to give an in-depth & analytical view of foreign exchange markets, its operations and foreign exchange risk management.

**Course contents:**

Introduction to International Finance and Global Financial Environment, International Monetary System & Evolvement of Floating Rate Regime, Balance of Payments, IMF. An Introduction to Exchange Rates, Inter-Bank & Merchants Rates, Foreign Exchange Trading, Foreign Exchange Markets, Spot, Forward, Swap Markets, Determinants of Exchange Rates, Exchange rate theories, Purchasing Power Parity, Interest Rate Parity, Concept of Covered Interest Arbitrage.

Types of Foreign Exchange Exposure & Risk, Transaction Risk, Translation Risk & Operating Risk; Interest Rate Futures, Forward rate Agreements. Euro Currency Market; Financing the Global Firms, Sourcing Equity Globally, ADRs/GDRs,etc.; International Debt Market, Foreign Investment Decisions, FDI & Portfolio Investment.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. International Financial Management, PG Apte, Tata Mc-Graw Hill.
2. International Financial Management, V.Sharan, Pearson
3. Madhu Vij, International Financial Management, Excel Books.
4. International Finance MD Levi, Mc-Graw Hill
5. International Finance-A case book, Mihir A Desai, Wiley India
6. International Financial Management–Text and Cases, V.K.Bhalla, Anmol Publications
7. Multinational Business Finance Eitman, Stonehill, Mofett Pearson
8. Srinivasan & Janakiram, International Financial Management, Biztantra.
9. Sathye- International Financial Management-John Wiley
10. International Finance, Thomas J O'Brien, Oxford
11. Avadhani-International Finance-HPH

**PGDE-424: FINANCIAL MARKETS AND INSTITUTIONS (3.0 Credits)**

**Course Objective:** The course enables the students to gain sound knowledge on financial markets and functioning of different financial institutions.

**Course contents:**

Financial Markets: Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Market-Indian and Global Financial Markets.

Financial Institutions: Money Market Institutions, Capital Market Institutions, Financial Services Institutions(Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd. Credit Rating Institutions). Stock Exchanges: Constitution, control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Listing of Securities. Financial Instruments: Money market and capital market instruments.

Indian Financial Institutions: Commercial Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, Non-Banking Financial Institutions, Insurance Companies- Public and Private, IRDA.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Financial Markets and Institutions, S Gurusamy, Thomson
2. Management of Indian Financial institutions, Srivastava, Nigam HPH
3. Financial Services in India, Kothari, Saga

**PGDE-425: FINANCIAL PLANNING & WEALTH MANAGEMENT (3.0 Credits)**

**Course Objective:** To familiarize the students with various theories and practices of financial planning and wealth management.

**Course contents:**

Assessment of macroeconomic fundamentals of Indian economy, Financial Planning Process; Planning for investment, Investing in Fixed Income Securities, Retirement Planning, Estate Planning;

Wealth management prognosis, Saving investment trends, Managing Risk in Wealth Management, Business Etiquette; Introduction to marketing of financial services, Marketing of mutual fund and portfolio management services

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested books:**

1. Wealth Management-S K Bagchi
2. Wealth Management-suresh Goel
3. Wealth Management-Dun Bradstreet-Tata MC GRAW HILL
4. Financial planning by Uma Dutta-Mohit Publication.

**PGDE-426: CORPORATE TAX PLANNING (3.0 Credits)**

**Course Objective:** To familiarize the students with the basic concepts of corporate tax planning and management to be adopted in present scenario.

**Course contents:**

Income Tax: Definition: , Assessee, Income, Previous Year, Assessment Year, Tax Planning, Residential status and tax incidence – Individual and Corporate, Income exempted from Tax, Computation of taxable income of individual & Corporate. Deduction, Rebate, Relief

Tax Management: Rate of tax and surcharge, Tax rebate, Tax Management, Submission of return and procedure of assessment, PAN, TAN, Preliminary ideas of deduction and collection of Tax at source, Advance payment of Tax,



Refund of Tax. Minimum Alternate Tax (MAT). Schemes of Tax Planning: salaries, Profits and gains of business on profession, Capital Gains.

Indirect Tax Management – Concepts of: Central Sales Tax Act, 1956, Customs Act, Central Excise Act 1944, Value Added Tax (VAT).

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested books:**

1. Corporate Tax Planning, V K Singhania, TAXMAN Pub.
2. Corporate Tax Planning, P K Garg.

### 3. HUMAN RESOURCE MANAGEMENT

#### PGDE-431: INDUSTRIAL RELATIONS (3.0 Credit)

**Course Objectives:** The objective of this course is to make student to understand industrial relations systems and expose to the issues involved in maintaining good employee relations. This will develop the understanding of role of trade union, union-management relationships and the dynamics of employment relationship in its integrated processes.

**Course Contents:**

Industrial Relations - Concept, values, scope and objectives, Actors in IR System, Approaches to Industrial relations: Unitary, Pluralistic, Radical and System; Role of Bipartism and Tripartism, Prerequisites for Successful Industrial Relations, Emerging Trends in Industrial Relations. Trade Unionism - Concept, function and structure, union registration and recognition, Managerial Unionism, Problems of Trade unions, Present trade unionism in India, Role and Future of trade Unions

Employee Discipline – Causes of indiscipline and Procedure of management, Hot Stove Rule, Domestic Enquiry Process, Grievances management, Model Grievance Settlement Procedure; Industrial Disputes: Concept, types, causes, and procedure for prevention and settlement of disputes. Collective Bargaining - Nature, scope and functions, Stages & Bargaining Process, recent trends in collective bargaining, Workers' participation in Management: Concept, scope and objectives, forms and levels of WPM, Workers' participation in Indian Industries.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Sinha, Sinha, & Shekar, Industrial Relations, Trade union and Labour legislation, Pearson
2. Mamoria and Mamoria, Dynamics of Industrial relations, Himalaya.
3. C.S. Venkata Ratnam, Industrial Relations, Oxford
4. Arun Monappa, Industrial Relations, TMH
5. A M Sharma. Industrial relations, Himalaya Pub
6. Pramod Verma, Management of Industrial Relations
7. K.M.Subramanian Labour Management Relations in India

#### PGDE-432: LABOUR LAWS (3.0 Credit)

**Course Objectives:** The objectives are to familiarize the students with various labour laws and their impact on Indian industries; and to stimulate thinking on rationale behind the laws and their enforcement; and to enable the student to appreciate the principles of equity, fairness and natural justice while dealing with employees. It would expose the students to a variety of situations that exist in the industrial establishment and to equip them with the necessary tools to deal the situations correctly and effectively.

**Course Contents:**

Introduction to Labour Legislation - Concept, need, objectives, scope & classification, principles of labour legislation, Impact of ILO on LL, Constitution and LL, Labour Administrative Machinery in India, Protective Labour Legislations : Factories Act 1948, Mines Act 1952, Orissa Shops and Commercial Establishment Act 1956, Contract Labour (Regulation and Abolition) Act 1970, Cases. Industrial Relations Legislations - Industrial Disputes Act 1947, Trade Union Act 1926, Industrial Employment (Standing Orders) Act 1946, Cases.

Wage Legislations - The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976, Cases. Social Security Legislations - Workmen's Compensation act 1923, Employees State Insurance Act 1948, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972, Cases.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Kapoor N.D, Labour Laws, Sultan chand.
2. Sahoo, Sundaray and Tripathy, Human Relations Legislations, Vrinda Publications
3. A.M. Sharma, Industrial Jurisprudence & Labour Legislation, Himalaya
4. B D Singh, Labour Laws, Excell
5. S.C. Srivastava, Industrial Relation and Labour Laws- Vikash Pubs
6. Mamoria and Mamoria, Dynamics of Industrial relations Himalaya.
7. Sinha, Sinha, & Shekar, Industrial Relations, Trade union and Labour legislation, Pearson

**PGDE-433: COMPENSATION MANAGEMENT (3.0 Credit)**

**Course Objectives:** The objectives are to promote understanding of issues relating to compensation for human resources; and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

**Course Contents:**

Introduction to Compensation – Compensation, dimensions, Conceptual Framework and components of Compensation programme, Wage vs. Salary; Fringe benefits, Salary Structure, Components, Time rate system, Piece rate System, Wage and salary administration, Payroll Administration. Wages Theories and Wage Determination - Theories of wages: Economic theories, Marginal Productivity theory, Bargaining theory, Equity theory, Tournament Theory, Agency Theory; Job Evaluation: Concept, Scope, Methods and techniques, Wage Survey, Wage Policy in India, Process of wage determination in India, Criteria for wage fixation, wage differentials.

Legal Framework of Compensation Administration – Definition of wages under various Legislations, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965, The Equal Remuneration Act 1976, Machinery for Wage settlement - Wage Boards, Legislations, The Pay Commission, Collective bargaining. Executive Compensation – Components, Contingent pay: Pay for performance; Knowledge based pay system & market based pay system, Incentive based pay systems and types of incentive plans, Profit Sharing and Stock Options, Compensation management and impact on job satisfaction, motivation and productivity.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Milkovich & Newman: Compensation – TMH
2. Barry Gerhart, Sara L Rynes, Compensation, Sage
3. Henderson, Compensation Management in a Knowledge Based world- Pearson
4. Sinha P.R.N., Wage Determination in India
5. Martocchio – Strategy Compensation, Pearson.
6. Bergess, Lenard R. – Wage & Salary Administration, London, Charles Evami,
7. Micton, Rock. Hand Book of Wage & Salary Administration, Helen.

8. K.N. Subramarniam, Wages in India
9. Pramod Verma –Labour Economics and Industrial Relations

### **PGDE-434: HUMAN RESOURCE PLANNING (3.0 Credit)**

**Course Objectives:** The objectives of this course are create a critical appreciation and knowledge for understanding the determinants of human resource requirements in the organisation; and to develop a conceptual as well as practical understanding of human resource planning, deployment, maintaining HR information, preparing report on HR performance. To familiarize the students with the information system required for managing HR functions.

#### **Course Contents:**

Human Resource Planning – Concept, importance, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches to Human Resource Planning (Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach) Human Resource Planning Process - Methods of demand forecasting and supply forecasting at micro level, Managing surplus and shortages, Evaluating human resource planning Effectiveness.

Career Planning – Career Planning, Career Development, Phases of Career, Problems and solutions of career stages, Succession Planning, Human Resource Information System - Need for HRIS; Different schedules of HRIS; Procedure of maintaining HRIS, Computerized HRIS; Human Resources Evaluation: Human Resources Audit, Human Resource Accounting, Human Resource Reporting, HR Metrics.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### **Suggested Books:**

1. Bhattacharya, Dipak Kumar – Human Resource Planning, Excel Books.
2. Belcourt, Strategic Human Resource Planning, Cengage / Thomson
3. Human Resource Information Systems - Michael J Kavanagh & Mohan Thite
4. Robert D Gatewood, Hubert S Field, Murray Barrick, Human Resource Selection, Cengage
5. Gordon MC Beath, Man Power Planning

### **PGDE-435: PERFORMANCE MANAGEMENT SYSTEM (3.0 Credit)**

**Course Objectives:** The objectives are to provide an in-depth understanding of the role of performance management in developing the human base of the organization. This will help to understand the challenges organizations face while implementing performance management system.

#### **Course Contents:**

Performance Management – Introduction to Performance Management, nature, scope, importance, Link between Performance Management and Performance Appraisal, Benefits of Performance Management. Performance Management Process - Competency mapping – Concept and Methods, KPAs and KRAs, Performance Planning, Managing, Appraising, Monitoring, Evaluating performance management.

Performance Appraisal - Steps in appraising performance, Approaches and Methods of performance appraisal, 360 Degree Appraisal, Assessment Centre, Balance Scorecard, HR Scorecard, Obstacles in appraisal, Designing appraisal for better results, Performance Appraisal interview, Potential Appraisal. Performance Feedback – Performance Review and feedback, Analyzing Performance problems, Performance Counseling – Principles and skills for counseling process; competency based Performance Management, Ethics in Performance Management.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### **Suggested Books:**

1. Rao , T.V. Performance Management and appraisal systems, Response Books
2. Chadha, Prem., Performance Management, Macmillan, New Delhi

3. A S Kohli, T Deb, Performance Management, Oxford
4. A M Sharma, Performance Management System, Himalaya
5. Sahu R.K., Performance Management System, Excel Books.
6. Srinivas R. Kandula – Performance Mgt., Strategic, Interventions, Drives – PHI
7. Srivastava K. Dinesh, Strategies for Performance Management, Excel Books.

### **PGDE-436: STRATEGIC AND INTERNATIONAL HRM (3.0 Credit)**

**Course Objectives:** To familiarize the students with the HRM practices in MNCs and help them in managing the career in cross-cultural organizations. The objective of the course is to develop a diagnostic and conceptual understanding of the management of global organization and Managing cross-cultural diversity. The students are enabled to understand the strategic HR practices and their impact on business performance.

#### **Course Contents:**

Overview of Business Environment, Globalization in India and Impact on the Indian economy and Industry; Changing Environment of Organizations; Strategy – Definition of organizational strategies; Strategic Management; Concept, Models and Process of SHRM; Formulating & Implementing HR Strategy; Relationship of organizational strategy with HR Strategy. HRD & its linkage to organizational strategy, Strategic HRD Facilitators - Top Management, trade Unions, Supervisors, Workers, Strategic responses of organizations and Strategic HRD System. Critical Success Factors in SHRM; Strategic Response of Organizations to changing environment; Portfolio related, Process Related and Structure Related Strategic Responses and Alignment with HRD.

International Business Environment, Cross cultural variables and managerial implication; Hofstede study, Cross Cultural Leadership and Decision making, Cross Cultural Communication and negotiation, Approaches to International HRM, Developing International staff; EPRG Model, Expatriation and Repatriation Process, Recruitment and Selection. International human resource management -, Performance Management, Training and Development, International Compensation, Labour Unions and International Labour Relations, Managing Deputies, International HRM roles in multinational organizations.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### **Suggested Books:**

1. Srinivas R Kandula, Strategic Human Resource Development, PHI
2. Jeffrey A Mello, Strategic Human Resource Management, Thomson
3. Tayeb, International HRM- Oxford
4. K Aswathappa, Sadhna Dash, International Human Resource Management, Tata McGraw
5. Anuradha Sharma, Aradhana Khandekar, Strategic Human Resource Management, Response
6. Doweing , P.J. – International Dimensions of Human Resource Mgt. End Edition Words Worth
7. G. Hofstede – Cultures Consequence ; International Differences in Work related Values – Sage
8. Deresky- International Management, PHI/Addision Wesley.
9. Meraic, D and Puffer, S. Management International cross Exercises and Reading St .Paul . West Publish .
10. Dowling, Welch & Schuler, International H.R.M . Excel Books

## **4. OPERATIONS MANAGEMENT**

### **PGDE-441: MATERIALS MANAGEMENT (3.0 Credit)**

**Course Objective:** To expose the students to an integrated view of materials management, its functions, the latest concepts, tools and techniques, and the practices prevalent in various organizations - The concepts and evolution of materials management, The economic justification of investing in materials management related activities, The process of determining how much, from whom and when to buy? and Cost reduction tools available to a materials manager.

#### **Course Contents:**

An Overview; Objectives; Evolution; Strategies; Functions; Profit Making Potential; Costs, Stages; Selective Control; Demand Forecasting; Lead-time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; MRP and JIT systems; Multi – item inventory Modelling; Deterministic and Probabilistic joint replacement Policy, Stock out Model.

Procurement process; Types of Materials; Important Aspects; Quality; Quantity, Time, Price and Source; Standardization and Codification; Vendor selection and evaluation, Vendor development; Value Analysis; Make or Buy Decisions; Negotiations; Institutional, Government and International Buying; Capital Equipment Purchases; Warehousing and Transportation, Warehouse Location; Transportation; Receiving, Issuing and Store Keeping. Concept of Spare parts management, Principles and Guidelines for Spare Parts Management.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Gopalakrishna and Sundaresan: "Materials Management", Tata McGraw Hill.
2. K. Datta, "Materials Management: Procedures, Text and Cases", Pearson.
3. K. Sridhar bhatt, "Materials Management" HPH.
4. Menon K. S., "Purchasing and Inventory Control", Wheeler
5. Gupta & Chital – Materials Management; Text & Cases, PHI.

**PGDE-442: PROJECT MANAGEMENT (3.0 Credit)**

**Course Objectives:** The basic purpose of this course is to understand the framework for evaluation of capital expenditure proposals, their planning and management in the review of the projects undertaken- To provide the participants an integrative approach to management of projects including theory, techniques, pitfalls and best practices, To give an understanding of project phases, project planning and project monitoring tools and To develop amongst the participants the ability to design and develop a project through its complete life-cycle.

**Course Contents:**

Concept of a Project and Project Management , The three goals of a Project, Project Life Cycle Phases; Role and responsibility of Project managers; Qualities of a Project Manager. Project organization; Team building; Project formulation and evaluation. Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM), Crashing of network: time-cost-trade off, Resource allocation.

Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System), Coordination; Procedures, Meetings, Control; Scope/Progress control, Performance control, Schedule control, Cost control. Evaluation, Evaluation criteria, measurement, Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Nagranjan, "Project Appraisal", New Age Publications.
2. Basant Desai : Project Management : HPH
3. Prasan Chandra, Project Management: TMH
4. H. Karzner, "Project Management – A System Approach to Planning, Scheduling and Controlling", CBS Publishers & Distributors, Delhi.
5. Clements & Gido: Effective Project Management, Cengage Learning

**PGDE-443: AIR, OCEAN AND TRANSPORT MANAGEMENT (3.0 Credit)**

**Course Objectives**

Understanding the micro aspects of global distribution and logistics; imparting knowledge of Multi-modal Transport operators, ocean & air transportation in world trade.

**Course Contents**

Value chain and value delivery system, Concept of multi-modal transportation and infrastructure needs; Transportation Choices and Third Party Logistics, Fourth Party Logistics Distribution Channel Design, Strategic Alliances, Communication Flow of Supply Chain, Documentation needs and liabilities; Inter-functional coordination, Inter-corporate cooperation, Outsourcing in Supply Chain; Vendor Management & Development, Strategic Lead Time Management, Warehousing

The General Structure of shipping industry, Characteristics of Shipping Industry, Liner and Tramp Operations and Significance, World Seaborne Trade and World Shipping, Composition of World Seaborne Trade, Problems of Developing Countries, Liner Freight Practice, Principles – Freight Structure, Voyage Charter, Time Charter, Barboat Charter. Indian Shipping, Growth and Perspective, Problems of Shipping Industry, Shipping Policy, International Air Transport System, Air Transport and PDM Approach to Export Distribution, International Set – up for Air Transport, Air Freight Rates, India's Export – Import Trade by Air, Problems and Prospects, Law Relating to Carriage of Goods

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Bowersox, Closs and Cooper (2008), Supply Chain Logistics Management, Tata McGraw-Hill
2. Chopra, Meindl and Kalra (2008), Supply Chain Management: Strategy, Planning, and Operation, Pearson Education
3. Rangaraj, Raghuram and Srinivasan (2009), Supply Chain Management for Competitive Advantage: Concepts and Cases, Tata McGraw-Hill
4. Ray (2010). Supply Chain Management for Retail, Tata McGraw-Hill
5. Shah (2009), Supply Chain Management: Text and Cases, Pearson Education
6. Simchi-Levi, et al (2008), Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, Tata McGraw-Hill
7. Wisner, Leong and Tan (2005), Principles of Supply Chain Management, Cengage

**PGDE-444: TOTAL QUALITY MANAGEMENT (3.0 Credit)**

**Course Objective:** This course aims at exposing the students to various facets of quality, its relevance to business and its management- To inculcate the appreciation of the quality philosophy amongst the students and its relevance in the modern business, Be able to select and use basic quality concepts and statistical tools besides being able to economically justify the investment in quality related activities and Understand the importance of the employee role in quality implementation and the specific quality problems faced by the Indian industry.

**Course Contents:**

Concept and its relevance to business competitiveness, Definition and dimension of quality, Philosophies of Deming, Crosby, Juran, PDCA Cycle, Quality orientation, employee involvement, Developing Quality Culture. Profitability and Cost. Quality Function Deployment, House of Quality, Taguchi Method; Principles of Control Charts: Control Charts for attributes and variables, Acceptance Sampling Techniques, Seven basic tools of quality.

Evolution of TQM, Components of TQM, TQM implementations, Limitations of TQM. Management tools, Poka Yoke, Force field analysis, FMEA, FTA, DRM and 5S principles, Quality Circle, Suggestion Scheme, Kaizen & Continuous Improvement, ISO Systems, Certification Schemes, Preparing an Organization for ISO Certification, Bald ridge, Tata Excellence and JIPM Award Systems, Role of Consultants; Evolution & process of Bench Marking, Understanding current performance, Types of Bench Marking, Issues in Bench Marking.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Sridhar Bhatt : Total Quality Management : Himalyan Publishing House
2. Kanishka Bedi: Quality Management, Oxford
3. N. Srinivasa Gupta, B. Valarmathi: Total Quality Management, Tata McGraw Hill.
4. Montgomery, D.C, "Introduction to Statistical Quality Control", John Wiley and Sons, 1996

**PGDE-445: BUSINESS LOGISTICS & TRANSPORT MANAGEMENT (3.0 Credit)**

**Course Objectives:**The objective of the paper is to give the students awareness about the decisions that take place in the business logistics and transport management.

**Course Contents:**

Introduction to Logistic System: Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Export Management, Logistics Excellence; Structure of Shipping Industry and World Seaborne Trade: Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company; Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

Freight Structure and Role of Intermediaries: Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores; Indian Shipping and Containerization, Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, Classification of Constraints in Containerization, I.C.D's; International Air transport: Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)
2. Krishnaveni Muthiah- Logistics Management and World Seaborne Trade (Himalaya, 2007 Suggested Books)

**PGDE-446: DEMAND PLANNING AND FORECASTING (3.0 Credit)**

**Course Objectives:** Course is designed to: Identify the factors that affect demand, Expose to the data types and identification problem, Equip with qualitative and quantitative forecasting techniques (with focus on noneconometric techniques), Illustrate the forecasting techniques with the help of computer softwares, Enable the interpretation of results

**Course Contents:**

Demand Analysis: An Overview, Significance of Demand Analysis and Forecasting, Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm; Estimation of Demand- Marketing Research Techniques, Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores, Time Series and Cross Sectional Data Collection, Specification of the Model.

Forecasting Demand: Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques, Survey and Opinion Polling Techniques, Time Series Analysis, Smoothing Techniques, Moving Averages, Exponential Smoothing and Other Advanced Techniques, Accuracy of Forecast, Short Run Forecast, Long Term Forecast, Use of Software Packages for Forecasting.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Panda and Sahadev – Sales and Distribution Management, Oxford University Press
2. Havaladar & Cavale – Sales and Distribution Management, TMH
3. J K Sharma, Business Statistics, Pearson
4. Suma Damodaran, Managerial Economics, Oxford

## 5. INFORMATION SYSTEM

**PGDE-451: RELATIONAL DATABASE MANAGEMENT SYSTEM (RDBMS)(3.0 Credit)**

**Course Objectives:** One of the most popular applications of computers is in the management of large databases. The focus of this course is on three aspects of database management systems. One is the appreciation of the database technology. This technology is mature and has been implemented by large number of vendors. The second aspect is the methodology of developing applications that depend on databases. The third aspect is the exposure to development environments used for database application development. We will use one popular database for illustration: Oracle.

**Course Contents:**

Introduction to Database Technology, Physical Data Organization, File Systems Vs. Database Systems, Database Languages, Database Models: Hierarchical, Network, Relational Model, Database System: Applications, Users, Administrators, Database Design: ER Modeling, Normalization, Functional Dependency etc.

SQL: DML, DDL etc; Database Integrity and Security ,Transactions, Concurrent database access; Database Storage and File Structure, Database System Architecture, Application Development Tools, Form based development tools, Report writing tools, Indexing & Hashing

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill Int.
2. Elmasri Navrathe, Somayajulu, Gupta: Fundamentals of Database Systems, Pearson Education
3. C. J. Date: Introduction to Database System 6th Edition, Addison Wesley
4. J. Ullman: Principles of Database Management, Galgotia Publication
5. R. Ramakrishna et al.,: Database Management System, TMH

**PGDE-452: BUSINESS FUNCTION AND PROCESS (3.0 Credit)**

**Course Objectives:**The objective of the course is to familiarize the students with the various concepts of Business Process Management: Business Process Modeling, Business Process Improvement and Business Process Automation and help students develop a strong interest in the relationship between Business and IT. An understanding in Business Process Management helps students to specialize in aligning Business Processes with Strategy, Business Objectives and IT. This course also provides students with the tools and techniques to perform Process Audits, and be able to pinpoint fundamental problems, formulate quick wins and provide innovative and sustainable solutions.

**Course Contents:**

Business Process Management: The Conceptual foundation: Understanding business, Functions to Process: The paradigm shift, process orientation, Business Process identification and mapping, Business Processes in various functional areas; Process visioning, process modeling concepts and benchmarking, Tools and techniques.

Business process improvement: Business Process Reengineering, BPR Implementation: Framework, Methodology, Techniques; Business Process Automation: Automation in communication, finance, HR, marketing, on-line marketing, service marketing, retail industry, hotel industry, ROI framework for investment decisions in automation etc., Usage of tools for automation.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Jaiswal Mahadeo & Garg Rajendar K (Ed), Enterprise Systems And Business Process Management: Global Best Practices, Macmillan
2. Gelinis Ulric J (Et Al), Business Processes And Information Technology, Thomson
3. Anupindi Ravi (Et Al), Managing Business Process Flows,Pearson Education.
4. Jayaraman M S, Business Process Reengineering,Tata Mcgraw Hill
5. Dey B R, Business Process Reengineering And Change Management, Biztantra

## 6. BANKING MANAGEMENT

**PGDE – 461: CREDIT ANALYSIS & NPA MANAGEMENT (3.0 Credit)**

**Course Objective:**Identify the basic principles of credit risk management, Perform financial, management, and business environment analysis to practice the process bankers use to make sound lending decisions, Demonstrate the process lenders use to present credit decisions to loan committee for approval, Prepare a loan write-up to support a classification decision in accordance with System guidelines.



**Course Content:**

Credit management in banks-Screening of applications, Appraisal of creditSanction limit- Post sanction compliance, Monitoring supervision, Review, Government policies for credit extension- Credit institutions, Principles of good lending, Borrower study and bankers opinion, Credit policy by banks, Government regulation of credit, Prudential norms; Over view of credit policy and loan characteristics-The credit process, Characteristics of different types of loans, Evaluating commercial loanrequests, Financial statement analysis, Cash flow analysis, Projections, Management of the firm and other factors, Feasibility study, Fundamentalcredit issues, Credit analysis, Different types of borrowersBalance sheetanalysis for lending, Forms of advances secured and unsecured advances, Short term and long term advances.

Financing to small scale industries and large scale industries, Term lending, Syndicated loan system, Role of development banks in industrial finance, Working capital finances, Turnover method, Modified version of MPBF, Cash budget approach, Long term finance, Project financing, Industrialsickness and BIFR; NPA management – Introduction, Identification of NPA's, CC-OD-Termloans-Bills purchased, Other accounts, Asset classification, Prudential norms, Capital adequacy, International Banking Regulation, Basel II, assetclassification provisioning, effect of NPA on profitability, Assessmentprocedure, Pre-sanction appraisal, Post sanction supervision, Monitoringsystems for existing and likely NPA's, Rehabilitation of sick NP units, Recovery of NPA's, Compromise and negotiated settlements, Securitizationof Debts, Credit derivatives, Credit portfolio management (concentration risks)

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Financial Analysis for Bank Lending In Liberised Economy By Dr.S.Singh & Sampat Singh
2. Credit Appraisal Risk Analysis and Decision Making By D.D.Mukherjee
3. Banker's Handbook on N.P.A. Management By Banambar Sahoo
4. Managing Non-performing Assets in Banks S. N. Bidani

**PGDE – 462: RETAIL BANKING & MARKETING OF FINANCIAL PRODUCTS(3.0 Credit)**

**Course Objective:**To understand the future growth of the industry,to determine the potential customers towards Retail Banking and to understand the promotional strategy provided by Retail Banks.

**Course Content:**

Introduction, History and definition, role within the bank operations, Applicability of retailing concepts, distinction between Retail and Corporate / Wholesale Banking; Retail Products Overview - Customer requirements, Products development process,Liabilities and Assets Products / Description of Liability products, Description of AssetProducts, Approval process for retail loans, Credit scoring, Important Asset Products -, Prepayment issues, Repayments / Collection, Personal Loans Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium,Prepayment issues, Repayments / Collection, Educational Loans Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments, Credit / Debit Cards - Credit Vs Debit Cards, Eligibility, Purpose, Amounts, Margin, Security,Process of using the cards, Billing Cycle, Credit Points, Other Products / Remittances / Funds Transfer.

Retail Strategies; Tie-up with Institutions for Personal loans / Credit cards / Educational loanswith OEMs / Authorised Dealers for Auto / Vehicle loans, and with Builders / Developers forHome loans, Customer Relationship Management - Role and impact of customer relationshipmanagement, Stages in customer relationship management process; Regulations and compliance, Technology for Retail Banking, Accounting entries - Loan process and the relevant accounting including EMI Computation; Securitisation, mortgage based securities, Trends in retailing - New products like Insurance, Demat services, online / Phone Banking,Property services, Investment advisory / Wealth management, Reverse Mortgage - Growth ofe-banking, Cross selling opportunities, Recovery of Retail Loans - Defaults, Rescheduling, recovery process. SARAFESI Act, DRTAct, use of Lok Adalat forum.Recovery Agents - RBI guidelines.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Retail Banking- Emerging Trends by K.Nageswar Rao
2. Retail Banking- A Practical Approach by Dr.S.C.Bihari ,Deepak Tandon
3. Fundamentals of Retail Banking by O.P .Agarwal
4. Retail Banking An Introduction by Dhandapani Alaqiri

**TRIMESTER-V**  
**SPECIALISATION**

# 1. MARKETING MANAGEMENT

## PGDE-511: SERVICE MARKETING (3.0 Credit)

**Courses Objectives:** The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

### Course Contents:

The Emergence of Service Economy; Nature of Services; Goods and Services marketing Marketing Challenges in Service Businesses; Marketing Framework for Service Businesses; The Service Classification; Service Management Triangle Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategy; Quality Issues and Quality Models.

Managing Productivity and Differentiation in Service Organizations; Demand-supply Management; Advertising; Branding and Packaging of Services; Recovery Management and Relationship Marketing; Service Marketing: Origin and Growth-Classification of Services - Marketing of financial services - The Indian Scene - Designing of service strategy.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

### Suggested Books:

1. Lovelock, Writz, Chatterjee. - Services Marketing: People, Technology , Strategy, Pearson Education, New Delhi
2. Zeithaml, V. A and Bitner, M. J. Services Marketing. New York, McGraw Hill.
3. Jha – Service Marketing, Himalaya.
4. Hoffman & Bateson – Marketing of Services, Cengage Learning.
5. Rajendra Nargundkar, Services Marketing, Tata McGraw-Hill
6. Bhattacharjee, Services Marketing, Excel Books
7. Zikmund: Customer Relationship Management, John Wiley & Sons.
8. Rama Mohana Rao, K., Services Marketing, Pearson Education
9. Ravi Sankar, Services Marketing, Excel Books.
10. Sahajahan, Services Marketing, Himalaya. Publishing house.

## PGDE-512: CUSTOMER RELATIONSHIP MANAGEMENT (3.0 Credit)

**Course Objective:** The primary purpose of any business is to win and keep customers. Its competitors also seek to do the same. Most successful firms have developed capabilities for attracting customers through their marketing programs. But they have shown mixed results when it comes to retaining these customers. Customer Relationship Management helps businesses in successfully implementing strategies aimed at winning and retaining customers profitably. It is also helping businesses shift from a short-term transaction based mode of operation in their interactions with customers to a long-term relationship mode.

### Course contents:

Introduction and Significance of Customer Relationship Management: Evolution of customer relationships, Benefits of CRM, Transaction vs. Relationship orientation of marketing. Need of CRM, Types of CRM: analytical, collaborative, Operational. CRM in Retail.

CRM Process: Objectives and benefits of CRM Process, Components of eCRM Solutions, Product Offerings in the CRM Market Space, Contact Centers for CRM, The CRM Roadmap,

CRM strategy, Operational issues in implementing CRM

Relationship Building Strategies, Building Customer Relationship Management by Customer Retention, Stages of Retention, customer retention strategy, Sequences in Retention Process, Customer interaction management (CIM), Factors influencing CIM.

Concept of customer loyalty, loyalty grid, Customer value: economic, functional and psychological value; Customer life time value: Meaning , Dimension and measurement. CVM(Customer value management) and its importance.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested books:**

1. G. Shainesh and Jagdish N Sheth (2006), [Customer Relationship Management – A Strategic Perspective] Macmillan: New Delhi.

### **PGDE-513: RURAL AND AGRICULTURAL MARKETING (3.0 Credit)**

**Course Objectives:** The objective of this course is to give the students an understanding of concept, various policies, strategies and decision relating to marketing that can be developed by rural & agribusiness firms.

**Course Contents:**

Introduction to rural marketing, meaning, significance, nature & characteristics of rural market, rural market vs. urban market, rural marketing environment, rural market segmentation, rural marketing model.

Rural marketing mix, New product development for rural market, rural market & product life cycle, rural consumer behavior & factors affecting it, Managing brand in rural market, marketing strategy for Indian rural market, challenges & opportunities in rural marketing.

Introduction to agricultural marketing, History & growth of agricultural marketing, Differences in marketing of agricultural & manufactured goods, importance of agricultural marketing, Agricultural marketing process, Organization of agricultural market, Functions of agricultural marketing, Factors affecting agricultural marketing.

Marketing of agricultural inputs, Classification of agricultural products, Grading, standardization and quality control, storage & warehousing, Agricultural marketing Agencies, institutions & channels, Processing of agricultural commodities, Application of IT in agricultural marketing, Agricultural marketing & economic development, Government sponsored national organizations & their roles.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH
2. Rural Marketing , U.C. Mathur, excel books
3. Agricultural marketing in India, S.S. Acharya & N.L. Agarwal, Oxford & IBH publishing co. pvt. Ltd.
4. Micro level planning for agricultural marketing, Rajagopal, Renaissance publishing house.
5. Rural Marketing , C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education

### **PGDE-514: Marketing of FMCG/FMCD/HIGH ENG/TECH. (3.0 Credit)**

**Course Objective:** The course will help the students to formulate marketing strategy for FMCG and Consumer Durables. Gain insight to practical application of the theories learnt and innovatively design the marketing strategy for a

hypothetical product. By attending this Course the participants will be exposed to the practical application of 7Ps of marketing practiced by major players in the market in the field of Consumer Durables & FMCG. They will be able to relate their learnings on marketing concepts with real market scenarios

**Course Contents:** Definition & Classification of Consumer Durables & FMCG. Market Share, Market Growth and latest trends in Consumer Durable Market and FMCG Market - With specific stress to India.

Analysis of Top 3 Consumer Durable and FMCG companies in each sub group in reference to application of 7Ps of Marketing.

Marketing of Consumer Durables and FMCG – A Rural Perspective.

Market Simulation Exercise

**Case Study:** Live Projects with Primary and Secondary data analysis and Relevant Cases have to be discussed.

**Text Books:**

1. Kotler, Keller, Koshy & Jha - Marketing Management, Pearson Education
2. V.S. Ramaswamy & S. Namkumari - A Text Book of Marketing Mgmt., Macmillan
3. R. Saxena - Marketing Management, Tata Mcgrawhill Publishing Company Ltd.
4. Arun Kumar, N Meenakshi - Marketing Management, VIKAS Publishing House
5. Datta & Datta - Marketing Management, Vrinda Publications (p) Ltd.
6. Drummond & Ensor – Introduction to Marketing Concepts, Elsevier.
7. Paul Braines, Chris Fill, Kelly Page - Marketing, OXFORD
8. Armstrong, Kotler – Marketing Management, Pearson
9. Evans & Berman – Marketing Management, Cengage Learning.

**PGDE-515: INDUSTRIAL MARKETING (3.0 Credit)**

**Course Objectives:** Learning of Industrial marketing provides theoretical, imperial and case based concepts geared to the needs of the students interested to work in business to business market. This course will develop a thorough understanding of business to business activities – economical and trade relations between business firms.

**Course Contents:**

Introduction to business marketing, Business vs. Consumer marketing, understanding business market and Environment, Segmentation, Targeting and Positioning of Business marketing, Organisational buying and buying behavior, Sheth model of Industrial Buyer Behaviour

Distribution Management, Formulating Distribution Strategy, Marketing Channels, Channel Structure and Intensity, Distinctive nature of Business marketing Channels, Channel conflict and Channel Integration: HMS, VMS, MMS.

Market logistics: logistics management, Market Logistics decision: Logistical activities performed in SCM, order Processing, Transportation, Ware Housing, Inventory Management, Reverse Logistics.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Krishna K Havaladar, Business Marketing: Text and Cases, TMH Publications, New Delhi.
2. Havaladar & Cavale, Sales & Distribution Management, TMH
3. S.L. Gupta - Sales & Distribution Management, Excel books

**PGDE-516: SPORTS AND ENTERTAINMENT MEDIA MARKETING (3.0 Credit)**

**Course Objectives:** The Sports, Entertainment and Event Planning industry has emerged as one the leading occupational areas of the 21st Century. It has been estimated that over 5 million sport, entertainment, or even-related

jobs are in existence today. This course will give an overview of the industry; inform about career opportunities and give hands on experience using projects as they relate to the marketing of a major sport or entertainment venue.

**Course Contents:**

Sports and Entertainment Marketing: College Sports, Pro Sports, Entertainment Industry, Target Market, Market Segmentation, The 4 P's of Marketing, Product - Market Research, Product Life Cycle, Product Design, Pricing Strategies, Distribution & Promotion Mix - Channels of Distribution: Direct and Indirect, Location, Promotion Mix

Sales Process/Personal Selling - Steps of the Sales Process, Sales Promotion; Advertising - Types of Media, Advantages and Disadvantages, Developing Print Advertisement, Advertising Methods; Publicity/Public Relations - Charities, Public Relation Activities, Labor Relations, Agents

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Entertainment marketing and Communication, Shay Sayre, Pearson Education
2. Sports and Entertainment Marketing, Kaser and Oelkers, South-Western Educational Publishing, 2001
3. Sports Marketing, Donald Roy and Kenneth E. Clow, Pearson Education
4. The Entertainment Marketing Revolution: Bringing the Moguls, the Media, and the Magic to the World, Al Lieberman and Patricia Esqate, Prentice Hall.

## 2. FINANCIAL MANAGEMENT

### PGDE-521: PORTFOLIO MANAGEMENT (3.0 Credit)

**Course Objective:** To provide insight and various techniques available for minimizing risk and optimizing return for a combination of financial assets.

**Course Content:**

Introduction: Introduction to Portfolio Management, Portfolio Analysis, Portfolio Risk, Markowitz Model & its limitations, Sharpe Model, Generating the Efficiency Frontier; Portfolio selection: Portfolio Selection, Risk and Investor Preferences, Selecting the Best Portfolio, Markowitz Portfolio Optimisation, Sharpe Portfolio Optimisation, Cut off Rate.

Portfolio Theories: CAPM, Identifying mispriced Securities, Arbitrage Pricing Theory, Assumptions underlying APT, Portfolio Revision: Portfolio Revision, Portfolio Rebalancing and Upgrading, Investment Timing, Formulae Plans, Portfolio Performance Evaluation, Methods for Calculating Rate of Return, Risk Adjusted Performance Measures, Fama Model, Portfolio Performance Measures (Sharpe, Treynor & Jensen's), Market Timing.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Alexander, Sharpe & Bailey, Fundamentals of Investment, PHI
2. Fisher & Jordan, Security Analysis and Portfolio Management, Pearson.
3. P. Chandra, Security Analysis and Portfolio Management, TMH
4. D. K. Khatri- Investment Management and Security Analysis (Text and cases)-
5. V.K. Bhalla, Investment Management, S. Chand

### PGDE-522: PROJECT PLANNING AND CONTROL (3.0 Credit)

**Course Objective:** To focus on the acquiring knowledge and application of various financial concepts into the appraisals of a project

**Course Content:**

Project Identification and Formulation: Project characteristics, Taxonomy of projects, Project Identification, Preparation, project formulation. Tools for Identifying investment opportunities, Project Appraisal: Technical appraisal, Commercial appraisal, Economic appraisal, Financial Appraisal, Management appraisal, Social Cost benefit analysis, Project risk analysis.

Project Financing: Cost of project, Components of capital cost of a project, Apportionment of contingency provision towards fixed assets, Apportionment of preliminary and pre-operative expenses. Sources of financing, Role of Financial Institutions in project financing, Covenants attached to lending. Project Evaluation and post Audit: Project evaluation, Objectives, Evaluation Methods, Post project evaluation objectives, Phases of post audit, Type of post audit, Agencies for project audit.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested books:**

1. Samuel J. Mantel, Jack R. Meredith, & M. R. Gopalon : Project Management – Core text book” (1st edition), Wiley India.
2. Basant Desai : Project Management : HPH
3. Gray & Larsen : Project Management : TMH.
4. H. Karzner, “Project Management – A System Approach to Planning, Scheduling and Controlling”, CBS Publishers & Distributors, Delhi.
5. Klashen and Menor : Cases in Operations Management: Sage Publishing

**PGDE-523: FINANCIAL DERIVATIVE AND RISK MANAGEMENT (3.0 Credit)**

**Course Objective:** The purpose of this course is to provide the basic knowledge on derivative products such as forward, future, option & swap and to make the students aware about the on line trading on futures and options .

**Course contents:**

Introduction, Types of Financial Derivatives , Forward contract, features of Forward contract, Notions used in Forward contracts, Forward Pricing-Meaning and features, Difference between futures and forwards, Trading Mechanism, Requirement of Margins, Mark to Market, Settlement of Accounts .Types of futures, Stock futures, Stock Index futures,

Option contracts : Meaning, Features. Types of Options, Option terminology, Option pay offs, Option Hedging strategies using Options, Black-scholes option pricing model,

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested books:**

1. Derivative-Valuation and Risk Management: David A. Dubofsky & Thomas W. Miller JR. RCM Study Materials.
2. BSE website, NSE website, sites on Chicago Option trading.
3. Financial Engineering: John F. Marshall & Bipul K. Bansal. PHI
4. Option, Futures and other Derivatives: John C Hull. PHI
5. Introduction to futures and options markets: John C. Hull. PHI

**PGDE-524: CORPORATE RESTRUCTURING (3.0 Credit)**

**Course Objective:** To make students learn how to analyse the mechanisms underlying the creation of value in mergers, acquisitions and corporate restructuring. They will also study some instances of corporate restructuring.

**Course contents:**

Corporate restructuring-Objectives of merger, Demerger, acquisition, types of merger, Horizontal merger. vertical merger,conglomerate,Spin off,split-up,LBO,MBO,reverse merger, defensive actions on take over bids; Merger and Acquisition and Amalgamation as per AS-14, SEBI regulation on merger and acquisition, Take over code; Role of Merchant Banks in Merger and Acquisition, Valuation models on Merger

Acquisition: DCF model, Public Enterprises, Book Value ,Adjusted Book Value, Three stage Growth Model; Swap Ratio, Valuation practices in India; Taxation Aspects in M&A: Treatment of goodwill,premium and Taxation Aspects 72A,Tax Benefit of Merger and Acquisition,Tax advantages of Demerger; Post Merger Analysis: Success and failure of Merger and Acquisition.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested books:**

1. Mergers , Acquisitions and Business valuation-Ravindhar Vedapalli-Excel Books
2. Takeovers,Restructuring.and corporate Governance-Fred Weston,Mark L Mitchell,J Harold Mulherin--Pearson

**PGDE-525: BUSINESS VALUATION AND FINANCIAL MODELING (3.0 Credit)**

**Course Objective:**To acquaint the students with the concepts of share valuation and business valuation .To familiarize the students to use Excel to develop the financial modules for various applications.

**Course contents:**

Why valuation? Importance of valuation ,Key valuation questions, Valuation – subjectivity versus objectivity, Financial Statements (P&L, BS, Cash Flow Statements), Modification of statementsm; Free cash Flow, Introduction to discounted cash flow, Estimating Discounting rate, Forecasting future growth, Forecasting Cash flow, Terminal value overview , Exit value method, Perpetuity growth method, Terminal value concerns.

Approaches to valuation, Valuing a firm using FCFF, Valuation using FCFE, Dividend Discount Model, Limitation of each Model; What is a multiple? Value Drivers, Identifying comparablesm Equity value & Enterprise value; Calculation of valuation multiples, Enterprise value multiples, and terminal value using growth rate and WACC as inputs, Enterprise value using growth rate and WACC.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested books:**

1. Business Analysis and Valuation using Financial Statements-Palepu,Healy,Bernard
2. Damodaran valuation-Aswastha Damodaran
3. Financial statement Analysis and Security valuation-penman-TMH
4. Mastering Financial Modelling in Micro soft Excel-Day-Pearson

**PGDE-526: RURAL FINANCE (3.0 Credit)**

**Course Objective:** To Familiarise the students with the State-of-the-art, Policy and Operational Aspects ofInstitutional Finance in Rural India.

**Course contents:**

Financial Environment of Rural India, Rural Finance at Macro and Micro Levels, Commercial Banks and Rural Development, Performance of Commercial Banks and State Bank of India, Regional Rural Banks in India.

Structural Features of Distribution of Farm Credit, Transaction Costs, Utilisation of Credit and its Impact, Repayment and Overdues.



**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested books:**

1. Dr. I. Sathya Sundaram, Rural Development, -2002, Himalaya Publishing house
2. Bankers Institute of Rural Development, Micro Finance – 2000, Tata McGraw Hill
3. Thomas Fisher and M.S. Sriram, Beyond micro-Credit, - 2002 Vistaar Publications
4. K.G. Karmakar, Rural credit and self help groups- micro finance needs and concepts in India- 1999, Pakistan development review
5. Malcom Harper, Practical Micro-Finance- 2003, Vistaar Publications
6. Veerashekarappa, Institutional Finance for Rural Development – 1997, Rawat Publications, New Delhi.
7. Laxminarasaiah M and A Udayasree, Financing of Weaker Sections by Regional Rural Banks – 1999, Discovery Publishing House, New Delhi.
8. Laxminarasaiah M and L Venkatesulu, Financing of Agriculture by Commercial Banks –1999, Discovery Publishing House, New Delhi.
9. Gurudev Singh and S R Asokan, Institutional Finance in Rural India – 1988, Oxford & IBH Publishing Company.
10. Journal of Rural Development.
11. Kurukshetra.
12. National Bank News Review and Grameena Vikas.

### 3. HUMAN RESOURCE MANAGEMENT

#### PGDE-531: RECRUITMENT AND SELECTION (3.0 Credit)

**Course Objectives:** The objectives of the course are to enable the students to acquire requisite skill and knowledge in devising appropriate methods and techniques in meeting the manpower needs of the organisation; and to equip them in using appropriate tools for effective selection process.

**Course Contents:**

Introduction to recruitment and selection: Manpower requirements of an organisation: demand and supply, attrition, deployment and redeployment, person-job fit, person-organisation fit, job analysis: concept and methods, job description, job specification, position profile. Recruitment: factors affecting recruitment, sources of recruitment, methods of recruitment, attracting applicants, effective advertising: designing and placing advertisement, legal issues in recruitment – equal employment opportunities, e-recruitment: types, levels, values and problems, global headhunting process, sourcing recruitment process, problems recruiters face.

Selection and placement process: selection techniques, screening resumes: application forms, weighted application blanks, interview as a selection tool: types of interviews, preparation, structuring, barriers in interviews, reference check: methods of reference check and sources of data. Employment Test: Tests as a selection tool, steps in developing the tests, measurements, reliability and validity of tests, individual differences, concept of personality trait assessment, test of Intelligence, test of mental ability, test of mechanical ability, psychological tests, evaluating the effectiveness of recruitment and selection process.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Human Resource Selection - Robert D Gatewood, Hubert S Field, Murray R Barrick; Cengage Learning.
2. Psychological Testing – Robert M Kaplan, Dennis P Saccuzzo; Thomson.
3. Psychological Testing – Theresa J B Kline, Vistaar Publications.
4. V.S.P. Rao, Human Resource Management, Excel Books
5. Aswathapa, Human Resource & Personnel Management, TMH
6. Garry Dessler, Human Resource Management, Pearson / PHI
7. W.F. Cascio, Managing Human Resources, TMH
8. Mathies and Jackson, Human Resource Management, Thomson

### **PGDE-532: HUMAN RESOURCE DEVELOPMENT (3.0 Credit)**

**Course Objectives:** The course aim is to develop a conceptual as well as practical understanding of human resource development in organizations and enable the students to keep abreast of new methods of HRD and understand issues involved in making HRD programmes successful.

#### **Course Contents:**

Evolution & Concept of HRD - Concept, HRD Function, HRD System, HRD Process, Role of HRD Professionals, Role of line Managers & supervisors in HRD, HRD Matrix, HRD climate & its elements, Need assessment and Designing HRD Programme - Assessing HRD needs -Task analysis, persons Analysis, Organizational analysis, Designing HRD Programme-selection of trainer, developing lesson plan, selecting program methods & techniques and scheduling the program.

Implementing HRD Programmes - On the job and Off-the-job training methods, JIT, job rotation, coaching, mentoring lecture, role play, case study, vestibule training, simulation techniques, in basket exercise, T-group training, psychological lab, business game, activity based training, programme.Evaluation of HRD Programme - Models and criteria of evaluation, collecting data for evaluation, research design, assessing impact of HRD, HRD Practices in manufacturing and services sector.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### **Suggested Books:**

1. Werner & Desimone, Human Resource Development, - Cengage
2. Dr. D.K. Bhattacharya, Human Resource Development,- HPH
3. T.V. Rao, Human Resource Development, Oxford
4. A.M. Sheikh, Human Resource Development and Management, S. Chand
5. Udaya Ku Halder, Human Resource Development, Oxford
6. Pareek Udai & T.V. Rao, Designing & Managing Human Resource Systems
7. T.V. Rao , Performance Appraisal: Theory & Practice
8. D.M. Silvera, Human Resource Development
9. Kohli Unit & D. Sinha , Human Resource Development

### **PGDE-533: TALENT MANAGEMENT (3.0 Credit)**

**Course Objectives:**To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organisation. To develop a diagnostic and conceptual understanding of the management of talents in the 21st century organization

#### **Course Contents:**

Basics of Talent Management - Talent:- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System - Components and benefits of Talent Management System; creating TMS, challenges of TMS; building blocks of talents management: competencies - performance management, evaluating employee potential  
Talent Planning - Concept, succession management process; cross functional capabilities and fusion of talents; talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, Developing and Retaining Talent - Potential identification and development, employee retention- motivation and engagement, engaging talent through coaching and mentoring, Return on talent; developing talent management information system

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### **Suggested Books:**

1. The Talent management hand Book, Lance A Berger & Dorothy R Berger, TMH
2. Chowdhary, Subir, The Talent Era, Pearson Education, New Delhi
3. Chowdhary, Subir, Management 21C, Financial Times/Prentice Hall International
4. Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.
5. Allan Schweyer (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention and Workforce Planning. Wiley

### **PGDE-534: ORGANIZATIONAL CHANGE & DEVELOPMENT (3.0 Credit)**

**Course Objectives:** The objectives are to provide the basic foundation in managing and driving organizational change and development in various organisations. This would enable the students to diagnose organisational issues, understand change requirements and apply appropriate change and developmental interventions.

#### **Course Contents:**

Organizational change analysis – Concept, Forces demanding organizational change, Types, Levels and Theories, models of designing and implementing change, process of organizational change, Problem diagnosis, Identifying alternate change techniques, Resistance to change: Resistance to Change, Managing resistances to change, Change agents, Managers as change agents - Internal and external change agents, The role of Change agent and skills of a change agent, Organizational change and its management in services sectors in India.

Organization Transformation: Managing Change and Transformation Planning, Creating the support system, managing the transition; organization restructuring; reorganizing work activities, Employee involvement and Work Redesign strategies; process oriented strategies, competitor and customer oriented strategies. Organisational Development, An overview of OD and process of OD, consultant client relationship, diagnosing organization, diagnosing groups and jobs, Action Research Model, collecting and analyzing diagnostic information, Designing intervention, OD Interventions.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### **Suggested Books:**

1. Palmer Dunford Avin, Managing Organizational Change, - TMH
2. K.Singh, Organisational Change and Development, Excel Books
3. K. Harigopal, Management of Organisational Change, Response
4. Sen Gupta, Managing Change in Organisations, PHI
5. Ramnarayan, Management of Change, Response
6. Robbins, Organisational Behaviour , PHI

### **PGDE-535: HR METRICES (3.0 Credit)**

#### **Course Objectives:**

This course will enable the students to use the tools and techniques to quantify several parameters of the management of human capital, including the functions of HR.

#### **Course Contents:**

Introduction: Meaning & Definition of HR Measurement – Importance; HR measurement for HR Professionals; Principles of good measurement. Cost-benefit analyses for HR interventions, Understanding the role of workforce in strategy implementation. Understanding and developing the right metrics: Tools to manage the implementation of strategy, implementing the metrics.

Measuring HR alignment. Measuring hiring and staffing, Measuring the value of compensation and benefits. Measurement of training and development. Measuring the value of employee relations and retention program, Models for Assessing Return on Investment, Assesing value of outsourcing and call centers .

Role of TQM in HR Measurement. HR Audit, Implementing HR Audit, Methodology and Issues, HRD Audit – The Indian experiences and cases, Different types of scorecards- Balance Score Card, HRD Scorecard, People Capability Maturity Model (PCMM), Measuring Intellectual capital and web based HR systems

**Case Study:** Compulsory, Relevant Cases have to be discussed.

#### **Suggested Books:**

1. Fitz-Enz Jac,(2001), How to Measure Human Resource Management, 3rd Edition, McGraw Hill
2. Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.
3. Rao T.V.(1999), HRD Audit, 3rd Edition Response Books

### **PGDE-516: STRATEGIC HR OUTSOURCING (3.0 Credit)**

**Course Objectives:** To introduce the students to the basic concepts of HR outsourcing and discuss related issues such as knowledge transfer, risk and strategies.

**Course Contents:**

Introduction to Outsourcing, Outsourcing Objectives, Potential Drivers of Outsourcing, Global scenario in Outsourcing, Managing Buyer vendor relationship, Outsourcing contracts, Business Process Outsourcing and Knowledge Process Outsourcing, Strategic Outsourcing-Introduction, importance, level and types of Strategies

HR outsourcing, reasons of HR outsourcing, Building blocks of HR outsourcing, benefits of HRO, disadvantages & Risks involved, types of HRO services- PEOs, BPOs, ASPs, e-services, HRO planning initiatives, Strategic HRO and its implications, Trends in SHRO

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

## **4. OPERATIONS MANAGEMENT**

### **PGDE-541: SERVICE OPERATIONS MANAGEMENT (3.0 Credit)**

**Course Objective:** This Course aims at acquainting the students with Decision Making in Planning, Design, Delivery, Quality and Scheduling of Operations including Field Service Operations.

**Course Contents:**

Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction., nature of services, Service classification, Service package, distinctive characteristics of service operations; The strategic service concept, Classifying services for strategic insights, Understanding competitive environment of Services, Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Competitive service strategies, winning customers in the market place, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as Profit Centre.

Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology, Field Service Effectiveness Evaluation, Field Service and Customer Relations Management; Defining service quality, Measuring service quality –SERVQUAL, Bench marking, Scope of service quality, Quality service by design – incorporating quality in the service package, Taguchi method, Poka Yoke, QFD, Achieving service quality – cost of quality, tools for achieving service quality, Deming's 14 point program.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Text Books:**

1. Metters, Pullman, Waltorn : Service Operations Management : Cengage.
2. Fitzsimons, A.J., Fitzsimmons M.J., "Service Management Operations, Strategy and Information Technology", Tata McGraw Hill, 2006.
3. Haksever C., Render, Russell R S., Murdick R G., "Service Management and Operations" Pearson.
4. Schemenner, R, "Service Operations Management", Prentice Hall
5. Kalakota R. & Whinston A. B., "Electronic Commerce – A Manager's Guide", Pearson

### **PGDE-542: ADVANCED OPERATIONS MANAGEMENT (3.0 Credit)**

**Course Objectives:** The course is designed to acquaint the students with decision making in planning, scheduling and control of production and operation functions in both manufacturing and services

**Course Contents:**

Selection and Justification of Advanced Manufacturing Technology, Outsourcing, Make or Buy Decisions, Capacity Planning, Operations Planning and Control: Planning and Control; Maintenance Management. Total Productive Maintenance (TPM), Implementation of TPM, Experimentation of TPM Implementation.

Lean Manufacturing, KANBAN, Value Engineering & Quality Assurance: Value Engineering and Quality Assurance. JIT, Business Process Reengineering (BPR), Imperatives for BPR, Strategic Shifts in Values Innovations, Flexible Manufacturing Systems (FMS), Agile Manufacturing, Flexibility and Agility.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Chase, Jacobs, Aquilano, Agarwal, - "Operations Management", TMH
2. Krajewski, Ritzman, Kansal, - "Operations Management", Pearson
3. R. P. Mohanty & S. G. Deshmukh, Excel Books, Advanced Operations Management
4. Roberta S. Russell & Bernard W. Taylor III, - "Operations Management", Pearson/ PHI
5. S.N.Chary, - "Production and Operations Management", TMH
6. Jardine AKS., "Maintenance, Replacement and Reliability", Pitman.
7. Kelley, F.P., "Maintenance Planning and Control", Butterworth, 1984

**PGDE-543: SIX-SIGMA (3.0 Credit)**

**Course Objectives:** This course provides specifically to drive change and improve process performance within a specific industry segment. Significantly improved business results using a new Six Sigma methodology specifically designed for services companies, Develop proficiency among Black Belts, Green Belts and Yellow Belts with practical tools for maximizing effectiveness in a services environment. Develop a capability for using simulation tools, process mapping, decision point analysis and process management to minimize the risks associated with the improvements typical in a services company situation. Acquire the leadership and technical skills required to implement Six Sigma, including developing useful metrics, selecting and managing projects, leading teams, and effectively managing change.

**Course Contents:**

Key concepts of six sigma, Principles of six sigma, Evolution of six sigma, Quality principles of six sigma, why six sigma succeeding where TQM failed? six sigma and competitive advantages, six sigma problem solving, organizing six sigma- Master black belt, black belt, six sigma in service organisation, six sigma process improvement.

Methods of six sigma- DMAIC model, DMAIC vs DMADV, Design of six sigma, Six sigma implementation.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Evans and Lindsay: Introduction to Six Sigma and Process Improvement; Thomson
2. Deepali Desai: Six sigma; Himalaya Publishing House

**PGDE-544: PRODUCT DESIGN AND INNOVATION (3.0 Credit)**

**Course Objectives:** The course is governed by design thinking and facilities manpower development for greater coordination of design, manufacturing and marketing decisions. The students will be exposed to use of technology in which we integrate the process, materials and parameters developed in the laboratory, obtaining an industrial process with industrial control methods for the different parameters.

**Course Contents:**

Product development processes and organizations, organizing concurrent engineering, product planning, identifying customer needs, product specifications, Concept generation, concept selection, concept testing, product architecture, Industrial Product design, Design for Manufacturing, Design for environment, Prototyping, Robust design, Patents and Intellectual property, Product development economics, Managing Projects.

Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes, Evolution and characteristics of Innovation Management, Key drivers of Innovation; Factors influencing Innovation, Organizing for Innovation, Factors influencing organizational design, Developing Innovation Strategy, Characteristics of creative of creative organization.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. The management of technology and innovation – A strategic approach, White, Cengage
2. Product Design and Development by Karl T. Ulrich and Steven D. Eppinger, Tata McGraw-Hill
3. Innovation Management, S Moikal, Sage
4. Product Design – Techniques in Reverse Engineering and New Product Development by Kevin Otto and Kristin Wood, Pearson Education

### **PGDE-545: MANAGEMENT OF PHYSICAL ASSETS (3.0 Credit)**

**Course Objective:** The purpose of this paper is to ensure that the means of production/operation are available to meet mission, availability, yield, schedule, quality, and cost commitments effectively at optimum return. Physical Asset Management consists of a mix of processes, systems, practices, and technologies strategically implemented to achieve a specific mission and/or objectives. It considers market, business, and operating conditions; related opportunities; and site-specific conditions and requirements. The Physical Asset Management strategy addresses issues as diverse as safety, environmental compliance, reliability, operating efficiency, maintenance costs, work and spare parts management.

**Course Contents:**

Plant Acquisition: Technological alternatives - Generation and Selection, Life Cycle Costing and Womb-to-Tomb approach to Equipment Selection, Technological Obsolescence Consideration, Defender-Challenger Concept and Dynamic equipment policy; Inspection and Condition Monitoring: Inspection and routine maintenance, Preventive Maintenance and Replacement, Condition Monitoring Techniques: Vibration Analysis, SOAP, Thermographic Analysis etc., Condition Based and Reliability Centered Maintenance.

Failure data collection and statistical analysis: Failure density function, Reliability function, Hazard Rate function, Bath-tub-Curve, MTBF and MTTR calculations; Preventive Maintenance Models: Block, Age and Group Replacement Policies, Opportunistic Replacement Policies, Choice of Replacement Policy; Maintenance Crew size planning, Scheduling of maintenance activities, Failure Mode and Criticality Analysis, Fault Tree Analysis, Prioritizing the Maintenance Activities, Scheduling of Activities during Planned and Forced shutdowns.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Jardine AKS., "Maintenance, Replacement and Reliability", Pitman.
2. Kelley, F.P., "Maintenance Planning and Control", Butterworth, 1984

### **PGDE-546: TECHNOLOGY MANAGEMENT (3.0 Credit)**

**Course Objective:** To develop managers with an international prospective who can manage technology strategically in order to ensure organizational competitiveness and growth in a dynamic technological and business environment. Understanding and insight into key theoretical and practical approaches to management and applying managerial knowledge within dynamic and competitive environments and Technology life cycle, Technology forecasting and Development, Technology strategy, Evaluation Policy, Technology replacement & Acquisition, absorption & transfer of Technology.

**Course Contents:**

Scope, components and overview of technology, Technology and society, Technology Impact analysis, Technology policy strategy; Science and technology Policy of India, Implications to Industry. Forecasting need, methodology and methods – trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation and System Dynamics.

Methods of analyzing alternate technologies, Techno economic feasibility studies, Need for multi-criteria considerations; implications of “Uruguay Round” and WTO, Bargaining process, Transfer option, MOU, Adopting technology-human interaction, Technology productivity, technology absorption and innovation status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/ improved technologies, Innovations, Technology Measurement, Technology Audit.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. C.V.S. Murthy: “Technology Management” Himalay Publishing House.
2. Management Technology – Treak Khail, Tata McGraw – Hill.
3. Whit, Bruton: The Management of Technology and Innovation: A Strategic Approach, Cengage Learning.
4. Managing Technological Innovation – Twiss, B. Pitman.
5. Kathleen R. Allen: Bringing New technology to Market– Prentice Hall India

## 5. INFORMATION SYSTEM

**PGDE-551: ENTERPRISE RESOURCE PLANNING (3.0 Credit)**

**Course Objective:** This course will help the students to appreciate the various aspects of Enterprise Resource Planning and how ERP can be used profitably within the organization. This course would further help the students in understanding the degree of interaction and integration of business processes with IT tools like ERP.

**Course Contents:**

Fundamentals of Enterprise Resources Planning: Concepts of ERP, Enterprise Models: The ERP Model, How ERP is used to integrate the business processes and helps define and identify a process- Integrating with other systems, ERP: Present and Future, Benefits measurement, ERP packages, ERP products, vendors, consultants and users, The ERP Market-opportunities and problems in ERP selection and implementation; Future directions in ERP, Case Study. ERP implementation: ERP implementation: To be or not to be, ERP implementation Life Cycle, Implementation methodology or methods of ERP implementation, Organizing the implementation team formation-consultant intervention-selection of ERP-process of ERP implementation and sustaining the change, Case Study.

ERP and related Technologies: Legacy Systems Vs. Enterprise System, ERP Architecture and Infrastructure, BPR and ERP, Data warehousing, Data Mining, OLAP, E-Commerce and ERP, E-business and ERP, ERP and Internet, SCM, CRM, Case Study. ERP Business Modules: Business modules in ERP package: Finance, Production and Operations, Sales and Distribution, Human Resource, Quality Management, Case Study.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Text Books:**

1. Ellen Monk, Bret Wagner, “Concepts in Enterprise Resource Planning”, Second Edition, CENGAGE Learning India Pvt. Ltd., New Delhi.
2. Alexis Leon, ERP Demystified, TMH
3. Mary Sumner, “Enterprise Resource Planning”, 2005, PHI Learning India Pvt. Ltd. / Pearson Education, Inc. New Delhi.
4. Ptak, Carol A. & Eli Schargenheim ERP, St. Lucie Press, NY
5. F.R. Jacobs, Why ERP? A Premier on SAP Implementation, TMH
6. C.S.V. Murthy, Enterprise Resource Planning (ERP), Himalaya Publishing

7. Dave Chaffey, "E-Business and E-Commerce Management", Third Edition, 2009, Pearson Education Inc., New Delhi.
8. Gary P. Schneider, "Electronic Commerce", Seventh Edition, CENGAGE Learning India Pvt. Ltd., New Delhi.
9. K.K.Bajaj, D. Nag "E-Commerce", 2nd Edition, McGraw Hill Education, New Delhi
10. Bhaskar Bharat, "Electronic Commerce-Technology and Application", McGraw Hill Education, New Delhi
11. Chan, " E-Commerce fundamentals and Applications", Wiley India, New Delhi

## **PGDE-552: BUINESS MODELING AND SIMULATION (3.0 Credit)**

**Course Objectives:** This course help the students in modeling business situations using simple tools such as a spreadsheets.

### **Course Contents:**

Generation of Random Numbers: Generation of random numbers which follow continuous, triangle, Normal, Binomial, Exponential distribution; Simulation of Queuing Systems: Components of waiting line system, stationary and time dependent queues, Transient and steady state of the system, measures of system performance, time flow mechanisms, events oriented simulation.

Simulation of Inventory Systems: Simulation of Gradual replenishment, Multi-item systems, Quantity discount, Varying Demand, varying led time; Simulation of Network Systems: Simulation logistic Systems, Distribution Systems, Pert networks; Simulation of Business Functions: Simulation in Finance, Marketing, and Human Resources.

### **Text Books:**

1. Law A.M. Kelton W.D, Simulation Modeling and Analysis, McGraw Hill
2. Bush Ronald R, Brobst Bob, Marketing Simulation: Analysis for Decision Making, Happer and Row
3. Chorafas Dimitris N., Financial Models and Simulations St. martin's

## **6. BANKING MANAGEMENT**

### **PGDE – 561: TREASURY MANAGEMENT & ALM (3.0 Credit)**

**Course Objective:** The objective of the course is to help the student gain insight into the myriad functions of a treasurer ranging from cash and liquidity management, reserves management, funds management to transfer pricing, risk management and foreign exchange management.

### **Course Content:**

TREASURY- an overview, Objectives of Treasury, Structure and Organization, Functions of a Treasurer, Responsibility of a Treasurer; implication of treasury on international banking, Global scenario & treasury operation, Exchange rate mechanism, Structure: Front, Back & Mid office, Dealing and trading operations: Control and orderly conduct, moral and ethical codes, checks of balances, Revaluation: Mark to market and profit calculations, VaR (Value at Risk)

RISK MANAGEMENT - Definitions, Risk Process - Risk Organization, Key Risks - Interest Rate Risk, Market Risk, Currency Risk, Credit Risk, Liquidity Risk, Legal and operational Risk Calculation, Risk Exposure Analysis, Risk Management / Mitigation policy, Risk Immunization Policy / Strategy fixing exposure limits, Delegation with accountability, Open position, Asset position limit, Deal size, Individual dealer's limit, Stop loss limits; ASSET LIABILITY MANAGEMENT - Components: Multi currency balance sheet, Organizational Structure, Risk Management policy & procedure, Risk adjusted return on capital, Capital adequacy norms, ALCO techniques / tools - GAP Analysis, Simulation, Duration Analysis, Linear and other statistical methods of Internal Control.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

### **Suggested Books:**



1. Treasury Management in India By V.A. Avadhani
2. Treasury Management by Seethapathi K
3. Treasury Risk Management by Bagchi Sk
4. Treasury Management- A New Focus by Anita Raman C

### **PGDE – 562: CUSTOMER SERVICE MANAGEMENT IN BANK (3.0 Credit)**

**Course Objective:** The purpose of this study is to bring insight and deeper understanding into the objectives, strategies and the expected benefits of CRM initiatives by Various Banks. HOW customer identification, customer differentiation, customer interaction and personalization are the main strategies of CRM initiatives by the service companies.

**Course Content:**

Definition of a customer, Banker, Customer relationship, Points of contact, Types of customers, Types of relationships, such as individuals, corporates, etc. and their peculiarities, Need for building up customer relationships and Importance of Customer Service in a country like India, Changing Expectations and Perceptions, Termination of relationship; Modern day banking, Core Banking / Electronic Payments, phone banking, mobile banking, internet banking, How business is sourced, Different, retail products, Home Loans, Vehicle Loans, Consumer durables, Credit Cards, Bancassurance, Demat services, Selling through agents, Recovery process, etc. This Module should also deal with general areas, of grievances - pass book, account statement, unsolicited business, different charges, etc.

Efforts made by banks, association of banks and Reserve Bank of India to improve customer service, Regulations, Instructions, KYC / AML guidelines, Banks' duties and rights, Customer Service Committees, Grievance Redressal Mechanism including Banking Ombudsman, Importance of Developing Skills and Attitudes, Use of IT in improving customer service; Genesis of Banking Codes and Standards Board of India, its set up and functions, Code of Bank's Commitment to Customers and Code of Bank's, Commitment to Micro and Small Enterprises.

**Case Study:** Compulsory, Relevant Cases have to be discussed.

**Suggested Books:**

1. Customer Relationship Management in Indian Banking Industry By: Uppal, R.K.
2. Customer Service in Indian Banks- An Overview By Gopala Krishna Murthy G
3. RBIs Master Circular on Customer Service in Banks