

SYLLABUS

PGDM

(Regular 2 Year Trimester System Program)

(2013-2015)



DEPARTMENT OF MANAGEMENT STUDIES
REGIONAL COLLEGE OF MANAGEMENT (AUTONOMOUS)

DETAIL SYLLABUS FOR 1ST YEARS PGDM PROGRAMME

1st Trimester

Code	Theory	Credit
PGDC-101	Organizational Structure & Design	2.0
PGDC-102	Individual and Group Behavior in Organization	3.0
PGDC-103	Marketing Management-I	4.0
PGDC-104	Micro Economics for Managers	3.0
PGDC-105	Financial Reporting	2.0
PGDC-106	Financial Management	2.0
PGDC-107	Business Statistics	3.0
PGDC-108	Managerial Computing	3.0
PGDL-101	Business Communication Lab -I	1.5
PGDL-102	Managerial Computing Lab	1.5
Total		25

2nd Trimester

Code	Theory	Credit
PGDC-201	Marketing Management-II	4.0
PGDC-202	Financial Statement Analysis	2.0
PGDC-203	Strategic Cost Management	2.0
PGDC-204	Human Resource Management	3.0
PGDC-205	Research Methodology	3.0
PGDC-206	Operations Research	2.0
PGDC-207	Macro-Economic Analysis & Policy	3.0
PGDC-208	Business Information System	3.0
PGDL-201	Business Communication Lab -II	1.5
PGDL-202	Data Analysis Lab	1.5
Total		25

3rd Trimester

Code	Theory	Credit
PGDC-301	Marketing Management-III	3.0
PGDC-302	Banking Management	3.0
PGDC-303	Capital Investment Decisions	2.0
PGDC-304	Economic Environment of Business	3.0
PGDC-305	Leadership and Team Building	3.0
PGDC-306	Business Negotiation Skills	2.0
PGDC-307	Operations Management	3.0
PGDC-308	Basic of SAP	2.0
PGDL-301	Business Communication Lab -III	1.5
PGDL-302	Research Lab	1.5
Total		24
Grand Total		74

CORE PAPERS
1ST TRIMESTER

PGDC-101: ORGANIZATION STRUCTURE AND DESIGN (2.0 Credit)

Course Objectives: The paper emphasizes on the integration and application of knowledge through analytical approaches developed by various disciplines. The manager's challenge is to seek coordination among these special approaches and to apply the important concepts in specific situations reflecting actions. The manager must be oriented to solve problems with management techniques tailored to the situations; yet he/ she must develop a unified framework of thought that encompasses the total and integrated aspects of the entire Organization.

Course Contents:

Foundations of Management: Concept and process of Management: Planning, Organizing, Coordinating and Controlling; Management Levels; Managerial Roles and Skills; Forms of Organizations; Evolution of Management thoughts: Different Schools of Thoughts; Classical; Behavioural Science Approach; Systems Approach; Contingency and Modern Theories.

Organization Structure and Design: Determinants of Organization Structure; Authority, Responsibility, Delegation, Centralization and De-centralization; Span of Control; Types of Organization Structures; Line, Line & Staff, Functional, Divisional, Matrix and Network; Contemporary Management: Corporate Social Responsibility, Creativity, Managing Global Environment: Purpose, Implications and Practices.

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

Suggested Books:

1. Wehrich, Cannice, Koontz: Management: A Global and Entrepreneurial Perspective, McGrawhill Companies, New Delhi.
2. Stonner, Gilbert, Freeman – Management, Pearson Education, New Delhi, 6th edition.
3. VSP Rao, V. Hari Krishnan – management Text and Cases, Excel Books New Delhi.
4. Hellriegel, Jackson and Slochan – Management – A contemporary based approach, Thomson Asia Pvt. Ltd., Bangalore.
5. Gereth R. Jones, Jennifer M. George – Contemporary Management, Tata Mc Grow-Hill Edition.

PGDC-102: INDIVIDUAL AND GROUP BEHAVIOUR IN ORGANISATION(3.0 Credit)

Course Objectives: The objectives of this course are (a) to understand the dynamics of individual and interpersonal behaviour in organisational setting; (b) to develop students' knowledge and competence to deal with human problems of management; and (c) to provide an overview of the field of group dynamics and its relationship with organisational behaviour.

Course Contents:

Individual Behaviour - Concept, Nature and scope; Understanding of Human Behaviour: Personality: Determinants and Theories, Matching Personality with Job; Perception: Process and Distortions, Learning - Theories, Attitude: Formation, Types, and Components; Motivation –Concept, Nature and Process, Theories of Motivation: Content Theories and Process Theories.

Understanding Group Dynamics - Formation of groups, Group development, Types of groups, Group norms, Cohesiveness, Group effectiveness, Conflict and conflict resolution; Management of stress; potential sources, consequences and coping strategies, organizational culture, concept, types of culture, organizational climate Vs organizations culture, factor contributing towards creating and sustaining culture.

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

Suggested Books:

1. Aswathapa.K, Organisational Behavior, Himalaya. Publishing house.
2. Udai Pareek, Understanding Organisational Behaviour, Oxford
3. Robins & Sanghii, Organisational Behaviour, Pearson Education, New Delhi.
4. Luthans, Organisational Behaviour - TMH
5. Hellriegel, Organisational Behaviour – Thomson Learning

PGDC-103: MARKETING MANAGEMENT-I (4.0 Credit)

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:

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. 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.

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. Etzel, Walker, Stanton and Pandit, Marketing 14th edition, TMH
2. Stanton, Etzel, and Walker, Fundamentals of Marketing, 10th edition. Mc-grawhill Publishing Company Ltd..
3. David J. Schwartz, Marketing Today, A Basic Approach, Harcourt Brace Jovanovich, INC
4. Kotler, Keller, Koshy&Jha, Marketing Management, Pearson Education
5. Biplab Bose - Marketing Management, Himalaya Publishing house.
6. R. Saxena - Marketing Management, Mc-grawhill Publishing Company Ltd.

PGDC-104: MICRO-ECONOMICS FOR MANAGERS (3.0 Credit)

Course objective: The course is mainly concerned with the micro economics principles to business decision making. It deals with factors underlying demand and supply, production and the behavior of Various market structures and price determination under different markets.

Course Contents:

An introduction to economics and application of micro economic tools in decision making. Techniques of optimization in managerial decision making. concept of demand, types of demand, demand function, determinants of demand, demand schedule, law of Demand and law of supply, equilibrium condition, elasticity of demand and its measurement, demand forecasting, utility analysis: total utility, marginal utility, law of diminishing marginal utility, law of Equi-marginal utility, indifference curves: meaning, properties, marginal rate of substitution, consumer's equilibrium.

Introduction to production process, short run production function: law of variable Proportions, long run production function: law of returns to scale, production function with two variable inputs, producer's equilibrium, analysis of cost, Economics of scale, Dis-economics of scale, economics of scope. Break –even analysis. Pricing under different market structure- Perfect competition, Monopoly, Monopolistic competition and Oligopoly.

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

Suggesting Reading:

1. Economics - Paul A Samuelson & William D Nordhaus, Tata McGraw Hill
2. Microeconomics for Business - Satya p. Das, Sage Text
3. Managerial Economics - Suma Damodaran, Oxford
4. Managerial Economics - Dominick Salvatore
5. Micro economics for Managers - R. Dholokia, Oxford

PGDC-105: FINANCIAL REPORTING(2.0 Credit)

Course Objectives:The basic conceptual frame work of Financial Accounting, financial statement analysis and corporate reporting.

Course contents:

Introduction to Accounting:Accounting as a language of business: an information system, Branches of Accounting, Accounting cycles, GAAP, Users of Accounting information, IFRS.: capital and revenue transactions. Inventory Valuation.

Financial Statements: Understanding, Elaboration and Preparation of Income Statement, Balance sheet and Cash flow Statement; Corporate Reporting- Schedule- VI- Company: Income statement, Balance sheet and Cash Flow statement, contents of annual report.

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

Suggested Readings:

1. Narayanaswamy – Financial Accounting: A managerial perspective (2nd Edn) – PHI.
2. Ashok Banerjee: Financial Accounting: A Managerial Emphasis (Excel Books)

PGDC-106: FINANCIAL MANAGEMENT (2.0 Credit)

Course Objective: The purpose of this paper is to acquaint the students with different tools and techniques for managing the available financial recourses to ensure the fundamental objectives and long term decisions of financial management.

Course contents:

Nature and scope of financial management, objectives of financial management, Finance Functions, roles and responsibilities of the finance manager, Sources of finance: Long Term finance and Short Term finance, (Equity, preference capital, debenture and term loans).

Capital structure: Concepts of capital structure, determinants of capital structure, Leverage: operating, financial and combined leverage, Meaning, factors of dividend policy, types of dividend, bonus share, right issue, stock split, reverse split. Concept of working capital.

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

Suggested Readings

1. I M Pandey-Financial Management-Vikash
2. Prasanna Chandra- Financial Management-TMH
3. Khan and Jain-Financial Management-TMH
4. Sudhindra Bhatt- Financial Management-Excel

PGDC-107: BUSINESS STATISTICS (3.0 Credit)

Course Objectives:The objective of this course is to understand various quantitative approaches towards problem solving and decision making from the total system's perspective. The primary focus is on decision-making and under this approaches a manager makes conscious attempt to understand the relationships among various parts of the organization and their role in supporting the overall performance of the organization.

Course Contents:

Fundamentals of Statistics: Data Classification and Presentation, Measures of Central Tendency- Mean, Median, Quartile, and Mode; Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, Standard Deviation and Coefficient of variation; Probability and Probability Distribution: Concept and Definition of Probability; Classical

approaches of probability; Rules of Probability - Addition, Multiplication and Conditional; Probability Distributions – Binomial, Poisson and Normal.

Decision Theory: Concept of Statistical Decision Theory- Certainty, Uncertainty and Risk; One Stage Decision Making- and Multistage Decision Making Problem; Business Forecasting: Concept of Forecasting- Qualitative and Quantitative; Forecasting Techniques- Time Series Analysis, Correlation and Regression Analysis, Exponential smoothing Techniques and MAD.

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

Suggested Readings:

1. J. K Sharma: Business Statistics : Pearson Education
2. S.P. Gupta : Statistical Methods : Himalaya Publishing House.
3. R. I. Levin & D.S. Rubin : Statistics for Management : Prentice Hall/ Pearson Education
4. Gerald Keller : Statistics for Management : Cengage Learning

PGDC-108: MANAGERIAL COMPUTING (3.0 Credit)

Course Objective: This course introduces students to the most important concepts in modern IT, explains the computational methods that underlie all of IT, and explores the relationship between technological developments and societal phenomena.

Course Contents:

Basic Computing Concepts: Introduction to Computers, Applications of Computer in Business, Basic Computer Architecture: Systems Concept, CPU, Memory & Storage Devices, Input & Output Technologies; Operating System: Functions, Types: Multi-programming, Multiprocessing, Multitasking, Real-time OS; Problem Solving Techniques: Problem Solving, Steps of Problem solving, Tools and Techniques of problem solving, Algorithms & Flow Charts: Definition & Properties, Symbols, Importance, Flowcharting Rules & Conventions, Problem solving through Flow Charts. Exercises on problem solving. Programming Language: Classification, Generation, and Features & Selection of Programming Language.

Basic Network and Internet Concepts: Introduction to Networks: Data Communication Basics, Transmission Media & Infrastructure, Network Devices: Hub, Router, Switch, Repeater, etc, LAN, WAN, MAN; Introduction to Communication Protocols: TCP/IP, OSI Model, Communication Connectivity, Internet & its Applications: Evolution of Internet, Basics of Working of Internet, Services provided by Internet, Internet Challenges; Electronic Commerce: Overview of e-Commerce, Infrastructure & e-Commerce Support Services, Business Models, Legal & Ethical Issues ; Database and Emerging Techniques: Fundamentals of DBMS: Basics of Data Arrangement & Access, Traditional File Environment, Databases: The Modern Approach; Fundamentals: Data Warehousing, Data Mining, ERP, Issues and Challenges in Implementation of the Emerging Technology.

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

Suggested Readings:

1. Introduction to Computers, Peter Norton, TMH Publication.
2. Introduction to Computer Science. ITL Education Solutions Ltd, Pearson Education.
3. D. Morley, Understanding Computing, Cengage / Thomson
4. Basundhara B. S., Computers Today, Galgotia Publication.
5. Fundamentals of Computers, V. Rajaraman, PHI Publication.

PGDL-101: BUSINESS COMMUNICATION LAB - I(1.5 Credits)

Course Objective: By the end of the course students will be able to communicate with minimal errors in words and action, with improved listening abilities enabling effective interpersonal communication.

Course Content:

Glimpses of Communication– Importance and Types of Communication; Listening Skills; Pronunciation- MTI Rectification; Effective Usage of Grammar in Sentences; Probing techniques; Time Management and Goal setting.

Activities:

Self Introduction focusing on present academic credential, strengths, interests and dreams.

Introducing each other in pairs- Building Rapport.

Hot Seat- Confidence Building and Opening Up.

Read the reading after your partner-Effective Listening Skills.

Pronouncing difficult and complex words.

Written test on Grammar-comprehension, synonyms, antonyms and prepositions.

Practice of Time Management through Group Discussion based on factual speech topics, controversial and argumentative issues, abstract discussion material and case studies.

Seminar on stress management

PGDL-102: MANAGERIAL COMPUTING LAB (1.5 Credit)

Course Objectives: In this course students will have a better understanding and awareness of the societal impact of technology, the physical features and functions of a computer operating system, computer troubleshooting and maintenance, knowledge of technology related vocabulary and terminology including copyright law and plagiarism, the ability to utilize Microsoft programs among other software programs, display proper and ergonomically correct keyboarding technique, efficiently navigate and conduct safe website searches on the World Wide Web, and more.

Course Contents:

Introduction to OS: Basic Computer Parts – Hardware, Input – Processing –Output – Storage, Windows, Working with files and folders; MS Office Practice: MS Word: word basics, mail merge etc., MS Excel: Spreadsheet basics, functions, Model Building and Analysis with spreadsheets etc., MS Power Point: Presentation basics, Animation effects, etc. use of Practical use of Internet applications: E-mail, Telnet, FTP, WWW, and Newsgroups etc.

Basics of Statistics with Excel: Compute mean, median, mode, and percentiles for grouped and ungrouped data; How to Create Chart, Table, and Graph.

Lab and Attendance Policy:

- Lab attendance is mandatory. Attendance will be recorded each week and one percentage point will be deducted from your final lab grade for each unexcused absence. It is your responsibility to sign the attendance sheet or give me a makeup slip. If you do not sign the attendance sheet you will be marked absent.
- A maximum of 2 labs can be made up. You must make up the lab during the same week you miss your regularly scheduled lab section.
- You are encouraged to work together in studying and doing homework. However, copying homework from someone else is STRICTLY prohibited.

CORE PAPERS
2ndTRIMESTER

PGDC-201: MARKETING MANAGEMENT-II(4.0 Credit)

Course Objective: The course will help the students to formulate marketing strategy for the corporate enterprise in relation to Product, Price, Place and Promotion. Also it will help the students to equip with some contemporary topics of Marketing Management.

Course Contents:

Product Decisions: Concepts of Product, Product Planning & Policy, New Product Development, Test Marketing, Product Life Cycle, Product Mix Decisions, Differentiation Strategy, Branding, Packaging and Labeling Decisions. Price Decisions: Objectives of Pricing, Pricing Policies, Pricing Methods, Managing Price Changes.

Promotion Decisions: Promotion Mix: Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity and Propaganda. Distribution Decisions: Designing and Managing Marketing Channels - Concepts, Types, Selection, Design & cooperation, Channel Conflict Management, Intensity of Market Coverage, Physical Distribution System, Supply Chain & Logistic Management.

Contemporary Topics in Marketing: Retailing, Rural Marketing, Organisational Marketing, E-Marketing, Global Marketing, Services Marketing, Mobile –Marketing.

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

Text Books:

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

PGDC-202: FINANCIAL STATEMENT ANALYSIS (2.0 Credit)

Course Objectives: To enable the students to understand how to analyze and interpret the financial statements for various decision making purposes

Course contents:

Financial Statement Analysis: Objectives of financial statement analysis and interpretation, methods of financial statement analysis: Comparative analysis, trend analysis and common size statement analysis.

Ratio Analysis: Financial ratios, Types of financial ratios: Balance sheet ratios, income statement ratios.

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

Suggested Readings:

1. Narayanaswamy – Financial Accounting: A managerial perspective (2nd Edn) – PHI.
2. Ashok Banerjee: Financial Accounting: A Managerial Emphasis (Excel Books)
3. Paresh Saha- Basic Financial Accounting for management-Oxford
4. Bhattacharya – Financial Accounting for Business Managers – PHI.
5. Jawaharlal & Srivastav: Financial Accounting (S.Chand)
6. Needles-: Financial Accounting-biztantra

PGDC-203: STRATEGIC COST MANAGEMENT (2.0 Credit)

Course Objectives: To equip the students with various concepts, tools and techniques of Cost accounting as well as Management accounting essential for managerial decision making process.

Course contents:

Cost Accounting, Management Accounting and Financial Accounting, Role of Management Accountant, Cost Concepts, Cost Classification, Preparation of Cost Statement; Marginal Costing- Marginal cost equation, Break Even Analysis, Cost-volume-profit analysis, Managerial applications of c-v-p analysis. Relevant cost and Decision making.

Budgetary control system: Meaning of budgetary control, Classification of budget, Cash budget and Master budget, Zero based budgeting, Standard Costing and Variance Analysis: Objectives of standard costing, Techniques of variance analysis: Material, Labor.

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

Suggested Books:

1. Horngren, Foster & Dater - Cost Accounting: A Managerial Emphasis (Pearson)
2. M.N. Arora – Cost and Management Accounting Theory and Problems Vikash
3. Paresh Saha- Basic Financial Accounting for management-Oxford
4. Khan and Jain- Management Accounting-TMH
5. Jain & Narang: Cost Accounting, Kalyani Pub.

PGDC-204: HUMAN RESOURCE MANAGEMENT (3.0 Credit)

Course Objectives: The objective of this course is (a) 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 (b) to acquire 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.

Course Contents:

Basics of Human Resources Management – Concept, Nature and scope of Human Resource Management, Functions and Practices of HRM, Role of HR Manager, Growth and development of Human Resource Management & Its Environment in India; Human Resources Planning - Concepts and Process, Job Analysis – Job Description and Job Specification, Recruitment: Concept & Objective, Concept of affirmative action (Reservation for priority categories), Selection: Procedure, Tests and Interviews, Placement and Orientation, Mobility of employees – Promotion, Transfer, Separations.

Training and Development- Concept, Training Vs Development, Learning Principle, Training need assessment, Types of training programmes, on-the-job and off-the-job methods, Evaluation of Training Programmes; Performance Appraisal – objectives, uses, methods, Traditional vs. Modern Methods; Compensation – Wages and Salaries, Components of wages, Wage Determination Process, Wage Payments; Emerging Issues in HRM – Human Resource Information System, Human Resource Accounting, Human Resource Audit, HR Score Card, e-HRM, Outsourcing, Quality of work life, Work-Life Balance.

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

Suggested Books:

1. V.S.P. Rao, Human Resource Management, Excel Books
2. Aswathapa, Human Resource & Personnel Management, TMH
3. Jyothi Venkatesh, Human Resource Management – Oxford
4. Garry Dessler, Human Resource Management, Pearson / PHI
5. W.F.Cascio, Managing Human Resources, TMH

PGDC-205: RESEARCH METHODOLOGY (3.0 Credit)

Course Objectives: To Acquaint the students with different Research Methods and impart basic skills to use Research as an avenue of quest and Investigation and to upgrade managerial skill for solving managerial dilemma in real life situation of business and act as an useful tool for long term and short term decision making.

Course Contents:

Meaning and Significance of Research; Current Status of business Research in India; Research Vs Research Methodology; Research Problem: Identification, Characteristics of Good Research; Research Problem; Preliminary stages of Research Process; Types of Research Process; Research Designs; Sampling Methods – Probabilistic & Non - Probabilistic Sampling, Sample Design & Procedures; Questionnaire Design; Measurement & Scaling – Attitude Measurement, Data Collection Methods.

Tabulation and Cross Tabulation, Editing, Coding, Data Classification and Graphical Presentation; Hypothesis Testing: Univariate ('t' & 'z'), Bivariate (ANOVA, Chi-square), Multiple regression, Factor analysis, Multi-Dimensional Scaling; Basic Concepts of SPSS; Data analysis with SPSS; Different Types of Research Report, Characteristic of Research Report; Structure of Research Report, Meaning of Report Writing, Different steps of report writing.

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

Suggested Readings:

1. Majhi, Priti R and Khatua Prafull K., Research Methodology for Management, Himalaya Publishing House.
2. Kothari, C.R., Research Methodology, New Age International Publishers,
3. Cooper & Schindler "Business Research Methods:", Tata McGraw Hill,
4. Zikmund: "Business Research Methods" Cengage /Thomson.
5. J. K. Sharma: Business Statistics: Pearson.

PGDC-206: OPERATIONS RESEARCH (2.0 Credit)

Course Objectives:

The primary focus of this paper is Model building, decision-making and mathematical solutions which provide the methodology for the key contribution of Quantitative Techniques. Under this approaches a manager makes conscious attempt to understand the relationships among various parts of the organization and their role in supporting the overall performance.

Course Contents:

Concepts of Linear Programming; Mathematical Formulation of Linear Programming Problem (LPP), Graphical and Simplex Methods of LPP and Managerial Application;Transportation Problems- Rules of Transportation and MODI Method; Assignment Problems- Rules of Assignment and Hungarian Method; Managerial Application.

Rules of Network Analysis - Critical Path, Slack time and Float Time; Resource allocation and Trading of off resources; Programme Evaluation Review Techniques (PERT); Crashing (Time –cost Trade off) of Network, Project time and Cost Analysis; Managerial Application.

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

Suggested Books:

1. J. K. Sharma: Operations Research: Macmillan.
2. N D Vora: Quantitative Techniques: TMH
3. S. Kalavati "Operations Research" Vikash Publication.
4. Chandrasekharan, Operations Research – Systems and Practice, Oxford.
5. P. K. Gupta, D. S. Hira : Operations Research: S. Schand.

PGDC-207: MACRO ECONOMIC ANALYSIS AND POLICY(3.0 Credit)

Course Objectives:This course provides a broad understanding of various macro-economic principles that affect the economy. This course an insight into various macro-economic parameters like Aggregate Output, employment ,prices, interest Rate, Exchange Rate, Capital Inflows and various Macro Economic Policies. This would be an understanding how an economy interacts with the rest of the world .

Course Contents:

Circular flow of income, concept of National Income, Measurement of National Income; The Aggregate Demand and Aggregate Supply Functions, Consumption Function, Investment Function, Multiplier, Rate of Interest, the Classical Theory, the Loanable Funds Theory of Interest, Keynes Theory of Interest and IS-LM model of Income Determination.

Theory of Inflation, Business Cycle, Monetary Policy, Fiscal Policy, Short Run and Long Run Philips Curve, Concept of Balance of Payment, Trade and Exchange Rate Policy, Natural resources: soil, forest, water, air.

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

Suggesting Reading :

1. Macroeconomics – Andrew B, Able & Ben S. Bernanke & Dean Croushore, Pearson
2. Macro Economic Theory – M C Vaisha , Vikas
3. Macro Economics – Edward Shapiro , Harcourt Publisher Ltd
4. Macro Economics – Sandhu and Jain
5. Macro Economics – C B Gupta.

PGDC-208: BUSINESS INFORMATION SYSTEMS (3.0 Credit)

Course Objectives:This course is designed to teach the fundamentals underlying the design, implementation, control, evaluation, and strategic use of modern, computer-based ISs for business data processing. While some of the effort will be devoted to make understand the impact of IT in different functional areas the major emphasis will be on the managerial and strategic aspects of information technology. Nevertheless the course attempts to make a clear understanding on current issues like data security, business process re-engineering and social and ethical concerns of IT industry.

Course Contents:

Business Information System: An Over View, Strategic Uses of Information System, Systems Approach to Problem Solving, Developing Information System Solution; Transaction Processing System, Decision Support System, Business Process Reengineering, Knowledge Management

Application of Information System to Functional Areas: Marketing Information System, HR Information System, Accounting & Financial Information System, Production Planning System; Planning, Implementing & Controlling Information Systems, Risks, Security & Disaster Recovery, Social & Ethical Issues and Information System.

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

Suggested Books:

1. Information Technology for Management, B Muthukumaran, Oxford.
2. Management Information Systems, O'Brein & Marakas, TMH Publication.
3. Management Information Systems, Effy OZ, Thomson Publication.
4. Management Information System, Jaiswal & Mital, Oxford University Press.
5. Management Information System, Arora and Bhatia, Excel.
6. Information Systems: Foundation of E-Business, Alter, Pearson.

PGDL - 201: BUSINESS COMMUNICATION LAB - II (1.5 Credit)

Course Objective: By the end of the course students will be able to write an effective cover letter along with appropriate industry based resume. They also would be able to combat public fear and communicate confidently.

Course Content:

Individual and Group Speech Activities, Letter writing, Report Writing, Electronic Communication and Resume Writing Skills.

Activities:

Extempore

Word activities to enhance non-verbal communication and team spirit.

Small talks about your interests in politics or television drama.

Role plays in pairs or groups.

Resume writing exercises.

Individual Presentations on political, social, religious, biographies and current topics.

Case Studies.

Group Discussion based on factual speech topics, controversial & argumentative issues, abstract discussion material and case studies.

Seminar on PR/CRM Correspondence

PGDL - 202: DATA ANALYSIS LAB (1.5 Credit)

Course Objectives: This course will provide an introduction to the basic concepts and calculations used in descriptive and inferential statistics, with an emphasis upon their application to Management. The lab will involve applications of descriptive and inferential statistics via computers in the field of management, specifically using Excel and SPSS and evaluate scientific studies for correct and appropriate application of statistical techniques.

Course Contents:

Advance Statistics With Excel: Prepare frequency and cumulative frequency distributions for grouped and ungrouped data; Prepare frequency and cumulative frequency polygons for grouped and ungrouped data; Compute mean, median, mode, and percentiles for grouped and ungrouped data; Identify the most appropriate measure of central tendency for given data; Compute variance, standard deviation, and estimate of population standard deviation from a sample for grouped and ungrouped data.

Basics of SPSS: How to open/close SPSS; How to Input Data into SPSS; How to Handle the data on your own purpose; How to examine the basic statistics such as mean, median, frequency, percentage, variance, etc.; How to Create Chart, Table, and Graph; How to Conduct Various Inferential statistics

Lab and Attendance Policy:

- Lab attendance is mandatory. Attendance will be recorded each week and one percentage point will be deducted from your final lab grade for each unexcused absence. It is your responsibility to sign the attendance sheet or give me a makeup slip. If you do not sign the attendance sheet you will be marked absent.
- A maximum of 2 labs can be made up. You must make up the lab during the same week you miss your regularly scheduled lab section.
- You are encouraged to work together in studying and doing homework. However, copying homework from someone else is STRICTLY prohibited.

CORE PAPERS
3rdTRIMESTER

PGDC-301: MARKETING MANAGEMENT-III (3.0 Credit)

Course Objectives: Focuses on 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.

Course Contents:

Strategic Market Management-Characteristics and Trends, Creating a Vision for Business, Creating a Vision for Business, Customer Analysis, Competitor Analysis, Market Analysis, Environmental Analysis, Internal Analysis.

Obtaining a Sustainable Competitive Advantage, Differentiation Strategies, Low Cost, Focus and the preemptive Strategies, Growth Strategies, Diversification, Strategies in Declining and Hostile Markets, Global Strategies, Implementation, Formal Planning System

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

Suggested Books:

1. Strategic Market Management, David A Aaker, Willey Publication
2. Crafting and Executing strategy, Thompson, Strickland, Gamble and Jain, TMH

PGDC-302: BANKING MANAGEMENT (3.0 Credit)

Course Objectives:The attempt of this paper is to introduce the basic concepts of Banking and to acquaint students with the fundamentals of Indian financial System.

Course contents:

Indian Banking System, Central Banking Authority-Monetary and Credit Policy, Classification Of Banks-Commercial Bank, Role of Banks, Products and Services offered, Types of Individual Accounts, Types of Non-Individual Accounts, Account Operation, Banker Customer Relationship, Rights and Obligations of a Banker, Rights and Obligations of a Customer, Basic Banking Concepts- Prime Lending Rate, Base Rate, Deposit Rates, Non-Performing Assets, KYC Norms, Anti Money Laundering, Cibil, Wholesale Banking and Retail Banking.

Technology driven Banking services and products-(E-Payment and Settlement System- ECS, NEFT, RTGS, SWIFT, Debit/Credit Card, Travel Card, Charge Card), Alternative Banking Channels, Principles and Practices of Lending; Introduction to Financial System, Importance, Components and Functions of Financial System; Financial Markets Classification: Money Market, Capital Market, Debt Market, Primary and Secondary Market, Characteristics and Categories of Financial Institutions, Money Market Institutions, Capital Market Institutions, Financial Instruments, Stock Exchange; Constitution, control, functions, Listing of Shares, Depositories System. SEBI Regulations, NBFC: Role and Functions, Concept of Mutual Funds. Insurance: Meaning, Types of Insurance – Life Insurance and Non-Life Insurance, Objectives of Insurance, Risks and Hazards in Insurance.

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

Suggested Reading:

1. Varshey P.N- Banking Law and Practice, Sultan Chand & Sons.
2. Gordon-Natarajan- Banking theory Law & Practice, Himalaya Publishing House
3. Shekhar& Shekhar- Banking theory & Practice-19th Edition, Vikash Publishing House
4. M.Y. Khan, Financial Services, TMH
5. Dr. P. Pandian- Financial Service and Market- Vikas Publisher

PGDC-303: CAPITAL INVESTMENT DECISIONS (2.0 Credit)

Course Objectives: The purpose of this paper is to acquaint the students with different tools and techniques for managing the available financial recourses to ensure the fundamental objectives and long term decisions of financial management.

Course contents:

Time value of money, Concepts of Present Value and Future Value, Cost of capital: meaning, cost of Debt, preference share capital, Equity share capital, cost of Retained Earnings, WACC and MCC.

Capital Budgeting:-Basic of capital budgeting, Process of Capital Budgeting, Tools and Techniques of capital budgeting; Risk Return Analysis: types of risk, Measure of risk and return.

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

Suggested Books:

1. I M Pandey-Financial Management-Vikash
2. Prasanna Chandra- Financial Management-TMH
3. Khan and Jain-Financial Management-TMH
4. Sudhindra Bhatt- Financial Management-Excel

PGDC-304: ECONOMIC ENVIRONMENT OF BUSINESS (3.0 Credit)

Course Objectives: To familiarize the students with Business Environment and Business Practices in day to day activities. The course enables the students to focus on the present economic policy and practices.

Course contents:

Meaning of business, nature of modern business, Environment of business, Economic system, Indian Economic Planning: features, objectives, neoliberal profile of the economy- liberalization, privatization Globalization, structural reforms of Indian Economy. Structure of Indian industries, Public sector in India, Private sector in India, Small scale industry, Industrial sickness and Industrial Policy.

India's foreign trade, India's balance of payment, Indian economy in the 21st century, foreign capital, MNC and collaborations, EXIM POLICY, WTO, Trading blocks. Role of Govt. in environmental regulations, urban development and environment, Global environmental issues, Sustainable development-Concepts, relevance in modern Business, World Business Council for Sustainable Development(WBCSD) Report, industrial ecology and pollution prevention

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

Suggested Readings:

1. Business Environment – Francis Cherunilam , Himalayan Publications
2. Business Environment – Vivek Mittal , Excell
3. Business Environment - A c Fernando, Pearson
4. Business Environment – Justin Paul, Text and Cases , Tata- McGraw Hill

PGDC-305: LEADERSHIP AND TEAM BUILDING (3.0 Credit)

Course Objectives:The objective of this course is (a) to help students objectively observe and analyse leadership styles and to assist them to develop appropriate leadership skills; and (b) to prepare future leaders for the business organizations how to build, develop and manage the teams.

Course Contents:

Leadership – Concept, Scope, Leader Vs. Manager, Types of Leadership, Leadership Styles, Leadership Traits, Theories of Leadership (Behavioural, Trait, Path-Goal and Contingency); Transactional Leadership, Transformational Leadership, Charismatic Leadership, Value Based Leadership, Spiritual Leadership, Power and Politics in Leadership, Leadership skill development and assessment.

Leadership Attributes of Dhirubhai Ambani, Kumar Mangalam Birla, J. R. D. Tata, Narayan Murthy, Azim Premji, Jack Welch, Bill Gates, Chanda Kochhar, Kiran Mazumdar Shaw, Ekta Kapoor; Team Building – Understanding Teams, Characteristics, Purpose of Teams, Group Vs. Teams, Types of Teams, 5 Ps of Team Building, Team Development, Ginnetts Team Model, Team Performance, Team Effectiveness, Basic Skills for Team Leader.

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

Suggested Books:

1. Sundaray B K and Bhargav, N S, Leadership and Team Building, Himalaya Pub. House
2. Uday K Haldar, Leadership and Team Building, Oxford
3. Dr. G Vijayaragavan, High Performance Leadership, Himalaya Pub. House
4. Hugher, Ginnett, Curphy, Leadership, McGraw Hill
5. Lussier, Achua; Effective Leadership, Cengage Learning

PGDC-306: BUSINESS NEGOTIATION SKILLS (2.0 Credit)

Course Objectives: The objective of this course is to make the students understand the business negotiation process in general and the contexts which should be taken into consideration for negotiation purpose. At the same time this course will develop negotiating ability of the students which are mostly valued in corporate now days.

Course Contents:

Concept and Scope, Negotiation in Conflict Management, Types of Bargaining: Distributive bargaining, Integrative bargaining, Collaborative bargaining, Negotiation Architecture, Strategy and Planning Negotiations.

Negotiation Process: pre negotiation planning, Initiation, Negotiation Tactics, Price Negotiations, Closing Negotiations, Renegotiations, Agents, Coalition and Multiparty Negotiations Communication and Ethics in Negotiation. Environmental context, effects of culture on negotiation, negotiation across culture.

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

Suggested Books:

1. Lewicki, Swunders, Barry, Negotiations, Mc Graw Hill
2. Cellich; Global Business Negotiations, Cengage Learning

PGDC-307: OPERATIONS MANAGEMENT (3.0 Credit)

Course Objectives: 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.

Course Contents:

Overview of Operations Management: and its Competitive advantages; Operation Strategy; Rules and Responsibilities of Operations Manager; New Product design process, PLC (Product Life Cycle & Process Life Cycle), Productivity concept and Measures for Improvement, Facility Location: Objectives, Importance and Locational Techniques, Facility Layout: Objectives, Importance and Types of Layout, Facility Layout Planning, Computerized layout solutions, Materials management concept; Inventory , Types of Inventory, Concept of lead time, Safety Stock, Reorder point, P-System and Q-System, EOQ; Inventory Models; ABC & VED Analysis.

Work Measurement: Work study, Method Study; Time study; and its Techniques, Work sampling: concepts and techniques, Motion study; Capacity Planning; concepts; Determination of Capacity requirements, Capacity Alternatives, Economies and Diseconomies of Scale; Aggregate Planning: Need, Planning, Costs, Techniques, Strategy and Demand, Maintenance: objective, its type, Reliability and Availability; MTTF, TPM, Replacement Decisions; Concept of Quality & its importance; Statistical Quality control; Control Charts – Acceptance sampling; OC curve; Total Quality Management and its concepts; Principles of Quality Management- Juran, Deming and Crossby; KAIZEN; Six Sigma-meaning and concept, Need for Six Sigma; ISO; JIT ; KANBAN system, Lean manufacturing.

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

Suggested Books:

1. Chase, Jacob, Aquileno & Agarwal, Production and Operations Management, TMH

2. Aswathappa & Sridhar Bhat, "Production and Operations Management", Himalaya Publishing.
3. Roberta S. Russell & Bernard W. Taylor III, "Operations Management", Pearson/PHI.
4. Everette. Adam Jr., Ronald J. Ebert, "Production and Operations Management", PHI
5. Krajewski, Ritzman, Malhotra - "Operations Management", Pearson.

PGDC-308: BASICS OF SAP (2.0 Credit)

Course Objectives: The course will enable the students to use the resource planning and process activities through SAP tool. The tool coordinates the different managerial activities as a single entity.

Course Contents:

What is ERP?, Why we need ERP?, Advantages of ERP, Major ERP Packages; What is SAP?, History & Features of SAP, SAP R/2 Architecture (Limitations of R/2 Architecture), SAP R/3 Architecture (Types of work processes), SAP R/3 Application Modules, SAP Landscape; MPP Introduction, Relationship between Screen, Flow Logic and Program, Flow Logic Events - Process Before Output (PBO), Process After Input (PAI) , Process On Value Request (POV), Process On Help Request (POH); Include Programs in MPP - Include TOP, Include I01, Include O01, Include F01; Dynamic Screens - Leave Screen , Leave to Screen , Call Screen, Set Screen; Processing of List from Transaction and Vice Versa, Elements in Screen Layout.

BDC Introduction, Recording, BDC Methods - Call Transaction Method, Session Method; Handling Table Controls in BDC , Legacy System Migration Workbench - Different Methods , Flat file creation , Uploading data; File Handling- Application Server , Presentation Server; SAP Scripts Introduction; Components of SAP Scripts - Layout Set, Standard Text, Out Put Program; Modifying Standard SAP Script Layouts; ALV Reports- ALV Reports Introduction, ALV through Function Modules , ALV Types; Cross Applications- Introduction to Distributed Environment, Introduction to Cross Applications; RFC- Introduction to RFC , Creating RFC Destination between 2 Systems , Creating Remote Enabled Function Modules , Creating program using Remote Enabled Function Modules; EDI- EDI Basics Difference between ALE & EDI.

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

Suggested Readings:

1. Mary Sumner, "Enterprise Resource Planning", 2005, PHI Learning India Pvt. Ltd. / Pearson Education, Inc. New Delhi.
2. C.S.V. Murthy, Enterprise Resource Planning (ERP), Himalaya Publishing

PGDL - 301: BUSINESS COMMUNICATION LAB – III (1.5 Credit)

Course Objectives: By the end of the course students will be able to make impressive presentations, build and maintain good interpersonal relationships; work in team; conduct and participate in meetings effectively. They will be able to learn basic Interview Etiquettes and face Personal Interviews.

Course Contents:

Effective Public Speaking; Emotional balance; Creative thinking skills; Team Spirit; Interview Etiquettes; Rapport Building and Interpersonal Relationship.

Activities:

Group Presentations using audio visuals on political, social, religious, biographies and current topics.

Completing a story-group activity.

JAM sessions on politics, entertainment, current affairs, social and economical topics.

Role plays in pairs and groups

Practice Domain based GD sessions.

Mock Personal Interviews

Seminar on Press Interview and Talk Show

PGDL-302: RESEARCH LAB (1.5 Credit)

Course Objectives: The purpose of this course is to make you a knowledgeable research a beginning practitioner. The focus will be on qualitative (exploratory) and quantitative research execution and the application of research findings and analysis in decision making. This LAB provides a range of practical research methods, Applications and drawbacks of each technique.

Course Contents:

Presenting Data in Graphic Form; Testing Research Hypotheses for Two Independent Samples; Testing Research Hypotheses about Two Related Samples; Comparing Independent Samples with One-way ANOVA; Comparing related Samples with Two-way ANOVA; Measuring the Simple Relationship between Two Variables; Describing the Linear Relationship between Two Variables; Assessing the Association between Two Categorical Variables; Entering Data using Programs other than SPSS; Data Analysis with Multivariate Techniques.

Lab and Attendance Policy:

- Lab attendance is mandatory. Attendance will be recorded each week and one percentage point will be deducted from your final lab grade for each unexcused absence. It is your responsibility to sign the attendance sheet or give me a makeup slip. If you do not sign the attendance sheet you will be marked absent.
- A maximum of 2 labs can be made up. You must make up the lab during the same week you miss your regularly scheduled lab section.
- You are encouraged to work together in studying and doing homework. However, copying homework from someone else is STRICTLY prohibited.

2ND YEAR

DETAIL SYLLABUS FOR 2ND YEARS PGDM PROGRAMME

OPTION – SINGLE SPECIALISATION

4th Trimester

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

5th Trimester

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

6th Trimester

Code	Theory	Credit
MBS-601	Dissertation	5.0
Total		5.0

TOTAL CREDIT (1stYear MBA/ PGDM)	74
TOTAL CREDIT (2nd Year MBA/ PGDM)	55
GRAND TOTAL CREDIT (MBA/ PGDM)	129

DETAIL SYLLABUS FOR 2ND YEARS PGDM PROGRAMME

OPTION – MAJOR AND MINOR SPECIALISATION

4th Trimester

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

5th Trimester

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

6th Trimester

Code	Theory	Credit
MBS-601	Dissertation	5.0
Total		5.0

TOTAL CREDIT (1stYear MBA/ PGDM)	74
TOTAL CREDIT (2nd Year MBA/ PGDM)	55
GRAND TOTAL CREDIT (MBA/ PGDM)	129

ELECTIVES

1. MARKETING MANAGEMENT

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

2. FINANCIAL MANAGEMENT

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

3. HUMAN RESOURCE MANAGEMENT

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

4. OPERATIONS MANAGEMENT

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

5. INFORMATION SYSTEM

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

6. BANKING MANAGEMENT

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

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

MATRIX FOR SINGLE SPECIALISATION

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

MATRIX FOR MAJOR AND MINOR SPECIALISATION

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

CORE PAPERS

4TH TRIMESTER

PGDC-401: STRATEGIC MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Readings:

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

PGDC-402: SUPPLY CHAIN MANAGEMENT (1.5 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

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

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

Course Contents:

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

Activities:

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

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

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

Group Presentations on Company Analysis

Mock Domain based Interviews and Personal Interviews

Seminar on Dining and Corporate Etiquettes

5TH TRIMESTER

PGDC - 501: BUSINESS LAW (2.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

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

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

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

Course Contents:

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

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

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

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

Suggested Books:

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

PGDC - 503: SPIRITUALITY MANAGEMENT (1.0 Credit)

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

Course Contents:

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

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

Suggested Books :

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

**4TH TRIMESTER
ELECTIVE PAPERS**

1. MARKETING MANAGEMENT

PGDE-411: CONSUMER BEHAVIOR (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-412: ADVERTISING MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

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

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

Course Contents

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

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

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

Suggested Books:

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

PGDE-414: RETAIL MARKETING (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

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

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-416: INTERNATIONAL MARKETING (3.0 Credit)

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

Course Contents:

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

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

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

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

Suggested Readings:

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

2. FINANCIAL MANAGEMENT

PGDE-421: INVESTMENT MANAGEMENT (3.0 Credits)

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

Course contents:

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

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

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

Suggested Books:

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

PGDE-422: FINANCIAL SERVICES (3.0 Credits)

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

Course contents:

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

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

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

Suggested Books:

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

PGDE-423: INTERNATIONAL FINANCE (3.0 Credits)

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

Course contents:

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

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

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

Suggested Books:

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

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

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

Course contents:

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

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

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

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

Suggested Books:

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

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

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

Course contents:

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

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

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

Suggested books:

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

PGDE-426: CORPORATE TAX PLANNING (3.0 Credits)

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

Course contents:

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

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

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

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

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

Suggested books:

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

3. HUMAN RESOURCE MANAGEMENT

PGDE-431: INDUSTRIAL RELATIONS (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-432: LABOUR LAWS (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-433: COMPENSATION MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

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

PGDE-434: HUMAN RESOURCE PLANNING (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-435: PERFORMANCE MANAGEMENT SYSTEM (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

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

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

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

Course Contents:

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

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

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

Suggested Books:

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

4. OPERATIONS MANAGEMENT

PGDE-441: MATERIALS MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-442: PROJECT MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

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

Course Objectives

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

Course Contents

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

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

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

Suggested Books:

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

PGDE-444: TOTAL QUALITY MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

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

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-446: DEMAND PLANNING AND FORCASTING (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

5. INFORMATION SYSTEM

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

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

Course Contents:

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

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

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

Suggested Books:

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

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

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

Course Contents:

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

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

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

Suggested Books:

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

6. BANKING MANAGEMENT

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

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

Course Content:

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

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

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

Suggested Books:

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

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

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

Course Content:

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

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

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

Suggested Books:

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

TRIMESTER-V
SPECIALISATION

1. MARKETING MANAGEMENT

PGDE-511: SERVICE MARKETING (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-512: CUSTOMER RELATIONSHIP MANAGEMENT (3.0 Credit)

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

Course contents:

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

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

CRM strategy, Operational issues in implementing CRM

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

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

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

Suggested books:

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

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

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

Course Contents:

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

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

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

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

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

Suggested Books:

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

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

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

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

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

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

Marketing of Consumer Durables and FMCG – A Rural Perspective.

Market Simulation Exercise

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

Text Books:

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

PGDE-515: INDUSTRIAL MARKETING (3.0 Credit)

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

Course Contents:

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

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

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

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

Suggested Books:

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

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

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

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

Course Contents:

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

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

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

Suggested Books:

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

2. FINANCIAL MANAGEMENT

PGDE-521: PORTFOLIO MANAGEMENT (3.0 Credit)

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

Course Content:

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

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

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

Suggested Books:

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

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

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

Course Content:

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

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

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

Suggested books:

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

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

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

Course contents:

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

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

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

Suggested books:

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

PGDE-524: CORPORATE RESTRUCTURING (3.0 Credit)

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

Course contents:

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

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

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

Suggested books:

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

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

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

Course contents:

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

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

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

Suggested books:

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

PGDE-526: RURAL FINANCE (3.0 Credit)

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

Course contents:

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

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

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

Suggested books:

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

3. HUMAN RESOURCE MANAGEMENT

PGDE-531: RECRUITMENT AND SELECTION (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-532: HUMAN RESOURCE DEVELOPMENT (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-533: TALENT MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

Suggested Books:

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

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

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-535: HR METRICES (3.0 Credit)

Course Objectives:

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

Course Contents:

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

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

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

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

Suggested Books:

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

PGDE-516: STRATEGIC HR OUTSOURCING (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

4. OPERATIONS MANAGEMENT

PGDE-541: SERVICE OPERATIONS MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

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

Text Books:

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

PGDE-542: ADVANCED OPERATIONS MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-543: SIX-SIGMA (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

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

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

Course Contents:

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

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

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

Suggested Books:

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

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

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

Course Contents:

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

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

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

Suggested Books:

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

PGDE-546: TECHNOLOGY MANAGEMENT (3.0 Credit)

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

Course Contents:

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

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

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

Suggested Books:

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

5. INFORMATION SYSTEM

PGDE-551: ENTERPRISE RESOURCE PLANNING (3.0 Credit)

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

Course Contents:

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

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

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

Text Books:

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

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

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

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

Course Contents:

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

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

Text Books:

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

6. BANKING MANAGEMENT

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

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

Course Content:

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

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

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

Suggested Books:

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

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

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

Course Content:

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

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

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

Suggested Books:

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