



Kejriwal Institute of Management & Development Studies

Approved by AICTE, Ministry of Education, New Delhi

PGDM Syllabus

(Session 2022-24)



**Kejriwal Institute of Management
& Development Studies
Ranchi-834010**

Foreword

A program leading to the Post Graduate Diploma in Management is a full time, Two Year Post Graduate program being offered at KIMDS, Ranchi.

The program objectives are to provide a general management perspective to the candidates, with an appreciation of the theoretical frameworks, analytical methods required for functioning effectively and efficiently as a member of the management group, at entry level executive onwards.

As per the AICTE guideline dated 9th January 2012, the program structure comprises of a two-part structure with

- (i) a compulsory set of courses covering all foundation areas in management, and to build a holistic general management perspective; and
- (ii) a set of elective courses with a functional and domain thrust aimed at building the job specific skills and knowledge in the chosen functional area of management.

The unique features of the programme are as follows:

1. The program leading to the Post Graduate Diploma in Management is a full-time, two-year Post Graduate programme.
2. The PGDM program has an annual structure, with each academic year divided into three parts-trimesters; spread over two academic years. There will be a total of six trimesters in the entire course duration.
3. Two-part structure with a compulsory set of courses covering all foundation areas in management and building a holistic general management perspective, and a set of elective courses with a functional and domain thrust are aimed at building the job specific skills and knowledge in the chosen area of management.
4. One credit worth of coursework would be equivalent to ten hours of in-class workload, and hence each course involving thirty in-class hours would be worth three credits each.
5. The compulsory courses across the foundation areas of management would involve 21 courses in the first year and 16 elective courses scheduled in the second year.
6. Between the two years, there is a mandatory internship with an organization, of eight weeks' duration, culminating in a project report and presentation that will be evaluated. This will have a weightage of three credits, equivalent to one course of thirty hours in-class.
7. All courses are of 30 hours' duration and shall be of 03 credits each.
8. There shall be a Mid-term examination in every course.
9. The contents shall be reviewed every two years, and the structure every three years.
10. Further many other activities would also require student attention such as placement, continued internship, industry/alumni mentorship programs, soft skill courses, etc.

Director
KIMDS

KIMDS PGDM Program Structure

(Session July 2022-24)

PGDM – 1st Year

Trimester I	Trimester II	Trimester III
Principles & Practices of Management	Organizational Behaviour	Human Resource Management
Managerial Economics	Business Environment	Research Methodology
Business Mathematics	Business Statistics	Entrepreneurship
Marketing Management – I	Marketing Management – II	Business Law
Financial Reporting	Corporate Finance	Taxation
Business Communication - I	Business Communication - II	Campus to Corporate
Managerial Computing	Indian Ethos & Business Ethics	Supply Chain Management

Summer Internship Programme (12 to 14 Weeks)

PGDM 2nd Year

Trimester IV		Trimester V		Trimester VI	
Compulsory Course		Compulsory Course		Compulsory Course	
1. Strategic Management		Production & Operations Management		Corporate Social Responsibility	
2. SIP Report & Viva					
Elective Courses					
2 Electives in 2 specialization each		2 Electives in 2 specialization each		2 Electives in 2 specialization each	
Marketing	Elective I	Marketing	Elective III	Marketing	Elective V
	Elective II		Elective IV		Elective VI
Finance	Elective I	Finance	Elective III	Finance	Elective V
	Elective II		Elective IV		Elective VI
Human Resource	Elective I	Human Resource	Elective III	Human Resource	Elective V
	Elective II		Elective IV		Elective VI

Elective Courses: Trimester-IV, V, VI

Marketing Electives	Finance Electives	HR Electives
Sales & Distribution Management	Security Analysis & Portfolio Management	Man Power Planning & Resourcing
Advertising & Promotion	Financial Services	Management Training & Development
Digital Marketing	Financial Institutions	Human Resource Management & Development
Retail Management	Financial Derivatives	Strategic HRM
Product & Brand Management	Working Capital Management	Negotiation & Conflict Management
Services Marketing	Strategic Financial Management	HR-An Indian Perspective
Rural Marketing	Business Valuation	Compensation Management
Strategic Marketing	Project Appraisal and Financing	Industrial Relation & Labour Laws
Consumer Behaviour	International Finance	Cross Culture & Team Dynamics
Customer Relationship Management	Mergers, Acquisitions and Corporate Restructuring	HRIS & HR Audit

Trimester-I

Subjects

- 1. Principles & Practices of Management**
- 2. Managerial Economics**
- 3. Business Mathematics**
- 4. Marketing Management – I**
- 5. Financial Reporting**
- 6. Business Communication-I**
- 7. Managerial Computing**

Principles & Practices of Management

Course Objectives

The objectives of this course are to understand the Management Principles and practices, management and administration, managerial skills, roles of a manager and levels of management, to understand the core of leadership and communication and controlling different types of functions.

Course Contents

Unit 1: Introduction to Management

Management- Basic Concepts, Definitions. Management Functions and Roles - Planning, Organizing, Staffing, Leading and Controlling. The Levels of Management - Management Skills and Organizational Hierarchy, Roles of a Manager, Is Management a Science? Is Management a Profession? Management Challenges.

Unit 2: Evolution of Management Thought

Advent of Industrial Revolution; Scientific Management Theories, Administrative Management Theories, Human Relations Movement and Behavioral Approaches, Modern Approaches to Management

Unit 3: Fundamentals of Planning

Purpose of Planning; Kinds of Plans, Planning Process; Effective Planning – Limitations of Planning

Unit 4: Objectives and Strategic Planning

Strategies and Policies: Nature of Objectives, Process of Managing by Objectives, Strategies and Policies; Planning Process and Forecasting, Nature and Purpose of Strategies and Policies – Strategic Planning, Characteristics and limitations of Strategic Planning

Unit 5: Decision Making

Coping with Uncertainties; Types of Decisions, Theories of Decision Making

Unit 6: Organizational Structure

Complexity; Formalization; Centralization; Types of Structure; Determents of Structure, The Relationships between Technology and Structural Components: Environment; Departmentation; Modern Organizational Structure; Characteristics of New Organization.

Unit 7: Staffing

HR Planning; Principles of Effective HR Plan, Employee Turnover, HR Planning Process, Managerial Inventory, Recruitment, Selection, Assessment

Unit 8: The Control Functions

Authority and Power, Delegation and Decentralization, Decentralization and Coordination, Nature of Control; Control Process, Types of Control; Control Techniques; Characteristics of Effective Control System

Unit 9: Human Skills of Management-Leadership, Motivation, Communication and Managing Groups

Manager as a Leader, Theories of Leadership, Recent Approaches to Leadership, Theories of Motivation; Motivational Techniques, Managing Groups; Nature and Types of Groups; Groups Dynamics,

Text and Reference Books

- Essentials of Management - An International, Innovation and Leadership Perspective | 11th Edition, Harold Koontz, Heinz Weihrich, Mark V. Cannice; July 2020, Tata McGraw-Hill
- Management, by James A. F. Stoner, R. Edward Freeman, Amitabh Deo, Kodwani Daniel R. Gilbert, Ranjeet Nambudiri, January 2018, Pearson Education
- Management, by Stephen P. Robbins, Mary Coulter, Agna Fernandez, January 2019, Pearson Education

Managerial Economics

Course Objectives

The goal of this subject is to introduce the students of business management about the fundamental theories and principles of economics and their applications in business and industry.

Course Contents

Meaning and Importance of Managerial Economics: Introduction, Meaning, Scope of Managerial Economics, Importance of the study of Managerial Economics, Two Major Functions of a Managerial Economist

Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand and Demand forecasting. Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting.

Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium

Production Analysis and Cost: Introduction, Meaning of Production and Production Function, Cost of Production. Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run and the Long Run.

Revenue Analysis and Pricing Policies- Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods.

Theory of Firms I- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition.

Theory of Firms II- Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Duopoly, Industry Analysis

Macro Economics and some of its measures-Introduction, Basic Concepts, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Stabilization Policies-Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls.

Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. Inflation and Deflation.

Text and Reference Books

1. Managerial Economics, Keat Paul, K Young Philip, Erfle Steve, College Dickinson, Banerjee Sreejatha, Pearson Education, New Delhi, 2017.
2. Managerial Economics, Deepakshi Gupta, Dreamtech Press, India, 2019.
3. Managerial Economics, Geetika, Ghosh & Choudhury, Cengage Learning, New Delhi, 2005.
4. Managerial Economics, H.L. Ahuja, 9th Edition, Sultan Chand Publication, New Delhi, 2017.
5. Managerial Economics, D. N. Dwivedi, Vikash Publishing House, India, 2015.
6. Managerial Economics, G. Gupta, 2nd Edition, McGraw Hill Education, New Delhi, 2017.

Business Mathematics

Course Objectives

The objective of this subject is to familiarizing the students of business management with the basics of mathematics required in the process of problem solving and decision making

Course Contents

- Equations: Linear Equations, Solution of simultaneous linear Equation, Graph of linear equation in two variables. Quadratic Equation and its Solution, Linear Inequalities, Permutation and Combination and Binomial Theorem
- Limit, Continuity and concept of Differentiation, Simple differentiation (upto second order derivatives), Application of Differentiation, Principles of maxima and minima (simple problem for finding maximum and minimum value of the function), and Simple integration (definite and indefinite).
- Meaning and Definition, Classification of Quantitative Techniques, Functions, uses and limitations of Quantitative Techniques.
- Types of data, Measures of Central Tendency, Measures of dispersion
- Correlation Analysis: Definition, Correlation Coefficient, Significance of Correlation Analysis, Classification of Correlation, Positive and Negative Correlation, Simple, Partial and Multiple Correlation, Linear and Non-linear Correlation, Degrees of correlation, Methods of measuring correlation
- Regression Analysis: Definition, Types of Regression, Regression Equations and methods of computing Regression Equations
- Importance of Index Numbers in business studies: Methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.

Text and Reference Books

- Business Mathematics, P. N. Arora and P. C. Bagga, Wiley Eastern Ltd., 2008
- Business Mathematics, S. Saha, New Central Book Agency, India, 2017
- Business Mathematics, V. K. Kapoor, Sultan Chand and Sons, India, 2014
- Quantitative Techniques in Mathematics, N D Vohra, Tata McGraw- Hill, 2007
- Business Statistics, Gupta, S.P., and Gupta, M.P., Sultan Chand, New Delhi, 1997
- P.N. Arora, S. Arora, Statistics for Management, S. Chand 2018
- Fundamentals of Operations Research, Sharma, J.K. Macmillan, New Delhi, 2001

Marketing Management –I

Objective: This course introduces the students to the basic concept of marketing, evolution of marketing thought and the conceptual base for understanding the customer, market and interaction between company and customer.

Course Contents

- Understanding Marketing, Scope and Importance of Marketing; Core Marketing Concepts: Needs, Wants and Demands, Market, Product, Value and satisfaction; Marketing vs. Sales, Production Concept, Product Concept, Selling Concept, Marketing Concept, Holistic Marketing Concept; Introduction to traditional Marketing Mix (4Ps); Definition and basic overview of Product, Price, Promotion and Place; Customer Value, Loyalty and Satisfaction
- Scanning the Marketing Environment: Macro and Micro Environment – Economic, Political, Legal, technological, natural, social, cultural environments;
- Understanding Consumer markets and buying behaviour; Understanding Organizational Markets and buying behaviour;
- Market segmentation and target markets: Bases of Segmentation: Demographic, Psychographic, Behavioural and Geographic, Identifying Target markets, choosing target markets;
- Developing and establishing a brand positioning; Differentiation strategies: Product and Service Differentiation;
- Product Life Cycle Marketing Strategies
- Product Strategy: Product Characteristics and classifications, Design, Product and Brand Relationships; The Nature of Services, Service Mix, Characteristics of Services
- Marketing Information system: Internal Records, Marketing Intelligence, Forecasting Demand: Market demand, current demand, future demand.

Text and Reference Books

- Marketing Management | Marketing cases in the Indian context | Fifteenth Edition | By Pearson Paperback, 2017
- Marketing Management, Kotler, Keller, Koshy & Jha. 13e. Prentice Hall of India, New Delhi.
- Marketing Management, by Rajan Saxena, 6th Ed. Tata McGraw Hill, 2019
- Marketing management, by V.S Ramaswamy & S. Namakumari, 6th Ed., Sage Pub. 2018
- Marketing Management, by Arun Kumar & N. Meenakshi, 3rd Ed., Vikas Publishing 2016
- Marketing Management, by Etzel, Walker, Stanton, Pandit, 14th Ed., Tata McGraw Hill 2017
- Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Wiley Pub, 2017
- Regular reading of Journals, magazines and The Economic Times.

Financial Reporting

Objectives

- To familiarise the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports.
- To acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To lay a foundation for developing their skills in interpreting financial statements.

Topics

1. Understanding Financial Statements (An Overview)
2. Interpreting Financial Statements (An Overview)
3. Accounting Mechanics, Process and System
 - Introducing Book Keeping and Record Maintenance
 - The concept of double entry and fundamental principles
 - Journal
 - Ledger
 - Trial Balance
 - Cash Book
 - Subsidiary Books
 - Bank Reconciliation Statement
 - Depreciation
 - Final Accounts
 - Extended Trial Balance to Final Accounts
4. Significant Accounting Policies & Accounting Standards
5. Form and Contents of Financial Statements and Interfaces with Companies Act
6. Analysing and Interpreting Financial Statements
7. Financial Analysis
 - Ratio analysis (liquidity ratios, profitability ratios, turnover ratios, structural ratios, etc.)
 - Comparative balance sheet
 - Common size statement analysis
8. Tally ERP 9.0 (GST version)
 - Introduction of Tally ERP 9
 - Creation of Company & ledgers, Balance Sheet

Text and Reference Books

- Dr. S. N. Maheshwari, S.K.Maheshwari, Financial Accounting, 6th Edition (2018), Vikash Publishing, New Delhi
- P.C. Tulsian, Financial Accounting, Pearson Education, New Delhi.
- T. S. Grewal, S. C. Gupta, Introduction to Accountancy, 10th Edition (2019), S Chand Publications
- CA. Dr. G.S. Grewal & R.K. Khosla T.S. Grewal, H.S. Grewal, Double Entry Book Keeping: Financial Accounting, 2020 Edition, Sultan Chand & Sons Private Limited.

Business Communication-I

Course Objectives

The objective of this course is to enable students to appreciate the principles of effective business communication and apply their creative thinking abilities to organise and express ideas in writing and speaking effectively. This course has been categorised into two sections in which one will be related to Theoretical Classes and other will be related to Practical Classes that the students can be groomed and trained in both the modes theoretical as well as practical.

Course Contents (Theoretical Classes)

Introduction to Business communication: Meaning, Importance & Objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication, Seven C's of Communication. English Speaking: Step by Step Approach towards Learning to Talk, Vocabulary Building, Listening & Learning.

Nonverbal communication: Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of electing response, probing questions, Observation; Business and social etiquettes

Managerial Oration: Principles of Effective Speech & Presentations. Technical & Non-technical presentations; Speech of introduction - speech of thanks – Speeches for specific occasions - Theme speech; Design and Use of audio visual aids; Analysing the audience; Non-verbal dimensions of presentation

Effective listening & Feedback: Difference between hearing and listening. Psychological Barriers to Listening. Listening for hidden and unheard messages, Framing messages, guidelines for effective feedback, Group Exercise (In-class exercises)

Course Contents (Practical Classes-10 Marks)

Group communication: Group Decision making- Importance, Meetings - notice, agenda, minutes, opening the meeting, conducting the meeting, concluding the meeting, follow-up; group discussions; Videoconferencing, Nurture Debate

Group interaction: Key personality traits during group interaction: communication, teaming, active listening, leadership, assertiveness, reasoning, ability to influence, lateral thinking, flexibility; group discussion types, Initiating and closing a group discussion, guidelines for participating in a group discussion, we will have either entire class discussions OR small group discussions in any given week.

Text and Reference Books

- Lesikar, R.V. & Flatley, M.E. Business Communication, Tata McGraw Hill Publishing Company Ltd.
- Aruna Koneru. Professional Communication, Tata McGraw Hill Publishing Company Ltd
- Locker K.O. & Kaczmarek SK. Business Communication. Tata McGraw
- Hill Publishing Company Ltd Lehman. Business Communication Cengage Learning
- Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
- R.C. Bhatia, Personality Development, Ane Books Pvt. Ltd.
- John Aurther, Personality Development, Lotus Press
- Pease, Allan, Body Language, Sheldon Press

Managerial Computing

Course Objectives

The objective of this course is to appraise the students with the essentials of computing skills with a blend of theoretical and Practical Classes for becoming proficient in managing work in organisations.

Course Contents

- **Basic Concepts:** · Characteristics of a Computer, its advantages and limitations. Applications of computers. Essential components of Computers Hardware, Firmware, Live-ware, Software, their inter-relationship, System Software: Operating system, Translators, interpreter, compiler, assemblers, linkers.
- **MS Word:** Introduction to Word Processing, Word processing concepts, Use of Templates, working with word document, opening an existing document/creating a new document, Saving, selecting text, editing text, Finding and replacing text, Closing, formatting, Checking and correcting spellings, Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Practical's.
- **MS Excel:** Spreadsheet and its Business Applications, Spreadsheet concepts, creating a work book, saving a work book, editing a work book, inserting, deleting work sheets, entering data in a cell, formula Copying, Moving data from selected cells, Handling operators in formulae. Rearranging Worksheet, Project involving multiple spreadsheets, Printing worksheet, generally used Spread sheet functions, Mathematical, Statistical, Financial and Logical.
- **MS PowerPoint:** Presentation Software, Creating a presentation. Templates, Editing, Sorting, inserting a worksheet object, inserting a graph and editing, Inserting drawing objects, Layout, Graphical representation of data.
- **Introduction, Meaning and Role of MIS, Systems View of Business, Information and the Systems Approach, Types of Information Systems, Role of Information in Management problem solving**
- **Evolution of an Information System, Management Information Systems, Office Automation Systems, Transaction Processing Systems, Organizational Information Systems, Decision Support Systems, Executive Support Systems, Enterprise Resource Planning Systems**
- **Managing Information and Data: Concept of Data and Information, Knowledge, Wisdom; Database Management, Objectives of a DBMS, Data Organization, Database Structures, creating a database, using a database, People managing database – Database administration, database programmer, end user, Advantages and Disadvantages of DBMS, Data warehousing, Data Mining**
- **Planning, Design and Implementation of MIS: System Development: The systems approach, System Development Life Cycle, Traditional SDLC, Prototyping, Rapid Application Development, Business Process Redesign, System Development Tools, Process Modelling**

Text and Reference Books

-
- Rajaraman, Introduction to Information Technology, 2003 PHI.
 - R. Hunt, J. Shelley, Computers and Common sense, Prentice Hall of India, 2002.
 - Deepak Bharihoka, Fundamentals of Information Technology, Excel Book, 2000.
 - Sanjay Saxena, A First Course in Computers, Vikas Publishing House, 1998
 - Raymond McLeod, Schell, George P; Management Information Systems, 10e, PHI

Trimester-II

Subjects

- 1. Organizational Behaviour**
- 2. Business Environment**
- 3. Business Statistics**
- 4. Marketing Management – II**
- 5. Corporate Finance**
- 6. Business Communication – II**
- 7. Indian Ethos & Business Ethics**

Organizational Behaviour

Course Objectives

The objective of this course is to introduce the concepts of management and behaviour in an organization at all three levels (i.e. Individual, group and organizational levels) so as to make the students understand the motive behind these management theories and the psychology of these players in the organization and appreciate the inter-personal dynamics and groups behaviour in organizations.

Course Contents

- Understanding Organization Behaviour (OB), Goals of OB, Scientific foundation of OB and Features of OB, why to study OB, An OB model
- **PERSONALITY:** meaning of personality, development of personality, attributes of personality, Theories of personality, Emotional Quotient, Spiritual Quotient, Personality & job fit. **PERCEPTION** and managing emotions: Shaping perceptions, Perception, deception and Truth, Emotion in organizations, Managing emotions; **MOTIVATION:** Nature & Importance, Herzberg's Two Factor theory, Maslow's Need Hierarchy theory, Alderfer's ERG theory
- Thresholds of interpersonal behavior: The behavior and skills approach to Interpersonal Relationships, JOHARI Window
- Work groups and teams: defining work groups and teams, creating and maintaining effective teams, **LEADERSHIP:** Leadership & management, Theories of leadership- Trait theory, Behavioural Theory, Contingency Theory, Leadership & Followership, how to be an Effective Leader
- Conflict and stress in organizations, conflict sources and processes, stress in work place, conflict and stress – a potential causal link
- **Organizational culture & Change management:** Understanding organizational culture, perspective on culture, culture and control, organizational culture and diversity, change management

Text and Reference Books

- Stephen P. Robins, Organisational Behaviour, PHI Learning / Pearson Education, 11th edition, 2008.
- Fred Luthans, Organisational Behaviour, McGraw Hill, 11th Edition, 2001.
- Schermerhorn, Hunt, and Osborn, Organisational Behaviour, John Wiley, 9th Edition, 2008.
- UdaiPareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
- Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata McGraw Hill, 2007.
- Hellrigan, Slocum and Woodman, Organisational Behaviour, Cengage Learning, 11th Edition 2007.
- Ivancevich, Konopaske&Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw

Business Environment

Course Objectives

The objective of the course is to acclimatize the student with the basics of the Business Environment and the factors that impact it.

Course Contents

Unit I: An Overview of Business Environment

Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, Characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.

Unit II Economic Environment

Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection Act and Competition. Law. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.

Unit III Socio-Cultural Environment

Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure

Unit IV Political Environment

Functions of state, economic roles of government, government and legal environment. The Constitutional environment, rationale and extent of state intervention.

Unit V Natural and Technological Environment

Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology.

Text and Reference Books

- Rangarajan, C.A.; Perspective in Economics, S. Chand & Sons, New Delhi
- Cherunilam, Francis; Business Environment - Text and Cases, Himalaya Publishing House.
- Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, New Delhi.

Business Statistics

Course Objectives

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions

Course Contents

- Quantitative Techniques: Meaning and Definition, Classification of Quantitative Techniques, Mathematical Quantitative Techniques and Statistical Quantitative Techniques, Functions, uses and limitations of Quantitative Techniques.
- Types of data, Measures of Central Tendency, Measures of dispersion
- Correlation Analysis: Definition, Correlation Coefficient, Significance of Correlation Analysis, Classification of Correlation, Positive and Negative Correlation, Simple, Partial and Multiple Correlation, Linear and Non-linear Correlation, Degrees of correlation, Methods of measuring correlation
- Regression Analysis: Definition, Types of Regression, Regression Equations and methods of computing Regression Equations
- Theory of Probability: Definition, Terms, Different Approaches of Probability, Probability Distribution: Definition of random variable, Probability Distribution Function, Cumulative Distribution Function, Classification of Probability Distribution; Discrete and Continuous.
- Binomial Distribution: Meaning & Definition, Mean and Standard Deviation of Binomial Distribution, Fitting a Binomial Distribution
- Normal Distribution: Definition, Properties and Importance of Normal Distribution, Fitting of a Normal Distribution

Text and Reference Books

- N D Vohra, Quantitative Techniques in Mathematics, Tata McGraw- Hill
- Gupta, S.P., and Gupta, M.P., (1997), Business Statistics, Sultan Chand, New Delhi
- P.N. Arora, S. Arora, Statistics for Management, S. Chand
- Sharma, J.K. (2001), Fundamentals of Operations Research, Macmillan, New Delhi

Marketing Management–II

Course Objectives

This course will enable the student to understand the tools and techniques available for the marketer to reach the customers and achieve the objectives of the business and ensuring customer satisfaction.

Course Contents

- Introducing New market offerings – New Products, types, challenges in new product development, managing the development process, consumer adoption process
- Pricing: Understanding Pricing, Setting the Price, Adapting the Price, Initiating and Responding to Price changes
- Marketing Channels and Value Networks; Roles of Marketing Channels; Channel Management Decisions; Conflict, Cooperation and Management; Managing Retailing, E-commerce and M-Commerce marketing practices
- Designing and Managing Integrated Marketing Communications: Role of Marketing Communications, Developing Effective Communications, Marketing Communication Mix,
- Sales Promotions, Public Relations, Events and Experiences; Personal communications – Direct Marketing, Word of Mouth; Personal Selling – designing and managing the sales force
- Marketing Implementation and Control; Developing Marketing Strategies and Plans: Corporate and Division strategic planning; Marketing Plan
- Competitive Strategies for Market Leaders, market challengers, market followers and market nichers; Socially Responsible Marketing
- Marketing Research

Text and Reference Books

- Marketing Management, by Philip Kotler, Keller, Koshy & Jha, By Pearson, 2013
- Marketing Management Cases in the Indian context by Philip Kotler, | 15th Ed, Pearson, 2017
- Marketing Management, by Rajan Saxena, 6th Ed. Tata McGraw Hill, 2019
- Marketing management, by V.S Ramaswamy & S. Namakumari, 6th Ed., Sage Pub. 2018
- Marketing Management, by Arun Kumar & N. Meenakshi, 3rd Ed., Vikas Publishing 2016
- Marketing Management, by Etzel, Walker, Stanton, Pandit, 14th Ed., Tata McGraw Hill 2017
- Marketing 4.0: Moving from Traditional to Digital by Philip Kotler, Wiley Pub, 2017
- Regular reading of Journals, magazines and The Economic Times.

Corporate Finance

Course Objectives

This course aims at familiarising the students with the financial environment of business, especially the financial markets, imbibing knowledge about the decisions and decision variables involved in building the liability side of balance sheet of the firm, developing the analytical skills for interpreting business information and application of financial theory in financing related decisions

Course Contents

1. Financial Environment of Business (with special emphasis on India)
 - General financial environment
 - Introduction to Financial Markets
 - Capital Markets
 - capital market mechanism, instruments,
 - Financing and rating institutions and Legal environment related to this.
 - Primary Market
 - Basics of
 - capital market mechanism, instruments,
 - Financing and rating institutions and Legal environment related to this.
 - Secondary Market
 - Basics of stock exchanges and their role,
 - regulatory framework, and transactions on stock exchange
 - Money Markets
 - Basics of money market mechanism,
 - instruments, institutions, and Legal environment related to this.
2. Cost Management
 - Marginal Costing and Break-even Analysis,
 - Budgeting and Budgetary control
 - Standard Costing and Variance Analysis
3. Sources of Funds (including regulatory framework)
 - Types of securities
 - Issuing the capital in market
 - Pricing of issue
4. Investment Decisions: Capital Budgeting Decisions: Introduction, Nature of Investment Decisions, Types of Investment Decisions, Investment Evaluation Criteria, Discounted Payback Period, NPV Versus IRR
5. Introduction to Capital Structure, Leverage Analysis, Net Income Approach, Net Operating Income Approach, Traditional Position, MM Proposition

Text and Reference Books

- Indian Financial System: Financial Markets, Institutions and Services, by Siddhartha Sankar Saha 2nd Edition, Published: 31 August 2020, Tata McGraw Hill Publication.
- Financial Management by P K Jain & M Y Khan, 8th Edition, Published: December 3, 2018, Tata McGraw Hill Publication.
- Financial Management & Policy by I M Pandey, 11th Edition (2016), Vikas Publishing House
- Cost Accounting by M N Arora, 12th Edition (2013), Vikas Publication
- Corporate Finance by Aswath Damodaran, 4th Edition (2014), Wiley.



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Business Communication - II

Objective:

The objective of this course is to enable students to appreciate the principles of effective business communication and apply their creative thinking abilities to organise and express ideas in writing and speaking effectively. This course has been categorized into two sections namely Theoretical Classes and Practical Classes for effective grooming of students.

Course Contents (Theoretical Classes)

- **Interview Techniques:** Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews – exit interviews – interviewing to elicit information for decision making (Facing Interviews: Preparing to Face Interviews, Greetings to Introducing Self, Being Confident, Negotiating Salary, Facing Questions, Body Language, Grooming & Dressing).
- **Presentation Skills:** Platform Skills, Rules of Presentation, communicating with Confidence, Overcoming Stage Fear, Planning & Organizing the Presentation, Use of PowerPoint, Audio Visuals, Managing Audience, Handling Questions, Opening & Closing the Presentation, Use of Icebreakers, Body Language & Voice Modulation.
- **Introduction to personality development:** Definition and basics of personality; Personality analysis; Indian concept of personality development; Mapping personality types; Assessment of personality. Confidence Building & Self Esteem Development of Students.
- **Corporate Etiquette & Personal Grooming:** Introductions, Language Etiquette, Presenting Business Cards, Dressing, Personal Hygiene, Dining Etiquette, Introduction to International Culture & Gender Sensitivity.
- **Business letters:** Inquiries, Circulars, Quotations, Orders, Acknowledgments, Complaints, Claims & adjustments, Collection letter, banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters. Communication Skills: Communication with Seniors, Juniors, Clients & Stakeholders, Writing Skills, Writing E-Mails, Business Letters, Telephone etiquette.

Course Contents (Practical Classes Marks - 10)

- **Webinar Presentation:** Designing of Flyer, Scheduling the Webinar in Group with time limitation and participants, Topic to be assigned to the students 4-5 days before the scheduled date of Webinar (Webinar Series will be Conducted through Team, Cisco, Zoom or Goggle Meet any of the Digital Software)
- **Body Language:** Emotions displayed by body language; Handshake; Eyes; Entry to my space; Body Language exhibited during different professional interactions
- **PowerPoint Presentation Skills:** Enhancing slides of a PPT; Use of SmartArt, Charts and Graphs to make the achieve clarity, Proper use of animations to display creativity; Starting and Ending a presentation, References Selection Authentic Sources for Presentations as per the Topic.
- **Weekly Quiz:** Weekly quizzes will be conducted to help the students to track their knowledge on Business related incidents and activities taking place at global level. This will also help the students to memorise and learn class topics discussed with in their classes.

Text and Reference Books

- Lesikar, R.V. & Flatley, M.E. Business Communication, Tata McGraw Hill Publishing Company Ltd.
- Aruna Koneru. Professional Communication, Tata McGraw Hill Publishing Company Ltd
- Locker K.O. & Kaczmarek SK. Business Communication. Tata McGraw
- Hill Publishing Company Ltd Lehman. Business Communication Cengage Learning
- Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
- R.C. Bhatia, Personality Development, Ane Books Pvt. Ltd.
- John Aurther, Personality Development, Lotus Press
- Pease, Allan, Body Language, Sheldon Press

Indian Ethos & Business Ethics

This course has been designed to create a mind-set among the students about value system and ethical principles of business. The students would be exposed to the ethical problems and issues under various situations and would be appraised about the Indian culture and value systems and its impact on management thinking and action.

Unit – 1 Indian Ethos – An Overview

Indian Ethos: Meaning, Features, Need, History, Relevance, Principles practised by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.

Management Lessons from Scriptures: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran, Management Lessons from Kautilya's Arthashastra, Indian Heritage in Business Management, Ethics v/s Ethos, Indian Management v/s Western Management

Unit – 2 Work Ethos and Values

Work Ethos: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos.

Values: Meaning, Features, Values for Indian Managers, Relevance of Value Based Management in Global Change, Trans-cultural Human Values in Management. Secular v/s Spiritual Values in Management, Importance of Value System in Work Culture.

Unit – 3 Stress Management

Stress Management: Meaning, Types of Stress at Work, Causes of Stress, Consequences of Stress

Stress Management Techniques: Meditation: Meaning, Techniques, Advantages, Mental Health and its Importance in Management, Brainstorming, Brain Stilling, Yoga: Meaning, Significance.

Unit – 4 Leadership and Motivation:

Leadership: Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business- Leadership Qualities of Karta.

Motivation: Meaning, Indian Approach to Motivation, Techniques.

Unit – 5 Indian Systems of Learning

Learning: Meaning, Mechanisms: Gurukul System of Learning: Meaning, Features, Advantages, Personality Development: Meaning, Determinants, Indian Ethos and Personality Development.

Text and Reference Books

- Management and the Indian Ethos: G.D. Sharma
- Indian Ethos for Modern Management: G.R. Krishna
- Towards the optimal organizations (Indian Culture and Management): Rayen K. Gupta (Excel Books)
- The seven spiritual Laws of Success: Deepak Chopra (Excel Books)
- India's contribution to Management: Pravir Malik (Sri Aurobindo Institute of Research in Social Sciences, Puducherry)
- Management Concepts from the Mahabharata: N.M. Khandelwar (New Century Publications, New Delhi)
- Vedic management: Krishna Saigal (Gyan Publishing House, New Delhi)
- Chakraborty, S.K., Foundation of Managerial Work- Contributions from Indian Thought, HPH, 1998
- Griffith, B., The marriage of east and west, Colling, 1985
- Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi, 1995

Trimester-III

Subjects

- 1. Human Resource Management**
- 2. Research Methodology**
- 3. Entrepreneurship**
- 4. Business Law**
- 5. Taxation**
- 6. Campus to Corporate**
- 7. Supply Chain Management**

Human Resource Management

Course Objectives

This course on Human Resource Management (HRM) shall enable students to learn about the policies, practices, and decisions to make effective and efficient use of the employees of an organization to achieve the organization's objectives.

Course Contents

- **Unit-I: Introduction to Management:** Meaning, nature and scope of Management, Different schools of Management thoughts, Evolution of Management Studies
- **Unit-II: Emergence of Management Thought:** The Emergence of American Management thought, Historical background, Contribution of Fredric Taylor and Henry Fayol (including Scientific Management & 14 Principles); The emergence of Human Relation and Behavioural Science and its relationship with scientific Management.
- **Unit-III: Functions of Management:** Planning: Concept – nature – objectives - importance – steps – strategies - policies and Planning Premises; Organizing: Concept – nature – importance – organization structures – Departmentation - Decentralisation; Staffing: Concept – nature – importance; Directing: Concept – nature – importance; Controlling: Concept – nature – importance - types of control - process of controlling, Management by objectives (MBO) by Peter Drucker.
- **Unit-IV: Organizational Structure and Modern Management Theories:** Structures (Functional, Matrix, Network, Divisional, Project, Organic), Formal and Informal Organization, Line and Staff Function, Delegation of Authority and Responsibility, Japanese Style of Management.
- **Unit- V: Management in the Indian Context:** Quality of work life and Work Ethics-their foundation in the theory and method of work in the Indian Context, Stress Management.
- **Unit-VI: Corporate Governance and Business Ethics:** Concept of Corporate Governance & Stakeholders, Mechanism, Principles including 4 P's of Corporate Governance, Expectation of Stakeholders, Rules of Corporate Governance, Corporate Social Responsibility of Business.

Text and Reference Books

- Certo, S C. and Certo, T, Modern Management, 12th Edition, Prentice Hall, January 2011.
- Griffin, R. W., Management, 11th Edition, South-Western College Publication, January 2012.
- Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 8th Edition, Tata McGraw Hill Education Private Ltd., July 2009.
- Mukherjee, K., Principles of Management, 2nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009.
- Robbins, S and Coulter, M, 11th Edition, Management, Prentice Hall, January 2011.
- Schmerhorn, J.R., Management, 11th Edition, Wiley, July 2012.

Research Methodology

Course Objectives

The objective of this course is to familiarize students with the different aspects of research and provide an idea of good scientific writing and proper presentation skills. The course shall also provide an understanding of philosophical questions behind scientific research.

Course Contents

1. Introduction to Research Methodology: Meaning of Research, Objectives of Research, Motivations in Research, types of Research, Research Approaches, Significance of Research, Research Methods v/s Methodology, Research and Scientific Methods, Research Process, Criteria of Good Research.
2. Defining the Research Problem: Concept and need, Identification of Research problem, defining and delimiting Research problem.
3. Research design: Meaning, Need, Features of Good Design, Concepts, Types. Basic principles of Experimental Design,
4. Various methods of Research. Survey, Philosophical, Historical, Experimental, Causal, Comparative, Genetic, Case Studies.
5. Tools for Data Collection: Collections of Primary Data, Collection of Data through questionnaire and Schedules, other Observation Interview Methods, Collection of Secondary Data, Selection of appropriate method for data collection, Case Study, Focus Group Discussion, Techniques of developing research tools, viz. Questionnaire and rating scales etc. Reliability and validity of Research tools.
6. Sampling: Probability and Non Probability sampling- types and criteria for selection. Developing sampling Frames.
7. Measurement Scales, Sources of error in measurement. Purely qualitative data, Nominal, Ordinal, Interval and Ratio level data, Parametric and non-parametric methods.
8. Descriptive Statistics: Measures of central Tendency (Mean, Median, Mode), Measures of dispersion (range, mean deviation, standard deviation).
9. Inferential statistics: Normal Probability Curve- Meaning, characteristics and applications. Standard error. Confidence Intervals and Fiduciary limits. Type I and Type II errors.
10. Correlations: Rank Difference Method Pearson's Product Moments Correlation Significance of correlation. Concept of Variance. Other methods of Correlation (Concept and application only) - Partial and Multiple correlation.
11. Regression and Multiple Regression equations (concept and applications).
12. Statistical inference: Testing of Hypothesis: Statistical Inference, Procedure for Testing of Hypothesis, Parametric Tests, Types of Errors in Testing of Hypothesis.
13. Analysis of Variance (ANOVA) and Analysis of covariance (ANCOVA) - concept and applications only.
14. Non Parametric Statistics: Sign Test, man- Whitney u Test, Chi Square tests.
15. Qualitative data analysis: Data reduction, screening, coding qualitative research data, data analysing using data displays – Flow Charts, Pareto Charts, Ishikawa Charts.
16. Graphical representation of Data. Excel tools.
17. Writing Research Report: Format and style. Review of related literature its implications at various stages of research. Major findings, Conclusions and suggestions. Citation of references and Bibliography.

Text and Reference Books

- Research Methodology: Methods and Techniques, C.R. Kothari & Gaurav Garg, 4th Edition, New Age International Publishers, India, 2019.
- Research Methodology: Concepts and Cases, Deepak Chawla & Neena Sondhi, 2nd Edition, Vikas Publishing House, 2016.
- Research Methodology, R. Panneerselvam, 2nd Edition, Prentice Hall India Learning Private Limited, 2013.



Kejriwal Institute of Management & Development Studies

Approved by AICTE, Ministry of Education, New Delhi

- Research Methodology: A Theoretical Approach, D. Napoleon & B. Balaji Sathya Narayanan, 1st Edition, Laxmi Publications, India, 2014.
- Research Methodology, Chandra Vinod & Hareendran Anand, 1st Edition, Pearson Education, 2017.
- Introducing Research Methodology: A Beginner's Guide to Doing a Research Project, Uwe Flick, 2nd Edition, Sage Publications India Private Limited, New Delhi, 2017.

Entrepreneurship

Course Objective

The purpose of this course is to enable students to learn the complexities of entrepreneurial business and management and prepare them to take on entrepreneurial business themselves.

Course Contents

1. Introduction to Entrepreneurship: Definition of Entrepreneur, Entrepreneurial Traits, Entrepreneur vs. Manager, Entrepreneur vs Intrapreneur.
2. The Entrepreneurial decision processes. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Woman as Entrepreneur.
3. Creating and Starting the Venture, Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.
4. The Business Plan: Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.
5. Financing and Managing the new venture: Sources of capital, Record keeping
6. Recruitment, motivating and leading teams, financial controls.
7. Marketing: and sales controls. E-commerce and Entrepreneurship, Internet advertising.
8. New venture Expansion Strategies and Issues, Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.
9. Institutional support to Entrepreneurship, Role of Directorate of Industries, District Industries, Centres (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), Technical consultancy Organisation (TCO), Small Industries Service Institute (SISI), National Small Industries Corporation (NSIC), Small Industries Development Bank of India(SIDBI)

Text and Reference Books

- a. Vasant Desai: Dynamics of Entrepreneurial Development and management, Himalaya Publishing House, 2004.
- b. Robert J. Calvin: Entrepreneurial Management, TMH, 2004.
- c. Gurmeet Naroola: The Entrepreneurial Connection, TMH, 2001.
- d. Bolton & Thompson: Entrepreneurs- Talent, Temperament, Technique, Butterworth Heinemann, 2001.
- e. Dutt & Sundaram: Indian Economy. S. Chand, 2005.
- f. ArunaKaulgud: Entrepreneurship Management by. Vikas publishing house, 2003.
- g. Thomas W. Zimmerer& Norman M. Scarborough: Essential of Entrepreneurship and small business management, PHI, 4/e, 2005
- h. Mary Coulter: Entrepreneurship in Action, PHI, 2/e, 2005

Business Law

Course Objective:

The objective of the subject is to acquaint the students with the various laws governing modern business and provide an insight to handle business situations judiciously and take decisions that should be appropriate.

Course Contents:

Unit 1: Business Management and Jurisprudence; structure of the Indian Legal Systems: Sources of Law.

The Indian Contract Act, 1872-Introduction to Business Law, Meaning and Nature of Contract, Essentials of a Valid Contract, Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract. Definition of Indemnity, Guarantee, Bailment & Pledge; Agency- Introduction and Essentials.

Unit 2: The Sales of Goods Act, 1930

Definition and essentials of a contract of sale, Distinction Between 'Sale' and 'Agreement to Sell', Conditions and Warranties.

Unit 3: The LLP Act, 2008

Meaning and Essential Elements of Partnership, Registration of Firms, Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm.

Unit 4: The Companies Act, 2013

Salient Features of Companies Act 2013, Legal Identity, Types of company, Difference between Public and Private Company, Formation of Company, MOA, AOA, Winding up and Dissolution of Company.

Unit 5: The Consumer Protection Act, 1986 and amendments

Objective and Scope, Definition of Consumer, Consumer Protection Councils, Consumer Disputes Redressal Agencies

Unit 6: Information Technology Act, 2000 and amendments

Introduction and Rationale, Applicability, Electronic Commerce

Unit 7: Intellectual Property Rights

IPR-Patent, Copyright & Trademark

Minimum 5 Cases is to be discussed

Text and Reference Books

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- Legal Aspects of Business, Akhileshwar Pathak, 7th Ed., Tata McGraw Hill, 2018
 - Business Law Including Company Law, S.S.Gulsan & G.K. Kapoor, 19th Ed., New Age International Publishers, 2018
 - Mercantile Law, M.C. Kuchhal, 8th Ed, Vikash Publications, 2012

Taxation

Objective:

To develop an understanding of the provisions of income-tax law and goods and services tax law and to acquire the ability to apply such knowledge to make computations and address application oriented issues.

SECTION A - INCOME TAX LAW

Contents

1. Basic Concepts
 - Income-tax law: Introduction, Important definitions in the Income-tax Act, 1961
 - Concept of previous year and assessment year
 - Basis of Charge and Rates of Tax
2. Residential status and scope of total income
 - Residential status
 - Scope of total income
3. Incomes which do not form part of total income (other than charitable trusts and institutions, political parties and electoral trusts)
 - Incomes not included in total income
 - Tax holiday for newly established units in Special Economic Zones
4. Heads of income and the provisions governing computation of income under different heads (only overview)
 - Salaries, Income from house property, Profits and gains of business or profession, Capital gains, Income from other sources
5. Deductions from gross total income
6. Advance tax, tax deduction at source and introduction to tax collection at source

SECTION B - INDIRECT TAXES

Contents

1. Concept of indirect taxes
 - Concept and features of indirect taxes
 - Principal indirect taxes
2. Goods and Services Tax (GST) Laws
 - GST Laws: An introduction including Constitutional aspects
 - Levy and collection of CGST and IGST
 - Application of CGST/IGST law, Concept of supply including composite and mixed supplies, Charge of tax, Exemption from tax, Composition levy
3. Basic concepts of time and value of supply, Input tax credit, Computation of GST liability
4. Registration, Returns
5. Payment of tax including reverse charge.

Text and Reference Books

-
- Students' Guide to Income Tax- by Dr. Vinod K. Singhania, Dr. Monica Singhania -Amended up to July 20, 2020 (63rd Edition August 2020), Taxman
 - Systematic Approach to Income Tax by Dr. Ravi Gupta & Dr. Girish Ahuja, 42nd Edition (2020), Wolters Kluwer India Pvt Ltd.
 - Taxation by Jasprit S Johar, 5th Edition (2020), Bharat Law House.
 - Comprehensive Guide to Taxation by Yogendra Bangar, Vandana Bangar, 16th Edition (2020), Aadhya Prakashan.

Campus to Corporate

Course Objectives: The Course is specially designed for management students to help them make a smooth transition from the college campus to the corporate office. It seeks to make the participants introspect, hone up their corporate skills, enjoy the fun-filled activities, organise and express ideas in writing and speaking effectively and gain knowledge and self-confidence. This course has been categorised into two sections in which one will be related to Theoretical Classes and other will be related to Practical Classes that the students can be groomed and trained in both the modes theoretical as well as practical. The broader aim of the course is:

- To help students improve their communication (Spoken, Written & Presentations Skills).
- To build confidence, develop self-esteem, and to bring positive changes in the attitude & behaviour of the participants.
- To impart career specific practical inputs along with sharing the expectations of corporate.
- To give inputs into writing their resumes to facing interview to learning corporate etiquette.
- To resolve personal development issues through detailed interaction and question answers sessions.

Course Contents:

Email Etiquette: Different types of Email; Writing an Email for different purposes

General Awareness: Company CEOs, AVPs, Company History, Current Business News, Current Market Scenarios

Resume/CV writing: Writing for Employment: Bio-data, Resume, Curriculum Vitae, Job application letters, Covering Letter, Interview Letters, Letter of Reference; Difference between Resume and CV.

Preparing the Right Resume: Major Information to be Shared, Do's & Don'ts, Sequence and the structure of Resume.

Smart Manager Must haves:

Team Working & Interpersonal Relationships.

Role of Attitude & Changing Attitude: Understanding Attitude, Importance of Changing Attitude, Impact of Positive Attitude on our lives.

Goal Setting, Time Management & Stress Management.

Health & Hygiene: Importance of Healthy Living, Diet, Sleep Patterns & Health, Exercise & Fitness, Hygiene etc.

Basics of Financial Planning for new young Managers.

Ethics, Values and Spirituality.

Discipline and Habits, Social media (the power and perils of FB, twitter, mobile phones, etc.).

Course Contents (Practical Classes Marks - 10)

PowerPoint Presentation Skills: Enhancing slides of a PPT; Use of SmartArt, Charts and Graphs to achieve clarity, Proper use of animations to display creativity; Initiating and Closing a Presentation

Group Discussion: Types of Group Discussion, The Responsibility of the First Speaker, Concluding the Discussion, A Mock GD. Participating in Group Discussions: Talking in Groups, thinking in Points, Being Assertive, not being Aggressive, Listening Skills, presenting your Views with Confidence, Opening & Closing the Discussion.

Presentation about yourself: Major areas of Qualification, Strength & Weaknesses, why do we recruit you.

Job Interview: Types of Interviews, groundwork before the Interview, Abide by the dress code, Body Language; Probable Interview Questions, Few Tricky Questions and Possible Answers, A Mock Interview

Points to focus on for Pre Placement Interview

- a. To present the clear picture of the context of the interview to the students –
- b. Name of company, location of the company
- c. Company Profile - Head Office, CEOs, AVPs, Objective and Vision Mission of the Company,
- d. How you will be interviewed – Written Test Mode, Group Interview, Personal Interview,
- e. Digital Platforms: Zoom, Skype, Google Meet, Cisco WebEx Meet, MS Teams
- f. Position in the Organization- Idea how to answer the tricky Questions as per the Position you are applying for., when you will be interviewed, duration of the interview, why you chose this company and why you chose the specific HRM area.

Weekly Quiz: Weekly quizzes will be conducted to help the students to track their knowledge on Business related incidents and activities taking place at global level. This will also help the students to memorise and learn class topics discussed with in their classes.

Text and Reference Books

1. M K Sehgal, VandanaKhetarpal, Business Communication, Excel Books
2. Homai Pradhan, N S Pradhan, Business Communication, Himalaya Publishing House
3. Lesikar RV & Pettit Jr. JD, Basic Business Communication: Theory &Application, Tata McGrawHill, 10thEdition
4. Business: Correspondence and Report Writing - Sharma R.C., Mohan Krishna, Tata McGraw Hill,3rdEdition
5. Web Resources:
 - a. www.businesscommunication.org
 - b. www.g-wlearning.com
 - c. www.wps.prenhall.com

SUPPLY CHAIN MANAGEMENT

Course Objectives:

This course is intended to provide an understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain. It is also intended to help the students to learn about logistics, transportation, warehousing and outsourcing decisions.

Course Contents

Unit 1: Supply Chain Concepts: Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

Unit 2: Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation- Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

Unit 3: Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network.

Unit 4: Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL).

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.

Text and Reference Books

- Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
- Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning
- Ballou, Ronald H.; Supply Chain Management; Pearson Education
- Sahay, B.S.; Supply Chain Management; Macmillan
- Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.
- Bowersox D.J., Closs D.J., Logistical Management, McGraw-Hill, 1996

Trimester-IV, V & VI

Trimester IV		Trimester V		Trimester VI	
Compulsory Course					
1. Strategic Management		1. Production & Operations Management		2. Corporate Social Responsibility	
3. SIP Report & Viva					
Elective Courses					
2 Electives in 2 Specializations each		2 Electives in 2 Specializations each		2 Electives in 2 Specializations each	
Marketing	Elective I	Elective III		Elective V	
	Elective II	Elective IV		Elective VI	
Finance	Elective I	Elective III		Elective V	
	Elective II	Elective IV		Elective VI	
Human Resource	Elective I	Elective III		Elective V	
	Elective II	Elective IV		Elective VI	

Marketing Electives	Finance Electives	HR Electives
Sales & Distribution Management	Security Analysis & Portfolio Management	Man Power Planning & Resourcing
Advertising & Promotion	Financial Services	Training & Development
Digital Marketing	Financial Institutions	Human Resource Management & Development
Retail Management	Financial Derivatives	Strategic HRM
Product & Brand Management	Working Capital Management	Negotiation & Conflict Management
Services Marketing	Strategic Financial Management	HR-An Indian Perspective
Rural Marketing	Business Valuation	Compensation Management
Strategic Marketing	Project Appraisal and Financing	Industrial Relation & Labour Laws
Consumer Behaviour	International Finance	Cross Culture & Team Dynamics
Customer Relationship Management	Mergers, Acquisitions and Corporate Restructuring	HRIS & HR Audit

Trimester-IV

Subjects

- 1. Strategic Management**
- 2. SIP Report & Viva**

Strategic Management

Course Objective

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

Course Contents

Unit 1: Introduction of Strategic Management

Definition, nature, scope and importance of strategy and strategic management. Strategic decision making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: vision, mission, goals and objectives. Business definition.

Unit 2: Environment Appraisal

Concept of environment, components of environment (economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT. Internal Appraisal: The internal environment, organisational capabilities in various functional areas and strategic advantage profile. Methods and techniques used for organisational appraisal (Value chain analysis, financial and non-financial analysis, historical analysis, Identification of critical success factors (CSF)).

Unit 3: Corporate Level Strategies

Stability, expansion, retrenchment and combination strategies. Corporate restructuring. Concept of synergy. Business level strategies: Porter's framework of competitive strategies, conditions, risks and benefits of cost leadership, differentiation and focus strategies. Location and timing tactics. Concept, importance, building and use of core competence.

Unit 4: Strategic Analysis and Strategic Implementation

Corporate level analysis (BCG, GE nine cell, Hofer's product market evolution and shell directional policy matrix). Industry level analysis, Porter's five forces model. Resource allocation, Projects and procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, values.

Unit 5: Strategic Evaluation and Ethics

Strategy control and operational control. Organisational systems and techniques of strategic evaluation. Operational and derived functional plans to implement strategy integration of functional plans.

Text and Reference Books

1. Strategic Management by Azhar Kazmi & Adela Kazmi, McGraw Hill Co., 4th Ed., 2015
2. Strategic Management, John A. Pearce II, Richard B. Robinson, Jr., Amita Mittal, McGraw Hill Co, 14th Ed., 2018
3. Strategic Management: Concepts and Cases: Competitiveness and Globalisation, Michael A. Hitt/ R. Duane Ireland/ Robert E. Hoskisson, Cengage, 2017
4. Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant, W. Chan Kim (Author), Renée A. Mauborgne, 2014
5. The Competitive Strategy: Techniques for Analyzing Industries and Competitors, Michael Porter, Simon & Schuster Pub, 2004

Trimester-V

Subjects

1. Production & Operations Management

Production & Operations Management

Course Objectives

The objective of this course is to introduce the students to the concepts and issues related to Production and Operations management, describe the basic tenets of materials management, and explain them to Productivity and Quality Management.

Course Contents

- Production and Operations Management - Meaning, nature and scope; production analysis, objective and functions of production management
- Optimization Techniques: Break Even Analysis, Linear Programming: Formulations and Graphic Solutions, Simplex Method, Artificial Variable method.
- Sensitivity Analysis, Economic Interpretation of simplex tableau, Computer software for solving LPP.
- Production unit having more than one goal to achieve.
- Transportation Problem: Mathematical formulation, Least Square Method, Least Cost Method, Vogel's Approximation Method, MODI Method to optimize Transportation problem. Maximization case in Transportation Problem.
- Assignment Problems: Mathematical formulation, Hungarian method. Maximization case in assignment problem.
- Types of Sequence problem of a manufacturing unit: many jobs with two machines, many jobs with three machines, many jobs with many machines and two jobs with many machines.
- The study of competitive market for an organization (Game Theory).
- Replacement of an equipment / assets that deteriorates gradually, Replacement of an equipment / assets that fails suddenly.
- Inventory control, relevant inventory costs, methods of inventory management, economic lot size, reordering point, ABC analysis and other classifications of materials.
- Scheduling: Project scheduling, Gant Chart, Program Evaluation and Review Techniques (PERT), Critical Path Method (CPM), Compression of Project Duration.
- Elements of queuing system, operating characteristics of queuing system, and problem based on queuing system.
- Future expectation of production and sales for an organization (Forecasting) techniques.
- Simulation techniques used in the organization.

Text & Reference Books

- Production and Operations Management, by S.N. Chary, Tata McGraw Hill
- Operations Management for competitive advantages by Richard B. Chase, Tata McGraw Hill
- Production and operations management by Everett E. Adam, Ronald J. Ebert, Prentice Hall of India
- Operations Management, by Gaither & Fraizer, Thomson South Western
- Production and operations management, by P. Ramamurthy, New Age Publication

Trimester-V

Subjects

1. Corporate Social Responsibility

Corporate Social Responsibility

Course Objectives

The objective of this course is to understand various approaches of CSR concept, application of CSR, Sustainability practices across different verticals, innovative sustainability solutions that ensures inclusive growth along with the growth of the company.

Course Contents

Unit 1 Introduction to CSR: Definition & Meaning of CSR Globally, History of CSR and Evolution across the globe, Social Causes, CSR Lifecycle- Need Assessment, Social Monitoring, Social Audit, Social Return on Investment (SROI)

Unit 2 Need for CSR and Sustainability: Sustainability-Definition & Meaning, need for CSR and Sustainability, Challenges faced by the corporates, governments, civil societies and other eco-systems, CSR and Sustainability as solution, Importance of CSR and sustainability concepts to business houses, NGOs

Unit 3 CSR & Indian Corporate Organizations:History &Chronological evolution of CSR in India, models of CSR in India, Indian Organization &Corporate Philanthropic Initiatives & Social Development, Review current trends and opportunities in CSR in India, CSR through triple bottom line, factors influencing national & international perspectives Theories & principles of CSR.

Unit 4 CSR-Legislation in India & the world:Amendments in CSR Policies, Section 135 of Companies Act 2013, Scope for CSR Activities under Schedule VII, Review of successful corporate initiatives & challenges of CSR.Case Studies of Major CSR Initiatives in India & World, Corporate Social Responsibility: programmes& initiatives – national and international

Unit 5 International framework for corporate social Responsibility: MillenniumDevelopment goals, Sustainable development goals, Relationship between CSR and MDGs.United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights.OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.Carroll's model; drivers of CSR; major codes on CSR

Text & Reference Books

1. Corporate Social Responsibility, Corporate Governance, Sustainable Development and Corporate Ethics/Business Ethics by Prof.Dr. C. U. Saraf
2. Sustainable CSR - CSR Basics by Harsha Mukherjee
3. Narang R.K. (2009). Corporate Social Responsibility-Replicable Models on Sustainable Development. New Delhi: The Energy & Resources Institute.
4. William B Werther, Jr, David Chandler, 2010 Strategic Corporate Social Responsibility, Stakeholders in a Global Environment, Second Edition, SAGE Publications, New Delhi
5. Sanjay K Agarwal (2008), Corporate Social Responsibility, SAGE Publications, New Delhi
6. Raman Mullerat (2011), The Corporate Governance of the 21st Century, Aspen Publishers, UK
7. Wayne Visser (2014), Transforming Corporate Social Sustainability and Responsibility, Springer Heidelberg, New York, London

Elective Courses: Trimester-IV, V, VI

Marketing Electives	Finance Electives	HR Electives
Sales & Distribution Management	Security Analysis & Portfolio Management	Man Power Planning, Recruitment & Selection
Advertising & Promotion	Financial Services	Training & Development
Digital Marketing	Financial Institutions	Human Resource Management & Development
Retail Management	Financial Derivatives	Strategic HRM
Product & Brand Management	Working Capital Management	Negotiation & Conflict Management
Services Marketing	Strategic Financial Management	HR – In Indian Perspective
Rural Marketing	Business Valuation	Compensation Management
Strategic Marketing	Project Appraisal and Financing	Industrial Relation & Labour Laws
Consumer Behaviour	International Finance	Cross Culture & Team Dynamics
Customer Relationship Management	Mergers, Acquisitions and Corporate Restructuring	HRIS & HR Audit

Sales and Distribution Management

Course Objectives

The purpose of this course is to familiarize students with the principles, structures, strategies and skills of selling and managing the selling function and impart skills required to plan, organize, implement and control selling and marketing channels.

Course Contents

1. Understanding sales and sales management, Evolution of sales concept, Integrating sales and marketing management.
2. Sales organization, Types and role of organizations, Basis for designing a sales organization, Types of sales force structure, Role and Responsibilities of a sales manager
3. Concepts of Selling - Commonly Held Beliefs About Selling, Selling vs. Marketing, Modern Concept of Selling, What Is Salesmanship? How Does Salesperson Work
4. Selling: Traits and Tasks - Why Salespeople Fail, An The Effective Salesperson, Secrets of Super Successful Sales Professional
5. Sales Planning: Assessing and analysing market potential, Sources of data, Importance and uses of sales forecasts, Sales forecasting methods, Importance of sales planning, sales planning process,
6. Purpose of sales budgets, Benefits of budgeting, Types of budgets, Methods of budgeting for sales, Requirements for successful budgeting
7. Selling Process - Looking for New Customers, Validating Sales Leads, Preparation for the Sales Call, The Sales Meeting, Handling Buyer Resistance, Closing the Sale, Account Maintenance
8. Importance of recruitment of Sales Personnel, Sales personnel selection process, Importance of sales training, Types of sales training, Benefits of sales training
9. Compensating Sales Personnel: its Objectives and Characteristics, Types of compensation plans, Designing and implementing compensation plans
10. Motivating Sales Force: Concept of motivation, Motivational theories, Motivation and productivity of the sales force, Effect of personal characteristics on sales force motivation, Sales motivational mix
11. Sales and Cost Analysis: Ensuring profits, Nature of sales control, Sales analysis, Sales audit, Marketing cost analysis, Marketing audit, Profitability analysis, Principles of analysis.
12. Evaluating Sales Force Performance: Sales force performance, Determinants, Methods of sales forces evaluation, Reviewing sales force performance.
13. Distribution: Need for Distribution Channels, role of Channel members, Channel functions, Designing channels, Channel flows and costs, channel conflict and its management
14. Territory Management and its importance, Criteria and Methods for designing territories, operating territory management system

Text & Reference Books

- a. Corporate Sales Management-Decisions, Strategies and Cases, 5e, Richard R Still, Edward W Cundiff, Norman A P Govoni/ Prentice-Hall, India
- b. Marketing Channels, 5e, Louis W Stern, Adel I EI-Ansari& Anne T Coughlan/ Prentice-Hall, India
- c. Strategic Logistics Management, 3e, Douglas Lambert & James R Stock/ Tata McGraw Hill
- d. Marketing Channels: A Relationship Approach, Lou E Pelton, David Strutton& James R Lumpkin

Advertising & Promotion

Course Objectives

This course provides a comprehensive understanding of the fundamentals needed to build a clear, integrated communication strategy for an organization. The course also provides inputs to prepare the students with the ability to design, develop and execute effective Creative and Media Strategies for Advertising campaigns. The course discussion to be based on a dummy IMC/Advertising campaign, for a live or a hypothetical brand, to be developed by the students in small teams.

Course Contents

Unit 1: Introduction to Advertising: History, Classification, Structure of the Advertising agency, Economic, Social and Ethical issues in Advertising, Advertising Regulation, Role of ASCI. Introduction to Integrated Marketing Communication (IMC)- Evolution & significance, Role of promotional elements. The IMC Planning Process, Review of Consumer Buying decision process and factors affecting it.

Unit 2: The Communication Process: Basic Communication Model, Traditional Communication Response Hierarchy Models, Consumer Involvement, The FCB Planning model, Elaboration Likelihood Model. Planning an advertising campaign. Setting the advertising objective, Sales vs Communication Objective, DAGMAR, Defining the target audience, Apportioning the advertising budget.

Unit 3: Creative Strategy: Role of Creativity in Advertising, Research inputs to the creative process, Relevance of Brand Positioning & USP, Advertising appeals, Finding the Big Idea, Creative Execution themes- Demonstration, Testimonial etc., Creative Execution in Print Advertising, Creative Execution in TV Advertising.

Unit 4: Media Strategy: Types of media, Media characteristic, Using Indexes (Brand Development Index & Category Development Index) to determine where to promote, Establishing the Media Objective, Factors affecting Media Selection, Media Scheduling, Establishing Reach & Frequency objectives, Audience Measurement, Media selection and scheduling, Media Buying

Unit 5: The New Age Promotional Media: Integrating the internet in the IMC programme, communicating through websites, Search Engine Marketing, Banner advertisements, Blogs & Community Forum, Marketing Communication through Social Media, Merchandising, Mobile Advertising

Unit 6: Other Tools of Promotion: Public Relations, Publicity, Direct marketing, Sales Promotion, Event Marketing.

Text and Reference Books

Advertising & Promotion by George Belch, Michael Belch & Keyoor Purani, McGraw Hill 9th Ed., 2017
Foundations of Advertising Theory & Practice, S.A.Chunawala & K.C. Sethia, 8th Ed., Himalaya Publishing, 2015

Advertising Management, Batra, Myers, Aaker, 5th Ed., Pearson Ed., 2002

Advertising Management, Jethwaney & Jain, 2nd Edition, Oxford University Press, 2012

Digital Marketing

Course Objectives

The objectives of course are to understand internet users and to Understand the E-Marketing context: e-business models, know how to use marketing functions of product, pricing, distribution, and marketing communication for a firm's E-Marketing strategy and evaluate several customer relationship management (CRM) strategies using internet technology.

Course Contents

- Introduction to Internet Marketing: Meaning, scope and importance of internet marketing, Application of internet marketing, the internet microenvironment
- Internet Marketing Mix, Segmentation and Position, Differentiation and Positioning
- Strategy and Planning for Internet Marketing; Business to Consumer and Business to Business Internet Marketing, Online buyer behavior and Models;
- Web site design and Domain Name Branding, understanding site user requirement, site design and structure, developing and testing content, Online Advertising: Display Advertising, Service quality
- E-Commerce and Digital Markets: Understanding E-Commerce-Technology and growth of E-Commerce, Economic Foundations of E-Commerce-Business Models on the Internet-Intermediation and Dis-intermediation in e-Commerce-Introduction to Digital Marketing-Payment Gateways and Digital Currencies
- Relationship Marketing using the internet: e-CRM, Customer Life Cycle Management.
- Trust in Internet Marketing. Ethical and Legal Issues; Internet of the future: “Customerization”.
- Digital and Social Media Marketing: Evolution of digital marketing-The digital consumer & communities Online-Digital Marketing Landscape-Search Engine Marketing
- Advertising-Social Media Marketing-Social Media Strategy & Customer Engagement-Affiliate marketing & strategic Partnerships-Email Marketing-Content strategies-CRM in digital marketing-
- Digital Marketing, Data, and Analytics-Social Listening-Web Analytics-Social media analytics- Mobile Marketing-Integrating Digital and Social-Media Strategies

Text and Reference Books

- Hanson, W. and Kalyanam K., e-Commerce and Web Marketing 2nd Edition, Cengage Learning, New Delhi. 2012
- Chaffey, D., Ellis-Chadwick, F., Johnston, K. and Mayer, R., Internet Marketing: Strategy, Implementation and Practice, Third Edition, Pearson Education, New Delhi. 2009
- Strauss, Judy and Frost, Raymond, E-Marketing, 5th Edition, PHI Learning Pvt. Ltd., New Delhi. 2009.
- Roberts, M.L. Internet Marketing, 1st Indian Edition, Cengage Learning, New Delhi. 2009

Retail Management

Course Objectives

The objective of this course is to develop knowledge of contemporary retail management issues and analyze the way retailing works, specifically the key activities and relationships. The course also aims at providing an academic underpinning to the above through the application of retailing theory and research.

Course Contents

1. Introduction to retailing: Retailing defined, Retailing and development, Utilities of retailing, History of retailing, Theories of retail development, Retail management process.
2. Indian retail industry: Structure of Indian retail industry, Drivers of growth, Key challenges
3. Understanding Shopping and shoppers: Concept of shopping, shopping process, shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, value and lifestyle of Indian shoppers, media-graphics of Indian shoppers, behaviour-based segmentation, attitude/ orientation-based segmentation.
4. Delivering value through retail formats: Classification of formats, value-based format of retail choice.
5. Deciding the location: The process of deciding the location, Methods of estimating demand.
6. Category Management: Factors affecting growth of category management, the category management process.
7. Supply-chain Management: Factors for successful SCM, Drivers of SCM, SCM and Competitive Advantage, Framework for SCM
8. Retail Buying: Objectives of buying, organizational buying, retail buying behaviour, becoming a buyer, Merchandising and Assortment Plans, Retail buying groups.
9. Store Layout and Design: Objectives of Layout and Design, elements of store layout, planning and circulation, storefronts and entrances, merchandise display, materials and finishes, lighting, music, graphics.
10. Point of purchase communication: Convergent or internal communication, Role of packaging, Designing POP communication.
11. Establishing a Pricing Strategy: Factors affecting pricing decisions, price setting, reference pricing.
12. Technology in Retailing: Different technologies used in retailing, ECR and technology, Adoption of technology: issues and challenges

Text & Reference Books

- Piyush Kr Sinha, Dwarika Prasad Uniyal, Managing Retailing, Oxford University Press, New Delhi, 2007.
- Berman, Barry and Joel R Evans, Retail Management: A Strategic Approach, 10/E. (2007). India: Pearson Education.
- Levy, Michael Barton A. Weitz, Retailing Management, IrwinMcGraw Hill, 2009.
- Hasty and Ron James Reardon, Retail Management, Tata McGraw Hill, International, 2003.
- Retail Management: Text and Cases, Swana Pradhan, Tata McGraw-Hill Education Pvt. Limited, 2011.

Product & Brand Management

Course Objectives

The objective of this course is to enable students to learn the basics of Brands and Brand Management, learn Customer-Based Brand Equity and know about Brand Positioning. The course shall also help students to learn about developing a Brand Equity Measurement & Management System, corporate branding and Branding of Ethical Standards.

Course Contents

- Product Management
- Brands and Brand Management: What is a Brand? Product Vs. Brands, Can Everything Be Branded, Managing Brand Architecture and Brand Portfolios, Branding Challenges & Opportunities, Strategic Brand Management Process,
- Customer-Based Brand Equity: Making a Brand Strong, Sources of Brand Equity, Steps of Strong Brand Building, Creating Customer Value
- Brand Positioning: Establishing Brand Positioning, Positioning Guidelines, Internal Branding
- Choosing Brand Elements to Build Brand Equity, Criteria for Choosing Brand Elements, Options & Tactics for Brand Elements
- Leveraging Brand Associations to Build Brand Equity, Country of Origin Effects, Channels of Distribution, Co-Branding, Celebrity Endorsement
- Designing and Implementing Branding Strategies, Brand Architecture, Brand Hierarchy, Designing a Branding Strategies
- Corporate Branding, Introduction, Luxury Brands, and Brand Building, Branding of Ethical Standards
- Introducing and Naming New Products and Brand Extensions, Brand Extensions, Advantages and disadvantages of Brand Extensions, Consumer Evaluation of Brand Extensions, Models of Consumer-Based Brand Equity, Measuring Brand Equity, Measuring Brand Equity.

Text and Reference Books

- The New Strategic Brand Management -by Jean-Noel Kapferer (Kogan Page, 2011)
- Brand Positioning: Strategies for Competitive Advantage-by Subrato Sengupta (TMH, 2005)
- Managing Brand Equity -by David Aaker (Free Press,1991)
- Building Strong Brands -by David Aaker (Free Press, 1996)

Service Marketing

Course Objectives

The objective of this course is to introduce students to the concepts and techniques of service marketing. The course is designed to cover all-important aspects of marketing of services, increase students understanding of marketing practices and strategies as applied in the service sector.

Course Contents

1. Overview of Service Marketing: What is service, Framing the Service: The Servuction Model, Why study services; The Service Economy, Ethical considerations for service marketers, Difference between product and Service. Consumer Decision-making in Service
2. Services Marketing Mix: Focus on Service Processes; Stages of Operational competitiveness; Applying Efficiency Models to Service Firms;
3. Considerations for Services Pricing, Special Consideration for Service Pricing, Emerging Service Pricing Strategies;
4. Effective Service Promotion: Introduction; Managing the Service Communication Process; PLC and Communication Objectives; Setting Communications Budget; Formulating Service Firm's Positioning Strategy; Establishing Message & Media Strategies
5. Managing the Servicescape and other Physical Evidence: What is Servicescape; Strategic role of Servicescape;
6. Managing Service Consumers; Consumer performance and operational efficiency, Consumer Performance and IT, Consumer Satisfaction and Consumer Performance, Managing consumer service perceptions
7. Implementing Successful Service Strategies: Essentials of customer satisfaction measurement, Measuring Customer Satisfaction,
8. Service Quality: Definition, diagnosing failure gaps service quality, Measuring Service Quality: The SERVQUAL Measurement Scale, Service Quality Information Systems
9. Managing Service Failures and Implementing Effective Recovery Strategies: The psychology of customer complaining behaviour Developing a service recovery management programme
10. Strategy for facilitating customer loyalty and retention: Understanding customer loyalty, retention and its benefits, customer retention programmes

Text and Reference Books

- Bateson J E G and Hoffman D (2008), Services Marketing, Cengage Learning, Canada
- Lovelock, C. (2003). Services Marketing: People Technology, Strategy 5/e, Pearson Education, New Delhi.
- Zeithaml, V. and Bitner, M. (2011) Services Marketing, 5th edition, McGraw Hill, New York.
- Verma, J.P. and Jha, N. (2017), Service Marketing (2nd ed.), Himalaya Publishing House, Mumbai. India.

Rural Marketing

Course Objectives

To help the students understand and appreciate the differences and similarities between urban and rural Indian markets. To make them understand and develop marketing strategies that are unique to rural India

Course Contents

1. Rural Marketing: Concept-characteristics-approaches to rural marketing-profile of rural market-emerging profile of rural markets in India- Opportunities and challenges of rural marketing
2. Rural marketing environment: Understanding social, economic, technological and political environmental factors and its implications on rural marketers
3. Researching Rural Market: Selecting appropriate research design- survey techniques-PRA approach- rural Vs urban marketing research
4. Rural Consumer behaviour: Buying behaviour of rural consumer- Buying Decision Process- Influence of the larger environment on rural consumers-buying behaviour patterns
5. Selecting and attracting markets: Rural market segmentation- bases and strategies-targeting and positioning in rural markets
6. Designing product strategy: Product design decisions- product innovation strategies-customer value strategies-branding and packaging- product life cycle strategies-encounter strategy for fighting fakes
7. Pricing strategy: Pricing methods-rural pricing strategies for value conscious and price conscious segments- pricing decisions in relation to distribution, promotion, product life cycle and environmental factors
8. Distribution Strategy: Distribution trends in rural markets-distribution decision –direct Vs indirect marketing-channel levels- traditional channel members-emerging channel members in rural India
9. Communication strategy: Challenges in rural communication-designing the communication strategy-deciding the promotion mix, creating advertisement for rural audiences- selecting communication channels-non conventional media-IMC strategy-importance of two step flow of communication in rural markets
10. Rural Marketing in Practice- Case Studies and Seminars

Text and Reference Books

- Rural Marketing, Kumar Sanal Velayudhan and Gummadi Sridhar, Excel Books, New Delhi. 2010.
- Rural Marketing: Concepts and Practices, Dogra Balram and Karminder Ghuman, McGraw Hill Education. India, 2007.
- Rural Marketing, 3rd Edition, Pradeep Kashyap, Pearson Education Ltd. New Delhi. 2016.
- Rural Marketing: Text and Cases, 2e, Krishnamacharyulu, Pearson Education, 2010.

Strategic Marketing

Course Objectives

The objective of course is to understand how Strategic Marketing plays a significant role in the success of business enterprises. To help students sharpen their analytical abilities in integrating strategic marketing decision in a comprehensive manner. To become familiar with the concepts and framework in marketing strategy, strategic market planning, competition analysis and in creating competitive advantage. To relate marketing in the context of the whole organisation with special emphasis on strategic management.

Course Contents

1. Many Facets of Strategic Marketing
2. Strategic Marketing: Overall view
3. Product and Service Strategy and Management
4. Re Aligning Marketing Resources
5. Competitive Strategy
6. Turn-around Strategy
7. Opportunity Analysis and Market Targeting
8. Distribution Strategy
9. Innovative Strategies
10. Product and Service Strategy and Management
11. Growth Strategies
12. Strategic CRM: Facets and Payoffs

Text & Reference Books

- Strategic Management by Azhar Kazmi & Adela Kazmi, McGraw Hill Co., 4th Ed., 2015
- Strategic Management, John A. Pearce II, Richard B. Robinson, Jr., Amita Mittal, McGraw Hill Co, 14th Ed., 2018
- Strategic Management: Concepts and Cases: Competitiveness and Globalisation, Michael A. Hitt/ R. Duane Ireland/ Robert E. Hoskisson, Cengage, 2017
- Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant, W. Chan Kim (Author), Renée A. Mauborgne, 2014
- The Competitive Strategy: Techniques for Analyzing Industries and Competitors, Michael Porter, Simon & Schuster Pub, 2004
- Competitive Advantage: Creating and Sustaining Superior Performance by Michael Porter, The Free Press, 1985
- Marketing Planning & Strategy by Subhash C Jain, Cengage South-Western, 1999

Consumer Behaviour

Course Objectives

The objective of this course is to develop the student's knowledge and understanding of consumer behavior leading to the ability to apply the knowledge in developing effective marketing strategies.

Course Contents

1. Defining Consumer Behaviour, its Significance, Application of Knowledge of Consumer Behaviour
2. Consumers & Market Segmentation, Benefits/ Limitations of Segmentation Product Positioning
3. Environmental Influences on Consumer Behaviour –Culture, Sub-culture & Social Class, Social Groups & Family- Family Life Cycle Stages and Decision Dynamics
4. Reference Groups, Opinion Leaders and Social Influences: In-Group versus Out-Group influences, Role of Opinion Leaders
5. Personal Innovation & Diffusion of Innovation
6. Personality Theories & Applications: Psychographics & Self Concept
7. Nature & Role of Motives & its Classification, Motive Arousal & Structuring, Motivation Research Information Processing
8. Learning & its classification, Additional Consumer Learning Topics, Memory
9. Attitude, its characteristics, Functions, Strategies for changing attitudes
10. Consumer decision & its kinds, Consumer decision Process Model, Marketing Implication of Problem Recognition, Search & Evaluation, Purchasing Processes, Post purchase behaviour
11. Modelling & Researching Consumer Behaviour, Organizational buying behaviour
12. Geographic and Regional Culture Impact on Consumer Behaviour, Situational Determinants of Buyer Behaviour

Text and Reference Books

- Loudon, David L. and Bitta, AJD (2009), Consumer behavior: Concepts and Applications, New Delhi, Tata McGraw Hill Book Company
- Schiffman L & Kanuk (2003), Consumer Behaviour, New York, Prentice Hall
- Kumar, S. Ramesh (Prof.) (2003), Conceptual Issues in Consumer Behaviour: The Indian Context, Delhi, Pearson Education Pte. Ltd.
- Sternthal, B. and Craig, CS (1982), Consumer behavior: an information processing perspective, New Jersey, Prentice Hall
- Wallendorf, M. and Zaltman (1979), Readings in consumer behavior: Individuals, groups, and organizations, New York, John Wiley & Sons
- Zaltman, G. and Wallendorf M (1983), Consumer behavior: Basic findings and management implications-2nd ed., New York: John Wiley & Sons

Customer Relationship Management

Course Objectives

The objective of course is to understand and evaluate several customer relationship management (CRM) strategies, understand the concepts and principles of CRM, appreciate the role and changing face of CRM as an IT enabled function, and enable managing Customer Relationship.

Course Contents

Unit – I: CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

Unit – II: CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Unit – III: Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner Relationship Management (PRM).

Unit – IV: Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Unit – V: CRM Implementation - Defining success factors - Preparing a business plan requirement, justification and processes. - Choosing CRM tools - Defining functionalities - Home-grown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

Text and Reference Books

- Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi. 2011
- S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
- Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi, 2008
- Jagdish Seth, Et Al, Customer Relationship Management, 2010
- V. Kumar & Werner J., Customer Relationship Management, Wiley India, 2008

Security Analysis and Portfolio Management

Course Objectives

The objective of this course is to introduce the concept of Investment and Securities, explain Risk and Return, elucidate Bond Return and Valuation and Stock Return and Valuation. It also aims at introducing the concept of portfolio, describing theories associated with it, explains stock market basics and enables evaluation and revision of investment portfolios in an effective manner.

Course Contents

1. Investment: A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management
2. Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives, Trading Procedures.
3. Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return
4. Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis
5. Technical Analysis:
 - Tools of technical analysis, important chart formations or price patterns and technical indicators
6. Efficient Market Hypothesis:
 - Concept of 'Efficient Market' and its implications for security analysis and portfolio management.
7. Valuation of bonds and shares:
 - Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds
8. Portfolio Management – Risks and Returns:
 - Concept of portfolio and portfolio management, concept of risk, types of portfolio management
9. Capital Asset Pricing Model (CAPM):
 - Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model
10. Mutual Fund Operations:
 - Mutual funds as a key financial intermediary, mobilizing savings and investing them in capital markets.

Text and Reference Books

- Corporate Finance by Aswath Damodaran, 4th Edition (2014), Wiley.
- Investment & Portfolio Management by Prasanna Chandra, 5th Edition (2017), Tata McGraw Hill
- Security Analysis and Portfolio Management by Punithavathy Pandian, 2nd Edition (2012), Vikas Publishing House.
- Modern Portfolio Theory and Investment Analysis by Elton, Gruber, Brown and Goetzmann, 9th Edition (2017), Wiley.
- Security Analysis and Portfolio Management by Donald E. Fischer, Ronald J. Jordan, Ashwini K. Pradhan, 7th Edition (2018), Pearson

Financial Services

Course Objectives

- To enable students to understand the Basics of Microfinance and Insurance.
- The course also aims at describing the different methodologies, operational aspects and risks of Microfinance and Insurance.

Course Contents

1. Microfinance

- Over view of Micro Finance - Microfinance Perspectives – Meaning- History of Microfinance in India – nature and Structure-Evolution and character of Microfinance in India- Microfinance as a Tool for Development. - Types of products – savings, objectives
- Microfinance methodologies –
 - Microfinance delivery methodologies
 - Some innovative and creative microfinance models
 - Conventional Model-Direct Model-Indirect Model
 - Models in Andhra Pradesh
- Micro finance and Development
 - Microfinance and women Empowerment, Microfinance and Education, Microfinance and Health, Microfinance and Business Development
 - Microfinance networking and Linkage Building.
 - Measuring of social performance.
- Risks in Microfinance
 - Types of Risks in Microfinance
 - Risks in agricultural Microfinance
 - Strategies in handling the risks Microfinance and Disaster

2. Insurance

- Insurance
 - Meaning, Need, Types, Functions and Principles.
 - IRDA its function and Importance, Insurance as Social Security Tool.
 - Insurance and Economic Development.
- Life Insurance:
 - Introduction, Need, Importance, Elements of Contracts and Life Insurance Contract.
 - Settlement of Life Insurance Claims.
- General Insurance:
 - Organisation of General Insurance Corporation and its Subsidiary Companies
 - It's Functions Settlement of General Insurance Claims.
 - Health Insurance, Need, Scope & Importance

Text and Reference Books

- Indian Financial System: Financial Markets, Institutions and Services, by Siddhartha Sankar Saha 2nd Edition, Published: 31 August 2020, Tata McGraw Hill Publication.
- Financial Markets, Institutions & Financial Services by Prof. Bimal Jaiswal, Dr. Bhuvana Venkatraman & Dr. Richa Banerjee, 1st Edition (2019), Sahitya Bhawan Publications.
- Financial Services by M.Y. Khan, 10th Edition (2019), McGraw Hill Publication.
- Microfinance Principles and Approaches by V.Rangarajan, 2013, Notion Press
- Indian Financial System by H.R. Machiraju, 5th Edition (2019), Vikas Publishing

Banking & Allied Services

Course Objectives

To introduce the field of Banking, to provide an in depth knowledge about various Banking & allied services.

Course Contents

1. Banking

- Indian Banking System
- Banking Structure in India
- Evaluation of the Banking System and Future Trends
- Commercial banks and co-operative banks in the development of economy
- Role, Functions, duties of RBI, Control of the Banking Sector by the RBI
- CRR, SLR, CRAR
- Income Recognition Norms
- Provision for NPAs

2. Development Banking Institutions Viz.

- IDBI, IFCI, ICICI, IRBI, NABARD, SIDBI, and EXIM Bank
 - objectives,
 - operations,
 - schemes of financing
 - investments policy
 - Portfolio management and resource mobilization efforts.

3. Other Financial Services

- Merchant Banking
- Hire Purchase and Instalment System
- Consumer Finance
- Credit Cards
- Leasing
- Credit Rating in India
- Services of Custodians-Central Depository Systems
- Commercial Paper
- Financial Journalism

4. Recent developments in the banking sector, Challenges faced by the Indian Banking Industry, Future of Indian banking

Text and Reference Books

- Indian Financial System: Financial Markets, Institutions and Services, by Siddhartha Sankar Saha 2nd Edition, Published: 31 August 2020, Tata McGraw Hill Publication.
- Financial Markets, Institutions & Financial Services by Prof. Bimal Jaiswal, Dr. Bhuvana Venkatraman & Dr. Richa Banerjee, 1st Edition (2019), Sahitya Bhawan Publications.
- Financial Services by M.Y. Khan, 10th Edition (2019), McGraw Hill Publication.
- Management of Banking and Financial Services by Suresh Padmalatha, Fourth Edition, Pearson
- Indian Financial System by H.R. Machiraju, 5th Edition (2019), Vikas Publishing

Financial Derivatives

Course Objectives

To make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc.

Course Contents

1. Introduction to Derivatives:
 - Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Financial and Derivative markets
 - Fundamental linkages between spot & Derivative Markets,
 - The Role of Derivatives Market, Uses & Misuses of derivatives.
2. Future and Forward Market:
 - Structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures.
 - Determination of Forward and future prices - Interest rate futures, Currency futures and Forwards
3. Options:
 - Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing,
 - Option Pricing Models: The Binomial Model, The Black – Scholars Merton Model.
4. Basic Option Strategies:
 - Advanced Option Strategies
 - Trading with Options
 - Hedging with Options
 - Currency Options.
5. Swaps:
 - Concept and Nature,
 - Evolution of Swap Market
 - Features of Swaps
 - Major Types of Swaps: (i) Interest Rate Swaps, (ii) Currency Swaps (iii) Commodity Swaps (iv) Equity Index Swaps (v) Credit Risk in Swaps
 - Using Swaps to Manage Risk

Pricing and Valuing Swaps

Text and Reference Books

-
- Corporate Finance by Aswath Damodaran, 4th Edition (2014), Wiley.
 - Investment & Portfolio Management by Prasanna Chandra, 5th Edition (2017), Tata McGraw Hill
 - Financial Derivatives: Theory, Concepts and Problems by S.L. Gupta, 2nd Edition (2017), PHI Learning
 - Modern Portfolio Theory and Investment Analysis by Elton, Gruber, Brown and Goetzmann, 9th Edition (2017), Wiley.
 - Derivatives by T. V. Somanathan, V. Anantha Nageswaran, Harsh Gupta, 2nd Edition (2017), Cambridge University Press
 - Options, Future & Other Derivatives by John C. Hull, Sankarshan Basu, 10th Edition (2018), Pearson

Working Capital Management

Objective

- To make students efficient to optimize the level of working capital and minimize the cost of such funds and to ensure a smooth operating cycle of the business

Course Contents

1. Principles of Working capital:
 - Introduction to Working capital,
 - Concept of Working Capital
 - Need for Working capital
 - Concepts and its determinants
2. Estimation of working capital needs.
3. Accounts Receivables Management and Factoring:
 - Credit Policy,
 - Nature and Goals
 - Credit evaluation of individual accounts and its monitoring receivables,
 - Factoring: types and benefits.
4. Inventory Management:
 - Nature of Inventories
 - Need to hold inventories
 - Objectives of inventory management
 - Inventory Management techniques
 - Inventory management process
5. Cash Management:
 - Facets of Cash Management
 - Motive for holding cash
 - Managing cash collection and disbursements
 - Investing surplus, cash in marketable securities
 - Cash budget
6. Working Capital Finance:
 - Trade Credit
 - Bank Finance
 - Commercial Papers.

Text and Reference Books

- Working Capital Management & Finance by R.K.Gupta & Himanshu Gupta, 3rd Edition (2019), Notion Press
- Management of Working Capital by Dr. S.P. Gupta, 2nd Edition (2019), Sahitya Bhawan
- Financial Management by P K Jain & M Y Khan, 8th Edition (2018), Tata McGraw Hill Publication.
- Financial Management & Policy by I M Pandey, 11th Edition (2016), Vikas Publishing House
 - Corporate Finance by Aswath Damodaran, 4th Edition (2014), Wiley.

STRATEGIC FINANCIAL MANAGEMENT

Course Objectives

To acquaint the students with concepts of Financial management from strategic perspective and to familiarize various Techniques and Models of Strategic Financial Management.

Course Contents

1. **Financial Policy and Strategic Planning** –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.
2. **Investments Decisions under Risk and Uncertainty** – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.
3. **Leasing** – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.
4. **Financing Strategy** - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities Namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.
5. **Dividend Decision:** Dividend and Retained Earnings; Forms of Dividend; Practical Considerations in Dividend Policy; Dividend Models-Walter Model, Gordon Model and MM Hypothesis.

Text and Reference Books

- Strategic Financial Management by CA (Dr) KM Bansal, CA Anjali Agarwal, 2ndEdition (2020), Taxman
- Strategic Financial Management by Dr. Girish P Jakhotiya, 4thEdition (2019), Vikas Publishing House
- Indian Financial System: Financial Markets, Institutions and Services, by Siddhartha Sankar Saha 2nd Edition, Published: 31 August 2020, Tata McGraw Hill Publication.
- Financial Management by P K Jain & M Y Khan, 8th Edition, Published: December 3, 2018, Tata McGraw Hill Publication.
- Corporate Finance by Aswath Damodaran, 4th Edition (2014), Wiley.
- Fundamentals of Corporate Finance by Jonathan Berk, Peter DeMarzo, Jarrad Harford, Third Edition(2019),Pearson
- Financial Management & Policy by I M Pandey, 11th Edition (2016), Vikas Publishing House

BUSINESS VALUATIONS

Course Objectives

To assess which valuation methodologies which are applicable based on the type of company being valued and the relevant circumstances, upon review of a company's financial statements be able to prepare a basic valuation using various appropriate valuation methodologies, develop a reservoir of knowledge on valuation which can assist the students in undertaking valuation assignments as for Mergers and Acquisitions, Issue of Shares, Winding up of Business and during Distressed Sale.

Course Contents

1. Overview of Business Valuation: Genesis of Valuation; Need for Valuation; Hindrances/Bottlenecks in Valuation; Business Valuation Approaches; Principles of Valuation (Cost, Price and Value).
2. Purpose of Valuation: M&A, Sale of Business, Fund Raising, Voluntary Assessment; Taxation; Finance; Accounting; Industry perspective; Statutory Dimension; Society Angle.
3. International Valuation Standards Overview.
4. Valuation guidance resources in India.
5. Business Valuation Methods: Discounted Cash Flow Analysis (DCF); Comparable transactions method; Comparable Market Multiples method; Market Valuation; Economic Value Added Approach; Free Cash Flow to Equity; Dividend Discount Model; Net Asset Valuation; Relative Valuation; Overview of Option Pricing Valuations.
6. Steps to establish the Business Worth: Planning and Data Collection; Data Analysis and Valuation including review and analysis of Financial Statements; Industry Analysis; Selecting the Business Valuation Methods; Applying the selected Valuation Methods; Reaching the Business Value Conclusion.
7. Valuation of Tangibles: Overview of Valuation of Immovable Properties; Plant & Machinery; Equipment's; Vehicles; Capital Work-in-Progress; Industrial Plots; Land and Buildings; Vessels, Ships, Barges etc.
8. Valuation of Intangibles: Definition of Intangible Assets; Categorization of Intangibles- Marketing Related (Trademarks, Trade names, Certification marks, Internet domains etc.), Customer or Supplier Related (Advertising Agreements, Licensing, Royalty Agreements, Servicing Contracts, Franchise Agreements), Technology Related (Contractual or non-contractual rights to use: Patented or Unpatented Technologies, Data Bases, Formulae, Designs, Software's, Process), Artistic Related (Royalties from artistic works: Plays, Books, Films, Music).
9. Valuation of Business during Distressed Sale

Text and Reference Books

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- Business Valuation: An Integrated Theory by Z. Christopher Mercer, Travis W. Harms, 3rd Edition (2020), Wiley.
 - Corporate Finance by Aswath Damodaran, 4th Edition (2014), Wiley
 - An Illustrated Guide to Business Valuation by B.D. Chatterjee, 2nd Edition (2020), Bloomsbury Professional India
 - Valuation: Measuring and Managing the Value of Companies by David Wessels, Marc Goedhart & Tim Koller, 5th Edition (2010), Wiley.

PROJECT APPRAISAL AND FINANCING

Course Objectives

This course introduces to Planning & Analysis of projects, Generation and Screening of Project Ideas, Financial Analysis, Types and Measures of Risk, Social Cost Benefit Analysis, and the methods in applying fundamentals of project financing; rationale for this type of financing; completion, operating, regulatory, and sovereign risk analysis; risk mitigation strategies; financing options.

Course Contents

- 1. Planning & Analysis Overview:** Phases of Capital Budgeting - Levels of Decision Making – Objective, Resource Allocation Framework: Key Criteria for Allocation of Resource - Elementary Investment Strategies - Portfolio Planning tools – Strategic Position and Action Evaluation - Aspects Relating to Conglomerate Diversification - interface between Strategic Planning and Capital Budgeting.
- 2. Generation and Screening of Project Ideas:** Generation of ideas – Monitoring, the environment - regulatory framework for projects - corporate appraisal - preliminary screening - project rating index - Sources of positive NPV qualities of a successful entrepreneur - the porter model for estimation of profit potential of industries.
- 3. Financial Analysis:** Estimation of cost of project and means of financing - estimates of sales and production - cost of production - working capital requirement and its financing - estimates of working results – breakeven points - projected cash flow statement - projected balance sheet. Appraisal criteria: Net Present Value - benefit cost ratio - internal rate of returns urgency - payback period - accounting rate of returns – investment appraisal in practice, Analysis of Risk, Assessing the Tax Burden.
- 4. Types and Measures of Risk:** Types and Measure of Risk - Simple estimation of risk - Sensitivity Analysis - Scenario Analysis, Monte Carlo Simulation - Decision Tree Analysis – Selection of Project - Risk Analysis in practice. Special Decision Situations: Choice between Mutually Exclusive Projects of unequal life - Optimal Timing Decision - Determination of Economic Life - Inflation and Capital Budgeting.
- 5. Project Financing in India:** Means of Finance - Norms and Policies of Financial Institutions - SEBI Guidelines - Sample Financing plans - structure of Financial Institutions in India - Schemes of assistance - Project Appraisal by Financial Institutions.
- 6. Project Management:** Forms of Project Organization - Project Planning, Project Control, Human aspects of project Management - Prerequisites for successful Project Implementation. Project review and administrative aspects: Initial review – Performance evaluation - Abandonment analysis - Administrative aspects of Capital Budgeting - Evaluating the Capital Budgeting System of an organization.

Text and Reference Books

- Projects: Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra, 9th Edition (2019), McGraw-Hill
- Project Reports & Appraisals by H. P. S. Pahwa, 7th Edition (2015), Bharat Law House
- Project Management by Kalpesh Ashar, (2019), Vibrant Publishers
- Project Finance: Appraisal & Follow-Up by D P Sarda, 2nd Edition (2019), Mahip Book Distributors
- Project Management by K. Nagarajan, 8th Edition (2017), New Age International (P) Ltd Publishers

INTERNATIONAL FINANCE

Course Objectives

The primary themes include understanding the nature of international financial markets, risk management and hedging by firms with international operations, the advantages and disadvantages of the diverse sources of funds available from international financial markets and issues related to cross-border and multi-currency valuation.

Course Contents

1. International Dimensions of Financial Management
The Emergence of the MNC, Nature of the MNC, Objectives of the Firm & Risk Management, Domestic Financial Management & International Financial Management.
2. International Monetary System
History of International Monetary System, Present Day Currency Regimes, Regime Choices for Emerging markets, Birth of EMU and EURO.
3. Balance of Payments (BOP)
Principles of BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP and Economic Performance, Capital, Mobility and Capital Account Convertibility.
4. The Foreign Exchange Market, Exchange Rate Determination, and Currency Derivatives
The Foreign Exchange Market – Functions, Participants and Transactions – Exchange Rates and Quotations – Indian foreign Exchange Market, Foreign Currency Derivatives – Currency Options, Futures, Forwards, Swaps – Foreign Currency Derivatives in India, International Parity Conditions – Purchasing Power Parity- Interest Rate Parity, Foreign Exchange Rate Determination.
5. Foreign Exchange Exposure & Risk Management

Two dimensions of Foreign Exchange Risk (viz. Exposure & Unanticipated change in Foreign Exchange Rates), Types of exposure Measuring and Managing Economic Exposure, Transactions Exposure & Translation Exposure: (a) internal hedging strategies. (b) External or market based Hedging strategies

Text and Reference Books

- International Finance Theory and Policy by R Krugman, 10th Edition (2017), Pearson
- Multinational Business Finance by K. Eiteman David, I. Stonehill Arthur & H. Moffett Michael, 14th Edition (2017), Pearson.
- International Financial Management by Vyuptakesh Sharan, 6th Edition (2019), PHI Learning.
- International Finance - A Business Perspective by Prakash. G. Apte, 2nd Edition (2018), McGraw Hill.
- Financial Management by P K Jain & M Y Khan, 8th Edition, Published: December 3, 2018, Tata McGraw Hill Publication.
- Corporate Finance by Aswath Damodaran, 4th Edition (2014), Wiley.
- Fundamentals of Corporate Finance by Jonathan Berk, Peter DeMarzo, Jarrad Harford, Third Edition (2019), Pearson

Mergers, Acquisitions and Corporate Restructuring

Course Objectives

- Developed understanding of the economic activity of M & A taking place in the Indian economy.
- Ability to examine the merger and acquisition process in the capital market.
- Ability to illustrate the leading methods used in the valuation of a firm for merger analysis.
- Familiarity with the techniques of corporate restructuring.

Course Contents

1. Merger Acquisition and Corporate Restructuring
 - Introduction
 - Motives Behind Mergers
 - The Five-Stage (5-s) Model
 - Mergers and Acquisitions in India
 - Other Possible Purposes for Restructuring
 - Growing Need for Corporate Restructuring
2. Various Forms of Restructuring
 - Introduction
 - When to Restructure?
 - Payment of Consideration
3. Legal Aspects and Provisions of Companies Act, SEBI Regulations, etc. for Mergers, Amalgamations and Demergers
 - Operative Sections
 - Steps to Be Followed by Transferee Company
4. Doctrine of Due Diligence
 - Introduction
 - M&A and Shareholder Value
 - Shareholders or Stakeholders?
 - How M&A Can Lead to Governance Failure
 - Motives Behinds International Mergers and Acquisitions
 - Technology, Government Policy, Political and Economic Stability
 - Reasons for Failure of Mergers and Acquisitions
 - Forging a New Corporate Culture
5. Case Studies

Text and Reference Books

- Mergers Acquisitions & Corporate Restructuring - Strategies & Practices by Rabi Narayan Kar, Minakshi, 3rd Edition (2017), Taxmann.
- Mergers, Acquisitions, and other Restructuring Activities by Donald M. Depamphilis, 10th Edition (2020), Elsevier
- Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing by Sheeba Kapil , Kanwal N. Kapil, 2nd Edition (2018), Wiley
- Mergers and Acquisitions in India: Tax & Regulatory by Ernst & Young LLP, 5th Edition (2018), Wolters Kluwer India Private Limited
- Guide to Takeovers and Mergers by N R Sridharan, P H Arvinth Pandian, 4th Edition (2017), LexisNexis

Man Power Planning & Resourcing

Course Objectives

- To assess the need for Human resource planning in a given organization and study the methods of recruitment and selection for various levels of personnel
- To develop and evaluate the Man power planning needs using appropriate techniques and to take corrective action upon feedback using HR Audit.

Course Contents

Unit- I - Introduction of Human Resource Planning and its impact on the Environment: Concept and Significance, Evolution, Objectives and Steps, Influencing Factors of Human Resource Planning. Influence of Technological, Social, Economic and Political Environment on Human Resource Planning. **Role of Human Resource in Manpower Planning:** Introduction, Inputs provided by HR for manpower planning, Key human resource elements

Unit II Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting

Unit III - Determination of Human Resource Needs: Time scale of Human Resource Forecasts. Workload Analysis - Time Series Analysis, Moving Averages Method, Exponential Smoothing Method, Managerial Judgment Method, Delphi Technique, Nominal Group Method.

Unit IV- Manpower Planning, Recruitment, and Selection: Strategic staffing-HR planning process, - Job analysis and description-competency mapping -procedures and steps, methods of data collection for mapping, developing competency models from raw data, online recruitment; employee referrals; recruitment process outsourcing, head hunting, testing for selection of employees, use of psychological test, selection process, interviewing skills, errors in selection. Employer branding

Unit V - Developing a Manpower Plan: Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioural Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan

Unit VI - Human Resource Planning Tools/Techniques and Information Systems: Concept & Techniques of Job Analysis & Job Evaluation, Human Resource Audit and its Implications. Concept and Stages, Models, Contents, Features, Current Trends.

Text and Reference Books

- P. Drucker, The Practice of Management, Mercury Books, London – 1961
- Arun Monappa and Mirza Saiyadin, Human Resource Management, Tata McGraw Hill Publishing Co. 1985
- T. V. Rao, Human Resource Management in India Industry, 1991

Management Training & Development

Course Objectives

- To assess the need for training in a given organization and determine the methods of training for various levels of personnel
- To evaluate the training conducted using appropriate techniques and to take corrective action upon feedback of training conducted

Course Contents

UNIT I: TRAINING & DEVELOPMENT

Scope, objective, beneficiaries, forces influencing working & learning, snapshot of training practices, problems & future trends in training; Relationship between performance & training.

Unit II: Training and Learning

Training: Concept, Need and Importance of Training in Modern Organizations, Training Vs Development

Learning: Principles of Learning, Conditions for Effective Learning, Learning Cycle, Learning Process, Learning Curve

Training Process: Training Needs Assessment- Components of Training Needs Analysis, Sources of Data for Training Needs Analysis.

Unit III: Design of Training Programme

Principles of Training Design, Training Design Process, Outlining Programme Sequences and Themes, Approaches to Programme Design, Need Assessment -Importance, scope, methods & techniques of training need assessment training need assessment process.

Unit IV: Training & Development

Training & Development – Concept, Training needs assessment, Types of training programmes: On the- job and off-the-job, RoI of training, metrics for evaluation of training programme, Meaning & benefits Evaluation techniques Kirkpatrick's, Hambrin, Peter Warr, Vermani&Premila, Peter Bramelys, David Reay- model of training evaluation, training audit.

UNIT V: MANAGEMENT DEVELOPMENT

Need, Importance, approaches, development planning process, company strategies for providing development. development of individuals in modern organizations and familiarize with the process involved in training and development.

UNIT VI: USE OF TECHNOLOGY

Technology & multimedia, computer based training, developing effective online learning, mobile technology & training methods.

Text and Reference Books

- Lynton, R.P. & Udai Pareek (2011). Training for Development. New Delhi: Vistaar Publications.
- 2. Raymond, A. N. (2010). Employee Training and Development. New Delhi: Tata McGraw- Hill Publications.
- Rao, P.L. (2008). Enriching Human Capital through Training and Development. New Delhi: Excel publications.
- Naik, G.P. (2008). Training and Development: Text, Research and Cases. New Delhi: Excel Books.
- Sahu, R. K. (2010). Training for Development. New Delhi: Excel Books.

Human Resource Management and Development

Course Objectives

This course shall enable students to learn about the policies, practices, and decisions to make effective and efficient use of the employees of an organization to achieve the organization's objectives.

Course Contents

UNIT 1 Introduction to Human Resource Management and Concepts- Introduction, Nature, Scope, Objectives, Importance and functions, Evolution, Difference between Personnel Management and Human Resource Management, Roles and Qualities of HR Manager Job Analysis and Design- Job Analysis – Meaning, Uses, Process and methods of collecting data for job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis.

UNIT 2 HRD-Macro Perspective: HRD Concept, Origin and Need, HRD as a Total System; Approaches to HRD; Human Development and HRD; HRD at Macro and Micro Climate. Important Concepts in Managing Human Resource HRP- concept; Recruitment and Selection—Meaning, Sources and Process; Employee Training- concept, importance, objectives, types, steps in Training process; Performance Appraisal- concept, objectives, Importance, Methods; Compensation Management- Concept and components.

UNIT 3 HRD–Micro Perspective: Areas of HRD; HRD Interventions Performance Appraisal, Potential Appraisal, Feedback and Performance Coaching, Training, Career Planning, OD or Systems Development, Rewards, Employee Welfare and Quality of Work Life and Human Resource Information; Staffing for HRD: Roles of HR Developer; Physical and Financial Resources for HRD; HR Accounting; HRD Audit, Strategic HRD

UNIT 4 Instructional Technology for HRD: Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behaviour Modeling and Self Directed Learning; Evaluating the HRD

UNIT 5 Human Resource Training and Development: Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers.

Text and Reference Books

- Dessler Gary (2010), Human Resource Management, Prentice Hall, New Delhi
- Aswathapa K (2005), Human resource Management, Tata McGraw Hill, New Delhi
- Arun Monapa, Managing Human Resource
- Anjali Ghnekar, Human Resource Management
- Cynthia D. Fisher, Lyle F. Schoenfeldt, and James B. Shaw, Human Resource Management, 6th Edition, Boston: Houghton Mifflin, 2006
- Human Resource Development & Management – AM Sheikh
- Strategic Human Resource Development – Kandulna
- Personnel Management- Mamoria

Strategic Human Resource Management

Course Objectives

The objective of the course is to develop the perspective of strategic human resource management. Specifically, the course has the following objectives:

- Distinguish the strategic approach to human resources from the traditional functional approach.
- Understand the relationship of HR strategy with overall corporate strategy.
- Understand the strategic role of specific HR systems.
- Appreciate SHRM in the context of changing forms of organization

Course Contents

- **Introduction to SHRM:** Definition, Need, Importance, and Steps, Human Resource Environment: Workforce Diversity, Demographic Changes, Changed Role of HR in Organizations, HR Strategies to increase firm performance.
- **Recruitment & Retention Strategies:** Online Recruitment, Outsourcing Recruitment, Head Hunting and Performance Management Strategies: Defining Key Result Areas, Key Performance Area instituting TQM Programmes, Creating Team based Organizations, Flexible work time & arrangement.
- **Compensation & Reward Strategies:** Skill Based Pay, Variable Pay, Incentives and Benefits, Profit Sharing, Training & Development Strategies: Cross cultural Training, Multi Skilling, Succession Planning, Learning Organizations and Organizational Learning
- **Retirement & Retrenchment Strategies:** Redundancy, Downsizing, HR Outsourcing, Employee Leasing, Separation Benefits e.g. VRS/CRS
- Human Aspects of Strategies Implementation, Human Side of Mergers & acquisition, Leadership, Managing Conflict, Stress Management, Work life Balance Re engineering HR, Human Resource Development: Accounting and Audit, Scorecard and Report

Text and Reference Books

- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Strategic Human Resource Development – Kandulna
- Strategic Human Resource Management by Tanuja Agarwala, Oxford University Press
- Personnel Management Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya
- Strategic Human Resource Management by Rajib Lochan Dhar, Excel Books

Negotiations and Conflict Management

Course Objectives

To help students develop the skills of conflict avoidance, resolution and negotiation.

Course Contents

- **Conflict:** Meaning and Source of Conflict, Types of conflict, patterns, levels, and; traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process, Management of conflict Resolution & Stimulation Techniques, Dual Concern Model of Conflict Resolution
- **Dealing with Conflict-** Team Conflict, understanding individual styles for handling Inter Personal Conflict, Cross Cultural differences in Approaches to Conflict, Importance of Emotional Intelligence.
- **The Negotiation Process** – Gaining leverage through power & persuasion: Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation: Differences and similarities. BATNA, Context of Mediation, Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.
- **Negotiation Skills for Effectiveness:** Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators, the influence of culture and gender on negotiations: Understanding cultural differences in negotiation; role of cross cultural differences in Negotiations; Seven pillars to negotiational wisdom.

Text and Reference Books

- Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008
- Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, McGraw Hill, 5th Edition, 2011.
- Cohen, S. Negotiating skills for Managers. McGraw Hill Professional
- Bray M, Deery. S, Walsh J., and Waring P, Industrial Relations: A Contemporary Approach, Tata McGraw Hill.
- Udai Pareek: Understanding Organizational Behaviour, Oxford Press

HR-An Indian Perspective

Course Objectives

To appraise the students with the current HR practices in the Indian Context

Course Contents

UNIT I

Human Resources Management (HRM): Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

UNIT II

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers. Strategic Human Resource Management: Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation. Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit.

UNIT III

Job Analysis – Job Description, Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process. Training and Development: Purpose, Methods and issues of training and management development programmes.

UNIT IV

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360-degree Performance Appraisal, Job Evaluation. Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Incentive Payments: Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

Text and Reference Books

1. Michael Armstrong, A Handbook of Human Resource Management Practice, KoganPage
2. Gueutal and Stone, The Brave New World of e-HR
3. Monk and Wagner, Concepts in Enterprise Resource Planning, Thomson
4. Ramesh Sundararajan, Kuldeep Singh, Winning on HR Analytics: Leveraging data for competitive advantage.

Compensation Management

Course Objectives

This course will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance. This course will explore the factors of job analysis, job description, and job evaluation as the basis of compensation strategy offering students an opportunity to develop competencies in making equitable compensation decisions.

Course Contents

- **Introduction** - Overview of Compensation Management, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Role of various parties – Employees, Employers, Unions & Government and Legislations for compensation; Types of Compensation Management - The Pay Model, Strategic Pay Policies.
- **Developing Compensation Programs** - Job Evaluation, Basic systems Time wage, Piece wage, Wage payments and Total Salary Structure, Compensation Surveys, Developing Salary Structures, Planning a Job Analysis Program, Measuring Cost- to – Company (CTC)
- **Derivatives of Compensation** - Pay for Performance (PFP): Rewarding Desired Behaviours, Designing PFP Plans, Merit Pay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives. Compensation of Special Groups, Compensation Strategies for Special Groups; Reward & recognition
- **Benefits-Fringe Benefits:** concept, Different Kinds of Fringe Benefits, employee benefits programs-security benefits, retirement security benefits, health care benefits.
- Introduction to Income tax planning, Current Trends in Compensation Management, Equity Compensation Plans – objective of equity compensation.

Text and Reference Books

- Dessler Gary (2010), Human Resource Management, Prentice Hall, New Delhi
- Aswathapa K (2005), Human resource Management, Tata McGraw Hill, New Delhi
- Arun Monapa, Managing Human Resource
- Anjali Ghnekar, Human Resource Management
- Strategic Human Resource Development – Kandulna

Industrial Relation and Labour Laws

Course Objectives

- To explain the need for Labour laws and understand the minute and operational aspects of Labour Laws on business form and its implications along with the development and Judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislations and laws relating to Industrial Relations, Social Security and Working conditions.

Course Contents

UNIT – 1 – INDUSTRIAL RELATIONS

Overview of Industrial Relation (IR); Meaning & scope of IR; characteristics, significance & prerequisite for good IR; Dunlop's model of IR; Causes & effect of poor IR; measures for improving IR.

UNIT – 2 – LABOUR WELFARE

Theories & approaches of labour welfare, labour welfare facilities; statutory & non – statutory welfare; welfare & working conditions in Industries; safety requirements & counseling in Industries.

UNIT – 3 – GRIEVANCES

Understanding grievance, Definition, causes of grievance, grievance Handling Model, Benefits.

UNIT – 4 – LABOUR LEGISLATIONS

- The Industrial employment (standing order) Act 1946
- The Industrial Disputes Act 1947
- The Trade Union Act 1926
- The Factories Act 1948
- The Employees Provident Fund Scheme 1952
- The payment of Bonus Act 1965
- The Minimum Wages Act 1948
- The ESI Act 1948
- The Payment of gratuity Act 1972
- Employees Compensation Act 1923

Text and Reference Books

- Dynamics of Industrial Relation by Mamoria, Mamoria & Gankar (Himalaya Publishing House)
- Industry Relation & Labour Welfare Text & Cases by Sivarethinamohan, (PHI Learning Pvt Ltd.)

Cross Culture & Team Dynamics

Course Objectives

To explain the challenges of working in cross culture environment and managing the challenges while working in cross cultural teams.

Course Contents

Unit 1 -Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work

Unit – 2Culture and Global Management - Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building

Unit – 3Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Unit -4Foundation of team works- Social effective team communication; Emotional Intelligence, trust, Empathy, creating diverse organization team work in organization. Contemporary issues in managing teams: teams and quality management, teams and workforce diversity. Cultural/global issues. Characteristics of mature teams - individual territories versus team spaces. Managerial Implications.

Unit- 5 Group decision making: Group versus the Individual, strength and weakness of group decision making, Effectiveness and efficiency. Group Think – conformity problem, symptoms of groupthink. Group The Schachter Study - Implication of the Schachter study, Sociogram, Sociometry. The dynamics of Informal Groups - Norms and Roles in informal groups, informal Roles and the informal organization. The dynamics of formal Groups - Positive and negative attributes of committees.

Case Studies, Presentations, quizzes, experiential exercises, Team exercises, Group Discussions, Role Playing.

Text and Reference Books

1. Dessler,G&Varkey,B. (2013). Human resource management. Pearson
2. Jyoti, P &Venkatesh, D.N. (2012). Human resource management. India: Oxford University Press.
3. Snell, S. Bohlander,G. &Vohra,V. (2012). Human resources management: A South Asian perspective. India: Cengage Learning.
4. Monappa, A (1992)Personnel Management & Industrial Relations. Tata McGraw Hill.

HRIS and HR Audit

Course Objectives

- To understand the concept of Human Resource Information Systems
- To familiarize the applications of HRIS in Organizations
- Create awareness in upcoming managers, of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

Course Contents

- **Human Resource Information System**-Need for HRIS, Advantages of HRIS, Uses of HRIS, designing of HRIS, Computerized HRIS, Limitations of HRIS, e-human resource management system, Objectives, Advantages & Disadvantages.
- **Data Management for HRIS** - Data Formats - Entry Procedure & Process - Data Storage & Retrieval, Design of HRIS - Relevance of Decision Making Concepts for Information System
- **HR Management Process & HRIS** - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related, HRIS Life Cycle/HR responsibility in each phase of HRIS development, Data Capturing for Monitoring & Review
- **Conceptual Understanding of Human Resource Audit**: Introduction, Need for Human Resource Audit Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit
- **HR Audit Methodology and Issues**: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Areas of the Audit, Issues in HR Audit
- **Areas for HR Audit**: Introduction, Audit of HR Planning, Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance, Audit of HR Climate, Audit of Corporate Strategies
- **The HR Audit Process**: Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analysing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps, Audit and HR Scorecard: Introduction, How to Approach a Human Resource Scorecard.

Text and Reference Books

- Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan
- Gueutal & Stone, The Brave New World of Her, Jossey-Bass 3. Monk & Wagner, Concepts in Enterprise Resource Planning, Thomson
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