

# 2023

## ACADEMIC YEAR

COURSE STRUCTURE FOR POST  
GRADUATE DIPLOMA IN MANAGEMENT



**RCM**  
GLOBAL BSCHOOL  
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SYLLABUS  
**PGDM**  
2023-2025



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**S Y L L A B U S**  
**Post Graduate Diploma in Management (PGDM)**  
**2023-25**



**RCM GLOBAL BSCHOOL**  
**BHUBANESWAR**  
**2023**

# CURRICULUM & SYLLABUS OF PGDM 2 YEARS

The PGDM Program is for achievers, high performance and go getters who want to go to the world as decision makers. It is a rigorous two-year program designed to make the students business ready and adept in handling critical business environments.

The course has 6 terms ,1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Trimester in the first year have core subjects. The second year of PGDM programme comprises of 4<sup>th</sup>, 5<sup>th</sup>, and 6<sup>th</sup> Trimester. 4<sup>th</sup> and 5<sup>th</sup> Trimester have core and elective subjects and the 6<sup>th</sup> Trimester which is the final term will have no subjects but only a Dissertation project to be submitted by each student individually.

## (FIRST YEAR)

### 1<sup>st</sup> Trimester

Subject code	Subject	Total Marks	Credit
PGDC-101	Marketing Management	100	03
PGDC-102	Financial Accounting For Managers	100	03
PGDC-103	Organisational Behaviour	100	03
PGDC-104	Management Principles & Strategic Practices	100	03
PGDC-105	Managerial Economics	100	03
PGDC-106	Managerial Communication	100	03
PGDC-107	Quantitive Techniques of Managers	100	03
PGDC-108	Computer Application for Business	100	03
PGDC-109	Business Ethics & Corporate Social Responsibility	100	03
	<b>TOTAL</b>	<b>900</b>	<b>27</b>

### 2<sup>nd</sup> Trimester

Subject code	Subjects	Total Marks	Credit
PGDC-201	Marketing Management-II	100	3
PGDC-202	Financial Reporting & Systems Analysis	100	3
PGDC-203	Corporate Finance I	100	3
PGDC-204	Experiential HR	100	3
PGDC-205	Research Methodology	100	3
PGDC-206	Placement Readiness Program	100	3
PGDC-207	Operations Management	100	3
PGDC-208	Innovation Management		1
PGDC-209	Experiential Sales	100	3
	<b>TOTAL</b>		<b>25</b>

### 3<sup>rd</sup> Trimester

Subject code	Subjects	Total Marks	Credit
PGDC-301	Corporate Finance II		3
PGDC-302	Banking and Insurance		3
PGDC-303	Entrepreneurship Development		3
PGDC-304	Operation Research		3
PGDC-305	Operations & Supply chain Management		3
PGDC-306	Strategic Management		3
PGDC-307	Digital Marketing		3
PGDC-308	ERP for Business Manager		3
<b>TOTAL</b>			<b>24</b>

### (SECOND YEAR)

#### LIST OF SPECIALIZATIONS:

(A student may take any two specializations from the following groups)

PGDM 4th Trimester 2022-24			
Marketing:			
Subject code	Subject	Major/ Minor	Credit Hours
PGDC401A	Service Marketing	Major + Minor	3
PGDC402A	Sales and Distribution Management	Major + Minor	3
PGDC403A	Consumer Behaviour	Major +	3
PGDC404A	Integrated Marketing Communication	Major +	3
PGDC405A	Customer Relationship Management	Major +	3
Finance:			
PGDC401B	Equity Research & Portfolio Management	Major + Minor	3
PGDC402B	Cost Management & Decision Making	Major + Minor	3
PGDC403B	Financial Derivative & Risk Management	Major +	3
PGDC404B	Project Appraisal & Financing	Major +	3
PGDC405B	Merchant Banking & Financial services	Major +	3
Human Resources:			
PGDC401C	Compensation & Benefit Management	Major + Minor	3
PGDC402C	Manpower Planning for Recruitment and Selection	Major + Minor	3
PGDC403C	Performance management system & Potential Appraisal	Major +	3
PGDC404C	Employee Relation Practices	Major +	3
PGDC405C	HR-Analytics	Major +	3
Operations:			
PGDC401D	Supply chain & Logistics	Major + Minor	3
PGDC402D	Six Sigma	Major + Minor	3
PGDC403D	Operations Strategy	Major +	3
PGDC404D	Sales & Operations Planning	Major +	3

PGDC405D	Pricing & Revenue Management	Major +	3
<b>Systems Management</b>			
PGDC401E	Business Analytics	Major + Minor	3
PGDC402E	Data Mining for Business Decisions using R	Major + Minor	3
PGDC403E	E-Commerce & Digital Marketing	Major +	3
PGDC404E	Managing Digital Platforms	Major +	3
PGDC405E	Data Analytics using Python	Major +	3

<b>PGDM 5th Trimester 2022-24</b>			
<b>Marketing:</b>			
<b>Subject code</b>	<b>Subject</b>	<b>Major/ Minor</b>	<b>Credit Hours</b>
PGDC501A	Product and Brand Management	Major + Minor	3
PGDC502A	Retail Marketing	Major + Minor	3
PGDC503A	B2B Marketing	Major	3
PGDC504A	International Marketing	Major	3
<b>Finance:</b>			
PGDC501B	Business Taxation	Major + Minor	3
PGDC502B	Financial Modelling Analysis and Projection	Major + Minor	3
PGDC503B	Behavioral Financing	Major	3
PGDC504B	Merger & Corporate Restructuring	Major	3
<b>Human Resources:</b>			
PGDC501C	Industrial Legislation	Major + Minor	3
PGDC502C	Strategic & International HRM	Major + Minor	3
PGDC503C	Team Dynamics at Work	Major	3
PGDC504C	Organisational Change & Development	Major	3
<b>Operation:</b>			
PGDC501D	Operation Research Application	Major + Minor	3
PGDC502D	Predictive Analysis for Operation Management	Major + Minor	3
PGDC503D	Management & Manufacturing System	Major	3
PGDC504D	Sourcing Management	Major	3
<b>Systems Management</b>			
PGDC501E	Managing Software Projects (MSP)	Major + Minor	3
PGDC502E	Data Analytics using-R	Major + Minor	3
PGDC503E	Strategic Management of IT (SMIT)	Major	3
PGDC504E	Managing Digital Innovation and Transformation (MDIT)	Major	3

# **FIRST YEAR DETAIL SYLLABUS**

## **PGDC – 101**

### **MARKETING MANAGEMENT-I**

**Credit:03**

**Course Objectives:** The Course will help participants to understand the major basic concepts and tools of Marketing, the environment and how emerging marketers take quick decisions, adapt with rapidly changing market conditions.

#### **Course Contents:**

##### **Module-I**

Introduction to Marketing Management: - Introduction to Marketing Management, Core concepts of marketing, Selling Vs. Marketing, Functions of Marketing Manager, Marketing Process, Marketing Environment, Types of Marketing Organizations.

##### **Module-II**

Marketing Planning, Understanding Competition- Identification and Analysis of Competitor Movement, Competitive Strategies for Market Leader, Market Challenger, Market Follower and Market Nicher. Creating Customer Value, Measuring Marketing Productivity- Marketing Metrics, Marketing Control.

##### **Module-III**

Analyzing Consumer Buying Behaviour and Basic Marketing Decisions: -Black Box Model, Buyers' Consumer Decision Making Process, Factors Affecting Consumer Behaviour.

Market Segmentation, Targeting and Positioning – Concepts & Strategies, Marketing Information System (MIS): Sources and applications, Marketing Research and its application, Demand Forecasting

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

#### **Suggested Readings:**

1. Kotler, Keller, Koshy&Jha, *Marketing Management*, Pearson Education
2. Biplab Bose - *Marketing Management*, Himalaya Publishing house.
3. R. Saxena - *Marketing Management*, Mc-grawhill Publishing Company Ltd.

**PGDC – 102**  
**FINANCIAL ACCOUNTING FOR MANAGERS**

**Credit:03**

**Objectives:**

1. To familiarize the students with accounting principles and acquaint them with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements.
2. To develop their ability to read annual reports and develop their skills to interpret financial statements.
3. To familiarize the students with different financial accounting concepts affecting stakeholders

**Module-I:**

Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting, Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance.

**Module- II:**

Preparation of Financial Statements: Income statement and Balance Sheet, Cash Flow Statement.

**Module-III**

Instruments of financing: Share and Share Capital, Issue of Shares, Payment in installment, Buyback of shares, Debentures and Bonds.

**Reference Books:**

1. *Financial Accounting for Management; Paresh Shah, Oxford*
2. *Financial Accounting A Managerial Perspective-Bapat&Raitha, McGrawHill*
3. *Financial Accounting for Managers-Sanjay Dhamija, Pearson*
4. *Financial Accounting and Analysis- Athma, HPH*
5. *Financial Accounting for Management, A.K.Bhattacharya*
6. *Financial Accounting for Management, Narayanswamy*
7. *Financial Accounting by S.N MaheswariVikas Publications*
8. *Financial Accounting by Satapathy, Mohapatra, Patra, Vrinda*

# PGDC – 103

## ORGANISATIONAL BEHAVIOUR

Credit:03

### Objectives:

1. To develop an understanding of the behaviour of individuals and groups inside organizations
2. To enhance skills in understanding and appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations.
3. To develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

### Module-I:

Fundamentals of OB: Definition, objectives of OB, scope and importance of OB, Evolution of OB, Theoretical framework (cognitive), behavioristic and social cognitive, Models of OB, Limitations of OB.

### Module-II:

Attitude: Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude, Developing Emotional intelligence at the workplace, Job attitude, Barriers to changing attitudes.

Personality and values: Definition and importance of Personality, The Myers Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job – fit theory), Personality Tests and their practical applications.

Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).

Motivation: Definition & Concept of Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.

### Module- III:

Foundations of Group Behaviour: The Meaning of Group, Group behaviour & Group Dynamics, Types of Groups, The Five – Stage Model of Group Development.

Managing Teams: Why Work Teams, Work Teams in Organization, Developing Work Teams, Team Effectiveness & Team Building.

Leadership: Concept of Leadership, Styles of Leadership, Trait Approach Contingency Leadership Approach, Leadership Grid, Contemporary leadership, Meaning and significance of contemporary leadership, Concept of transformations leadership, Contemporary theories of leadership, Success stories of today's Global and Indian leaders.

### Books:

*Organisational Behaviour –Stephen P.Robbins , Pearson Publication*  
*Understanding Organizational Behaviour, Parek, Oxford*  
*Organizational Behaviour, Robbins, Judge, Sanghi, Pearson.*  
*Organizational Behaviour, K. Awathappa,HPH.*  
*Organizational Behaviour, VSP Rao, Excel*  
*Introduction to Organizational Behaviour, Moorhead, Griffin, Cengage.*  
*Organizational Behaviour,Hitt, Miller, Colella, Wiley*  
*Organizational Behaviour, Kabita Singh , Vikas*  
*Organizational Behaviour, Khanka , Schand*



**PGDC – 104**  
**MANAGEMENT PRINCIPLES & STRATEGIC PRACTICES**

**Credit: 03**

**OBJECTIVE:**

To know the basics of management concept of organization, various functions of human resource management & their emerging trends. recent & changing environment & their effectiveness of today's organizations.

**Module-I:**

Introduction, Concepts & Functions of Management, Levels of Management, Skills & Roles of a manager, Role of Management & Contribution of various management philosophers.

Approaches to Management: Scientific Approach, System-Approach, Contingency Approach. Human Approach, Behavioural Approach.

Organization: Types, Hierarchy (Line staff relationship), Centralization and Decentralization, Delegation, Chain of Command.

Planning: Nature & Elements of planning. Types, Steps, Models & Planning premises, MBO, MBE, Organising, Decision making & Creativity, Staffing & Directing. Controlling: Process Standards & Bench marking.

Coordination-Principles of Coordination. Organization Culture: Managing Diversities in the workplace, Cross Cultural Issues in people management.

**Module-II**

Definitions and Objectives of Human Resource Management (HRM); Functions of HRM

Process of HRM; Human Resources Planning and Strategies - Concepts and Process,

Concepts and Process & Methods of Job Evaluation,

Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Selection Procedures,

Strategies of Recruitment processes.: Procedure, Tests and Interviews, Placement and Orientation, Induction and Socialization, Mobility of employees – Promotion, Transfer, Separations, Strategies of Promotions.

**Module-III**

Training and Development- Concept, Training Vs Development, Training need assessment, Types of training programmes, on-the-job and off-the-job methods, Evaluation of Training Programmes Performance Appraisal:

Meaning, Objective, Process and Methods;

Challenges of HRM in organization,

Case studies on recent topics of Management Principles & HRM.

*Suggested Reading:*

1. V.S.P. Rao, *Human Resource Management*, Excel Books
2. Aswathapa, *Human Resource & Personnel Management*, TMH environment;
3. *Management Theory & Practices*-Subba Rao, P. & Hima Bindu-Himalaya Publications
4. *Management Text & Cases*-V.S.P.Rao-Excel Books
5. Garry Dessler, *Human Resource Management*, Pearson / PHI
6. Brockbank, W and Ulrich, *Human Resource Management*, KINDLE, 2008

**PGDC – 105**  
**MANAGERIAL ECONOMICS**

**Credit:03**

**Module- 1**

Introduction to managerial Economics, Theory and Law of Demand and Supply, Factors affecting Demand and Supply, Applications of theory of Demand, Elasticity of Demand and supply and its applications, Methods of demand forecasting and demand estimation.

**Module- 2**

Concept of Cost: Cost Function, Real cost, Opportunity cost, sunk cost, Short Run Cost, Long Run Cost, Explicit and Implicit cost, Private and Social Cost Theory of Production law of variable proportions, law returns to scale, concept of isoquant and iso cost line and producer's equilibrium. Economics and diseconomies of scale and economics of scope.

**Module- 3**

Price and Output Decisions under different market structures: Perfect Competition, Monopoly and Monopolistic Competition, Pricing under Oligopoly, Price leadership and Pricing under collusion: National Income Accounting, Three Methods of measuring GDP, fiscal policy and monetary policy. Inflation: demand pull inflation and cost push inflation. Business cycle and its phases.

***Recommended books:***

- 1) *Principles of Microeconomics* by N Gregory Mankiw, Harvard University
- 2) *Microeconomics for management students* by Prof R.H Dholakia and Prof. A.N Oza (IIM, Ahmadabad)
- 3) *Principles for Macroeconomics*: Soumyen Sikda

**PGDC – 106**  
**MANAGERIAL COMMUNICATION**

**Credit:03**

**Objectives:** - The course aims to enable the students to become aware of their communication skills, identify their areas of strength and sensitize them to their potential to become successful managers.

-To introduce them to some of the practices in managerial communication that is in vogue.

-To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities such as :-

- Making speeches
- Giving effective presentations
- Enriching group activities and processes
- Improving interpersonal communication skills
- Writing letters, reports, e-mails etc.
- Learning influencing skills
- Getting prepared for job-interviews

The course will help students in understanding the principles and techniques of business communication and project a positive image of themselves.

**Module-I**

Basic principle of Communication - Introduction, Understanding communication, the communication process, Levels and types of communication, Barriers to communication. Listening as an effective communication tool, 7C's of Communication.

**Module-II**

Enhancing Reading Skills: - Introducing the basic components of Reading, Strategies, Practices and activities for reading efficiently.

**Module-III**

1. Building leadership conversational confidence through effective speeches and presentation-
2. Building confidence to speak better.
3. Principles of nonverbal communication, rectifying the visible code through practice and activities.

Dissecting the speech/ Presentation, getting the Introduction correct, strategies for delivering effective speeches and presentation, Structuring the main body of the speech/ Presentation and making the most of the message and closure, designing the visuals- use of words, Charts, Diagrams and tables. Do's and don'ts for visual Aids.

**Module-IV**

Positive influencing Skills: - Through speeches like "speech of introduction", "impromptu speeches" and "thanks giving speeches".

**Case Study-** Techniques to handle and analyse a case

**PGDC – 107**  
**QUANTITATIVE TECHNIQUES FOR MANAGERS**

**Credit:03**

**Objectives:**

1. To lay an adequate theoretical foundation to study various applied fields in statistics.
2. To understand role of quantitative techniques in managerial decision making.
3. To understand applications of various quantitative techniques in managerial settings.

**Module-I:**

Statistical Methods:

Measures of central tendency and dispersion: Mean, Median, Mode, Quartiles, Deciles, Percentiles, Mode, Range. IQR, QD, MAD, Standard Deviation, variance, Coefficient of Variation

**Module II:**

Simple Correlation, Calculation of correlation coefficient, probable error, Rank correlation. Regression: Linear Regression, calculation of regression coefficients.

**Books:**

*Statistics for Business and Economics; R P Hooda, Vikas*

*Business Statistics: J K Sharma, Vikas*

# **PGDC – 108**

## **COMPUTER APPLICATION IN BUSINESS**

**Credit:03**

### **Course Objective:**

The objective of this course is to provide PGDM students with the essential skills and knowledge they need to use computers and information technology effectively in their business careers. Students will learn about computers and computer systems, as well as the different types of generations. They will also learn how to use Microsoft Word, Excel, and PowerPoint to create and edit documents, spreadsheets, and presentations.

Course Outcome:

- Understand the basic concepts of computers and information technology.
- Use Microsoft Word to create and edit documents, including tables, charts, and graphics.
- Use Microsoft Excel to create and edit spreadsheets, including formulas and functions.
- Use Microsoft PowerPoint to create and deliver presentations, including images, graphics, and animations.
- Pre-Requisites:
- Ability to use a mouse and keyboard
- Ability to navigate the Windows operating system
- Ability to create, open, and save files

### **Module I : Introduction to Computers & Word Processing**

- Introduction to computers, Evolution (Generations), Common I/O devices.
- Introduction to Microsoft Word, The Word user interface, Creating, opening, and saving documents, Working with text and paragraphs.
- Formatting text and paragraphs, Font styles and sizes, Alignment, spacing, and indentation, Borders and shading, Text effects.
- Working with tables and charts, Creating, and formatting tables, Inserting, and formatting charts, Using formulas in tables
- Mail merge, creating a data source, Creating a main document, Merging the data source and main document
- Advanced features, Creating and formatting styles, using macros, Managing templates.

### **Module II: Spreadsheets**

- Introduction to Microsoft Excel, The Excel user interface, Creating, opening, and saving spreadsheets, Working with cells and ranges, Entering and editing data
- Formatting cells and ranges, Number formats, Alignment, spacing, and borders, Conditional formatting, Creating charts and graphs.
- Formulas and functions, Basic formulas and functions, Math and financial functions, Logical and text functions, Using formulas in charts and graphs.

### **Module III: Presentations**



- Introduction to Microsoft PowerPoint, The PowerPoint user interface, Creating, opening, and saving presentations, Working with slides and layouts.
- Formatting slides and text, Slide themes and templates, Font styles and sizes, Alignment, spacing, and borders, Text effects.
- Working with images and graphics, Inserting, and formatting images, Inserting, and formatting shapes, Creating, and formatting SmartArt graphics
- Creating and presenting presentations, adding transitions and animations, adding speaker notes, Delivering a presentation.

**Reference Books:**

*1. Microsoft Office 365 for dummies by Rosemarie Withee, Ken Withee and Jennifer Reed*

*2. Microsoft Word 2019 Step-by-Step Guide by Joan Lambert*

*3. Excel 2023 A Comprehensive Quick Reference Guide to Master All You Need to Know about Excel Fundamentals, Formulas (Gary A. Amerson)*

**PGDC – 109**  
**BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY**

**Credit:03**

**Module 1:**

Introduction to Business Ethics and CSR, Definition and significance of Business Ethics and CSR, Historical development and evolution of ethical business practices, Ethical theories and frameworks (e.g., utilitarianism, deontology, virtue ethics), Stakeholder theory and its role in CSR.

**Module 2:**

Ethical Decision-Making, Ethical decision-making models, Ethical dilemmas in business, Corporate culture and its impact on ethical decision-making, Codes of conduct and their implementation.

**Module 3:**

Corporate Social Responsibility (CSR), Principles of CSR, Environmental sustainability and business, Social responsibility and community engagement, CSR reporting and measurement, Case studies of CSR initiatives.

**Module 4:**

Ethical Issues in Specific Business Contexts, Ethical challenges in marketing and advertising, Ethical issues in finance and accounting, Ethics in supply chain management, Corporate governance and ethical leadership, Globalization and ethical considerations.

**Assessment:**

Class participation and discussions, Individual and group case analyses, Research paper on a relevant ethical or CSR topic, Final exam covering key concepts from all modules.

**Reference Books:**

1. *Business Ethics, Principles and Practices*, Daniel Albuquerque, Oxford University Press
2. *Business Ethics, An Indian Perspective*, A.C. Fernando.

## **Second Trimester**

# **PGDC - 201 MARKETING MANAGEMENT-II**

**Credit: 3.0**

### **Course Objectives:**

- The Course will help students to understand the major concepts and tools of Marketing, the environment and how emerging marketers take quick decisions, and adapt with rapidly changing market conditions.
- The major emphasis is on the various elements of Marketing Mix and how these components can be used as a strategic framework to emerge as a winner in a dynamic marketing environment.

### **Module I**

**Product:** Classification of consumer products and industrial products, Product Mix, New Product Development Process: Idea Generation to commercialization. Product Life Cycle, Strategies across stages of the PLC, Packaging & Labeling, Service Marketing Mix, Service Blueprint, GAP model in services, Basic concept of Branding

### **Module II**

**Pricing Basics:** Meaning, Importance of pricing, Factors Influencing pricing decisions, Price Setting Procedure, Pricing strategies and approaches.

### **Module III**

**Place & Promotion:** The Role of Marketing Channels: Channel functions & flows, channel levels. Channel conflicts and resolution (Overview only), Channel Options: Introduction to Wholesaling, Retailing, Territory Designing, Sales Quota Allocation Franchising, Direct marketing, E-Commerce Marketing Practices, The role of marketing communications, Elements of promotion mix, IMC approach (Overview)

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

### **REFERENCE BOOKS:**

- Kotler, Keller, Koshy&Jha, *Marketing Management*, Pearson Education
- Biplab Bose - *Marketing Management*, Himalaya Publishing house.
- R. Saxena - *Marketing Management*, Mc-grawhill Publishing Company Ltd.
- *Marketing Management-SHH Kazmi*, EXCEL Books

# **PGDC – 202**

## **FINANCIAL REPORTING & STATEMENT ANALYSIS**

**Credits: 3.0**

### **Objectives:**

- This paper is designed to explain how financial measures of corporate performance are calculated and used to assess credit worthiness of a business.
- The paper covers the basics of financial statement analysis and enables participants to confidently use financial terminology.
- It focuses on the numbers behind the risks rather than the risks themselves.

### **Module I**

Nature and objective of Financial Statements, Uses & Limitations of Financial Statements, Stakeholders of Financial Statements. Income Statement, Balance Sheet, Cash Flow Statement, Sources of Financial Information, Tools and Techniques of Financial Statements Analysis.

### **Module II**

Ratio Analysis and interpretation, Preparation of Cash Flow Statement, Comparative Statement, Common Size Statement.

### **Module III**

Du-Pont Analysis, Window Dressing, Recent Scandals in financial Reporting. Case Studies

### **Reference Books:**

- *Financial Accounting for Management, An analytical Prospective – Gupta, Ambarish, Pearson Education.*
- *Financial Statement Analysis – Penman, SH, Tata McGraw Hill*
- *Techniques of Financial Analysis: A Guide to Value Creation – 16<sup>th</sup> Edition, Tata McGraw Hill.*

# **PGDC 203**

## **CORPORATE FINANCE-I**

**Credit: 3.0**

### **Objectives:**

1. This paper is designed to provide students with concepts, techniques, and tools to study, analyze and improve their knowledge of financial management practices of an organization.
2. The paper provides a brief idea about the potential consequences of their management decisions on profits of the company.
3. It covers each aspect of a business that has an impact on the company's financial performance and must be evaluated and controlled by the business owner.

### **Module I**

Nature and scope of Financial Management, Objective, Functions of a Financial Manager, Decisions of a Financial Managers. Concept of Leverage & its application.

### **Module II**

Time Value of Money, Present Value, Future Value. Long Term Investment Decisions, Capital Budgeting Types & Techniques, Case Studies.

### **Module III**

Short Term Investment Decisions, Working Capital Management, Cash Management, Receivable Management, Inventory Management. Case Studies.

### **Reference Books**

1. *Financial Management* – M Y Khan , P K Jain, Tata McGraw Hill .
2. *Financial Management Theory & Practices* – Prasanna Chandra , Tata McGraw Hill
3. *Financial Management* – I M Pandey, VIKAS Publication



# PGDC 204

## EXPERIENTIAL HR

**Credit-3.0**

### **Course Objectives:**

- The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management; and
- To acquire practical knowledge and a range of skills to deal with HRM-related issues in the workplace. The focus will be on systems, methods, procedures, and tools and techniques utilized in attracting, developing, utilizing, and retaining human resources.

### **Module-I**

Managing Human Resources inflow ñ Resourcing plans; Recruitment and selection strategies; with corporate examples; Role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources & Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies. Performance management and evaluation. Compensation and Rewards management, Reward strategies and philosophy; HRM approach to rewards management in context to various companies.

### **Module-II**

Employee relations & HRM approach to employee relations: Employees" involvement and participation indecision- making and management of organization; HRM and trade unions: Industrial disputes. Collective bargaining, Worker's participation in management, Grievance Handling procedure with corporate examples.

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

### **Recommended Books:**

1. *Human Resource Management*, VSP Rao, Excel Books
2. *Human Resource Management*, Durai, Pearson
3. *Personnel & Human Resource Management*, P. Subba Rao, HPH
4. *HRM Text & Cases*, Aswathappa, TMH
5. *HRM*, Snell, Bohlander, Vohra; Cengage

# **PGDC205**

## **RESEARCH METHODOLOGY**

**Credit-3.0**

### **Course Objectives:**

- To equip the students with the basic understanding of the research methodology in Changing business scenario.
- To provide an insight into the application of dynamic analytical techniques to face the Challenges, aimed at fulfilling the objective of business decision making.

### **Module I:**

Introduction to RM: Meaning and significance of research. Importance of scientific research in Business decision making. Types of research and research process. Identification of research Problem and formulation of hypothesis. Research Designs. Primary data, Secondary data, Design of questionnaire; Sampling fundamentals and sample Designs. Measurement and Scaling Techniques, Data Processing.

### **Module II:**

Data Analysis – I: Hypothesis testing; Z-test, t-test, F-test, chi-square test. Analysis of variance (One and Two way). Non-parametric, Test – Sign Test, Run test, Krushall – Wallis test.

### **Module III:**

Data Analysis – II: Factor analysis, Multiple Regressions Analysis. Discriminant Analysis (Concept) Report writing and presentation: Research Report, Types and significance, Structure Of research report, Presentation of report.

### *Reference Books:*

- *Research Methodology by Khatua HPH.*
- *Research Methodology by Kothari, Newage*

# **PGDC206**

## **PLACEMENT READINESS PROGRAM**

**Credit-1.0**

### **Course Objectives:**

To prepare students and make them ready to succeed at Placement Drives by offering training and practice in areas that transform them to become professionally ready. Guiding them in preparing professional documents required to be eligible for placements. Bringing about attitude change in personality development including Grooming, Posture, Etiquette, and Verbal and Non-verbal communication to make them job-ready by

- Participating in Group Activities
- Improving Interpersonal Communication Skills
- Writing Resume, Cover letter, Video resume Scripts
- Getting prepared for Job Interviews- GD & PI, Personality Development

### **Module I**

#### **Preparing Resume Document**

How to write a Fresher's Resume and Experienced' Resume; Resume Components, Design format, Font styles; Submitting Hard Copy of the Resume; Understanding need for cover letter, writing a Cover Letter.

#### **Preparing Video Resume**

Video Resume- Understanding need for Video Resume, Important aspects; Writing the script and memorizing; Importance of Dress, Grooming, Body Language/ Non-verbal Communication, Voice Modulation etc; Preparation for and Video recording of Video Resume and submitting a soft copy.

### **Module II**

#### **Understanding and Training in GD**

When and why is GD conducted; Difference between Group Discussion and Debate; Do's and Don'ts of GD; On what bases is a GD performance assessed/ evaluated; Improving Student's ability to communicate during GD, Selecting important GD topics to familiarize students with current topics and develop skills for logical and intelligent discussion on the same; Conducting Mock-GDs practice sessions to develop confidence and communication skills in English; Giving feedback to address and improve problem areas.

### **Module III**

#### **Understanding and Training to face Personal Interviews (PI)**

Familiarizing students with PI- FAQs of general questions asked in PI and how to answer them; Give them Q & A Booklet to fill up and get corrected; Training them in appropriate conduct for PI: Entry, Salutation, Handing over Resume, Sitting Posture, Conduct and Communication both verbal and non-verbal during PI.

### **Module IV**

#### **Personality Development**

#### **Professional Grooming, Behaviour & Posture**

Conducting sessions to understand the need for and aspects of professional attire, grooming for boys and girls, sanitation & Hygiene, correcting posture and gait; Training in professional behavior, communication and Etiquette; Inviting Experts to deal with the finer points of grooming and behavior training; Regular and strict adherence to the above on a day to day basis.

# **PGDC207**

## **OPERATIONS MANAGEMENT**

**Credit-3.0**

### **Course Objective:**

The course is designed to acquaint the students with decision making in planning, scheduling, and controlling of production and operation functions in both manufacturing and services, productivity improvement in operations through layout engineering and quality management.

### **Module I:**

Overview of Production and Operations Management – Introduction to Production & Operations Management: Definition, need, responsibilities of operation manager transformation process model: inputs, process, and outputs; classification of operations; New Product design process, PLC (Product Life Cycle)

### **Module II:**

Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes-job shop, batch, mass and continuous.

Facility Location, Layout & Capacity Planning– Locational Factors, Techniques; Factor Rating Method, Centroid Method, BEP method, Facility Layout, Process Layout, Product Layout and Line Balancing, Fixed Position Layout, Modern Layouts, Determination of Capacity requirements, Capacity Alternatives.

### **Module III:**

Aggregate Planning, Scheduling & Project management – Aggregate Planning; Relevant Cost and Strategies, Scheduling: Operation scheduling, goals of short-term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule (two Machines), Gantt charts.; JIT (Just in Time) Economics and Diseconomies of scale, Capacity analysis.

Project Management: Basic concept, Network principles-CPM, PERT

### *Suggested Readings:*

1. Chase, Jacob, Aquileno & Agarwal, *Production and Operations Management*, TMH
2. Aswathappa & Sridhar Bhatt, *"Production and Operations Management"*, Himalaya Publishing.
3. Roberta S. Russell & Bernard W. Taylor III, *"Operations Management"*, Pearson/PHI.
4. Everett. Adam Jr., Ronald J. Ebert, *"Production and Operations Management"*, PHI
5. Krajewski, Ritzman, Malhotra - *"Operations Management"*, Pearson
6. *Production & Operations Management*, Bedi, Oxford
7. *Production & Operations Management*, S.N. Chary, TMH



# **PGDC208**

## **INNOVATION MANAGEMENT**

**Credit-1.0**

### **Course Objectives:**

- To appraise the value of Innovation and to impart skills of Innovation.
- To enable students to think and act on innovation and conceptual and application clarity on innovation.

### **Module I: Exploring Innovation**

Concept of innovation, typology of innovation, innovation process, Macro economics view of innovation, approaches to innovation, Assumptions and barriers to innovation, Self-study innovation sources ,i.e. science and R&D, technology transfer, push and pull approaches.

### **Module II: Application of Innovation**

Organizational aspects of innovation, soft methods and techniques of innovation management, Systematic and analytical methods and techniques of innovation management, Economic aspects of innovations encompassing sources of innovation financing. Self-study- Creative approaches.

### **Module III: Marketing Innovation Products**

Strategic consideration on innovations, innovation platforms that incorporate new product development, Process innovations, Service innovation, Service design innovation, multiple product options. Self-study- Portfolios and standards.

### **Module IV: Evaluation of Innovation**

Effectiveness evaluation, integration of Risks, factors influencing economic effectiveness, post implementation analysis of innovation projects, Intellectual property of innovations. Self-study- Legal aspects of innovation.

### **Module V: Innovation in Reality**

Mindset, out of box approach, innovation of problem solving. Self-Study- Lateral thinking.

### **Reference Books:**

- *CK Prahalad and MK Krishnan: The new age of Innovation, McGraw Hill*
- *Paul Traut: Innovation Management and New product Development, Pearson*
- *Khandwalla: Corporate Creativity, McGraw Hill*

# **PGDC209**

## **EXPERIENTIAL SALES**

**Credit-3.0**

### **Module I**

What is a Sales; Difference between Marketing & Sales What is the importance of Sales in a Career; Pre requisites for being a great Sales Personnel Benefits of Sales as a Career; Sub-segments of Sales process; Different types of Sales & its Pre-requisites; Myths about Sales as a vertical or Career Role Plays & Case Studies.

### **Module II**

Importance of Planning & Preparation in Sales Self-Management; Market Survey & Research Geographic, Demographic & Psychographic understanding of the markets Understanding Competition; The Elevator Pitch & its positioning Story Telling in Sales; Common Mistakes in Sales Role Plays & Case Studies.

### **Module III**

Core Processes in Customer Management the Sales Cycle; Opening & Initiation Probing & its importance. The 3C approach & Positioning of the product Consultative Selling; Objection Handling Negotiations Monetary Justification Deal Closure Role Plays & Case Studies.

### **Module IV**

Importance of Relationship & Account Management; Base Management; Customer Engagement Cross Selling & Up-selling Referral Management Role Plays & Case Studies.

**Followed by: Internships & Case Studies**

## **Third Trimester**

# **PGDC302 BANKING AND INSURANCE**

Credit: 3.0

### **Course Objective:**

This course aims at having the skills of students with a special aptitude in financial sector dealing with banking and insurance management.

### **Module I : Introduction to Banking and Reforms in Indian Banking Sectors**

Origin of Banking – Evolution of Commercial banks in India- Basic Banking Services, Era of Nationalization and Economic Reforms, Types of banks in Indian Banking Sector- Banks and Current Payment Mechanisms, Contemporary Banking Issues

### **Module II: Role of Banks in the Economy- Commercial & Central Banking Concepts**

Role of Banks in economic development, Traditional banking functions, classifications of banking in India, Commercial and Central Bank of India, Kinds of Bank risk- Risk Management: Strategies and Principles.

### **Module III: New Banking System**

Introduction, Traditional v/s E. Banking, Emergence of Electronic Banking Products, ATM, Tele-Banking, Internet Banking, Electronic Fund Transfer, Electronic Cheque.

### **Module IV: Insurance to Insurance**

History of Insurance, Principles of Insurance, Range of Products and services of Insurance, Funds management in Insurance Sector-objectives of fund management- nature of fund investment-regulations of insurance management- investment channels

### **Module V: Insurance in India: Growth and Regulations**

Registration of Insurance Companies, Formation and Structure of LIC/GIC, Concept of Insurance Regulatory Development Agency (IRDA), General Insurance, Re-Insurance Business in India, Global Re-Insurance Capitalization- Competition of Private Insurance

### ***Suggested Readings:***

1. *Prakash, N.R.M, Banking, Risk and insurance management, Vikas Publishing House*
2. *Gulati, N.C. Banking and Insurance: Principles & Practices, Excel Books Publications*
3. *Mishra M.N.Modern concepts of insurance, Sultan Chand & Co Ltd.*
4. *George Rajda, Principles of risk management and insurance, Pearson education*

# **PGDC-303**

## **ENTREPRENEURSHIP DEVELOPMENT**

Credit: 3.0

### **Module- I**

Entrepreneurship: Concept of entrepreneurship, Types of Entrepreneurs; Nature and Importance of Entrepreneurship, Entrepreneurial Traits , Skills, Challenges., Entrepreneurial Motivation .Causes of failure.

Rural entrepreneurship, Social Entrepreneurship. Entrepreneurs and Intrapreneurs. Women Entrepreneurs. Sickness of Small-Scale Industries, Causes and symptoms of sickness, cures of sickness, Role of Banks and Governments in reviving industries.

### **Module- II**

Setting up a Small Enterprise; Identifying Ideas. Issues relating to Location, Name of product/services, Websites, Office space. Environmental Problems and Environmental pollution Act, Preparation of Business Plan. (Accounting for small business, Marketing Management, Human Resources Management, and Labour Laws.) Company Laws for Start-ups. Organizational support services - Central and State Government Incentives and Subsidies. Government Schemes available to set up a small-scale Industry. EDIs.

Startup and Business Incubation: Start-up; Definition, Role of Family in Start-ups. Startup development phases, Ideating, concepting, committing, validating, scaling, establishing Financing startups : Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Business Incubation Definition and Principles, Incubator Models.Writing a Business plan. Roles of business incubation.

### **Books:**

1. *Entrepreneurship Development and Management*, Vasant Desai, HPH
2. *Entrepreneurship Management*, Bholanath Dutta, Excel Books
3. *Entrepreneurial Development*, Sangeeta Sharma, PHI
4. *Entrepreneurship*, Rajeev Roy, Oxford University Press

# PGDC-304

## OPERATIONS RESEARCH

Credit: 3.0

### Course Objective:

In a rapidly changing environment an understanding is sought which will facilitate the choice and the implementation of more effective solutions, which, typically, may involve complex interactions among people, materials and money. Organizations may seek a very wide range of operational improvements - for example, greater efficiency, better customer service, higher quality or lower cost. Whatever the business, engineering aim, Operation Research can offer the flexibility and adaptability to provide objective help. This course introduces students to the principles of operational research.

### Module I

**Linear Programming:** Formulation of problem, Graphical and simplex method for maximization and minimization.

**Transportation problem:** Balanced Transportation problem and unbalanced transportation problem. NWCR, LCR and VAM, Optimality checking by MODI Method.

### Module II

**Assignment Models:** Assignment model for maximization and Minimization, Hungarian Method

**Queuing Theory:** Basic structure, Terminology, classification. Birth and death process. Single server Model

**Games Theory:** Zero Sum two-person competitive games, pure strategy Mixed Strategy, Minimax and maximin principle.

### Text & References:

1. *HM Wagner, Principles of Operations Research, Prentice Hall*
2. *Heizer, J. & Render B., Operations Management, Pearson Education (8/e)*
3. *PK Gupta and DS Hira, Operations Research, S. Chand & Co.*
4. *Taha, Introduction to Operation Research*
5. *F.S. Hiller and G.I. Liberman, Introduction to Operation Research*



# **PGDC-305**

## **OPERATION AND SUPPLY CHAIN MANAGEMENT**

Credit: 3.0

### **Course objective:**

The course emphasizes the concept and practices of managing production and operation in contemporary organizations. The course is intended to acquaint students basic idea of inventory, quality concept and supply chain management in both manufacturing and service sector.

### **Module I:**

Overview of inventory management: introduction inventory management, uses of inventory, types of cost, inventory management system, retailer' model of inventory management(EOQ Model), quantity discounts ,production model of inventory management, inventory control systems: ABC analysis, FSN analysis, VED analysis, HML analysis, SDF analysis, Monte Carlo Simulation in inventory management.

### **Module II:**

Quality management: concept of quality, quality management a conceptual frame work, cost of quality, statistical quality control, and control chart for variable and attributes: mean chart, range chart, P- chart, quality system standards, total quality management Bureau of Indian standards (BIS), ISO-14000

### **Module-III:**

Supply chain management: concept of supply chain management, Purchasing , Procurement, and SCM, tendering and Vendor rating, E-procurement and operating Resource Management.

### **Suggested Readings;**

1. *Production and Operation management- S. N. Chary, TMH*
2. *Production and Operation management- Kanishka Bedi, Oxford*
3. *Production and Operation management- Aswathappa & Sridhar Bhatt, Himalaya*
4. *Operation management- Krajewski, Ritzman Malhotra , pearson*

# PGDC-306

## STRATEGIC MARKETING

Credit: 3.0

### Course Objectives:

The Course will help participants to understand development, implementation, and control of marketing strategies needed to attain and sustain an organization's competitive advantage. Techniques that assist in developing and evaluating the effectiveness of marketing strategies are introduced and contemporary issues in marketing practice are discussed. Instructional methods include the use of case studies and the development of a strategic marketing plan.

### Module I

Definition, Levels, Characteristics, Effectiveness, Why Strategy? Strategic blue print, Environment: External and Internal Environment, Environment Scanning, ETOP, Environmental Factors; Strategy Management Process: Scanning, Formulation, Implementation, Control, SWOT Analysis, PESTLE analysis, Porters 5 forces, Porters Value Chain Analysis etc.

### Module II

Resource Allocation & Strategies at Corporate level, SBU level, Porter's Generic strategy Functional Level Marketing strategies: Branding, NPD strategy, PLC extension strategy Pricing strategy, Distribution Strategy, CRM strategy, Promotional strategies, E commerce strategy, BCG Matrix, Mc Kinsey's Framework, GE 9 Cell Model, Hofer's Analysis, Strategy in Global Environment.

### Module III

Strategic Audit & control

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

### Suggested Readings:

1. David Akar, "Strategic Management" wiley publication
2. Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structure and Systems, Vikas Publishing House, New Delhi.
3. Budhiraja, S. B. and M. B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
4. Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey

# PGDC-307

## DIGITAL MARKETING

Credit: 3.0

### Module I

**SEO & SEM:** Introduction to the topic, Benefits, How SEO Works, SEO Techniques, SEO Tools, Optimizing Search traffic from click to conversions, SEM vs SEO, How Ad Auctions work, How to Win an Ad Auction?

### Module II

**Digital Design and Communication and its role in Content Marketing:** how design affects communication, User Interface Graphic design, Motion Graphic designs, Latest trends in graphic design; What is content marketing, why use CM, Benefits, types of content marketing, best practices, strategy, principle, tools, Introduction to Mobile marketing.

### Module III

**Data Analytics in Digital Marketing:** Where does digital analytics data come from?, Digital Marketing data, Calculating ROI, Customer data dealing, Metrics for analyzing digital marketing data, A case study on Web analytics.

### Module IV

**Digital Marketing Laws involved in Social Media Marketing and Strategizing content according to current trend:** Why Compliance is needed, Registrations required for starting digital marketing (According to Indian Law), defining Social Media Marketing, Establishing most important KPIs, Choosing the right platform for right product.

**Introduction to Email Marketing:** What is Email Marketing, Advantages and Disadvantages, How to do email marketing successfully, Challenges, Types of Email Marketing Campaigns.

### Reference Books:

1. *Online Marketing- a customer -led approach*, Richard Gay, Alan Charlesworth and Rita Esen, Oxford.
2. *Digital Marketing For Dummies*, Ryan Deiss & Russ Henneberry, John Wiley & Sons.
3. *Social Media Marketing*, Liana "Li" Evans, Pearson.
4. *The Art of Digital Marketing*, Ian Dodson, Wiley
5. *Social Media Marketing: A Strategic Approach 2nd Edition*, Melissa S. Barker, Donald I. Barker, Nicholas F. Bormann, Debra Zahay, Mary Lou Roberts, Cengage.
6. *E-marketing*, Judy Strauss, Adel El-Ansary, Raymond Frost, Pearson Education, India.
7. *Digital Marketing*, Vandana Ahuja, Oxford
8. *Internet Marketing*, Mary Lou, Roberts, Cengage India.
9. *Mobile Marketing- Achieving Competitive Advantage through Wireless Technology*, Alex Michael and Ben Salter, Elsevier.
10. *Epic Content Marketing*, Joe Pulizzi, McGraw Hill Education. 11 *Marketing 4.0: – Moving from Traditional to Digital*, Philip Kotler, Wiley. 12 *Web Marketing for Dummies*, Jan Zimmerman, Wiley India Edition.

## **SECOND YEAR DETAIL SYLLABUS**

### **4<sup>th</sup> Trimester Detailed Syllabus:**

<b>Marketing</b>			
<b>Subject code</b>	<b>Subject</b>	<b>Major/ Minor</b>	<b>Credit Hours</b>
PGDC401A	Service Marketing	Major + Minor	3
PGDC402A	Sales and Distribution Mangement	Major + Minor	3
PGDC403A	Consumer Behaviour	Major +	3
PGDC404A	Integrated Marketing Communication	Major +	3
PGDC405A	Customer Relationship Management	Major +	3

### **PGDC401A SERVICE MARKETING SYLLABUS**

**Credit: 03**

#### **Course Objective:**

To understand the meaning of services and the significance of marketing the services.  
To introduce and apply skills for the 7 Ps of services marketing and design the market plan  
To analyze the factors contributing to customer satisfaction in a service Organization.

#### **Learning Outcome:**

Upon successful completion, students will be able to: Identify the challenges faced by the service industry in the current business environments; Understand and explain the difference between marketing of physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing; Utilize the concepts of services marketing in solving the challenges faced in services delivery as outlined in the services gap model; Develop a framework for service optimization and delivery Measure the effectiveness of the service operations on the organizational performance

#### **Module-I: Introduction to Services Marketing**

Introduction to services marketing, Characteristics of services compared to goods, Emergence of Service Economy, Services marketing Challenges, Service Encounter/Moment of Truth, Service Blueprint, Service triangle, Service scape , Service marketing mix, Impact of the Service Environment on Consumers; Service empowerment.

#### **Module-II: Customer Expectations of Services and Service Optimization**

Service Expectations, Zone of Tolerance, Quality Issues and Models, Gap Analysis, SERVQUAL, Application of SERVQUAL, Managing Demand and Capacity – Capacity Constraints; Demand Patterns; Strategies to deal with imbalances; Yield Management; Waiting line strategies; Service recovery and its role in CRM; Employees' and customers' role in service delivery, Service product, New service development, Branding, STP of services, Packaging, Pricing, Promotion, Service delivery channels: direct channels, franchising, agents, brokers, internet channels, channel conflicts and resolution.

### **Module –III: Paradigm shift in services**

Building customer relationships- Relationship marketing, Relationship value of customers, customer profitability segment, customer life time value, Relationship development strategies, Relationship challenges, e-CRM, Service Consumer Behaviour, Service failure & Recovery, Service Research and innovations -Financial Services, Tourism Services, Education Services, ITES, Telecom services, Health Services & Role of e -channel in services

#### **Books :**

*Services Marketing, Valarie A. Zeithaml, Mary Jo Bitner, D. Gremler, Ajay Pandit, McGrawHill*

*Services Marketing –Karunakaran K - Himalaya*

*Services marketing, Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson*

*Services marketing, Govind Apte, Oxford University Press*

*Services marketing, Rajendranargundkar, Tata McGrawHill*

# PGDC402A

## SALES & DISTRIBUTION MANAGEMENT

Credit: 03

The objective of the course is to provide a customer centric approach to the sales and distribution function. The customer centric approach helps in (a) integrating advertising, salesforce and channel members by building non-conflicting and non-overlapping routes to fulfil the needs of the consumer and (b) developing frameworks for decision making, keeping the customers as the primary focus. The course will use Indian environment as the backdrop but will also draw from international experiences whenever needed. The perspective will be effective managerial decision making in these areas.

### Learning Outcomes:

After completing this course, the students will be able to

1. Understand the roles and responsibilities of the Sales Managers
2. Manage and enhance the sales force productivity and performance
3. Plan and implement an effective sales strategy for their organizations.
4. Design and implement distribution channel strategy.
5. Manage the Channels efficiency and effectiveness; wholesaling, and retailing.
6. Understand basic concepts of front-end warehousing and secondary logistics

### Module-I:

**Sales Management:** Objectives and Functions, Setting up a sales organization, Selling process, Management of Sales force, Recruitment & Selection, Training, sales force motivation, Compensating Sales Force, Controlling sales personnel, Modes of Sales presentation, Sale forecasting, Territory design and Management, Evaluation of sales force, Sales Budget, Sales Quota, concept of Sales analytics.

### Module-II:

**Distribution Management:** Designing customer-oriented marketing channel, own sales channel vs intermediary, *Managing* channel member behaviour, Channel Conflict, Co-operation & competition. Omni Channel. Distribution analysis- Depth and width of distribution, Per Dealer Stocking, Percentage Dealer Stocking, Per Dealer Off take, Stock Turnover Ratio, Weighted Distribution. Vertical marketing system, Horizontal Marketing system, Wholesaling vs. Retailing, Role Of information system in distribution Channel, Assessing Performance of Marketing Channels.

### Module-III:

**Logistics management:** Objectives of logistics, Logistics planning, Inventory management decisions, Transportation decisions, Supply chain Management in Online Marketing and Retailing.

### Books:

*Sales and Distribution Management, Krishna K. Havaladar, V.M. Cavale, TataMcGraw*  
*Sales and Distribution Management – Bhatt K S –Himalaya Books*  
*Fundamentals of Sales Management, RamneekKapoor,Macmillan Books*  
*Sales and Distribution Management, Dr.S.L.Gupta, ExcelBooks Books*  
*SalesManagement,Tanner,Honeycutt and Erffmeyer, Pearson Books*

# **PGDC403A**

## **CONSUMER BEHAVIOUR**

**Credit:03**

### **Course Objective:**

To understand the role of consumer behavior in marketing and to develop the skills to map the consumer's mind set.

To identify consumer behavior and to analyze emerging issues in buying behavior.

To develop and acquire the required skills to understand the market dynamics and hence the associated consumer behaviour.

### **COURSE OUTCOME:**

The student will understand the influences on customer choice and the process of human decision making in a marketing context.

### **Module I: Introduction to Consumer Behaviour**

Definition, Nature, Scope, Consumer Behaviour's Applications in Marketing, Consumer research process – Defining Research Objectives, Collecting & Evaluating Secondary Data, Primary Research Design, Collecting Primary Data, Analyzing Data & Report Preparation.

### **Module II: Factors affecting Consumer Behaviour & Consumer Decision Making Process**

Factors influencing Consumer Behaviour– External Influences – Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences– Needs & Motivations, Perception, Personality, Lifestyle, Values, Learning, Memory, Beliefs & Attitudes, Types of consumer decisions, Consumer Decision Making Process - Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation, Buying pattern in the new digital era.

### **Module III: Consumer Motivation, Personality, Communication & Decision-Making Models**

Consumer Motivation– Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs, Freud's Theory of Motivation, Consumer Personality – Self-concept theory, Psychoanalytic Theory, Neo-Freudian Theory, Trait Theory, Marketing Communication Process, Types of Communication systems – Interpersonal, Impersonal, Persuasive Communication, Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model, Nicosia Model Consumer Protection Act 1986, rights of consumers.

### **Books :**

*Consumer Behavior, Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar, Pearson*

*Consumer Behavior, David L. Loudon & Albert, J. Della Bitta, Tata McGraw Hill*

*Consumer Behavior Indian Perspective, Suja R. Nair, Himalaya Publishing House*

*Consumer Behavior, Satish K. Bhatra & S H HKazmi, Excel Books*

# PGDC404A

## INTEGRATED MARKETING COMMUNICATION

Credits: 03

### Course Objective:

To make the students understand the different elements of IMC and how can they be applied for promotions of products, provide a picture of rapidly changing pace of advertising and ad-agencies in the total context of Integrated Marketing Communications; the aim of the subject is to acquaint the students with concepts and techniques for developing an effective IMC program.

### Learning Outcome:

Remember the tools of IMC; Understand the advertising management design; Apply the IMC tools; Analyze the promotional mix tools to design the IMC campaign; Evaluate the IMC Campaigns of various companies.

### Module I:

**Introduction to IMC:** Meaning, Promotional Mix- Tools for IMC, Discussion on each element, Advertising vs. Sales Promotion, Advertising vs. Personal Selling, Growth of Advertising and Promotion, IMC Planning for branding and positioning, Role of IMC in Marketing Process

### Module II:

**Advertising and Media Planning:** Organizing Advertising and Promotion, Advertising Agency, Types of Ad Agency, Agency Compensation, Specialized Services, And Collateral Services, Creative Strategy - Advertising Creativity, Advertising Campaigns, Media Planning and Strategy- Media Plan, Media Mix, Developing and Implementing Media Strategies, Evaluation of Media; Advertising Research- Testing Process, Measuring Advertising Effects

### Module III:

**Other Elements of Promotions, Regulation & Ethical perspectives:** Determining IMC objectives, DAGMAR approach, problems in Setting Objectives, Allocating the Promotional Budget, Budget Approaches. Advertising Appeals, Creative Tactics and Client Approval, Sales Promotion, Sales Promotion & Promotion Mix, Impact of Sales Promotion on Sales, Issues and challenges involved in Sales Promotion, Techniques of Consumer Promotion and Trade Promotion, Public Relations, Regulation of Advertising and Promotion, Evaluating the social, ethical and economic aspects of Advertising and Promotion.

### Textbooks:

Belch George E; Belch Michael; Purani Keyoor. (2017). *Advertising and Promotion- An Integrated Marketing Communications Perspective*, Mc Graw Hill.

Kumar, Malaval. (2015). *Integrated Marketing Communication*, Pearson

### Suggested Readings:

Hackley, Chris; Hackley, Runpaka Amy. (2017). *Advertising and Promotion*. Sage Publishing.

Yeshin, Tony. (2012). *Integrated Marketing Communications- The Holistic Approach*. Routledge.

Kaser, Kan. (2012). *Advertising and Sales Promotion*. Cengage Learning.

Dutta, Kirti. (2016). *Integrated Marketing Communication*. Oxford



# PGDC405A

## CUSTOMER RELATIONSHIP MANAGEMENT

Credits: 3

### Course Objective:

At the end of the course, the students will be able to understand the fundamentals of Customer Relationship Management, its scope and concept; familiar with the key concepts like Customer Life Cycle (CLC) & Customer Lifetime Value (CLV), Loyalty Management, Relationship Marketing etc.; equipped with knowledge to understand planning and implementing CRM projects and use it in designing marketing strategies and in enhancing the effectiveness of marketing programs; able to appreciate the role of IT for success of CRM with the emphasis on data handling & specifications of e-CRM.

### Learning Outcome:

The students will remember the different CRM concepts; They will understand to work in Customer Relationship Projects; Apply the knowledge of CLV to maintain the retention; Analyze the CRM projects for better results; Evaluate the automation of sales, marketing, and services by means of CRM.

### Module I:

**Concept of Customer Relationship Management:** Evolution and benefits of CRM, Framework - Strategic Imperative-Adoption and implementation of CRM- The CRM Roadmap- Customer Centric Marketing and Internal Marketing; Operational issues in implementing CRM-Process view, Attraction vs Retention; Conceptual Foundations-Evolution and Benefits of CRM; Building Customer Relationship-Zero Customer Defection, CRM Framework.

### Module II:

**Architecture & Implementation of CRM:** Fundamental components of CRM- Operational, Analytical and Collaborative, SFA, EMA, CSS, Technical considerations, E CRM. Components of CRM Solution, Campaign Management, Sales Force Automation, Customer Service & Support, CSS Capabilities, CRM Implementation Roadmap, Customer centric Organizational structure, Internal Marketing, Decisions related to CRM implementation, Loyalty Programs, Reward Programs, CRM Programs, Role of Employees, Challenges of CRM Implementation

### Module III:

**Economics and Application of Customer Relationship Management:** Market Share vs Customer Share orientation, CLV and its calculation, Markov Analysis, Analytics in CRM, Activity based Costing, Customer profitability, Characteristics of Services, Service Quality Dimensions, Service Quality, Satisfaction and Loyalty, Customer Defections, Service Recovery, CRM in Healthcare, Hospitality, Banks and Airline, CRM in business markets, Key account Management.

### RECOMMENDED TEXT BOOK

Jagdish N Sheth, Parvatiyar Atul, G Shainesh, *Customer Relationship Management: Emerging Concepts, Tools and Applications*, 1<sup>st</sup> Edition, Tata McGraw Hill, June 2008

### REFERENCE BOOKS

1.2. Judith W .Kincaid , *Customer Relationship Management Getting it Right*, Pearson Education

2.H.Peeru Mohamed , A Sagadevan, *Customer Relationship Management, A Step by Step Approach*, Vikas Publishing House

3.*Customer Centricity –Focus on right customer for strategic advantage*, by Peter Fader, Wharton Digital Press, 2012

Finance			
PGDC401B	Equity Research & Portfolio Management	Major + Minor	3
PGDC402B	Cost Management & Decision Making	Major + Minor	3
PGDC403B	Financial Derivative & Risk Management	Major +	3
PGDC404B	Project Appraisal & Financing	Major +	3
PGDC405B	Merchant Banking & Financial services	Major +	3

## PGDC401B

### EQUITY RESEARCH & PORTFOLIO MANAGEMENT

**Credit: 03**

#### **Objectives:**

This paper provides an overview on functioning of stock market, its indices, Common stock analysis.

This paper provides a brief idea about selection of securities for wealth maximization.

This paper provides the Fundamental, Technical research that's been followed by traders in Stock Market

#### **Module I**

Introduction to Stock Market Indices, Overview of Primary Market, Operations in Secondary Market. Concept of Risk & Return. Fundamental Analysis – Economic Analysis, Industry Analysis, Company Analysis for selection of Common Stock.

#### **Module II**

Technical Analysis – Charles Dow Theory, technical Tools and Charts used in technical analysis, Random Walk Theory.

#### **Module III**

Markowitz Model and efficient Frontier, Capital Assets Pricing Model, Chaos Theory, Arbitrage Pricing model. Portfolio Diversification, Asset Allocation Process, William Sharpe Model of Portfolio. Importance of Portfolio Revision, Portfolio revision constraints Portfolio revision strategies and techniques, Massive and Passive Portfolio Management.

#### **Reference Books**

*Investment Analysis & Portfolio Management – Prasanna Chandra, Tata McGraw Hill.*

*Security Analysis & Portfolio Management – S Kevin, PHI*

*Fundamental of Investment – Dr. Preeti Singh, Himalaya Publishing House*

# **PGDC402B**

## **COST MANAGEMENT & DECISION MAKING**

**Credit: 03**

### **Objectives:**

To familiarize the students with COST accounting principles and acquaint them with accounting mechanism, process and system so as to develop their skills of preparing cost statements.  
To develop their ability to read financial reports and develop their skills to interpret cost data.  
To familiarize the students with different cost accounting concepts affecting stakeholders.

### **Module I**

Introduction to scope of Cost Accounting, Types of Cost, Accounting of Direct Cost, Accounting of Indirect Cost, Overhead Costs, Preparation of Cost Sheet.

### **Module II**

Job Costing, Process Costing, Marginal Costing, CVP Analysis, Break Even Point Analysis, Decision Making.

### **Module III**

Standard Costing, Standard Costing and variance Analysis, Introduction to Absorption Costing.

### **Reference Books**

*Cost Accounting - A Managerial Emphasis – Horngren, Foster & Datar, PHI*

*Cost Accounting – Theory & Practices, Bhabatosh Banerjee, Sultan Chand & Sons*

*Advanced Cost & Management Accounting – Problems & Solutions, V.K. Saxena & C.D. Vashist, Prentice Hall of India (P) Ltd.*

*Cost and Management Accounting by M.E. Thukaram Rao, New Age International*

# **PGDC403B**

## **FINANCIAL DERIVATIVES & RISK MANAGEMENT**

**Credit: 03**

### **Objectives:**

- To familiarize the techniques and tools of Financial Derivative.
- To learn about Financial Risk Management.
- To learn how the corporate manages financial risk.

### **Module I**

Definition & Evolution of Derivative, Derivative Markets, Types of Derivatives, Derivative Market in India. Type of Risk, Process of Risk Management. Forward and Future Market, Players in Derivative Markets.

### **Module II**

Speculation, Hedging, Arbitrages, Spread, Basis of Futures markets, Spot and Future Price, Cost of carry Model of Future Pricing.

### **Module III**

Types of Option, Strategies of Option, Binomial Option Pricing, Black Schole Model of Option Pricing. Operation Strategy making. Regulatory Framework of Future and Derivative in India.

### **Reference Books**

- Derivatives – T V Somanathan, Tata McGraw Hill.*
- Financial Derivatives – Prakash B Yaragol, S Chand*
- Financial Derivatives – S I Gupta, PHI Learning*

# **PGDC404B**

## **PROJECT APPRAISAL & FINANCING**

**Credit-3**

### **Unit –I**

Project Characteristics, Taxonomy of Projects, Private Projects, Government projects and Social Projects, PPP, Project identification, Project formulation, Screening of project ideas, Tax incentives and Tax planning, Zero based project formulation, UNIDO manuals, Feasibility Study Report, Attributes of a good project manager.

### **Unit –II**

Cost of the project, Components of capital cost of the project, Order of Magnitude estimate, Appraisals- Technical, Commercial, Economic, Financial, management & Environmental, Cost Benefit analysis, Project evaluation objectives, Evaluation methods, Project monitoring and Control, Project Termination.

### **Unit –III**

Sources of Financing, Role of Financial Institutions in project financing, Covenants attached to lending, Project risk analysis, Project Organization, Issues related to Infrastructure Projects, State of Infrastructure in India, New approaches for Infrastructure Development, Government support and regulation in India.

# **PGDC405B**

## **MERCHANT BANKING & FINANCIAL SERVICES**

**Credit-3**

### **Objectives:**

To understand the different Financial Services.

To learn the working of these Services.

To learn the overall functionalities of them.

### **Module I**

Merchant Banking & Capital Issue Management, Merchant Bankers Function, Role of Underwriters, Credit Syndication, General Obligation & responsibilities of Merchant Bankers. Merchant Banking Services in India.

### **Module II**

Credit rating Services in India, Functions, and the role of Credit rating Agencies. Lease Financing, Types, and the Progress of leasing Services in India. Hire Purchase. Lease Financing in India.

### **Module III**

Bills Discounting, salient Features of Bills Discount Financing, and Factoring Services in India, Factoring Mechanism, Venture Capital, and Meaning & Features of Venture capital Financing, Process of Venture Capital Financing, and Venture Capital in India.

### **Reference Books**

*Financial Services – M Y Khan, Tata McGraw Hill.*

*Indian Financial System – Machirajui, Vikas Publishing House*

*Management Of Financial Services – V K Bhalla, Mnml New Delhi*

Human Resources:			
Subject Code	Subject Name	Major/Minor	Credit points
PGDC401C	Compensation & Benefit Management	Major + Minor	3
PGDC402C	Manpower Planning for Recruitment and Selection	Major + Minor	3
PGDC403C	Performance management system & Potential Appraisal	Major +	3
PGDC404C	Employee Relation Practices	Major +	3
PGDC405C	HR-Analytics	Major +	3

## PGDC401C

### COMPENSATION & BENEFIT MANAGEMENT

**Credit:03**

#### **Module-I**

Compensation Management: Meaning, Concept of Compensation Management, Types of Compensation Conceptual framework of Compensation Management, Theories of Wages , Criteria of Wage fixation Institutional factors on compensation practice , Cultural factor on compensation management, National differences in Compensation, Compensation system design issues, Compensation Philosophies, Compensation Approaches.

#### **Module-II**

Strategic Compensation Planning, Developing a total compensation strategy, Job Evaluation: Competitive Advantages, The Compensation Structure, Wage & Salary Surveys, The Wage curve, Pay grades , rate ranges, Preparing salary matrix, fixing pay, significant compensation issues, Variable pay: strategic reasons for incentive plans, administering incentive plans, Individual incentive plans, group incentive plans, team compensation, ESOPs-Performance measurement issues, Incentive application Globalization.

#### **Module-III**

Managing employee benefits: Nature, Types of benefits, employee benefits programs, security benefits, Retirement security benefits, Health care benefits, off benefits, Benefit administration, employee benefits as per law, discretionary major employee benefits, employee services, designing a benefit package, executive compensation, elements of executive compensation, elements of executive compensation in an international context.

# **PGDC402C**

## **MANPOWER PLANNING FOR RECRUITMENT AND SELECTION**

**Credit:03**

### **Course Objective:**

To enable the students to acquire knowledge and skill necessary for preparing the manpower plan of the business enterprise or to understand such a plan drawn up by the manpower planning cell of company.

### **Module – I:**

Manpower Forecasting: Introduction, Manpower Planning Objective (Micro & Macro Levels), HR Planning linkage with other HR function, Influencing factors in Manpower Planning. Forecasting, Necessity for forecasting, Steps in forecasting, Demand, and supply forecasting, Demand & Supply Forecasting techniques, Forecasting accuracy, Benefits of forecasting – Manpower Planning, Strategic staffing–HR planning process, –Job analysis and description. Problems in HRP, Guidelines for effective HRP, Recent trends in HRP.

### **Module – II:**

Developing a Manpower Plan: Introduction, developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Sample Manpower Plan Competency mapping – procedures and steps, methods of data collection for mapping, developing competency models from raw data. Use and applicability of Statistical and Mathematical Models in Manpower Planning: Cohort Analysis, Census Analysis and Markov Models

### **Module – III:**

Strategic HRP: Definition & Concept, Benefits of strategic manpower planning (SMP), strategies, methods, and tools for SMP, key steps in SMP: Assessing competencies, Gap analysis and strategy development. A Business process approach to HRP.

### **Books:**

- *Human Resource Planning and Strategic Change –Acharya, Tripathy-Himalaya*
- *Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley–Interscience, 1971*
- *Human Resource Planning by Dipak Kumar Bhattacharyya, Excel Books*
- *Manpower Planning and Strategic Change- Acharya and Tripathy, HP*



# **PGDC403C**

## **PERFORMANCE MANAGEMENT & POTENTIAL APPRAISAL**

**Credit: 03**

**Module I : Conceptual Approach to Performance Management** - Introduction to Performance Management, Concept, Process, Features, Principles, Performance Management Model, Benefits, Implications for Performance Management; Performance Appraisal, Meaning, Process, Objectives, Importance, Approaches, Common Rating Errors, Advantages & Disadvantages; Potential Appraisal, Difference between Performance Appraisal & Potential Appraisal.

**Module II : Measuring Performance** - Setting Performance Criteria, Principles, Process, Objectives & Importance of Performance Planning, Process, Barriers, Characteristics of an Effective Performance Plan; Types of measures for measuring performance & its implications - (Balanced Score Card, EFQM, EVA)

**Performance Management Linked Reward Systems** – Reward Management, Objectives, Components of Reward System, Relationship of Job Performance with Job Satisfaction, Linkage of Performance Management to Reward and Compensation Systems, Implications of Performance Management on Organizational Reward System; Pay for Performance Plans, Types.

**Module III : Potential Appraisal Application & Advantages for Employees** - Process, Need, Objectives & Advantages of Potential Appraisal, Techniques, Importance & Application of potential appraisal in performance management, Linking Potential Appraisal with Performance Appraisal.

**Performance Management Application & Improvement** - Factors affecting the effective use of performance management, Strategies for improving performance, Building and Leading High Performance Teams; Analyzing performance problems; Performance Counselling & Coaching, Concept & Principles; Role of HR Professionals in performance management, Value Creation for Organizational Excellence, Future Roles of HR Professionals in performance management in the knowledge millennium.

### **Books :**

- *Performance Management, Kohli, Deb, Oxford Publication*
- *Performance Management, Acquinis, Pearson*
- *Performance Management, Michael Armstrong & Angela Baron, Jalco Publication*

# **PGDC404C**

## **EMPLOYEE RELATION PRACTICES**

**Credit: 03**

### **COURSE OBJECTIVE:**

1. Describe the nature and importance of employee relation to develop a good and healthy employee-employer relationship in the organization.
2. To know the different acts of industrial relation system for effective management of trade unions.

### **Module - I:**

Introduction to Employee Relations: Introduction, Objectives of Employee Relations, Importance of Employee Relations.

Industrial Relations: Concept, Scope and Approaches to Industrial Relations—Unitary, Pluralistic, Systems approach and Radical approach.

Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, Contemporary Employee Relations in India.

### **Module – II:**

Trade Unionism:

Concept, Structure and functions, Types of Trade Unions.

Industrial Dispute: Forms of ID, Causes of ID, ID resolutions.

Collective Bargaining-Process and types.

Workers Participation in Management-types and functions.

### **Module – III:**

Tripartite and International Bodies: Tripartism and IR, ILC & SLC, ILO—Structure and Functions, Conventions (NCL) and Recommendations, Bipartism Link with Tripartism, Strengthening Tripartite Social Dialogue.

### **Books:**

1. *Employee Relations*, Elizabeth Aylott, Kogan Page
2. *Labour Welfare, Trade Unionism and Industrial Relation*- Puneker, Deodhar-Himalaya
3. *Industrial Relations*, C.S. VenkataRatnam, Oxford
4. *Industrial Relations, Trade Unions & Labour Legislation*, Sinha & Shekhar, Pearson
5. *Industrial Relations*, Monappa, TMH

# PGDC405C

## HR- ANALYTICS

Credit: 03

### Module I : Introduction

Overview of Analytics; The Evolution - Journey of Analytics; The importance of Analytics; Analytical Problem Solving; Measurement oriented Analysis; Predictive Analytics

**People Analytics- HR analytics** -The World of Human Resource; HR Analytics - The New Buzz Word; Major Tools of HR Analytics; Employee Customer Profit Chain; Key objectives of HR Analytics; Understand the characteristics of HR analytics.; Classifying HR Data

**Workforce Analytics** - Defining workforce Analytics; Company Audience and Purpose relationship; Major challenges in HR analytics; An Overview on Design Thinking in HR

### Module II: Analysing The Recruitment Metrics

What is recruitment analytics?-Understanding of Recruitment Metrics; Identification of Data Sources; All metrics with mathematical formulae for shortening of buzz process.;Collect initial Data; Company requirement-based; Demonstrating the Recruitment Matrices Analysis; Use of Pivot Table, Pivot ; Analysing Recruitment Funnel; Analysing Recruitment Cost; Graphs to demonstrate practical aspects as in industry; Fill-up ratio, Time to Hire, Cost per hire; Channel Efficiency Mix, Yield Ratio; Selection Ratio, Offer Acceptance Rate

**Analysing The Attrition Metrics**-Attrition in HR; Major reasons for Attrition; Identification of Data Sources Understanding of Talent Retention Metrics; Collect initial Data; Preparing the Management Information System for Attrition Management; Talent Retention Metrics & Retention Matrix Analysis

**Analysing The Performance Appraisal Metrics**- What is Key Performance Indicator (KPI)?; Designing HR Balanced Scorecard; Identification of Data Sources; Collect initial Data; Predicting the Appraisal on Performance Metrics; Performance Scorecard

### Module III :

**Training and Development Metrics: Training** and Development Significance-Steps in Training-Training Need Analysis-Training and Development Metrics-Percent of the Employee Trained-Training expenses per Employee-ROI calculation, Training Effectiveness -Employee happiness-Gap Analysis-Dashboards

### Power BI : Visualized Dashboards

**Overview on Design Thinking:** What is Design Thinking- Examples with explanation regarding companies using Design Thinking- User Experience and User Interface - Brands using Design Thinking - What is Design and its characteristics-Design Thinking the core of innovation HBR.- Design Thinking - Divergent Thinking & Convergent Thinking - Principles of Design Thinking - Core Concept of Design Thinking? - The Process of Design Thinking - Case Study of Design Thinking on Recruitment - Why Design Thinking in HR? - Conclusion

Pedagogies:

Case study & Presentations, Videos, Discussions, Anecdotes

Mind Engagements tools: Pivot Tables, Pivot Charts, Power BI

Operations			
PGDC401D	Supply Chain Management & Logistics	Major + Minor	3
PGDC402D	Six Sigma	Major + Minor	3
PGDC403D	Operations Strategy	Major +	3
PGDC404D	Sales & Operations Planning	Major +	3
PGDC405D	Pricing & Revenue Management	Major +	3

## PGDC401D

### SUPPLY CHAIN MANAGEMENT AND LOGISTIC

**Credit: 03**

#### **COURSE OBJECTIVES:**

To analyze the supply chain scenario and to make understand the students the insights on Supply chain process from sourcing to distribution.

To enhance the supply chain integration and sustainable supply chain strategic skills among the students.

#### **Module I:**

Supply Chain Foundations: Supply Chain as a network of entities, concept of Value Chain, Impact of Supply Chain Management on Sales, Cost, Profit, Profitability, Profit and Loss Account, and Customer Accounts Profitability. Centralized and Decentralized Supply Chains: their coordination and aligning business activities. Demand forecasting and Management: Methods, Bull whip effect, CRM in supply Chain Management.

#### **Module II:**

Distribution Management: Distribution Channels: Structure and Operation, Distribution Cost Components, Pipeline Inventory and Response Considerations, Hub and Spoke Models, Cross docking, Lots streaming, Container Selection, Vendor Consolidation, Warehousing: Facility location and Network design, Vehicle Loading and Vehicle Routing Methods, Lead time Components and their Compression, Use of IT for tracking in supply chain. Supply chain sustainability in business management.

#### **Module III:**

Aligning logistics to customer needs: Quick response logistics, Green Logistics, Reverse Logistics, Vendor Managed Inventory, Cross docking, Packaging Innovations, Third Party Logistic and Service concepts, and applications. Procurement Logistics: Global Vs. Domestic Sourcing, Landed Cost Computation, Vendor Rating: Contract Negotiation, Consolidation, Self-Certified Vendor Management, Individual component Vs. Module Purchases, Vendor Development and Vendor Relationship Management, Vendor Performance Monitoring.

#### **Books:**

- *Supply Chain and Logistics Management, Bowersos, Mc GrawHill*
- *Operations and Supply Chain Management, Chase,Shankar, Jacobs, Mc GrawHill*
- *Supply Chain and Logistics Management, Janat Shah*

# PGDC403D

## OPERATIONS STRATEGY

Credit: 03

### Objectives:

To make understand the students about what operations strategy is and how its applied in the field of operations management To offer operations strategy in terms of business process, capacity, technology, and facilities domains To analyze the operations strategy in terms of quality and cost perspective To build the students to use operations strategy in the field of purchasing/sourcing and supply chain management.

### Module – I:

Operations strategy – Introduction, Innovation and operations discipline–Operations performance – Operations Strategy framework– Developing an operations strategy –Value chain dynamics and operations decisions – Manufacturing Architecture and operations strategy in sales, service, Operation strategy model for service and product, Operational Strategy formulation, operation strategy evaluation and control, operation strategy competitiveness.

### Module – II:

Systems & Processes and Capacity Strategy and Management – Vertical integration and outsourcing – Business processes–Process of operations strategy substitution for strategy – Process of operations strategy implementation – Service Strategy– Service development and organization strategy, Capacity Strategy and Management–How to make decisions on capacity and capacity expansion – Technology Strategy–Process technology decisions – Facilities strategy – facilities strategy and globalization.

### Module – III:

Quality Strategy, Purchasing and Supply network strategy - Quality Strategy and Change / Action programs– Sources of quality – Measures of quality – Competing on cost versus availability, cost versus features and innovativeness –Competition in the housing industry: Improving cost, quality, Purchasing and Supply network strategy–Sourcing and supplier management, Logistics systems and the fulfillment of supply chain – Supplier power and overseas sourcing: Moving up the value chain in outsourcing – Environmental and Social sustainability strategy – Models for gaining advantage in a global environment; How to position within a value chain.

### BOOKS:

*Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication,*  
*C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications,*  
*Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education,*  
*Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication,*  
*Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage*

# **PGDC404D**

## **SALES AND OPERATION PLANNING**

**Credit: 03**

### **Course objectives:**

**To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations.**

**To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements.**

### **Module – I:**

Operations Planning: Introduction – Relationship between Sales and Operations Planning – Need for operation planning and control – Functions of operation planning and Control – Different phases of operation planning and control – Comparison of operations Planning and control activities in manufacturing and service organizations, Objective of Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods.

### **Module – II:**

Capacity Planning: Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning – Aggregate Operations planning – Concept of aggregation – Factors Affecting Aggregate Planning, Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP)

### **Module – III:**

Operations Scheduling & Distribution Planning: Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor-Intensive Operations, Service Operations. Role of ERP in Operation planning and control, Operations planning Insights from the TOC school of Thought.

### **BOOKS:**

*Ajay K Garg, Production and Operations Management, McGraw Hill*

*Education (India) Pvt. Ltd., 2012, Reprint 2017. William J Stevenson, Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd., 2017, Reprint 2018.*

*R. Panneerselvam, Production & operations management, Prentice Hall India*

*private limited, 2017. Aswathappa, K., Shridhara Bhat, K., Production and Operations Management, Himalaya Publishing House, 2014*

*Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3rd Edition, 2015*

*Norman Gaither and Greg Frazier, Operations Management, 9th Edition, Cengage publications, 2002 (Reprint 2013)*

# **PGDC405D**

## **PRICING AND REVENUE MANAGEMENT**

**Credit: 03**

### **Course objectives**

**To offer fundamental understandings of pricing and revenue management with respect to operations management**

**To analyze the impact of different types of pricing and economy on revenue management**

**To provide Network and Capacity Control ideas in Revenue Management**

**To practice the students by apply pricing and revenue management in various fields.**

### **Module – I:**

Introduction to Revenue Management [RM]: Prices & Revenue Management Concept, Application in Air Lines, Railways, Hospitality Industries, Steps Involved in setting the price, Types of Pricing, Dynamic Pricing –Introduction and overview, Single Product Dynamic Pricing with and without Replenishment Multi Product and Multi Source Pricing, Finite Population Models and Price Skimming, Cost revenue trade off, Relationship to List Pricing

### **Module – II:**

Economy of Revenue Management: Introduction, Perfect Competition, Perfectly Competitive Markets, Firm level decision under perfect competition, Pre-commitment and Demand Uncertainty, Peak-load pricing under perfect competition, Identifiable peak periods competition, Monopoly Pricing, Price and capacity competition in Oligopoly and monopolistic market.

### **Module – III:**

Network and Capacity Control in Revenue Management Promise and Challenge of Network Control, Types of Controls, Theory of Optimal Network Control–Structure of Optimal Control, Bid Price Control, Non Optimality of Bid Price Control, Evidence in support of Bid Price, Bid Prices and Opportunity Cost, Approximations based on network models– Deterministic Linear Programming, Simulation method for price revenue trade off. Pricing and Revenue Management Practice applied to Airlines, Hotels and hospitals, Revenue Opportunity Assessment and Revenue Benefits Measurement.

### **BOOKS :**

*Kalyan T Talluri, Garrent J. Van Ryzin,|| The Theory and Practice of Revenue Management||, Springer Publications, New York, 2004*

*Gabor Forgacs, —Revenue Management, Maximizing Revenue in Hospitality Operations||, Amer Hotel and Motel Association, 2010*

Systems Management			
PGDC401E	Business Analytics	Major + Minor	3
PGDC402E	Data Mining for Business Decisions using R	Major + Minor	3
PGDC403E	E-Commerce & Digital Marketing	Major +	3
PGDC404E	Managing Digital Platforms	Major +	3
PGDC405E	Data Analytics using Python	Major +	3

## PGDC401E BUSINESS ANALYTICS

**Credit:03**

### Course Objectives

- To understand the purpose of using Business Analysis tools within an organization
- To summarize and analyze a dataset for making informed decisions.
- To identify the choice of tools to address Business Problems.
- To use advanced analytical tools to analyze complex problems in uncertainty.

### Module I:

Business analytics-need-scope-applications- descriptive analytics- predictive analytics; Descriptive analytics- types of data- creating distributions from data- measures of location- measures of variability- measures of association.

### Module II:

Data visualization for Managers: Visualization imperative-Message to charts-Visual Perception- Grammar of Graphics (Using R)- Component level design of tables and graphs- Storytelling using Visualization.

### Module III:

SPSS- Introduction- Frequency Tabulation- Parametric test- Non-Parametric Test- Regression Using SPSS- Factor Analysis; Data analysis using R- R studio- Introduction, Importing Data from excel- Slicing of data using Inbuilt Data sets- Variables- Regression scripts- Rattle for R.

### Books:

- *Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams, Essentials of Business Analytics, Cengage Learning*
- *Sandhyakuruganti, Business Analytics: Applications To Consumer Marketing- McGraw Hill*
- *Bernard Marr, "Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance", Wiley*
- *R for Dummies Paperback- 21 Jul 2015, Andrie de Vries ( Author), Joris Meys (Author)*



# **PGDC402E**

## **DATA MINING FOR BUSINESS DECISIONS USING R**

**Credit:03**

### **Course Objectives:**

To acquaint students with the theoretical and practical elements of Data Mining and their applications.  
To acquire practical exposure in analyzing a business problem using appropriate model  
To develop the skills to use the model for a predictive analytical solution.

### **Module I:**

Introduction to Data Mining- Deriving Value from Data Mining- Applications- Basic Concepts, Exploratory Analytics using R/Rattle- Basic metrics- Principal Component Analysis- Correlational analysis- Visualizing Data- Applications.

### **Module II:**

Predictive Modelling using R/Rattle- Decision Trees- ANN- Clustering- Regression- Logistic Regression- Applications. Market Basket Analysis- Association rule mining- Naïve Bayes Analysis- Applications.

### **Module III:**

Best Practices in Data Analytics and BI- Clustering – Decision trees- Neural networks- Associations/ Market Basket analysis- Text Mining.

### **Books:**

*Anil Maheswari, Data Analytics. McGraw Hill, 2017.*

*Eric Siegel, Thomas H. Davenport, -Predictive Analytics: The Power to Predict who will click, Buy, Lie, or Die, Wiley, 2013*

*Anasse Bari, Mohammed Chaouchi and Tommy Jung, Predictive Analytics, Wiley, 2015*

*Alberto Cordoba, - Understanding the Predictive Analytics Lifecycle, Wiley, 2014*

*Dean Abbott, Applied Predictive Analytics, Wiley, 2014*

# PGDC403E

## E-COMMERCE AND DIGITAL MARKETS

Credit:03

### Course Objectives:

- Students will learn about the foundation of E-Commerce.
- Students will be able to E- Business Plan and address E-Commerce related issues.
- Students will gain insight on Business incubators.
- Students will learn about E-marketing strategies and digital payment systems.
- Students learn about E-marketing tools and E-Business entrepreneurship.

### Module I

**E-Commerce:** Understanding E-Commerce-E-Business models- E- Business and the global economy-Creating E-Business plan – Social and Behavioral issues – Ethical and Regulatory issues Technology and growth of E-commerce – Economic Foundation of E-commerce – the Strategy of e-business- Economics of e-business – E-Business Technologies.

### Module II

**Digital Payment Systems:** Introduction to digital marketing – E- Marketing strategies – E- CRM – Electronic payment method – Types of payment gateway – Digital Currencies – Digital Signature

### Module III

E-business Channel functions & E- Business Entrepreneurship Business models on the internet - Intermediation and dis intermediation in e-commerce – Business Incubators – Distribution Channel length Function, Designing Electronic Market – strategic E-marketing – E- Marketing Tool – E- Business Entrepreneurship.

### Reference Books

1. Kenneth C.Laudon Carol Guercio Traver – E – Commerce |, 14<sup>th</sup> edition, 2018, Pearson.
2. Russ, Henneberry – Digital Marketing for Dummies | Willey January 2017
3. S.I.P.T. JOSEPH – E- Commerce: An Indian Perspective | PHI, Edition, 2016
4. Gary P.Schneider – Electronic Commercel Course Technology inc 12<sup>th</sup> edition 2017
5. Shivani Arora – E- Commercel 2017 edition.

# **PGDC404E**

## **MANAGING DIGITAL PLATFORMS**

**Credit:03**

### **Course Objectives:**

- To understand the Fundamentals of Digital Platforms
- To assess the competition in the digital environment
- To analyze the choice of marketing strategy in the Digital platform

### **Module I**

Digital Platforms – Introduction - Types - Enterprise Digital Ecosystem - Challenges in modern digital enterprises – Platform Economics – Platform Architecture – Governance - Media Optimization – Channel optimization – Audience platforms

### **Module II**

**Digital Payment Systems:** Platform competition – Platform Technologies and political culture –Intellectual properties in Digital Economy – Pricing Policies, Future of Digital Platforms - – Participation – Social Media Strategies

### **Module III**

Digital Media and the Roots of Marketing Strategy – Cross media Marketing Strategy – Marketing self-Branding Strategies – Digital Business Innovation – Decision Rights and Control

### **Reference Books**

- *Shailesh Kumar Shivkumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & sons, 16-Dec-2016*
- *Craig Dempster, John Lee, the Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, plus the Latest High – Growth Digital Advertising Platforms, John Wiley & Sons, 2015.*
- *Yu-li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media, Routledge, 2014.*
- *Dal Yong Jin, digital Platforms, Imperialism and Political Culture, Routledge, 2015*
- *Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge, 08-Apr-2016*

# **PGDC405E**

## **DATA ANALYTICS WITH PYTHON**

**Credit:03**

### **Module I: Introduction to Programming with Python**

First steps with Python & Jupyter notebooks, Arithmetic, conditional & logical operators in Python, Quick tour with Variables and common data types, branching with if, elif, and else, Iteration with while and for loops, Write reusable code with Functions, Scope of variables and exceptions.

### **Module II: Numerical Computing with Numpy**

Going from Python lists to Numpy arrays, working with multi-dimensional arrays, Array operations, slicing and broadcasting, Working with CSV data files

### **Module -III: Analysis of Tabular data with Pandas**

Reading and writing CSV data with Pandas, Querying, filtering, and sorting data frames, Grouping and aggregation for data summarization, Merging and joining data from multiple sources.

### **Module -IV: Visualizations with Matplotlib and Seaborn**

Basic visualizations with Matplotlib, Advanced visualizations with Seaborn, Tips for customizing and styling charts, Plotting images and grids of charts.

#### **Text Book:**

1. T. Budd: *Exploring Python*, THM, 1<sup>st</sup> Ed, 2011
2. *Python Data Analytics: Data Analytics and science using Pandas, Matplotlib and the Programming Language*, Fabio nelli, Apress

## 5<sup>th</sup> Trimester Detailed Syllabus:

MARKETING			
Subject code	Subject	Major/ Minor	Credit Hours
PGDC501A	Product and Brand Management	Major+Minor	3
PGDC502A	Retail Marketing	Major+Minor	3
PGDC503A	B2B Marketing	Major	3
PGDC504A	International Marketing	Major	3

# PGDC501A PRODUCT & BRAND MANAGEMENT

**Credit:3.0**

### Course Objective:

- To generate marketing skills among students to identify a product in its life cycle and formulating tactical strategies in a competitive marketing environment.
- To teach various fundamentals of brand management and compute brand value and equity.

### Module – I:

**Product Management:** Emerging Indian market and relevance of product management, Concept of product management, Role of product manager, Product oriented organization, Product classification, Marketing of FMCG/FMCD product, Product mix and line decision, Product market strategy in competitive environment, New product development and design, Identifying PLC stages and designing suitable marketing strategy.

### Module-II:

Branding : Naming a Brand, Brand association, Brand image, Brand relationship, Brand identity, Brand identity prism, Brand loyalty, Brand personality, Brand life cycle, Brand positioning, Co-Branding, Cult Brand.

### Module- III:

Brand management : Stages in Brand building, brand strategy, brand architecture, reasons for success and failure of brand, Brand equity and valuation, branding ethics, Social media branding, brand rejuvenation.

### Reference Books :

- *Product Management*, D. R. Lehmann & R. S. Winer, 4th Edition, TATA McGraw-Hill publications
- *Brand Management Practices* –Sashikumar -Himalaya
- *Product and Brand Management*, UC Mathur, 2004, New Delhi: Excel Books
- *Product Management in India*, Ramanuj Majumdar, 3rd Revised edition, PHI publications
- *Product Management*, S. A. Chunawalla, Himalaya Publishing House.
- *Strategic Brand Management*, K. L. Keller, 2nd Edition, Pearson Publications

# **PGDC502A**

## **RETAIL MARKETING**

**Credit:3.0**

### **Course Objectives:**

The objective of this course is to introduce the students to the domain of organized retailing. This course is planned to provide a strategic perspective of the retailing industry and explore how managers can use the framework of Retail mix and each of its elements to optimize decision-making. While the course focuses on the organized retail industry, the content of the course is useful for students interested in working for companies that interface with retailers, such as manufacturers of consumer products, and/or also for those with entrepreneurial interest.

### **Learning Outcomes:**

- Understand different formats of retail.
- Understand elements of retail marketing mix.
- Understand the consumer behaviour related to retail.
- Understand retail strategy like pricing, location, positioning.
- Understand use of technology and modern management principles in retail.

### **Module-I:**

Emergence of organized retailing India, Retailing–Role, Relevance and Trends, Retail organization, Types of retailers, Retail Formats, Retail Consumer Behaviour, Retail Marketing Mix., Retail Market Strategy, Technology in Retail.

### **Module-II:**

Retail Location Decisions, Merchandise Planning, Managing Assortments, Store Management, Layout, Design, Space Management, Visual Merchandising, Retail Aesthetics, Retail Atmospherics, Retail Equity.

### **Module-III:**

Retail Communication Mix, Selection of promotion mix, Retail sales promotion, Retail Pricing: Price Setting, Pricing Strategies, GMROI, Managing Retail Brands- Branding strategies in retail, brand equity, Retail brand extension, Creating brand value.

### **Reference Books:**

- *Retailing Management*, Michael Levy, Borton A Weitz, Ajay Pandit, McGraw Hill
- *Retailing Environment and Operations*; Andrew J. Newman and Peter Cullen, Cengage Learning
- *Retail Management; A Strategic Approach*, Barry Berman, Joel Evans, Mini Mathur, Pearson
- *Retail Management*; Suja Nair, Himalaya Publishing Home

# **PGDC503A**

## **B2B MARKETING**

**Credit:3.0**

### **Course Objectives:**

- The primary objectives of this elective course are:
- To share perspectives in the area of B2B Marketing.
- To strengthen the knowledge and conceptual base in the area of B2B Marketing.
- To prepare for a career in the field of B2B Marketing.

### **Module-I**

Introduction to Business Marketing: The importance of Business Marketing, Business Marketing Vs Consumer Marketing, Type of Business customer, Type of Business products, Understanding business market & environment, Organizational buying and buying behaviour, buying decision-making process, Buying grid, Buying centre, Roles in the buying centre.

### **Module-II**

Segmentation, Targeting and Positioning of Business Marketing: Segmentation Criteria –Company characteristics, Buying Process, Benefits Sought, Targeting–Selection of right segment, Differential–value creation in Marketing Mix, Relationship development for high performance, Pricing and bidding. Role of branding in B2B marketing.

### **Module-III**

Distribution Management: Types of Business channel intermediaries, channel functions, Business market channel design – design criteria and Strategy, Logistic Management–need & importance in Business Marketing, Tendering and quotation management, negotiation skill, Market Logistics decision: Logistics activities in Supply Chain Management, order processing, transportation mode, warehousing, Inventory Management, Cost control in S.C.M., Reverse Logistics.

### *Reference Books:*

- *B2B Marketing, K.Venkataraman, Notion Press, First edition (2017)*
- *B2B Marketing, N.Ellis & S.Sarkar, Asian Edition, Oxford Publications.*
- *B2B Marketing, M.D.Hutt & D.Sharma, T.W.Speh, 11th Edition, Cengage*
- *Mastering B2B Marketing, J.Coleman, Independently published (June 23, 2018)*

# **PGDC504A**

## **INTERNATIONAL MARKETING**

**Credit:3.0**

### **Course Objective:**

To impart knowledge about concepts and theories of international marketing and their applications in deciding about marketing strategies related to product, pricing, distribution and promotion in international business.

### **Learning Outcome:**

After the end of this term, students would be able to Understand Environmental dynamics of international market; Analyze Market entry strategies for international market; Understand Pricing strategies for international market with reference to socio-cultural environment of the country; Evaluate Distribution decisions for international market and international promotion mix; Apply the knowledge of cultural diversity to devise effective strategies for international market.

### **Module I:**

**Introduction and Overview:** Nature, scope and importance of international marketing, international market orientation, Scanning and monitoring global marketing environment, Controllable and Uncontrollable environment and its influence on international market decision, International marketing segmentation, selection and positioning, International marketing information system.

Strategic planning, International market entry strategies: exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad, and strategic alliances, Exit strategies.

### **Module II:**

**International Product Planning and Pricing Decisions:** Major product decisions, Product features and quality: product design, labelling, packaging, branding and product support services, Product standardization v/s. adaptation, Managing product line, International product life cycle, New product development, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing.

### **Module III:**

**International Distribution & Promotion Decisions:** International distribution channels and their roles and functions, Selection and management of overseas agents, International logistics: inventory management, transportation, warehousing and insurance, Alternative middlemen choices, Factors affecting choice of channels. Locating, selecting and motivating channel members.

Promotion strategies across countries: complexities and issues, country of origin effect, International promotion tools and planning: advertising personal selling publicity and sales promotion, Viral marketing, Global sponsorships, Developing international promotion campaign, emerging trends in international marketing: ecological concerns and international marketing ethics, International CSR practices& Cultural diversity managing cross- cultural relationship.



*Reference Books:*

1. Cateora, Philip R. and John L. Graham. (2017). *International Marketing*; Tata McGraw-Hill.
2. Paul, Justin; Kapoor, Ramneek. (2012). *International Marketing Text and Cases*. Tata McGraw- Hill.
3. Kotabe, M. And Helsen, K. (2016). *Global Marketing Management*; John Wiley.
4. Jain, Subhash C. (2001). *International Marketing Management*; PWS-Kent Publishing Company.
5. Fayerweather, John. (1976). *International Marketing*; Prentice Hall of India.
6. Keegan, W. (2002). *Global Marketing Management*; Prentice Hall of India.
7. Albaum, Gerald; Duer, Edwin; Josiassen. (2016). *International Marketing and Export Management*

FINANCE			
Subject code	Subject	Major/ Minor	Credit Hours
PGDC501B	Business Taxation	Major+Minor	3
PGDC502B	Financial Modelling Analysis and Projection	Major+Minor	3
PGDC503B	Behavioral Finance	Major	3
PGDC504B	Merger & Corporate Restructuring	Major	3

## PGDC501B BUSINESS TAXATION

**Credit: 3.0**

### **Module I:**

Direct Taxation: Introduction, Constitution and Taxation, Legal Instruments, Income Tax, Residential Status, Previous Year and Assessment Year, Heads of Income, Exemptions.

### **Module II:**

Income Sources: Computation of Income; Income from salary, capital gains and house properties and other incomes. Computation of Income from business and profession, Various exemption.

### **Module III:**

Computation of tax under GST, Value added tax.

### **Books:**

- *Business Taxation- Mohapatra, Sahu-Himalaya*
- *Business Taxation- A. Pathak and S.Godiawala, Mc Graw Hill Publication*
- *Taxation – Singhanía, Taxman*
- *Taxation - Hariharam*

# **PGDC503B**

## **BEHAVIORAL FINANCE**

**Credit:3.0**

### **Module I:**

Foundations of Finance: Nature, Scope and Significance Behavioral Finance, Market Strategies, Expected Utility Theory, Risk Attitude, Allais paradox, Building Blocks.

### **Module II:**

Prospect Theory: Prospect Theory, Framing and Mental Accounting, Rationality in investment decision, Ellsberg's paradoxes, Investors sentiments and Bubble creation.

### **Module III:**

External Factors and investors behavior: Heuristics and Biases; Overconfidence, Fear and Greed in Financial Market, emotions and financial Markets, statistical methodology for capturing the effects of external influence onto market returns. Behavioral Corporate Finance.

### *Reference Books:*

- *Behavioral Finance: Sinha PK- Himalaya*
- *Behavioral Finance: Suchitra Singh and Batt, Vikas.*
- *Value investing and behavioral Finance, Parag Parikh, TMH*
- *Understanding Behavioral Finance, Cengage*
- *Behavioral Finance, Chandra, Mc GrawHill*

# **PGDC504B**

## **MERGER AND CORPORATE RESTRUCTURING**

**Credit:3.0**

### **Module I:**

Financial Policy and Corporate Strategy: Strategic decision-making framework; Interface of financial policy and strategic management; Balancing financial goals vis-à-vis sustainable goals.

### **Module II:**

Mergers and Takeover: Meaning of mergers and acquisition, categories, purposes. Process of M & A – identification and valuation of the target, acquisition through negotiation, due diligence, post mergers integration, legal and regulatory requirement, M&A failures. Corporate takeovers: Motivation, co-insurance effect, cross border takeovers, forms of takeovers, takeover defenses. Going private and other controlled transactions: CBO, MBO, spin offs and asset divestures.

### **Module III:**

Corporate Restructure: Refinancing and rescue financing, reorganization of debtors and creditors, sale of assets, targeted stock offerings, downsizing, and layoff program, negotiated wage give backs, employee buy outs financial reconstruction, process of corporate restricting, techniques of corporate restricting.

### *Reference Books:*

- *Mergers Acquisition and corporate restructuring – Sinha PK – Himalaya*
- *Mergers and Acquisition, A.P.Dash, IK Internationals, New Delhi*
- *Strategic Financial Management, Jakhota, Vikas*
- *Strategic Financial Management, Ravi M Kishore, Taxman*

HUMAN RESOURCES			
Subject code	Subject	Major/ Minor	Credit Hours
PGDC501C	Industrial Legislation	Major+Minor	3
PGDC502C	Strategic & International HRM	Major+Minor	3
PGDC503C	Team Dynamics at Work	Major	3
PGDC504C	Organisational Change & Development	Major	3

## PGDC501C INDUSTRIAL LEGISLATIONS

**Credit:3.0**

### **Module- I:**

Labour and Employment Laws in India: Overviews of labour laws in India, Historical background, objectives, mechanism of dispute settlement, mediation and conciliation, investigation, employment health, benefit, Statutory Regulation of condition of service in certain establishments,. Factories Act,1948; Employees' Compensation Act,1923.

### **Module - II:**

Minimum Wages Act,1948; Payment of Wages act, 1936; Employees' Provident Fund Act,1952; Employees' State Insurance Act, 1972; Payment of Bonus Act,1965.

### **Module - III:**

Industrial Employment (Standing Order) Act,1946; Industrial Dispute Act,1947; Trade Union Act, 1926.

### *Reference Books:*

- *Industrial Jurisprudence & Labour Legislation, A.M. Sharma, HPH*
- *Industrial Relations, Trade Union & Labour Legislation, Sinha, Sinha, Shekhar, Pearson*
- *Industrial and Labour Legislations, L.M. Porwal and Sanjeev Kumar , Vrinda*
- *Labour Laws, Taxmann.*

# PGDC502C

## STRATEGIC & INTERNATIONAL HRM

**Credit:3.0**

**COURSE OBJECTIVE:** To provide knowledge to the students about tools and techniques essential as strategic contribution of HRM to organizational growth.

### **Module – I**

Understanding Strategic HRM : Introduction : Traditional Vs. Strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach ; Investment perspective of human resources; Investment consideration, investments in training and development, investment practices for improved retention, investments job secure work courses, Non-traditional investment approaches; Planning and implementing Strategic HR policies; Linkage of corporate strategy, core competencies and competitive advantage with HRM; Aligning HRM with business strategy; emerging issues in strategic HRM.

### **Module – II**

Aligning HR Systems with business strategy: Alternative HR systems ; Universalistic, contingency, configuration, congruence and integrated HR systems, Designing congruent HR systems; Linking HRM practices to organizational outcomes; Human Resources Strategy Formulation; HR Strategy in workforce utilization; Strategic performance management; HR strategy for training and development.

### **Module – III**

International and comparative strategic HRM: Managing global human resources; Evaluating HR functions in International context; Multinational, Global and Transnational strategies in HRM: Multinational, Global and Transnational Strategies Strategic Alliances, Sustainable Global Competitive Advantage, Globally competent Managers; Expatriation and repatriation management in global HRM;

### **Reference Books:**

- Gary Dessler, *Human Resource Management*, PHI, New Delhi, 2003.
- *Strategic Human Resource Management*-Rajees Viswanthan -Himalay
- Charles R. Greer, *Strategic Human Resource Management*, Pearson Education, 2003
- . • Peter J. Dowling, Denise E. Welch, Randall S. Schuler, *International Human Resource Management*, Thomson South – Western, 2002

# **PGDC503C**

## **TEAM DYNAMICS AT WORK**

**Credit:3.0**

### **Module-I :**

Characteristics and Process: Understanding Teams, Defining Team Success, Characteristics, Purpose of Teams, Group Vs. Teams, Types of Teams, Defining team success, Team building, Basic team process, cooperation and competition, Team Communication.

### **Module – II:**

Basic issues before Team: Managing conflict, Power and social influence, Decision making, Team Leader and his challenges, Problem solving and creativity, Diversity.

### **Module –III:**

Organizational Context of Teams: Team and organizational culture, Virtual Team, Evaluating and rewarding team, Team Training.

### **Reference Books:**

- *Group Dynamics for Teams, Daniel Levi, Sage Publications*
- *Group Dynamics and Team Intervention, Timothy M Franz, Wiley*
- *Team Building, Dyer and Dyer, Wiley*
- *Group Dynamics, Donelson R Forsyth, Thomson*
- *Successful Team Building Tools- Elaine Biech, Pfeiffer*

# PGDC504C

## ORGANIZATIONAL CHANGE & DEVELOPMENT

**Credit:3.0**

### **Module I**

**Organizational Change:** Concept and Significance, Managing Change, Concept of Analyzing the Environment, Perspectives on Change, Contingency, Resource Dependence,

**Types of Change:** Continuous or Incremental Change, Discontinuous or Radical Change, Participate Change and Directive Change, Individual Behavior Changes and Organizational Performance Changes.

**Implementing Change:** Steps assembling a Change Setting Up of Change Teams, Aligning Structure, Systems and Resources for implementation of change, Removing Road Blocks, Absorbing Changes into Organization.

### **Module II:**

**HR and Technological Change:** Introduction, Special Features of New Technology, Organizational Implications of Technological Change, Emerging areas of HR. Leadership, leadership and change, Transformational and transactional leadership and changes.

### **Module III:**

**Organizational Development:** Concept and Evolution, OD Interventions, Diagnostic Activities, Team Building, Sensitivity Training, Third Party and Inter Group Interventions, Educational and Structural Interventions, Indian Experiences of OD in Public and Private Enterprises.

### **Reference Books:**

- K. Harigopal: *Management of Organizational Changes*
- I. Padma, Dunford, G. Akim: *Managing Organisational Change – (TMH).*
- Kavita Singh: *Organisation Change & Development –(Excel).*



OPERATION			
Subject code	Subject	Major/ Minor	Credit Hours
PGDC501D	Operation Research Application	Major+Minor	3
PGDC502D	Predictive Analysis for Operation Management	Major+Minor	3
PGDC503D	Management & Manufacturing System	Major	3
PGDC504D	Sourcing Management	Major	3

## PGDC501D OPERATION RESEARCH APPLICATION

**Credit:3.0**

### COURSE OBJECTIVES

- To create exposure to the students to apply operations research tools & techniques in various business environment.
- To provide insights on dynamic programming, integer programming and Quadratic Programming applications.
- To make use of operations research tools in the field of operations scheduling.

### Module I

Overview of Operations Research –Review of Scope, Types of Operation, Models, OR Techniques and tools, Dynamic programming: Dynamic programming models and applications – Graphical representation – Optimality principle. Integer programming models: Gomory's Cutting plane Algorithm, Branch– and–bound algorithm for Integer Programming.

### Module II

Scheduling System – Single machine, Flow shop and Job shop Scheduling, Methods –Resource constrained project Scheduling – Vehicle routing problems, Travelling Salesmen problem, transportation problem (North West corner method), Queue Model.

### Module – III

Bin Packing – Portfolio optimization – Quadratic Programming: Kuhn Tucker conditions, Beale's method and Wolfe's method. Staff transfers Problem– Two stage supply Chain distribution problem.

### Reference Books:

- Kanti Swarup, P. K. Gupta and Manmohan: *Operations Research*, S. Chand & Co., 2014
- Hamdy Taha: *Operations Research*, Mac Milan Co., 2016
- J.K. Sharma, *Operations research Theory and applications*, 2012

# **PGDC503D**

## **MANAGEMENT & MANUFACTURING SYSTEM**

**Credit:3.0**

### **Course Objectives:**

- To make the students understand underlying concept of general manufacturing systems.
- To provide more insights on cellular manufacturing systems
- To expose the students in to just-in-time conceptual ideas and familiar about the same
- To provide knowledge on synchronizing and flexible manufacturing systems

### **Module I:**

Manufacturing system-Types and process mapping – Manufacturing Process Planning-Definition, scope and Elements- Manufacturing concept planning- Requirements of good manufacturing and assembly lines- Layout planning and analysis, Cellular manufacturing System (Group Technology) - Cellular manufacturing formation– Cell formation- Methods and production flow analysis & minimization of inter-cell movement.

### **Module II:**

Just-in-time systems- overview, Principles and Benefits- Seven Wastes- Elements of JIT- Design and Improvement aspects of JIT- Kanban Systems, - Definition and Principles-Types of Kanban Single card and Two card Kanban- Push and Pull Concepts of Kanban- Constant Work-in-Process (CONWIP)- Concept and comparison with Kanban system

### **Module III:**

Synchronous manufacturing (Theory of Constraints)- Definition, Operation planning and control based on theory of constraints- Measures of Performance- Constraints in manufacturing system- Drum-Buffer-Rope (DBR) Methodology- Flexible manufacturing systems (FMS) – Meaning, Components and types- Conceptual model of FMS- Applications of FMS, Machine loading and scheduling.

### **Reference Books:**

1. *Shahrukh A.Irani, Handbook of Cellular Manufacturing System, John Wiley and Sons Inc.,1999*
2. *T.C. Cheng, S. Podolsky, Just-in-Time Manufacturing: An introduction, Second edition, Chapman and Hall Publications, 1996*
3. *Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3<sup>rd</sup> Edition, 2015*
4. *R. Paneerselvam, Production & operations management, Prentice Hall India private limited, 2017.*
5. *Aswathappa, K.,ShridharaBhatt, K., Production and Operations Management, Himalaya Publishing House,2014*

# **PGDC504D**

## **SOURCING MANAGEMENT**

**Credit:3.0**

### **Course Objectives:**

- To provide knowledge on global sourcing principles and practices
- To inculcate the habit of negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them
- To expose various methods and analytical tools for Suppliers Rating and Selection
- To offer insight on Electronic Sourcing and Sustainable Sourcing Strategies

### **Module I:**

Introduction to Global Sourcing- Objectives, Process and Trends in Global Sourcing- Supply Management – Strategic Sourcing Plan, Strategy and Model – Environmental and Opportunity Analysis - Global Operational Sourcing Strategy, Negotiation- Nature, Strategy and Planning- Performance Measurement and Evaluation – Risk Management in Sourcing(Concepts)- Nature and Principles of Risk Management, Risk Management process, Risk Management tool and technique, Managing risk in international business.

### **Module II:**

Supplier Research and Market Analysis- Vendor Rating- Objectives, Self Certify vendor management, Criteria and Methods of Vendor rating – Suppliers Evaluation and Selection (Concepts), Solicitation of Bids and Proposals- Planning and Methods, Contract negotiations, Vendor performance monitoring and controlling.

### **Module III:**

Analytical Tools in Sourcing, Pricing Analysis: Analytical Tools in sourcing ( Foreign Exchange Currency Management , Learning Curve, Quantity Discount Models), Integrative Pacific Systems Case ( Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis), Electronic Sourcing- Sustainability and Sourcing, Green Sourcing

### **Reference Books:**

1. Fred Sollish, Jhon Semanik, *Strategic Global Sourcing Best Practices*, John Wiley and Sons Inc., Publications, 2011
2. Olivier Bruel, *Strategic Sourcing Management: Structural and Operational Decision- making* , Koganpage Publications, 2017
3. SathitParniangtong, *Supply Management: Strategic Sourcing* , Springer Publications, 2016.
4. Robert W. Turner, *Supply Management and Procurement: From the Basics to Best- in- Class*, J.Rose Publishing, 2011

SYSTEMS MANAGEMENT			
Subject code	Subject	Major/ Minor	Credit Hours
PGDC501E	Managing Software Projects (MSP)	Major+Minor	3
PGDC502E	Data Analytics using-R	Major+Minor	3
PGDC503E	Strategic Management of IT (SMIT)	Major	3
PGDC504E	Managing Digital Innovation and Transformation (MDIT)	Major	3

## PGDC501E

### MANAGING SOFTWARE PROJECTS

**Credit:3.0**

#### Course Objectives:

- To understand software Project Management and to know the different software development models.
- To understand software Project Evaluation and know how to manage Programmes.
- To know how to select projects and to carry out software effort estimation.
- To know the Risk Management Process and how to allocate resources for software Projects.
- To know how to monitor and control software Projects.

#### Module I:

Introduction to software Project Management: Introduction – Software Project -vs-other Projects, Activities covered by software Project Management – Plans, Methods and methodologies, Some ways of categorizing software projects, stakeholders- Project success and failure- Management Control

#### Module II:

Project Evaluation and Programme Management: Project Portfolio Management, Evaluation of Individual projects, CBA techniques, Risk Evaluation, Programme Management, Managing the allocation of resources within programmes, Strategic Programme Management, Aids to programme management, Stepwise Project Planning

#### Module III:

Selection of an appropriate project approach and Software Effort estimation: Build or buy- Choosing methodologies and technologies, Choice of process models, structure -vs-speed of delivery, waterfall model, Spiral model, software prototyping, Selecting the most appropriate process model, Basis for Software Estimating, Software effort estimation techniques.

#### Reference Books:

1. Bob Hughes, Mike Cotterell and Rajib Mall – *Software Project Management* – TMH-2017
2. Joel Henry, *Software Project Management*, Pearson, 2011
3. Kathy Schwalbe, *Project Management in IT*, Cengage, 2011
4. Sanjay Mohapatra- *Software Project Management- Cengage-2011*

# PGDC503E

## STRATEGIC MANAGEMENT OF IT

Credit:3.0

### Course Objectives

- To understand the approaches of strategic IT applications
- To analyze the value chain for service industries
- To examine the organizational movements around the strategic Grid
- Articulate the importance of drivers behind the transformation and implications
- To develop action plans with clear goals through technology, evaluate the progress and facilitate the plan.

### Module I:

**Strategy Formulation:** Levels and formulation of strategy- Process- Types of Strategy – Top-down approaches to planning for Strategic IT Applications

**Value Chain Analysis:** The Value Chain Analysis Approaches to IS/IT Strategy Formulation- Value Chain Analysis for Service Industries.

### Module II:

**IT Strategy:** Special Considerations for IT Strategy- IT Strategic Planning- IT Critical Success Factors- IT Future scenarios,

**Strategy Information:** Strategic information systems (SIS)- Organizational movements around the strategic Grid- inter organizational systems (IOS), Information Technology Strategies

### Module III:

**Transformation Drivers:** Drivers Behind the transformation- Implications of the drivers- Visioning of the strategic role of IT in the organization

### Reference Books:

1. CA. Deepak Pandian & CA. Aneesh Noor Mohammed, *Strategic Management & Information Technology Paperback*, Kothari Academic & Research Publications, 2016.
2. Neil Ritson, *Strategic Management*, Ventus Publishing ApS, 2011.
3. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Bentley University, Charles E. Bamford, Iowa State University, *Concepts in Strategic Management and Business Policy: Globalization, Innovation and Sustainability plus Pearson My Lab Management with Pearson eText, Global Edition*, ©2019 Availability: 01 Mar 2018.
4. *Business Strategy: Managing Uncertainty, Opportunity, and Enterprise Publishers*, 1<sup>st</sup> Edition, by J-C. Spender, Oxford University Press 2014.
5. Linda Parker Gates, *Strategic Planning with Critical success factors and future scenarios: An Integrated Strategic Planning Framework*, Software Engineering Institute, November 2010

# PGDC504E

## MANAGING DIGITAL INNOVATION AND TRANSFORMATION

Credit:3.0

### Course Objectives

- To understand digital transformations and information in the globalization world
- To explore social media transformation in the business world
- To develop on building digital capabilities
- To understand the challenges on using digital platform for business
- To learn digital transformations in the space of cloud computing

### Module I:

Introduction to Digital Transformations: The five domains of digital transformations- Customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition.

### Module II:

Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis, and recommendations.

### Module III:

Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations.

### Reference Books:

1. Herbert, Lindsay; *Digital Transformation: Build your organization's Future for the Innovation Age*, Bloomsbury Publication, 2017.
2. Venkatraman, V; *The Digital Matrix: New rules for business transformation through technology*; Lifetree Media Ltd, 2017.
3. Velte, A.T; Velte, T.J; and Elsenpeter, R; *Cloud computing: A Practical Approach*, Mcgraw Hill Education (India) Private Limited, 2017 (23<sup>rd</sup> reprint)
4. Rogers, David, *The Digital Transformation Playbook- Rethink your Business for the Digital Age* (Columbia Business School Publishing), 2016.
5. Westerman, G; Bonnet, D; and McAfee, A; *Leading Digital: Turning Technology into Business Transformation*; Harvard Business review Press, 2014.
6. Srinivasan, J, and Suresh. J, *Cloud Computing: A Practical Approach for Learning and implementation*, Pearson Publication, 2014.



# RCM Global B School

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