

SUPPORTING DOCUMENTS

CRITERION 1

1.2.2. Percentage of Programmes in which Choice Based Credit System (CBCS)/elective course system has been implemented (Data for the latest completed academic year)

SUBMITTED TO

NATIONAL ASSESSMENT AND ACCREDITATION COUNCIL

BY



N. L. Dalmia[®]

Institute of Management Studies and Research

(A School of Excellence of N. L. Dalmia Educational Society)

**N. L. DALMIA INSTITUTE OF
MANAGEMENT STUDIES AND RESEARCH**

FOR

NAAC ACCREDITATION SECOND CYCLE 2022



N. L. Dalmia[®]

Institute of Management Studies and Research

(A School of Excellence of N. L. Dalmia Educational Society)

**Course Structure for Batch 2021-23
indicating courses, credits/ electives**



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(A School of Excellence of N. L. Dalmia Educational Society)

Supporting Documents

Course Structure and Syllabus for Batch 2021-23

Sr. No.	Course Structure and Syllabus
1	Post Graduate Diploma in Management (PGDM)
2	Post Graduate Diploma in Management – Financial Management



PGDM Course Structure and Syllabus for Batch 2021-23



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(A School of Excellence of N. L. Dalmia Educational Society)

COURSE STRUCTURE AND SYLLABUS

FOR

POST GRADUATE DIPLOMA IN MANAGEMENT

BATCH 2021-23

About the Institute

N. L. Dalmia Institute of Management Studies and Research, established in 1995, ranks among the top 25 institutes in the country.

The Institute is ISO 9001:2015 certified and has been accredited 'A' Grade by NAAC. In addition, it enjoys premier college status by ASIC (Accreditation Services for the International Colleges), UK. We are ranked A*** at the state level and A** at the national level by CRISIL (2018-2019).

N. L. Dalmia Institute of Management Studies and Research is highly respected and one of the most sought-after institutes in the student community.

We are the first institute in the state of Maharashtra and among the handful in the country which do not operate a Management Quota in admission process. We admit students purely on basis of merit through the National level aptitude tests like CAT, CET, and XAT examination. The academic rigor helps us to not only equip our students but also to achieve very high placements.

As an Institute of Excellence, our aim is to provide high-quality management education, empirical research, and value-added business consulting. The highly innovative curriculum of the Institute provides a holistic perspective and new insights to add business value in today's dynamic and competitive environment.

Vision

To be a World Class Management Institute

Mission

To provide value-based quality management education with a global outlook and social conscience

Quality Policy

At N. L. Dalmia Institute of Management Studies & Research, we are committed to nurture, empower, and enhance skills of future business leaders by providing values-based quality education

About PGDM Program

The Post Graduate Diploma in Management (PGDM) is a two-year full-time program approved by All India Council for Technical Education (AICTE), Ministry of HRD, Govt. of India. The program offers specialisations in Finance, Marketing, and Human Resources. It provides high-quality management education and highly researched course curriculum. Nationally and internationally acclaimed faculty members bring forth the right mix of industry-academic experience, providing a holistic perspective of innovative and practical thinking.

The two-year program also covers many activities on team building, leadership, personality development, interpersonal skills, and self-defence. These activities groom the students to become successful business leaders and entrepreneurs.

Program Educational Objectives (PEOs)

- PEO 1 To impart knowledge, analytical ability, and management skills
- PEO 2 To educate the students to perform in key business functional areas including Finance, Marketing, and Human Resources with an overview of global practices
- PEO 3 To prepare the students to work effectively and professionally in teams with mutual respect in the diverse workforce and with today's rapid technological advances
- PEO 4 To sensitize the students recognize & address ethical issues and adhere to values with a view to applying them in an organizational and social setting
- PEO 5 To train the students to eventually assume responsible roles in firms and society

Program Outcomes (POs)

- PO 1 Apply knowledge of management theories and practices to solve business problems
- PO 2 Foster analytical and critical thinking abilities for data-based decision making
- PO 3 Develop values based leadership ability
- PO 4 Understand, analyse, and communicate global, economic, legal and ethical aspects of business
- PO 5 Lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment.

Curriculum and Course Structure

The curriculum comprises of courses, skill development courses and certification programs. The essence of this curriculum is to encourage students to gain knowledge from all aspects of management, develop skills for professional practice and be work ready. The courses offered can be broadly classified into core courses (common for all specialisations) laying the foundation of management education and specialisation courses to help students gain functional competency. Electives courses will provide flexibility to students to acquire professional competencies in niche areas and allow the Institute to cater to changing industry requirements. First year Trimesters I/II/III will focus on core courses with introduction to specialisation courses. The emphasis in the second year (Trimester IV/V/VI) will be on specialisation courses with electives.

Pedagogy

Teaching pedagogy will comprise of Case study, Class Discussion, Assignment, Role play, Presentation, Simulation, Industry expert interaction etc ensuring ample learning opportunities to students.

Assessment and Evaluation

Course assessment would include Continuous evaluation and Trimester end examinations with equal weightage to both components. Case Analysis, Projects, Presentations, Tests, Research projects, live projects, Viva-voce will be tools for evaluation.



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PGDM Curriculum Batch 2021-23		
Sr. No	Components	Credits
	Trimester 1 (July-Sept)	19.5
	Trimester 2 (Oct-Dec)	16.5
	Trimester 3 (Jan-Mar)	19.5
	Trimester 4 (July-Sept)	21
	Trimester 5 (Oct-Dec)	18
	Trimester 6 (Jan-Mar)	9
	Total	103.5
2	Summer Internship (Apr-Jun)	6
3	Final Project	6
4	Bloomberg Certification Courses (Bloomberg Market Concepts and Bloomberg Analyst)	Compulsory Non Credit
5	Skill Development Courses	
	Trimester 1 - Excel for Managers	1.5
	Trimester 2- Data Analytics	1.5
	Trimester-3	1.5
	Finance - Fintech	
	Marketing - Story telling through Data	
	HR - Simulation on Talent acquisition	
6	Guided Activity - MSR	Compulsory Non Credit
7	Workshop Series - Leadership	Compulsory Non Credit
8	Placement Prep Activities	Compulsory Non Credit
	Grand Total	120

Jyoti Nair
Program Head, NLDIMSR

Vijay Ramchandran
Director, NLDIMSR

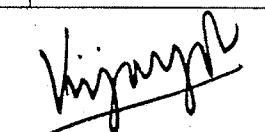
PGDM Curriculum Batch 2021-23			
		Courses	
Trimester 1		July-Sept	Credits
	Course Code	Core Courses	
1	PGC101	Principles and Practices of Management	3
2	PGC102	Organisational Behaviour	3
3	PGC103	Business Economics-I (Micro Economics)	1.5
4	PGC104	Financial Accounting and Control	3
5	PGC105	Quantitative Techniques -I (Business Stats)	3
6	PGC106	Marketing Management	3
7	PGC107	Business Communication	3
			19.5
Trimester 2		Oct - Dec	
		Core Courses	
1	PGC201	Financial Management	3
2	PGC202	Human Resource Management	3
3	PGC203	Legal Aspects of Business	3
4	PGC204	Business Economics-II (Macro Economics)	1.5
5	PGC205	Quantitative Techniques -II (OR Tech)	3
			13.5
		Marketing	
1	PGM201	Digital Marketing	3
		Finance	
1	PGF201	Financial Markets and Services	3
		HR	
1	PGH201	Labour Laws	3
			16.5
Trimester 3		Jan-Mar	
		Core Courses	
1	PGC301	Business Research Methods	3
2	PGC302	Operations Management	3
3	PGC303	Direct and Indirect Taxes	3
4	PGC304	Cost and Management Accounting	3
5	PGC305	Entrepreneurs Management	1.5
			13.5
		Marketing	
1	PGM301	Consumer Buying Behaviour	3
2	PGM302	Sales & Distribution Management	3
		Finance	
1	PGF301	Corporate Finance	3

2	PGF302	Analysis of Financial Statements	1.5
3	PGF303	Basics of Derivatives	1.5
		HR	
1	PGH301	Learning & Development	3
2	PGH302	Human Resource Planning and Acquisition	3
			19.5
Trimester 4		July - Sept	
		Core Courses	
1	PGC401	Strategic Management	3
		Marketing	
		Core Courses	
1	PGM401	Integrated Marketing Communication	3
2	PGM402	Strategic Marketing Management	3
3	PGM403	Financial Aspects of Marketing	3
		Electives (any three)	9
1	PGM404	B2B Marketing	
2	PGM405	Rural Marketing	
3	PGM406	Marketing of Financial Services	
4	PGM407	Marketing Analytics	
5	PGM408	Retail Marketing	
		Finance	
		Core Courses	
1	PGF401	Investment Analysis and Management	3
2	PGF402	Corporate Valuation	3
3	PGF403	Commercial Banking (Corporate and Retail)	3
		Electives (Any 3)	9
1	PGF404	Derivatives and Risk Management	
2	PGF405	Fixed Income Securities	
3	PGF406	Investment Banking	
4	PGF407	Alternative Investments	
		HR	
		Core Courses	
1	PGH401	Organisation Structure, Theory & Design	3
2	PGH402	Industrial Relations & Employee Welfare	3
3	PGH403	Performance Management Systems	3
		Electives (Any 3)	9
1	PGH404	Strategic HRM and International HRM	
2	PGH405	Building Learning Organizations	
3	PGH406	Competency Mapping and Career Development	
4	PGH407	Human Resource Information Systems	
5	PGH408	Assessment Centre and Psychometric Testing	
			21
Trimester 5		Oct - Dec	
		Core Courses	
1	PGC501	Project Management	3

		Marketing	
		Core Courses	
1	PGM501	Supply Chain Management	3
2	PGM502	Marketing Research	3
		Electives (any three)	9
1	PGM503	E-Commerce	
2	PGM504	Social Marketing	
3	PGM505	Customer Value Management	
4	PGM506	Sports, Luxury and Political Marketing	
5	PGM507	Mobile Marketing	
		Finance	
		Core Courses	
1	PGF501	Corporate Credit Appraisal and Finance	3
2	PGF502	Treasury and Risk Management	3
		Electives (any 3)	9
1	PGF503	Rural Banking and Micro Finance	
2	PGF504	Logistics and Supply Chain Management	
3	PGF505	Wealth Management	
4	PGF506	International Finance	
5	PGF507	Mergers and Acquisitions	
		HR	
		Core Courses	
1	PGH501	Organisational Development and Change Management	3
2	PGH502	Compensation and Benefits	3
		Electives (any 3)	9
1	PGH503	HR Analytics	
2	PGH504	Managing Diversity & Inclusion	
3	PGH505	Employer Branding	
4	PGH506	Talent Management(Retention & Engagement)	
5	PGH507	HR Policy formulation & Administration	
			18
Trimester 6			
		Core courses	
1	PGC601	Business Ethics and Corporate Governance	3
2	PGC602	International Business	3
		Marketing	
1	PGM601	Services Marketing	3
		Finance	
1	PGF601	Marketing of Financial Products and services	3
		HR	
1	PGH601	HR Audit & Scorecard	3
			9
		Grand Total	103.5


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COURSE STRUCTURE AND SYLLABUS

FOR

POST GRADUATE DIPLOMA IN MANAGEMENT

BATCH 2021-23

Trimester - I

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Principles & Practices of Management
Credit Value	3
Trimester	1
Duration	30 hrs

1.Course Objectives

To introduce the students to various concepts in general management

2.Course Contents

Sr No	Contents	No. of sessions
1	Introduction to PPM, Management defined Characteristics of management	1
2	Evolution of Management - Henri Fayol (1841-1925), Frederick Taylor (1856-1915, Hawthorne Studies	5
3	Managerial functions at different organizational levels, Managerial Skills and the Organizational Hierarchy, Is Management Science or Art	2
4	Planning - Types of Plans, SWOT, Porter's 5 forces, Objectives , MBO	2
5	Decision making -Brainstorming, Evaluation Of Alternatives Quantitative and Qualitative Factors, Selecting An Alternative	4
6	Strategies, Policies and, Premises, SWOT –maxi mini, Blue Ocean, BCG Portfolio matrix, Premising	2
7	Organising – span of control, Departmentation	4
8	Staffing	2
9	Directing – motivation, Leadership	4

10	Controlling	2
11	Ethics in Business, Corporate Social Responsibility	2
	Total	30

3. Teaching Methods

Lectures , Videos, Class activities, Case studies

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment(Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Book – Essentials of Management –Koontz, Weihrich, McGrawHill
2	Book – Principles of Management – Pravin Durai, Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Organization Behaviour
Credit Value	3
Trimester	I
Duration	30 hours

1.Course Objective

Organization Behaviour is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. This course will enable es students to understand, explain, and yet improve human behavior in organizations. Particularly, students will understand how some factors, such as individual characteristics, group processes, and organizational structure, would influence work and organizational performance.

Organization Behaviour can be divided into three levels, i.e., the study of:

1. individuals in organizations (micro-level),
2. work groups (meso-level), and
3. how organizations behave (macro-level).

2.Course Contents

Sr. No	Topic	Number of hours
1	Organisational Behaviour Management functions, Importance of Interpersonal skills, Relevance to Organisational Effectiveness, Disciplines that contribute to the Organisational Behaviour, Challenges & opportunities for Organisational Behaviour	3
2	Diversity in Organizations Forms of workplace diversity, workplace discrimination, key biographical characteristics, managing diversity	2
3	Emotions & moods Sources of emotions and moods, Emotional labor, affective events theory, emotional intelligence, strategies for emotional regulation	1

4	Perception Perceptual Processes, attribution theory, Effect of perception on Individual Decision-Making	2
5	Attitudes & Job Satisfaction Three components of an attitude, Major Job attitudes, job satisfaction, main causes of job satisfaction, employee responses to job dissatisfaction.	2
6	Values Sources of Value, Effect of Values on Attitudes and Behaviour, Hofstede's five value dimensions and the GLOBE framework	1
7	Personality Meaning and Determinants of Personality, Process of Personality Formation, Assessment of Personality Traits for Increasing Self Awareness.	2
8	Theories of Motivation Early theories of motivation, contemporary theories of motivation, Motivation- Concepts to application: job characteristics model, alternative work arrangements, employee involvement, types of variable-pay programs, flexible benefits	4
9	Foundations of Group Behavior Group conflicts and group decision making, Concepts of Team, team building, types of teams	3
10	Leadership Concepts and skills of leadership, Leadership styles and effectiveness, Theories of leadership.	4
11	Power and Politics Sources and Uses of power, Politics at workplace- Causes & consequences of political behaviour	2
12	Conflict Types of Conflict, Sources of conflict, Five conflict handling techniques	2
13	Organizational Culture and change Creating & sustaining culture, Resistance to Organizational change, Approaches to managing organizational change	2
	Total	30

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16 th edition, Pearson Publication
2	Organizational Behaviour - Pareek & Khanna, 3 rd edition, Oxford Publication
3	Organizational Behaviour - Fred Luthans, 12th edition, McGraw Hill Publication
4	Magazines: - Human Capital, Harvard Business Review, People Matters

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Business Economics-I (Microeconomics)
Credit Value	1.5
Trimester	1
Duration	15 hours

1.Course Objective

The main objective of the course is to provide an understanding of how economic theory can be applied to analyze and used in problem solving. A thorough study will help the students in making decisions on manufacturing, pricing and investment, and formulation of appropriate policies.

2.Course Contents

Sr. No	Topic	Number of hours
1	Business Economics: Nature & Scope, Relationship to other branches of Economics Theory of Demand & Supply, Market Equilibrium, Elasticity	3
2	Production Theory & Theory of Cost	2
3	Market Structure: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly	4
4	Game Theory& its applications	3
5	Price Discrimination, Peak Load Pricing, Two Part Tariffs, Other Pricing Practices	3
	Total	15

3.Teaching Methods

Class Discussion, Case study, Projects, Assignments, Quizzes

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment Class Assignment/Test/ Quiz (10 marks) Group Project (10 marks) Presentation/ Case Study (5 marks)	25	25%
2	Trimester End Examination	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Managerial Economics, Salvatore & Rastogi, Oxford University Press
2	Managerial Economics, Keat & Young, Pearson
3	Principles of Microeconomics, Mankiw, Cengage Learning
4	Microeconomics: Theory and Applications, Maddala & Miller, McGraw Hill

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM –Marketing/Finance/Human Resource
Course Title	Financial Accounting and Control
Credit Value	3
Trimester	1
Duration	30 hours

1.Course Objectives

The course is aimed to familiarise the students with financial statements and accounting principles underlying them. The course will also give overview them with accounting mechanism, process and system. It will lay a foundation for developing their skills in interpreting financial statements and concepts & priciple underlined them.

2. Course Contents

Sr. No	Topic	Hours
1	Introduction to Financial Accounting Business entities and relevance of Financial Accounting, Users of financial Accounting, Accounting principles and conventions, Indian Accounting Standards and IFRS	4
2	Introduction to Financial statements Balance Sheet, Statement of Profit and Loss, Cash Flow Statement	3
3	Accounting Mechanism Accounting Mechanism leading to the preparation of Financial Statements	6
4.	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) Assets and Liabilities, Fixed Assets, Current Assets, Non-current Liabilities, Current Liabilities	6
5	Statement of Profit and Loss (Companies Act, 2013) Incomes and Expenses – Recognition, Measurement and Disclosure	4
6	Consolidated Financial Statement	2
7	Analysing and Interpreting Financial Statements Ratio analysis ,Comparative, Common size statements and Trend Analysis	6
	Total	30

3. Teaching Methods

Lectures, Lab sessions, Case studies, and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Attendance/ Participation / Tests / Assignments Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No.	Reading Material
1	Financial Accounting: A Managerial Perspective, R. Narayanaswamy, PHI Learning, 6 th Revised Edition.
2	Financial Accounting, Verma, Nair and Saxena, Staredu Solutions
3	Financial Accounting, Dhanesh Khatri, McGraw Hill Education
4	Financial Accounting for Managers, T.P.Ghosh, Taxmann Publications Pvt. Ltd., 4 th Edition.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Quantative Techniques – 1 (Business Stats)
Credit Value	3
Trimester	1
Duration	30 hours

1.Course Objective

This course is designed to provide students with an understanding of the data and its relevance in business and develop an understanding of the quantitative techniques from statistics. A particular emphasis is placed on developing the ability to interpret the numerical information that forms the basis of decision-making in business. Most of the examples are drawn from a variety of business applications. This course introduces business statistics and fundamental aspects of decision-making. It examines aspects of business and marketing with regards to basic statistical analysis. Students will be provided with the theoretical concepts, tools and methods of statistics as well as the opportunity to work through example problems.

2.Course Contents

Module No.	Topics	No. Of hours
1	Basic statistical concepts, measures of central tendency and dispersion	2
2	Probability theory, mathematical and statistical definition, addition and multiplication rule, Bayes' probability	3
3	Probability distributions, discrete and continuous distributions, binomial , Poisson , normal , uniform ,negative exponential distributions.	5
4	Sampling distribution, probability and non-probability sampling .	5
5	Statistical estimation, confidence interval estimation for means and proportion. Sample size determination for means and proportion.	5
6	Hypothesis testing, single and double sample testing (z and t tests) chi square test for proportion , one way ANOVA(f test) for mean.	5
7	Simple linear regression and its assumptions, finding OLS predictors using method of least squares. And testing its significance	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments,

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
2	Statistics for management by R. Levin and D. Rubin , Pearson Publishers
3	Business statistics by N D Vohra , MC Graw Hill Publishers
4	Business statistics using excel by Davis and Pecar , Oxford publishers

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Marketing Management
Credit Value	3
Trimester	1
Duration	30 hours

1. Course Objectives

Marketing is a critical business function aims at satisfying customer needs more efficiently and effectively than a firm's competitors. This course will introduce you to the principles of marketing, and, through an analysis of real-world marketing issues. Fundamental marketing concepts, principles, and issues are analyzed within present economic, social, and legal environments. This course also aims to familiarize the students with the key elements of marketing management and to provide the students with a sound framework for identifying, analyzing, and solving marketing problems

2. Course Contents

Sr. No	Topic	Number of hours
1	An overview of Marketing Marketing management in the 21st Century; Updating the Ps; Designing a customer-driven marketing strategy, capturing value from customers; Marketing principles and society; Developing a global vision	2.5
2	The Marketing Environment Assessing Market Opportunities and Customer Value: Scanning the marketing environment Contemporary Indian Marketing Environment	2.5
3	Analysing Consumer Markets and Business Markets What influences consumer behaviour? Key psychological processes; Buying decision process, Rural consumer behaviour. Understand organizational buying process; Stages in buying process; Managing B2B customer relationships, Institutional and government markets.	2
4	Segmentation, Targeting and Positioning - Identifying market segments and targets, Differentiation strategies, benefits of market segmentation. Bases of market segmentation	2.5

5	Marketing Research – Conducting marketing research; , Forecasting demand and; Creating customer value & customer relationships. Co-creation and product/service innovation	1.75
6	Product and Branding Concept- Product / service concepts; Branding Concepts; Product / Service and their brand relationships, Product life-cycle strategies; Competitive dynamics; Building strong brands, Co-branding and ingredient branding, devising a branding strategy Crafting the brand positioning	3
7	Pricing Products Understanding price, Factors to consider when setting prices, New-product pricing strategies	3.75
8	Communicating Customer Value Integrated Marketing Communications and its processes, The promotion mix, Developing effective communication using the conventional and the new media; Setting the total promotion budget and mix, Socially responsible marketing communication	2.75
9	Marketing Channels and Supply Chain Management Nature and importance of marketing channels, Channel design decisions, Channel management decisions, Marketing logistics and supply chain management	1.75
10	Creating Competitive Advantage in the Global Market Place Competitor analysis, Competitive strategies, Guerrilla marketing, Ambush marketing, Global marketing environment, Strategies of entering global markets Marketing Ethics and Social Responsibility Social criticisms of marketing, Citizen and public actions to regulate marketing, Business action towards socially responsible marketing Rural Marketing Rural marketing strategies	7.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
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1	Continuous Assessment (ClassParticipation/Tests/Assignments / Projects/ Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Marketing Management, Indian Context; Global Perspective, Ramaswamy and Namakumari, 6 e, Sage Publication.
2	Marketing Management, Philip Kotler and Kevin Lane Keller; Pearson Publication, 15 e

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Business Communication
Credit Value	3
Trimester	1
Duration	30 hours

1.Course Objective

To provide an outline of effective organizational communication by understanding the ways of improving and enhancing interpersonal communication through spoken words, behaviour and written business correspondence.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Communication What is communication? Components of the communication process, Types of communication. Barriers to communication- Classification of Barriers – Interpersonal, Intrapersonal, Language, Semantic, Degree of Knowledge, Perception, Frame of Reference, Poor listening skills, Personal interests, Speed of thought, Physical distractions, Lack of trust, Hierarchy, Channel or medium, Emotional interference, Cultural Organizational. Overcoming communication Barriers. Characteristics of communication.	3
2	Organizational Communication: Importance of effective communication, Organizational structure and communication, Modes of communication - Formal - Informal, Oral-Written, Internal-External, VerbalNon-verbal, Types of communication – Intrapersonal, interpersonal, Group and mass communication. 3 Importance of conversation, Communication styles. 7 Cs of communication, Communicating with the Boss Corporate communication – Effective Meetings, Conflict communication, Negotiation skills, Crisis communication.	3
3	Non-Verbal Communication Role and importance,	3

	Classification of Non-verbal communication, Body language, Para-lingual aspects of communication, Culture and non-verbal communication, Non-verbal communication and business success.	
4	Listening Meaning and art of listening – Importance, essential facts and process, Types of listening, Listening ROI, Barriers to effective listening, Effective listening techniques.	3
5	Public Speaking and Presentation skills Importance, Presentation and public speaking, Elements of public speaking, Choice of methods, Non-verbal cues, Motivating audience.	3
6	Employment communication. Interviews CV & Resume and Cover letter, Myths and facts about interviews, Job interviews: Before- During and after, Frequently asked questions, Do's, don'ts and tips. Group Discussions (GD) Importance and types of GD, Elements of GD, Do's, don'ts and tips.	3
7	Business Etiquette Importance, Forming first impressions, Importance of Dress, Time, Telephone and dining etiquette. Internet & Social Media Technology based communication tools, Social networking	3
8	Business writing Importance of effective writing, Essential features of business writing, writing routine, persuasive and routine messages. Business correspondence Importance of Business writing, Business Letters, Ten commandments of letter writing, Case studies, Cover letters, Resumes, Memos, Emails.	3
9	Reports and Proposals Basic features and types, Planning the report, Writing the report, Project proposal	3
10	Effective Presentation Skills Power point murder weapons Know your audience, Elements of effective presentation, Pre-Presentation stage (Who-Why-What-When-Where-How), Presentation stage (during the presentation), Post-Presentation stage.	3
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Communication – Mallika Nawal. Cengage Learning
2	Technical Communication – Principles and Practice (Second Edition). Meenakshi Raman and Sangeeta Sharma. Oxford University Press
3	Communication Skills - Leena Sen. PHI Learning Private Limited
4	Successful workplace communication - Phil Baguley. Hodder Education

Trimester - II

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Strategic Management
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

The objective of this course is to help the students understand the role of strategic thinking in a changing and unpredictable business environment with a focus on business applications and decision-making. The course will provide clues as to what is strategy and what is not, what entails the strategic management process, and how it is affected by the internal and external environment of the firm. This course will inspire students to seek to become corporate level managers along their career path in the future, as opposed to just restricting themselves to the functional management level. The objective is also to provide students with insights into the strategic environment of the firm with the help of business case studies.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Strategic Management Addressing a VUCA environment, Hierarchy of strategy, types of strategies.	2
2	Strategies and analysis Porter's five forces model. BCG matrix, Porter's Generic strategies, Porter's Value Chain analysis	5
3	Strategic Formulation GE matrix, McKinsey 7S model as tools for strategic formulation, Ansoff matrix as a tool for strategic formulation, Grand Strategy matrix as a tool for strategic formulation.	6
4	Competence vs. Capabilities; Core competency and synergy.	2
5	Strategic outsourcing Resource Analysis, Linking Value chain analysis to sustainable competitive advantage; VRIO analysis	2
6	Red-Blue-Purple Ocean Strategy.	2
7	Competing in Global Markets	4

	Multi Country and Global competition concepts, Competing in Global Markets: Strategy options, Competing in Global Markets: Competing in Emerging Markets.	
8	Mergers and Acquisitions Strategic alliance & Joint Ventures, Vertical Integration, Horizontal integration Offensive strategies, Defensive strategies	3
9	Strategy implementation, Strategy Evaluation and Control.	2
10	Change Management, Turnaround Strategies.	2
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Strategic Management: Concepts & Cases -Fred R. David and Forest R. David, , 15th Ed., Pearson.
2	Strategic Management, Formulation, Implementation, and Control- John A. Pearce, Richard B. Robinson, Amita Mital, 12th Ed., McGraw Hill.
3	Strategic Management, Text and Cases - Jacob Thomas, First Impression, Pearson.
4	Blue Ocean Strategy - Renee Mauborgne, W. Chan Kim, Harvard Business review.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing / Finance / Human Resource
Course Title	Financial Management
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objectives

This course is aimed to enable the students understand and apply principles, concepts and techniques in financial management in making financial decisions and resolving financial problems. This course will also enable students to evaluate major financial decisions namely investment, financing, working capital and dividend for improving profitability, efficiency and returns.

2.Course Contents

Sr. No.	Topic	No of hours
1	Overview of Financial Management Key Financial decisions, Organisational Goals: Profit Maximisation v/s wealth maximisation, Agency problem, Sources of finance: long term and short term.	2
2	Time Value of Money Present Value and future Value- of Single Cash Flow, annuity, growing annuity, perpetuity and growing perpetuity concepts, Practical Applications of Compounding and Discounting	4
3	Investment Decisions: Major Types of Capital Budgeting Decisions, Concepts & Estimation of Cash Flows, Traditional Capital Budgeting Techniques –(ARR, Payback Period), Modern Capital Budgeting Techniques– (Discounted Payback Period, NPV, IRR, and Profitability Index), NPV Vs PI – Comparison, NPV Vs IRR – Comparison	10

Sr. No.	Topic	No of hours
	Cost of Capital Concept, Explicit and implicit costs, Hurdle rate, Cost of Debt – Redeemable and Perpetual, Cost of Preference Shares – Redeemable and non redeemable, Cost of Equity – Dividend and CAPM Approach, Cost of Retained Earnings, Overall Cost of Capital (WACC) – Assignment of Weights (Historical and Market)	5
4	Financing Decisions <u>Leverage-</u> Operating , Financial and combined Leverage – Algebraic and Graphic Approach, EBIT – EPS (Indifference Curve) Analysis <u>Capital Structure:</u> Concept of Capital Structure, Optimum Capital Structure – Design, factors and determinants	4
5	Dividend Decisions Concept and Forms of Dividend, Determinants of Dividend policy, Dividend Theories of relevance (Walter and Gordon), Dividend Theories of irrelevance (Miller-Modigliani)	2
6	Working Capital Decisions Concept, Types of Working Capital, Determinants of working Capital, Estimation of Working Capital requirement, Operating Cycle, Receivables Management- concept, credit terms, collection policies, Inventory Management- concept, EOQ, Order point, ABC analysis.	3
	Total hours	30

3. Teaching Methods

Lectures, Discussions, Case studies, Quiz, Viva, Guest Sessions, Projects, Assignments etc

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/ Participation, Test Assignments, Projects, Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Management - Pandey, I.M, 11th Edition, Vikas Publication, New Delhi.
2	Financial Management - Khan and Jain, 8th Edition, Mc Graw Hill, New Delhi
3	Financial Management Theory and Practice- Chandra, Prasanna, 8th Edition, Mc Graw Hill, New Delhi.
4	Principles of Corporate Finance -Brealey and Myers, 10th Edition, McGraw Hill, India.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM – Human resources
Course Title	Human Resource Management
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objectives

This course will enable students

- To understand & appreciate the basics of Human Resource Management.
- Know the elements of the HR function (e.g. – recruitment, selection, training and development, etc.) and be familiar with each element’s key concepts & terminology; and
- Apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical HR problems.
- To understand how an HR function can ensure optimal utilization of human assets for achieving organizational objectives, and design interventions to achieve the same.

2.Course Contents

Sr no	Topic	Number of Hours
1	Introduction to HRM HR Functions, Characteristics and Challenges of HR function in different industries, Employee lifecycle processes	3
2	Staffing: Workforce Planning And Enforcement Job Analysis and Talent Management, Personnel Planning	5
3	Recruitment & Selection Talent acquisition process and methods, Interviewing techniques	5
4	Learning & Development Process, Trends, e-learning	3
5	Performance Management System	4

	Performance Appraisal methods, Choosing a Performance Measurement Approach, Career management & Succession Plans	
6	Compensation & Benefits forms of and bases for compensation, job evaluation and compensation/evaluation systems. Rewards and Incentives	3
7	Global Human Resource Management & Future Issues Declining productivity, substantial demographic shifts, changing employee attitudes and expectations, innovation technologies, and government regulations will continue to affect human resource management into the 21st century.	5
8	Legal Issues in HRM	2
	Total	30

3. Teaching Methods

Class Discussions, Case studies, Projects and Assignments, Audio & Visuals, Management games
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Human Resource Management – Ashwathapa, McGraw Hill
2	Personnel Management – C.B. Mammoria, Himalaya Publishing
3	Human Resource Management – Dessler, Prentice Hall India
4	Personnel/Human Resource Management: DeCenzo & Robbins. Prentice Hall India
5	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications
6	Articles from HBR, People Matters, Human Capital, SHRM

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Legal Aspects of Business
Credit Value	3
Trimester	2
Duration	30 hours

1.Course Objective

Understanding the legal environment of business is very important as they affect business transactions. The objective of this course is to provide the students an overview of important laws affecting business. The course will also enable students to understand the implications of various legal provisions on business.

2.Course Contents

Sr. No	Topic	No of hours
1	Contracts Laws Overview of establishing Contractual Relationships, Consideration and Legality of Object Competency of parties to contract, Free Consent, Void Agreement and Contingent Contract, Performance and Discharge of Contract, Remedies for Breach of Contract, Special Contracts – Indemnity and Guarantee, Pledge and Bailment, Agency	12
2	Salient Features of the Companies Act, 2013	04
3	Sale of Goods Act, 1930	05
4	Trade Marks Act, 1999 The Patents Act, 1970	03
5	Consumer Protection Act, 2019	03
6	Environment Protection Act, 1986	03
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentations/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Legal Aspects of Business - Akhileshwar Pathak, Tata McGraw Hill
2	Legal Aspects of Business - Ravinder Kumar, Cengage
3	Legal Aspects of Business - Daniel Albuquerque, Oxford University Press
4	Business Law for Management - K. R. Bulchandani, Himalaya Publishing

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Business Economics-II (Macroeconomics)
Credit Value	1.5
Trimester	2
Duration	15 hours

1.Course Objective

The main objectives of the course is to provide students an understanding of the nature and influence of business & macroeconomic environment with special reference to India. The course will cover various economic institutions like IMF, World Bank, WTO and different economic policies like export-import policy, fiscal policy, monetary policy, foreign exchange policy, etc. In addition, the business environment of India is impacted by its trading partners and rest of the world and needs to be studied.

2.Course Contents

Sr. No	Topic	Number of hours
1	Basics of Macroeconomics: Circular flow of Income, GDP, GNP, Components, National Income: Accounting, Methods, Uses	3
2	Inflation: Inflation: Definition, Types, Causes, Measurement Money: Definition, Function, Commercial Bank, Central Bank, Credit Creation	4
3	Taxation: Types, Burden , Deadweight Loss, Economic Impacts Role of Fiscal Policy and Monetary Policy: Types, Objectives, Instruments	4
4	Exim, Foreign Trade Policy, Recent Trends Exchange Rate: Meaning, Types, Regimes, Determination	3
5	International Institutions (IMF, World Bank, WTO): Objectives, Functions, Role in Indian Scenario	1
Total		15

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	25	25%
2	Trimester End Examination	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Economics: Samuleson & Nordhaus, McGraw Hill
2	Macroeconomic Policy Environment- Shyamal Roy, Tata McGraw Hill
3	Principles of Macroeconomics-Mankiw, Cengage Learning
4	Business Environment-B.N. Ghosh, Oxford University Press

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Quantitative Techniques -II (OR Tech)
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objective

The course aims to provide students with in depth knowledge of optimization techniques and its applications. The course will also enable students identify and develop operational research models from Real Systems.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Operations Research Evolution, History & Scope Industry application areas of Operations Research, cases.	2
2	Linear Programming Problem Formulation, solution by graphical method, LP cases, relevant business applications	6
3	Transportation problem TP, special cases of TP, Application of Linear Programming in TP.	4
4	Assignment Problem Assignment Problem with Special Cases	4
5	Game Theory Introduction to Game theory, Zero-sum Game	3
6	Decision Theory Decision under Risk and Uncertainty	3
7	Decision Tree Introduction to decision trees, model design	3
8	Waiting lines model- with cost implications	3
9	Simulation, Queue system, Inventory, demand simulation	2
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Introduction to Management Science, -William J Stevenson, McGraw Hill
2	Principles of Operations Research –Wagner, Prentice Hall of India
3	Operations Research- Hillier, Lieberman, Tata McGraw Hill
4	Quantitative Techniques in Management -N D Vohra, Tata McGraw Hill.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM - Marketing
Course Title	Digital Marketing
Credit Value	3
Trimester	2
Duration	30 hours

1. Course Objectives

Digital Marketing is an emerging field which takes into account advent of the new forms of media and the changing consumer media consumption habits to achieve the organizations marketing objectives. This course will introduce the students to various digital media, delivering marketing objective through digital mediums, creation of campaigns and analytics. This course will also expose the students to recent and relevant success stories and contemporary issues.

2. Course Contents

Sr No.	Topic	Number of hours
1	Understanding the Digital Landscape Introduction to digital marketing – types of digital media, industry trends, Indian media spends, comparison with traditional media	2.5
2	Customer behavior in digital media Customer consumption trends of digital media. Role of digital media in consumer decision making process. Behavioural and Contextual targeting	2.5
3	Search Engines for marketing Significance of search engines; conceptual understanding of SEO; Steps to be taken for optimizing website; conceptual understanding SEM; creating and executing SEM campaigns.	5
4	Display advertising Different forms of display advertising, Ad networks, click frauds detection and prevention	2.5
5	Pricing methods	2.5

	Understanding CPC, PPC, CPA, CPM etc. Business goal and pricing method fitment.	
6	Social Media advertising Types of social media; targeting of social media; garnering earned media; strategizing, executing and analyzing social media campaign, WhatsApp Business	5
7	Digital Analytics Understanding various KPIs; interpreting Google analytics and Facebook analytics	2.5
8	Email and Mobile Marketing Setting objectives, creating content, delivery to customers, monitoring and assessing performance	2.5
9	Sentiment Analysis Social listening, analysis of customer engagement, trend analysis	2.5
10	Content Marketing, Online Reputation Management Content Marketing Introduction, Content Marketing Strategy, Blogging, Video, eBooks, Presentations & Podcasts ORM, Review & Ratings, Web Mentions, Social Proof Importance, ORM Resources & Tools	2.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Digital Marketing - An integrated approach by Star Business series.
2	The Art of Digital Marketing - Ian Dodson; Wiley Publication
3	Digital Marketing - Seema Gupta; McGraw Hill

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Financial Markets and Services
Credit Value	3
Trimester	III
Duration	30 hours

1.Course Objectives

This course is aimed to convey concepts, tools, framework and fundamentals of the global financial markets and the institutions that ensure their well-functioning. The course also enables the students to understand the operations of money market and three distinct capital markets: the equity market, the bond market and the derivatives market; and the financial assets traded in each of these markets. It will help the students develop their analytical abilities and problem-solving skills, and prepares them students for successful careers in the finance sector

2.Course Contents

Sr No.	Topic	No. of Hours
1	Overview of Indian Financial System: Savings and investment, flow of funds, components of Indian Financial System,	3
2	Financial Intermediaries: Indian Perspective: Banking Institutions, Non Banking Financial Intermediaries, NBFC's, Financial Regulators, Development Finance Institutions, Mutual Funds. Global Perspective: IMF, World Bank, Federal Reserve System, European Central Bank, Tax havens.	5
3	Financial Services: Banking services- deposit and loan, Depositories Custodial, Credit Rating, Merchant Banking / Investment Banking, Underwriting, Guaranteeing, Portfolio Management / Wealth Management / Asset Mgt, Factoring, Forfaiting, Leasing, Hire Purchase	5
4	Capital Market: Primary and Secondary Equity Market, IPO's, Price Discovery,	10

	Derivatives, Futures, Option Contract	
5	Money Market: Primary and Secondary Money Market, T-bills, Commercial Paper, Call money market, CBLO, Certificate of Deposit, Commercial Bills, Repo and Reverse Repo.	3
5	Fixed income securities/ Bond Market: Primary and Secondary Bond Market, Types of bonds, Bond Pricing, Bond valuation, Yield curves, Price-Yield Relationship	4
	Total Hours	30

3. Teaching Methods

Lectures, Discussions, Case studies, Quiz, Viva, Guest Sessions, Projects, Assignments etc

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Institutions and Markets-Madura-L M Bhole & Jitendra Mahakud-5 th Edition-Mc Graw Hill
2	The Indian Financial System-Bharati Pathak - 5 th Edition -Pearson
3	Financial Markets and Institutions-Saunders and Cornett- 3 rd Edition-Mc Graw Hill
4	Financial Markets and Institutions-Mishkin and Eakins-6 th Edition-Pearson
5	Financial Management – M Y Khan & P K Jain - Mc Graw Hill
6	Fixed Income Analysis – Wiley – CFA Institute
7	Websites / Press Release of RBI , SEBI.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Human Resource
Course Title	Labour Laws
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objectives

This course will enable students to get basic functional knowledge of all laws relating to employment applicable to Industry. The student will be equipped to understand legal framework of matters relating to employment service conditions, all contingencies of severance of employment (Including Lay-offs, Retrenchment and Closures), Indiscipline, strikes/Lockouts, Welfare & Social security and Regulatory Legislations.

2.Course Contents

Sr. No	Topic	No of hrs
1	Introduction to Labour Laws	1
2	The Provident Fund Act	2
3	Employee State Insurance Act	1
4	Maternity Benefits Act & Employee compensation Act	2
5	Factories Act	2
6	Trade Union Act	1
7	Industrial Employment Standing Order Act	1
8	Shops & Establishment Act	1
9	Contract Labour Act	2
10	The Payment of Gratuity Act	1
11	New Pension Schemes of Government of India	2
12	Industrial Disputes Act	2
14	The Payment of Wages Act	2
15	Minimum Wages Act	1
16	Maharashtra Labour Welfare Fund & Maharashtra Workman's Min HRA	1
17	Super Annuation Act & Separation	1

18	Important Legislation with Emphasis on its Practical Usage in Industry.	3
19	Sexual harassment Act	1
20	Collective Bargaining	1
21	International Labour Organizations.	2
	Total	30

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Labour Law - H L Kumar, Universal Laws Publishing
2	Current Labour Report

Trimester - III

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Business Research Methods
Credit Value	3
Trimester	III
Duration	30 hours

1. Course Objectives

The main objective of the course is to provide an understanding of research, different research methods and statistical tools. A business manager is faced with decisions every day. A thorough study will help in finding alternative answers to solve questions or decisions faced by future managers. For example applying different research techniques to make decisions about potential business ventures and existing company practices. It also helps in creating marketing techniques, understanding investment risk etc.

2. Course Contents

Sr. No	Topic	No of hrs.
1	Fundamentals & Scope of Business Research: Types of Research, Literature review, Research process	3
2	Understanding Management problems, Management objectives, Research Questions, Research problem statement formulation, Research objectives	3
3	Research Design: Understanding the Nature/Purpose of Research, Data Collection source, data collection methods	3
4	Sampling Design: Defining Target Population, Defining a Sampling Frame, Sampling Techniques	3
5	Art of Questionnaire design	3
6	Introduction to Measurement Scales: Nominal, Ordinal, Ratio, Interval	4
7	Introduction to SPSS & Data entry in SPSS, Descriptive & Hypothesis testing using SPSS	5
8	Qualitative Research Methods- Types of Observations, FGD, Types of Interviews, Projective Techniques	3

9	Research Project presentation	3
	Total hrs.	30

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Research Methodology by Needha Sondhi & Deepak Chawla
2.	Research Methodology- Methods & Techniques by C R Kothari & Gaurav Gard, New Age International Publishers
3.	Business Research Methods by Cooper, Schindler, Sharma, Mc Graw Hill Publication, 12 th Edition
4	Research Methods for Business by Uma Sekaran & Roger Bougie by Wiley Publication, 6 th Edition

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Operations Management
Credit Value	3
Trimester	III
Duration	30 hours

1.Course Objective

This course aims to provide students basic understanding of how companies can achieve competitive advantage through managing their operations effectively and apply different analytical techniques of operations Management in different industry sectors like man hotel, hospital, mall, BPO, Airlines, manufacturing, consulting etc. Sstudents will be able to understand the concepts of operations management and the decisions involved in operations strategy to improve quality, reduce cost and cycle time using case study, projects and group discussion.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Operation Management Nature, issues and scope of OM, Operations Strategy	3
2	Product Process Product process analysis & types of Production Systems	2
3	Product development New product development, product design, robust design, quality function deployment	4
4	Capacity Planning Measure of capacity, alternative for capacity augmentation / Facility Location, factors affecting location decisions, location planning methods	3
5	Facility Layout planning Types of layout, /Aggragate Planning, production planning Strategies, disaggregating the aggregate plan.	3
6	Inventory planning and control Types of inventory, inventory costs, inventory control systems.	4
7	Outsourcing and offshoring	3.5
8	Forecasting and Demand Planning	3.5

9	Aggregate Production Planning	4
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments.
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Operations Management Theory and Practice By B Mahadevan, Pearson
2	Production and Operation Management by K Bedi , oxford publishers .
3	Operations Management Text and Cases By S. Padhi, Staredu

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Direct and Indirect Taxation
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objectives

Understanding tax provisions and its impact on business is very important for a manager. This course aims to give the students an overview of important provisions of direct and indirect tax laws in India. It will also make the students understand the provisions of income tax and GST leading to computation of income and tax.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Taxation system in India Overview of tax system in India, meaning of direct and indirect taxes.	1
2	Introduction to Income Tax Basic concepts , definitions, residential status and taxability of income	4
3	Computation of income under various heads – Salaries, Income from House property, Income from Business/Profession, Capital Gains and Income from other sources.	15
4	Computation of total income and tax liability	5
5	Goods and Services Tax- Definitions, rates of GST, provisions related to input tax credit and determination of GST liability.	5
	Total	30

3.Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4.Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Students Guide to Taxation – T.N. Manoharan, Snow white Publiactions
2	Direct Taxes – V.K.Singhania, Taxmann

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Cost and Management Accounting
Credit Value	3
Trimester	III
Duration	30 hours

1. Course Objectives

This course will enable students understand cost accounting concepts and aims at equipping students with skills and knowledge to identify and calculate different types of costs. It will enable the students to apply cost accounting concepts & control techniques to evaluate performance of operations, activities, personnel etc. The course aims to introduce the students To assess pricing, budgetary control and cost allocation mainly through application of management accounting tools like cost-volume-profit analysis, and variance analysis which would develop the students' decision-making skill.

2. Course Contents

Sr. No.	Topic	No of hour
1	Introduction to Cost accounting Objectives ,Classification of Costs, Costing methods , Difference between Financial, Cost and Management Accounting,	2
2	Preparation of Cost Sheet Format of Cost Sheet, Elements of cost sheet	5
3	Service Costing List of different types of services, Determining the unit of service costing	5
4	Standard Costing	5
5	Activity Based Costing (ABC) Traditional overhead allocation and its drawbacks, cost drivers and classification of activities, Implications of ABC	3
6	Cost Volume Profit Analysis Marginal Cost Analysis, Breakeven Analysis, Profit Volume Analysis, Key Factor Analysis	5
7	Budgetary Controls Types of Budget- Fixed and Flexible, Budgetary control methods	5

	Total	30
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3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No.	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
		100	100%

5. Recommended Reading Material

Sr. No.	Reading Material
1	Management Accounting: Text, Problems and Cases 7E- Khan M. Y., Jain P. K., Publisher- McGraw Hill Education (India) Pvt Ltd
2	Management Accounting: Concepts and Strategic Costing Decisions- Singh Kanhaiya, Publisher-Wiley India Pvt Ltd.
3	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Entrepreneurship Management
Credit Value	1.5
Trimester	3
Duration	15 hours

1.Course Objective

- To acquaint the students with both the theory and practices of entrepreneurship .
- To develop the mind set, skills, competencies and experiential learning that enable students to function as entrepreneurs or as productive members of emerging, entrepreneurial firms.
- To explore entrepreneurial opportunities that exist, those that represent untapped markets and underserved markets, and those that can be created by applying existing technologies to new fields and new markets;
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2.Course Contents

Sr. No	Topic	No of hours
1	Concept of entrepreneur , Entrepreneurship, advantages, types of entrepreneurs, Qualities and characteristics of entrepreneurs. Innovation and creativity	2
2	Identification and Analysis of business opportunities using tools and techniques	3
3	Legal framework for Entrepreneurship	1
4	Financial support and options to start a business	2
5	Business model & Plan Preparation	3

6	Women Entrepreneurship . Challenges and opportunities	1
7	Social Entrepreneurship	1
8	Quick start routes to establish business: Franchise and Family Business	2
	Total	15

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Business plan preparation
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	25	50%
2	Trimester End Examination	25	50%
	Total	50	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
	<ol style="list-style-type: none"> 1. Entrepreneurship- Rajiv Roy 2. The New age entrepreneurs- Mint Publications 3. Entrepreneurship- Texts and Cases- P. Narayana Reddy 4. Entrepreneurship- A South Asian Perspective – D F Kuratco & T. V. Rao 5. Dynamics of Entrepreneurship- Vasant Desai

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Marketing
Course Title	Consumer Buying Behavior
Credit Value	3
Trimester	3
Duration	30 hours

1.Course Objectives

This course aims to enable students understand the pre and post purchase consumer behaviour and to develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.

2.Course Contents

Sr No.	Topic	Number of Hours
1	Consumer Behaviour Introduction, definition and impact of digital revolution and importance to marketing.	2.5
2	Motivation Definition, types of motives, (Positive and Negative Goal, negative goal, Rational versus Emotional Motives), Discovering Purchase Motives Theories of motivation, Maslow's hierarchy of needs and its relevance to consumer behaviour and marketing strategy; the physiology of technology on consumer behaviour.	2.5
3	Perception Absolute and differential thresh hold, Internal and external factors affecting perception, subliminal perception, Consumer Imagery	2
4	Learning and Information Processing Cognitive and Non- cognitive Learning theories, its relevance and impact on marketing applications	2.5

5	Attitudes Concepts and Models- Cognitive Dissonance, Tricomponent Theory, Multi attribute model, Attitude and market segmentation, product development strategies and attitude change strategies	1.75
6	Personality Meaning, nature, definition and characteristics, Theories of Personality (Freudian theory, Trait Theory, Jungian Theory) Self-image and self concept	3
7	Social Class Concept of social class, homogeneity of needs in social class, social class stratification in India New SEC/ NCCS, classification of the society, Influence of social class on purchase behaviour	3.75
8	Culture and Subcultures Understanding the influence of culture, norms and their role, traditions and value system, Indian core values, cultural aspects of emerging Indian markets	2.75
9	Group Behaviour Reference Groups and its influence on consumption, Diffusion of innovation process, Consumer Adoption of new products, Impact of social media on formulating opinions on products and brands. Family: Role of family in decision making and consumption process	4.25
10	Post purchase behaviour Post purchase evaluation and disposition towards the product, Post purchase satisfaction measures Organization buying process Nested segmentation, Role & Power of Buying centres (Initiators, Influencers, Deciders, Buyer & Gatekeepers).	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenation/Viva voce	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Consumer Behaviour- Schiffman & Kanuk and S Ramesh Kumar, Pearson
2	Consumer Behavior - Babin/ Harris/Mohan, Cengage
3	Consumer Behaviour- Loudon & Della Bitta, McGrawHill

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing
Course Title	Sales and Distribution Management
Credit Value	3
Trimester	3
Duration	30 hours

1. Course Objectives

The objective of the module of Sales and Distribution Management is to provide the students with the understanding of Sales Management with focus on management of sales force and sales and distribution structures. The course investigates factors influencing optimal design and management of distribution channels thereby enabling the students to understand the efficiency.

2. Course Contents

Sr. No	Contents	Number of hours
1	Introduction to Sales Management, Sales Organization and Structures. Theories of selling	2.5
2	Sales Process- Preparation, prospecting, pre-approach, sales presentation, closing of sales – sales resistance – objections and obstacles – buyer dissonance –reducing buyer dissonance,	5
3	Personal Selling - Its objectives ; Formulation Sales policies. (Role Play)	3.75
4	Negotiation Process- Importance of communication in negotiation, Bargaining styles and Personality styles, Difference between Position and Interests, Stages of Negotiation – Negotiation Cycle	6.25
5	Management of Sales Force- Sales planning: Market potential, Market identification–sales forecasting – qualitative and quantitative methods (Exercises)	3.75
6	Organizing Sales Force; Selection and recruitment of Sales Personnel; Motivation of Sales force Designing compensation plans; Controlling of sales force.	2.5
7	Developing Sales Training Programmes, Executing and Evaluating sales training programmes;	2.5
8	Overview of Marketing Channels, Distribution and Supply Chain;	2.5

	Channel Intermediaries, Wholesaling and Retailing, Logistics of Distribution. Monitoring Distribution; Assessing Performance of Marketing Channels.	
9	Designing and Assigning Sales Territories; Objectives and procedure of setting sales territories. Sales Quotas – Types of Quota and Administration.	1.25
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/ Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Tapan Panda- Sales and Distribution Management
2	Still, Cundiff, Giovanni and Puri- Sales and Distribution Management
3	Essentials of Negotiation - Roy J Lewicki, Bruce Barry, David M Saunders. McGraw Hill
4	You can negotiate anything - Herb Cohen, Penguin

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	Post Graduate Diploma in Management (PGDM)
Course Title	Corporate Finance
Credit Value	3
Trimester	3
Duration (Hrs.)	30

1. Course Objectives

With the understanding of financial accounting and financial statements the decision-making process in the corporate world can be well guided. Different sources of risks and their impact on business can be best explained and hedged in a manner through the understanding of impact of decisions on the overall objective of the company. The course aims to familiarize the students with the mechanics of process of decision making and to acquire in-depth knowledge and skill in linking results of decisions on to the financial condition of the company.

2. Course Contents

Sr. No.	Topic	No. of hours
1	Evaluating firm's Financial Performance – performance management system – Management reporting system	3.50
2	Liquidity, Cash, and Marketable Securities – liquidity and its role, cash management and planning, investments in marketable securities.	1.25
3	Working Capital Management – receivables management, inventory management, managing liabilities, short term financing plans.	4.50
4	Capital budgeting in practice and under risk & uncertainty – cashflows & others, cost of capital, financing mix, post project appraisal	5.75

Sr. No.	Topic	No. of hours
5	Financing and Dividend policies – optimal capital structure, making capital structure decisions, internal financing.	4.50
6	Long term financial plans – operating cost model.	3.50
7	Long term financing - foundations, lease financing, public offering of securities, debt financing, debt restructuring, private placements, foreign loans vs domestic currency loans, hybrid financing through equity-linked securities	5.75
8	Investor relations – quarterly earnings call, investor meets, discussions with research analysts, meeting banks & FIs	1.25
	Total course duration (in hours)	30.00

Note: No. of hours includes instructional and students' preparation hrs.

3. Teaching Methods

Lectures, Discussions, Case studies, Quiz, Viva, Guest Sessions, Projects, Assignments etc.

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/ Participation, Test Assignments, Projects, Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Management - Pandey, I.M, 11th Edition, Vikas Publication, New Delhi.
2	Financial Management - Khan and Jain, 8th Edition, Mc Graw Hill, New Delhi.
3	Principles of Corporate Finance - Brealey and Myers, 10th Edition, McGraw Hill, India.
4	Fundamentals of Financial Management – 13 th edition, James C. VanHorne, John M. Wachowicz, FT Prentice Hall, Harlow, 2009.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Analysis of Financial Statements
Credit Value	1.5
Trimester	3
Duration	15 hours

1.Course Objectives

Analysis of Financial Statements is an important skill expected from business managers. The course is aimed to give the students an understanding of methods and techniques to read and analyse financial statements for decision making. This course will enable students to assess business performance using ratios.

2.Course Contents

Sr. No	Topic	No. of Hours
1	Introduction to Financial Statements Analysis Overview of Financial Statements, impact of Accounting standards on financial information	1
2	Tools for analysis Common size analysis, comparative analysis, trend analysis and ratios analysis	2
3	Business analysis through ratios Profitability and Return analysis, analysing investing activities, analysing financing activities, Analysing solvency, DuPont Analysis, Credit analysis, Prospective analysis	9
4	Cash Flow Analysis Understanding Cashflow statement, Interpreting cashflows from different activities and its analysis	3
	Total Hours	15

3.Teaching Methods

Lectures, Discussions, Case studies, Quiz, Viva, Guest Sessions, Projects, Assignments etc

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	25	50%
2	Trimester End Examination	25	50%
	Total	50	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	The Analysis and use of Financial Statements- White, Sondhi, Fried. Wiley
2	Financial Statement Analysis – Gibson. Cengage Learning
3	Financial Statement Analysis – K.R. Subramanyam and John. Wild. McGraw Hill

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Basics of Derivatives
Credit Value	1.5
Trimester	III
Duration	15 hours

1. Course Objectives

This course will enable students to understand the conceptual framework of derivative instruments and their uses, characteristics of financial derivatives and their relationship with the underlying assets. The course will also help the students understand the regulatory framework for financial derivatives.

2. Course Contents

Sr. No	Topic	No of hours
1.	Introduction to Financial derivatives Derivative Markets, Derivative Instruments – Concepts and Definitions, Market Participants – Hedgers, Arbitrageurs and Speculators.	1
2.	Forwards Market Different asset classes for forwards contracts traded, Types of forward contracts, Valuation of a forward contract, Hedging using forward contract, Risks in Forward contracts	2
3.	Futures Market and Products Concept, Characteristics and definitions, Futures vs Forwards, Concept of Margins – Initial & Mark to Market, Valuation of Futures, Risk Management in Futures, Daily settlement and final settlement Prices.	2
4.	Options Market Concept, definitions, characteristics, Types of options Moneyness of options	2
5.	Valuation of Option prices Black and Scholes Model, Binomial option pricing model	3

6.	Option Strategies Strategies for expiry-Straddle ,Strangle, Bull Call Spread& Bear Put Spread, Covered Call and Protective Put	3
7	Swaps	2
	Total	15

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	25	50%
2	Trimester End Examination	25	50%
	Total	50	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Derivatives and Risk Management – Sundaram Janakiramanan- Pearson Publications Learning
2.	Derivatives- Principles and practice – Sundaram & Das – Mc Graw Hill Education
3.	Option, Futures, and other Derivatives – Hull & Basu - Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Human Resources
Course Title	Learning & Development
Credit Value	3
Trimester	III
Duration	30 hours

1.Course Objectives

Students will be able to

- Understand the importance of learning & development in the today's business environment.
- Design an effective training program.
- Develop the skills required to be an trainer.

2.Course Contents

Sr. No	Contents	Number of Hours
1	Introduction to HRD, Overview of training in organizations, Types of Training, Aligning Learning to business strategy	2.5
2	Training process	1
3	Principles of adult learning, motivation & performance, Learning theories, Learning organization	5
4	Training need assessment: organizational analysis, task analysis, person analysis, Approaches, the outcome of TNA	4
5	Traditional training methods: Off the job training methods and On the job training methods	2.5
6	E-learning & use of technology in training: technologies to support & administer training	2.5
7	Designing training modules: Developing objectives, Transfer of training, outcomes of design, Training administration (Training budget, designing training calendar), Development & Implementation of training	5
8	Training evaluation Process: Evaluation Designs, Kirkpatrick's model, Cost-Benefit Analysis and ROI, outcomes used in evaluation	2.5
9	Discussion on emerging L & D trends	2

10	Employee Development and Career Management	3
	Total	30

3. Teaching Methods

Lectures , Audio and Visuals, Management games, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Effective HR training & development strategy – Dr. B. Rathan Reddy
2	Employee Training & Development – Raymond Noe & Amitabh Deo Kodwani, 6 th Edition, McGraw Hill Publication
3	Effective Training, System, Strategies & Practices- P. Nick Blanchard & James Thacker, 5 th edition, Pearson Publication
4	Human Capital magazine, HRM Review

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Human Resources
Course Title	Human Resource Planning and Acquisition
Credit Value	3
Trimester	III
Duration	30 hours

1.Course Objective

This course will enable students to understand the concept of HR Planning and appreciate the basics of Manpower planning and forecasting. It will also help students understand how to acquire suitable candidate using various acquisition techniques.

2.Course Contents

Sr. No	Topic	Number of hours
1	Human Resource Planning. Meaning, of HRP. Planning process. Importance of HRP and its impact on the Organization.	2.5
2	Assessment of demand and supply of Human Resource requirement.	2.5
3	Forecasting Techniques of human resource requirement. Assessment of internal and external supply and requirement. Linking HRP with SHRM	5
4	Job Analysis HR Planning and Selection. Job Analysis and design. Alignment of job analysis to selection.	2.5
5	Employment Tests Concept of testing. Types of Tests. Executive Talent Search. Impact of employment test on the organization. Benefits of employment test.	2.5
6	Analysis of work load factor Classification of work, forecasting nos. of jobs, conversion of job into manpower, Conversion of man hours into manpower requirement.	5
7	Introduction to Talent Acquisition Overview of Talent Acquisition – History, the Scope of Talent Acquisition, Need of Talent Acquisition, Key Processes of Talent Acquisition, Talent vs knowledge	5

	people, Source of Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions	
8	Competency based Interview techniques: STAR & SBO Approach , BARS	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation / Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	D.K.Bhattacharjee, Excel Books (2006) Human Resource planning
2	Paul Turner, CIPD Publishing (2014) Human Resource Forecasting & planning (2014)
3	MichalleE.Moe Barak (2002) Managing Diversity
4	Uday Kr. Halsar&Juthika Sarkar,(2009) Oxford University Press Human Resource Management -

Trimester - IV

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Strategic Management
Credit Value	3
Trimester	III
Duration	30 hours

1. Course Objectives

The objective of this course is to help the students understand the role of strategic thinking in a changing and unpredictable business environment with a focus on business applications and decision-making. The course will provide clues as to what is strategy and what is not, what entails the strategic management process, and how it is affected by the internal and external environment of the firm. This course will inspire students to seek to become corporate level managers along their carer path in the future, as opposed to just restricting themselves to the funtional management level. the objective is also to provide students with insights into the strategic environment of the firm with the help of business case studies.

2. Course Contents

Sr. No	Contents	No of sessions of 90 minutes each
1	Introduction to Strategic Management Addressing a VUCA environment, Hierarchy of strategy, types of strategies.	2
2	Strategies and analysis Porter's five forces model. BCG matrix, Porter's Generic strategies, Porter's Value Chain analysis	4
3	Strategic Formulation GE matrix, McKinsey 7S model as tools for strategic formulation, Ansoff matrix as a tool for strategic formulation, Grand Strategy matrix as a tool for strategic formulation.	5
4	Competence vs. Capabilities; Core competency and synergy.	2
5	Strategic outsourcing Resource Analysis, Linking Value chain analysis to sustainable competitive advantage; VRIO analysis	2
6	Red-Blue-Purple Ocean Strategy.	2
7	Competing in Global Markets	3

	Multi Country and Global competition concepts, Competing in Global Markets: Strategy options, Competing in Global Markets: Competing in Emerging Markets.	
8	Mergers and Acquisitions Strategic alliance & Joint Ventures, Vertical Integration, Horizontal integration Offensive strategies, Defensive strategies	3
9	Strategy implementation, Strategy Evaluation and Control.	2
10	Change Management, Turnaround Strategies.	2
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Exams	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Strategic Management: Concepts & Cases -Fred R. David and Forest R. David, , 15th Ed., Pearson.
2	Strategic Management, Formulation, Implementation, and Control- John A. Pearce, Richard B. Robinson, Amita Mital, 12 th Ed., McGraw Hill.
3	Strategic Management, Text and Cases - Jacob Thomas, First Impression, Pearson.
4	Blue Ocean Strategy - Renee Mauborgne, W. Chan Kim, Harvard Business review.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing
Course Title	Integrated Marketing Communication
Credit Value	3
Trimester	4
Duration	30 hours

1.Course Objectives

This course will introduce students to the entire gamut of Marketing Communications and their concepts, theories, strategies, methods and tools with a view to enabling them to plan, create, implement and assess good marketing communications as well as to be familiar with all types of marketing communications in their role as advertisers or users. The course shall also give the participants a perspective of media and its strategic use in designing good IMC campaigns for any company

2.Course Contents

Sr No.	Topic	Number of hours
1	Overview of Marketing Communications Evolution of IMC, Tools for IMC, Audience contact points, IMC planning process	1.25
2	Communication Theory Model of communication theory, analyzing the receiver, Response processes like ELM, Response hierarchy, FCB planning model	1.25
3	Understanding How Consumers Process Information Source factors, Message factors, Channel factors	1.25
4	Customer Decision-Making Consumer decision making process, consumer learning process, environmental influences on consumer	1.25
5	Setting IMC objectives Value of objectives, determining objectives, DAGMAR	2.5
6	IMC Budgets Various approaches to setting budgets	2.5
7	Creative Strategy: Planning and Implementation Advertising briefs, Advertising appeals, creative tactics	2.5

8	Media planning and Strategy Reach, frequency, ratings, selectivity index, stickiness index, channel selection, media plan, scheduling	2.5
9	Evaluation of TV media Advantages, limitations, audience measurement, buying time Evaluation of Print media Advantages, limitations, audience measurement, buying space Evaluation of Print media Advantages, limitations, audience measurement, buying space Evaluation of radio and OOH media Advantages, limitations, audience measurement, buying time/space Evaluation of Interactive Media Advantages, limitations, audience measurement, CPM, CPC, CPA, measuring effectiveness	7.5
10	Direct Marketing Role of DM, objectives, Database marketing, direct selling Sales promotions Scope & role, types of sales promotions, integrating sales promotions in branding strategy Public Relations Role and objective, publicity, tools for public relations, corporate advertising	7.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Advertising and promotions - Belch & Belch
2	Advertising, Promotions, and other aspects of Integrated Marketing Communications - Shimps & Andrews
3	Afaqs.com

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Marketing
Course Title	Strategic Marketing Management
Credit Value	3
Trimester	4
Duration	30 hours

1. Course Objectives

The course will enable students to revisit the concepts, theories and frameworks of fundamental marketing. This course will make student understand the various models required for strategic marketing it will enable them to apply these models in the market situation. The students will be able to assess the market situation based on the assessment tools and models and create the marketing strategy accordingly. The course will use real-time data, cases and use of technology for understanding and assessing the market situation.

2. Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Strategic Marketing Management Concept of Strategic Marketing Principles of Strategic Marketing	2.5
2	Corporate Strategy vs Marketing Strategy Strategy vs Tactics Role of corporate strategy in formulating marketing strategy	2.5
3	Customer Analysis Fundamental concepts of customer analysis Customer Lifetime Value Market segmentation	3.75
4	Customer Product Adoption Model The customer's adoption process Classification of buyers	2.5
5	Competitor Analysis	3.75

	Overview of Competitive Structure Analysis Analyzing competitive scenario Competitive tactics	
6	Industry Analysis Industry analysis, Industry structure , BCG Matrix Limitation of BCG Matrix, GE Matrix, Analyze GE Matrix	3.75
7	Product decision New product development and introduction strategies Planned or unplanned strategy withdrawals Brand Strategies Line & Mix decisions	3.75
8	Channel Policy Designing channels Designing channels - conflicts	2.5
9	Pricing Strategies Pricing product lines Pricing orientation to demand, cost and competition	2.5
10	Marketing Strategies Marketing Strategies for new market entries Is it better to be a Pioneer or Follower? Strategies for Growth Markets Growth Market Strategies for market leaders Share growth strategies for followers Strategies in the maturing and declining markets	2.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments,

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Strategic Marketing, Text and Cases: S. Shajahan; Viva Books
2	Marketing Strategy A Decision-Focused Approach: Orville C. Walker Jr.; 7 th Ed. McGrawHill Education

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM - Marketing
Course Title	Financial Aspects of Marketing
Credit Value	3
Trimester	4
Duration	30 hours

1. Course Objectives

Marketing managers are accountable for the impact of their actions on profit and cash flow. Therefore, they need a working knowledge of basic accounting and finance concepts. The students will learn Elements of Cost & Revenue, Marketing Investments, Policy Decisions and Marketing Finance as well as Target Pricing.

2. Course Contents

SL.No	Topic	Number of hours
1	Sales Revenue as an Integral Element of Cost Revenue- a) Investment Framework ROI b) Management of Sales Revenue Analysis c) Analysis of marketing Costs d) Classification of marketing Costs e) Cost allocation and its limitations of Managerial Decision	7.5
2	Marketing Investment- a) Management of Account Receivables & Inventory b) Credit Decision & Credit Policy c) Special Promotions & Marketing Research Expenditure its marketing investment and their evaluation using probability theory and decision tree d) Evaluating Return on Marketing Investment e) Developing and launching new products and the investment lifecycle. f) Application of DCF to evaluation of investment in product development, Marketing product mix and Linear Programming.	7.5

3	Policy Decision and Marketing Finance- a) Pricing of joint product b) Pricing of New Product c) Govt. pricing control d) Approach of Govt. bodies to develop 'Fair Price'. e) Submitting Tenders f) Export Marketing & Finance g) Application of forecasting techniques	7.5
4	Target Pricing- a) Pricing of Turnkey Projects b) Notional Pricing c) Brand Valuation d) Financial Aspects of Brand Management e) Impact of Transfer Pricing f) Mechanism of Marketing Performance g) Value Chain Analysis and relevant decisions about Marketing Cost and investments.	7.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Aspects of Marketing-Authors Ruth A. Schmidt Helen Wright
2	Marketing Management-A Finance Emphasis- B.K Chatterjee- Jaico Book

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing
Course Title	B2B Marketing
Credit Value	03
Trimester	4 (Elective)
Duration	30 hours

1.Course Objectives

The course is designed to examine the marketing functions of organizations marketing goods and services to other organizations (rather than final consumers). Major emphasis is on business buyer behavior and business marketing environment as key factors shaping business marketing strategy development, planning, implementation, and control.

2.Course Contents

Sr No	Contents	Hours
1	Introduction to B2B Marketing	2
2	Organizational Buying and Buyer Behavior	6
3	Marketing Research and Competitive Analysis	2
4	STP: Segmenting, Targeting, and Positioning	2
5	Developing the Product, Services, and Value Pricing	4
6	Pricing on B2B Marketing	2
7	B2B Selling & Customer Relationship Management	8
8	B2B Branding: Creating & Fostering	2
9	Communicating with the Market	2

	Total	30
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3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Book – Havaladar, Industrial Marketing
2	Book – Frederick E. Webster Jr., Industrial Marketing Strategy

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing
Course Title	Rural Marketing
Credit Value	3
Trimester	4 (Elective)
Duration	30 hours

1.Course Objectives

The course aims to familiarize the students with the basic concepts of Rural Marketing, the nature of the Rural Consumer, and marketing of FMCG, Durables, Banking services, and agricultural inputs.

2.Course Contents

Sr. No	Contents	No of Hours
1	<p>Introduction to Indian Rural Marketing Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets.</p> <p>Rural marketing environment: Population, occupation pattern, income generation, infrastructure facilities, rural credit institutions, rural retail outlets, rural demand and rural market index, problems in rural marketing. location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation</p>	2
2	<p>Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors,</p> <p>Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.</p>	4

	<p>Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, PRA (Participatory Rural Appraisal) approach, Sampling, Operational aspects of data collection</p>	
3	<p>Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry</p> <p>Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, :</p> <p>Marketing of financial services: Marketing objectives and approaches, Evolution of rural banking after independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services</p>	6
4	<p>Marketing of agricultural inputs</p> <p>Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry</p> <p>Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry.</p> <p>Indian agrochemical market: Marketing environment for agrochemicals in India, agro chemicals market growth, structural challenges faced by Indian agro chemical industry, marketing strategies for agro chemicals.</p>	6
5	<p>Distribution Strategy</p> <p>Introduction to Accessing Rural Markets, Coverage Status in Rural Markets,</p> <p>Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders:</p> <p>The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies</p> <p>Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products,</p> <p>Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels.</p>	8

6	<p>Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling of the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences</p> <p>rural media- Mass media, Non-Conventional Media, Personalized media, Media innovation, Influence of Consumer Behaviour on Communication strategies</p>	4
TOTAL		30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Exams	50	50%
Total		100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Badi R.V. Badi N.V, Rural Marketing, Himalaya Publishing House
2	Kashyp Pradeep, Rant Siddhartha, The Rural Marketing, Biztantra,
3	Dogra Balram Ghuman Karmider, Rural Marketing concepts and practices Tata Mc Graw HILL Education Ltd.
4	Singh S, Rural Marketing Management

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM - Marketing
Course Title	Marketing of Financial Services
Credit Value	3
Trimester	4 (Elective)
Duration	30 hours

1.Course Objective

Marketing of financial services is regarded as a challenge in today's rapidly changing financial markets. The course penetrates into the relationship between the financial service providers and customers, using the viewpoint of finance theory, on one hand, and the viewpoint of marketing, on the other. In this course, students will acquire the knowledge to understand how financial services products work, together with the marketing acumen necessary to compete successfully in this highly competitive sector. Course will help;

1. To equip students about the strategy, mix and promotion of Financial Services

Assess strategic opportunities in financial services sector by analyzing customers, competitors and the strengths and weaknesses of a company

2. Design, communicate and defend effective marketing strategies to maximize a company's chance of success in the markets in which it competes

3. Understand potential career paths in financial services

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction	1
2	Marketing of Financial Products & Services: Financial Products in Services Spectrum; Insurance, Banks, Stocks, Mutual Funds, Pension plans, Other savings products - The financial services marketing environment- The distinctive aspects of services marketing, micro and macro environmental	4

	forces, Transformation in Marketing Practices	
3	Product Management and Customer Relationship Management: Product concept and Product Management, Consumer psychology/behaviour; Importance of CRM in Marketing of Financial Services, CRM and Relationship Marketing CRM Concept, CRM implementation and Evaluation	4
4	Analysing Business Markets: Organizational Buying Process and Participants; Institutional and Government Markets; Competitors : Identifying and Analysing; Designing Competitive Strategies	2
5	Marketing strategy: Planning, organizing and implementing marketing operations; Marketing as a management function; Market Research- Establishing a marketing information system; the marketing research process; Market segmentation – Target marketing; market segmentation, targeting and positioning the financial services organization in the marketplace; Technology & Innovation in Financial Services <ul style="list-style-type: none"> • Smart Analytics • Blockchain • AR, AI & Machine Learning • Robot Advisory & Process Automation 	3
6	Promotion Strategies + Case “Frauds” Advertising, sales promotion, public relations; sponsorship The internet as a promotion tool; People in the marketing mix; Personal selling and sales force management; The selling process, Physical evidence and processes customer care; The dimensions of customer care; Service quality and service recovery; Global marketing	3
7	Regulations & Ethics: Regulations governing financial services marketing; Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole; Compliance - KYC/AADHAAR etc.	1
	Case Study: “Active Fund Management” presentations	1
	Case Study: “Nine tricks”	1
8	Discussions, Case Studies, Qizzz, Project Submission and Presentations (viva voce) (Internal Evaluations)	10
	Total	30

3. Teaching Methods

Class Discussion, Case Study (ies), Projects (viva voce), Assignments, Simulation, Guest Lectures etc.

4. Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment: (Class Participation (5)/ Tests – Quizz (15)/ Assignments - Projects (20)/ Presenattion/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Marketing of Financial Products and Services Paperback – 1 January 2019; by Prof. (Dr.) R. B. Solanki Dr. Rajeshwari Malik (Author)
2	Marketing Financial services-Hooman Estelami.
3	E.Gordon, K.Natarajan, Emerging Scenario of Financial Services, Himalaya Publishing House,
4	Marketing Financial Services – Elsevier
5	Merchant banking and financial services, S.Gurusamy, Thomson South – Western
6	Marketing of Financial Products, KV Kamath, MD & CEO, ICICI Bank

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Marketing
Course Title	Marketing Analytics
Credit Value	3
Trimester	4 (Elective)
Duration	30 hours

1. Course Objectives

Marketing Analytics tools and techniques are developed and applied to real-world business decisions. Major emphasis is placed on developing an understanding of the data available to marketers, its uses and limitations, and the tools and techniques for predicting and measuring the effectiveness of a company's marketing efforts. Analytical, critical thinking and technology skills will be enhanced throughout the course. This course will introduce students to state-of-the-art marketing analytics and will demonstrate how to practically apply these analytics to real-world business decisions. Students will develop an understanding of the data available to marketers, its uses and limitations, and be exposed to methods for measuring performance of marketing efforts. In a world where marketers are held accountable for results, the mastery of marketing analytics is an indispensable competitive advantage.

2. Course Contents

Sr.No	Topic	Number of Hours
1	Introduction to Marketing Analytics	2
2	Multivariate Analytical Technique: Multiple Regression for Sales Forecasting using SPSS	7
3	Multivariate Analytical Technique: Factor Analysis & its application in New Product Development using SPSS	7
4	Multivariate Analytical Technique: Conjoint Analysis & its application in analyzing consumer choices using SPSS	7
5	Analyzing Customer Satisfaction & Customer Lifetime Value	7
	Total	30

3. Teaching Methods

Lectures, Case studies, Projects and Assignments
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4. Assessment

Sr.No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (TextBooks / Reference Books / Others)

Sr. No	Reading Material
1	Multivariate Data Analysis by Hair, Barry, Anderson, William 8Edition, Cengage Publication
2	Marketing Research: Text&Cases- Dr.Rajendra Nargundkar – McGrawHill Publication,4 th Edition
3	Marketing Analytics by Wayne Winston, Wiley Publication

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM - Marketing
Course Title	Retail Marketing
Credit Value	3
Trimester	4 (Elective)
Duration	30 hours

1. Course Objectives

- Introduce students with the basic concepts of retail management and the latest developments in retail industry in the Indian context
- Develop knowledge of contemporary retail management issues at the strategic level
- Establish an academic relationship to the above through the application of retailing theory and research

2. Course Contents

Sr No.	Topic	Number of hours
1	Introduction to retailing : What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing	1.5
2	Types of retailer : Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing	1.5
3	Retail buying behavior : The buying process, Types of buying decisions, Social factors influencing the buying process	2.75
4	Retailing strategy : Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities, The strategic retail planning process	2.75
5	Financial strategy and retail locations : Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, Other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease	2.75

6	Human Resource Management : Objectives of Human Resource Management, Issues in retail human resource, Designing the organization structure for a retail firm, Managing diversity, Legal issues in Human Resource	2.75
7	Merchandise management : Merchandise management overview, Forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors	5.25
8	Retail pricing and communication mix : Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, Planning the retail communication program	2.75
9	Store Management : Store management responsibilities, Recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery	5.25
10	Information system in retailing : Creating strategic advantage through supply chain and information system, The flow of information and products in supply chain	2.75
	Total	30

3. Teaching Methods

Class Discussion, Case Study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Dunne Patrick M., Lusch Robert F, Griffith David A, (2002) Retailing, 4th Ed, Thomson South Western
2	Levy Michael, Weitz Barton A. (2001) Retailing Management, 5th Ed, McGraw-Hill Irwin
3	Sinha Piyush Kumar and Uniyal Dwarika, (2005) Retail Management - An Asian Perspective, Thomson Learning, Singapore.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Investment analysis and management
Credit Value	3
Trimester	IV
Duration	30 hours

1. Course Objectives

This course provides an outline of investment management and the asset management industry, including types of investors and investment plans and products. This course aids to understand the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions. This further helps to comprehend the need for continuous evaluation and review of the portfolio with different techniques.

2. Course Contents

Sr. No.	Topic	No of hours
1	Introduction to Securities, Risk and return analysis Understanding the basics of securities, Risk & returns concepts and calculations expected from various investment options, Fundamental drivers of risks and returns	6
2	Overview of Portfolio Management Importance of portfolio perspective & Investment clients, Steps in Portfolio management process and pooled investments	2
3	Portfolio Planning and Construction Investment policy and its components, Risk and Return Objectives, Strategic Asset Allocation, Active Management Strategies	2
4	Capital Market theory and CAPM A risk-free asset and many risky securities, Market Portfolio: Theory v/s Practice, Portfolio risk and return, Systematic risk and Unsystematic risk, Interpretation and calculation of Beta, the security market line, Assumptions and derivation of CAPM, Limitations and extensions of CAPM, Modern portfolio theory, meaning of Efficient Frontier	8
5	Multifactor models of Risk and Return and Arbitrage pricing theory Arbitrage Pricing Theory, Multifactor models and Risk Estimation, Market Equilibrium and Efficient Capital Markets, Optimum allocation	3

6	Technical Analysis Dow theory, types of charts, Japanese candle stick patterns, chart patterns, Technical Indicators	3
7	Efficient Market Hypothesis Random walk theory, weak, semi-strong form and strong form, significance, usage	1
8	Investment decision theory Timing, allocation, buy, hold, sell, short	2
9	Portfolio theory Portfolio optimization, application of portfolio performance measurement	3
Total		30

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No.	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
		100	100%

5. Recommended Reading Material

Sr. No.	Reading Material
1	Investment Analysis & Portfolio Management - Frank.K. Reilly & Keith C Brown, 10th Edition, Cengage Learning
2	Investment Analysis and Portfolio Management- Prasanna Chandra, 4th Edition, McGrawHill Education
3	Investment Gurus - Wealth from the World's Best Money Managers – Peter J Tanous, Pearson plc

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Corporate Valuation
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

This course is designed to enable the students understand the concepts and various approaches to corporate valuation. It will also enable the students to understand and apply various methods and techniques of valuing a company.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Corporate Valuation Concept of value, approaches, information needed for valuation, limitations to corporate valuation	2
2	Approaches to Valuation Various approaches to valuation- and Discounted method, market based valuation, Guidelines to corporate valuation	2
3	Discounted Cash flow approach to Valuation – Determining free cash flow, estimating cost of capital, forecasting performance, continuing value, Free Cash flow to Firm model, Free Cash flow to Equity model, Dividend Discount model, Two stage and Three stage DCF models	12
4	Relative Valuation Valuation using Equity and Enterprise Multiples, Transaction method of Valuation, Critical evaluation of relative valuation approach	5
5	Other methods of valuation -Economic Profit Method, Adjusted present value methods, Maintainable Profits method, Book Value method, stock and debt method	5
6	Valuation in special cases	4

	Valuation of private companies, financial companies, intangibles, valuation of e-commerce companies, brand valuation	
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Damodaran on Valuation, Wiley
2	Corporate Valuation and Value Creation- Prasannachandra, McGrawHill
3	Business Analysis and Valuation – Palepu and Healy
4	Equity Asset Valuation- CFA Institute Investment Series, Wiley

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM Full Tme
Course Title	Commercial Banking (Retail & Corporate)
Credit Value	3
Faculty	Dr. Tarun Agarwal
Trimester	IV (Core Course)
Duration	30 hours (20 Hrs Contact and 10 Hrs non Contact)

1.Course Objective

Banking Industry in India has travelled a long path to assume its present status. It has undergone a major structural transformation after banking sector reforms post 1991 and opening of banking for private sector and foreign banks. However, state owned banks still command large market share and are playing a major role in social banking and financial inclusion initiatives of the government.

A safe and sound banking system is a prerequisite for sustained growth of any economy. Globalisation, deregulation and advances in information technology in recent years have brought about significant changes in the operating environment for banks. Commercial banks are faced with increased competitive pressures and changing customer demands. These, in turn, have engendered a rapid increase in product innovations and changes in business strategies. While these developments have enabled improvement in the efficiency of commercial banks, they have also posed some serious risks.

Banking offers a very lucrative career with variety of profiles suitable to management graduates. The program has been designed to give overview of structure and working of commercial banks, understand various products and services being offered by them and detailing banking operations. Students pursuing their career in banking will find the program useful. This course will enable students to get an insight into the management of Banking Institutions, how banks manage the risk in their business. The course will also enable the students to understand latest trends and future challenges in Banking and Insurance sectors.

2.Course Contents

Sr. No	Topic	Number of hours/minutes
1	Introduction + Broad on Retail & Corporate Banking	1

2	<p>Introduction to Bank Financial Management –Structure of Indian Banking System, Classification of Banks in India, The Reserve Bank of India; Meaning of Banking, Meaning of Customers, KYC Concepts; Innovations in Products and Services in Banking</p> <p>Functions of a Bank, Structure of a Typical Commercial Bank. Banking Vs. NBFC, Basic Principles of Banking. Reserve Requirements (CRR & SLR);</p> <p>Banking Products & Services: Types of Liability and Asset Products, Demand & Time Liabilities, Sources of Bank Funds, Uses of Bank Funds (Credit), BSBDA & Small Deposit Account, Nomination etc.</p> <p>Financial Inclusion, Financial Literacy and Channel Management</p> <p>Issues in Bank Management: 4 Basic Issues in the space of: Bank Marketing, Bank Audit, Bank Merger and Acquisitions</p>	7
3	<p>Introduction to Risk Management</p> <p>Meaning of Risk, Risk and Banking Business, Risk Regulations in Banking Industry and Asset Liability Management; Different kind of Risks faced by Banks, Market Risk, Credit risk and Operational Risk; Introduction to Treasury Management, Treasury Products, Treasury Risk Management</p>	3
4	<p>BASEL Norms</p> <p>What is BASEL? What is BASEL I & II; BASEL III and Difference between BASEL I, II and III</p>	3
5	<p>Small Finance Banks, Payment Banks and RRB's</p>	2
6	<p>Introduction to stressed Asset/Concept of NPA's and related problems: Why NPA's Occur?; How NPA Management helps Banks; Prudential Norms on Income Recognition; Asset Classification and Provisioning (Advances), Recovery of Loans and methods</p>	2
7	<p>Introduction to Insurance: IRDA, Growth and Development of Insurance in India, Funds management in Insurance Sector; Range of Products and Services of Insurance, Life and Non-Life Insurance, Risk/Reward Parity, Motor Insurance, Marine Insurance, Health and Medical Insurance, Fire Insurance; Underwriting of Life Insurance, Underwriting of General Insurance, Insurance Marketing and Laws related to Insurance Business</p>	2
8	<p>Discussions, Case Studies, Qizzz, Project Submission and Presentations (viva voce) (Internal Evaluations)</p>	10
	Total	30

3. Teaching Methods

Class Discussion, Case Study (ies), Projects (viva voce), Assignments, Simulation, Guest Lectures etc.

4. Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment: (Class Participation (5)/ Tests – Quizz (15)/ Assignments - Projects (20)/ Presenattion/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Bank Financial Management, IIBF, Taxman
2	Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson. Dorling Kindersley (India) Private limited
3	Risk Management, IIBF, Macmillan
4	Advanced Bank Management, IIBF
5	Principles of banking Management, Neelam C. Gulati, Excel Book, Published by Anurag Jain
6	Commercial Banking, The Management of Risk, Benton E. Gup and James W. Kolari, Wiley
7	Principles & Practices of Banking, IIBF, Macmillan
8	Legal & Regulatory aspects of Banking, IIBF, Macmillan
9	Banking and Insurance, O.P. Agarwal, Himalaya Publishing House
10	Banking & Insurance, Law and Practice, ICSI, Taxman
11	Other Reference/Suggested Readings/Internet Resources: <ul style="list-style-type: none">• www.businessstoday.in• https://www.thehindubusinessline.com/• https://economictimes.indiatimes.com/• https://www.rbi.org.in/• https://www.irdai.gov.in/

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Derivatives and Risk Management
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objectives

This course will enable students to understand the conceptual framework of derivative instruments and their uses, characteristics of financial derivatives and their relationship with the underlying assets. The course will also help the students understand the regulatory framework for financial derivatives.

2.Course Contents

Sr. No	Topic	No of hours
1.	Introduction to Financial derivatives Derivative Markets, Derivative Instruments – Concepts and Definitions, Market Participants – Hedgers, Arbitrageurs and Speculators.	2
2.	Forwards Market Different asset classes for forwards contracts traded, Types of forward contracts, Valuation of a forward contract, Hedging using forward contract, Risks in Forward contracts	4
3.	Futures Market and Products Concept, Characteristics and definitions, Futures vs Forwards, Concept of Margins – Initial & Mark to Market, Valuation of Futures, Risk Management in Futures, Daily settlement and final settlement Prices.	4
4.	Options Market Concept, definitions, characteristics, Types of options Moneyness of options	4
5.	Valuation of Option prices Black and Scholes Model, Put call parity, Factors affecting the price of options, Implied Volatility	4
6.	Option Strategies	6

	Strategies for expiry-Stradle ,Strangle, Bull Call Spread & Bear Put Spread, Covered Call and Protective Put Delta Neutral Strategies	
7.	Option greeks Delta, Gamma, Theta, Vega, Rho., Risk management through Option Greeks	4
8.	Swaps Types and Pricing, Exotic options – Types and Pricing	2
	Total	30

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	An Intro to Derivatives and Risk Management – Chance and Brooks- Cengage Learning
2.	Derivatives- Principles and practice – Sundaram & Das – Mc Graw Hill Education
3.	Option, Futures, and other Derivatives – Hull & Basu - Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Fixed Income Securities (Elective)
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

To familiarize the students with debt markets and different types of Fixed Income instruments that are available in domestic and global debt markets.
 To ascertain the risks involved while investing in debt instruments.
 To understand the complexities behind different types of bonds and the methods used for valuations
 To fully comprehend and appreciate the benefits of securitization for economies and financial markets.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Fixed Income Securities <ol style="list-style-type: none"> 1. Overview of the Bond Markets. 2. Different types of Fixed Income Securities. 3. Cash Flow Structures of Bonds. 4. Bonds with Contingency Provisions. 5. Government Debt vs Corporate Debt. 	5
2.	Risk Associated in Bond Investments <ol style="list-style-type: none"> 1. Interest Rate Risk, Reinvestment Risk and Prepayment Risk. 2. Yield Curve Risk, Call Risk, Volatility Risk and Credit Risk. 3. Liquidity Risk, Exchange Rate Risk, and Inflation Risk. 4. Event Risk and Sovereign Risk. 	5
3.	Yield Spreads and Yield Measures <ol style="list-style-type: none"> 1. Current Yield, YTM's, YTC's, YTP's and YTW's 2. Cash Flow Yield, Effective Annual Yield, Annual Pay Yield, and Bond Effective Yield. 3. Bootstrapping using Forward and Spot Rates, Zero Volatility Spread, OAS Spread, Embedded Option Cost. 	5

4.	Valuation of debt Securities 1. Valuation of Coupon Bonds and Zero-Coupon Bonds. 2. Price Yield profiles for bonds. 3. Arbitrage free Valuation approach. 4. Treasury Strips concept and trading.	5
5.	Interest Rate Risk in Bonds 1. Full valuation approach and Duration Convexity Approach. 2. Convexity and Yield Volatility. 3. Price Volatility of Callable and Puttable Bonds. 4. Macaulay's Duration, Modified Duration and Effective Duration.	5
6.	Asset Backed Securities 1. Introduction to Securitization and its Benefits. 2. Securitization Process 3. Residential Mortgage Loans and Commercial Mortgage-Backed Securities. 4. Collateralized Debt Obligations and Default Probabilities.	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentations/Viva voce etc.)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Fixed Income Analysis by Barbara Pettit, Jerald Pinto & Wendy Pirie.
2	Kaplan Schweser Notes for Fixed Income Securities CFA Level I and II.
3	Handbook of Fixed Income Securities by Frank Fabozzi.
4	Fixed Income Securities by Pietro Veronesi.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Investment Banking
Credit Value	3
Trimester	4
Duration	40 hours

1. Course Objectives

The main objective of the course is to provide students with the necessary theoretical and conceptual tools used in investment banking. This course will provide an introduction and general understanding of investment banking activities and the mechanics and financial analysis required to value, negotiate and successfully close transactions.

2. Course Contents

Sr. No	Contents	No of sessions of 75 minutes each
1	Concept of Investment Banking: The main players in Investment Banking, Main areas of Investment Banking - Corporate Finance - Sales - Trading – Research – Syndicate, Commercial Banking viz-a-viz Investment Banking - Public Securities	3
2	Introduction to Securities Market, Money market, Product Traded In The Market, Market participants in Market – Investors, Issuers, Intermediaries and regulators	2
3	Functions of an Investment Bank: Issue of IPO, Follow-on offering of stock, Issue of Debt, Merger and Acquisitions (M&A) - Buy Side Advisory, Sell Side Advisory, Private Placements, Financial Restructurings, Challenges and Developments in Investment Banking	3
4	Securities Brokering Operations and Risk management: Trade Life Cycle/Front Office/Middle Office And Back Office, Stages In Trade, Risk Management, Compliances And Regulatory Reporting Components, Core Settlement	4
5	Clearing process and settlement process: Role, Clearing Bank And Their Functions, Clearing Members, Custodians, Depositories Participants And Process, Determination Of Settlement, Settlements Of	4

	Funds, Securities, Corporate Actions, Auctions Of Securities	
6	Merchant Banking and Issue Management: Introduction, Responsibilities of Merchant Bankers as per SEBI ICDR Regulations – Communication, Compliance Certificate, Copies of offer documents to be available to public - Redressal of investor grievances - Due diligence - Audited financial statements in the offer document, Pre-Issue Management by Merchant Banker, Post Issue Management by Merchant Bankers - Allotment, refund and payment of interest - Post-Issue Advertisements - Post-Issue responsibilities of the lead manager(s) - Post-issue reports - Coordination with Intermediaries – Underwriters	4
	Total	20 sessions of 75 minutes each

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)		40%
2	Trimester End Exams		60%
	Total		100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Text Books

Sr. No.	Reading Material
1	Investment Banking: Concepts, Analyses and Cases Hardcover – by Pratap Subramanyam
2	Investment Banking -By Joshua Rosenbaum & Joshua Pearl

Reference Books

Sr. No.	Reading Material
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1	Investment Banking For Dummies – By Matthew Krantz & Robert Johnson
2	Investment Banking Explained: An Insider’s Guide To The Industry- By Michael Fleuriet

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Alternative Investments
Credit Value	3
Trimester	IV - Elective
Duration	30 hours

1. Course Objectives

The Alternative Investment program introduces to the students to the Alternative Investments domain. It covers in its ambit fields like Hedge Funds, Private Equity, Real Estate Markets and Commodity Markets.

2. Course Contents

Sr. No	Topic	Number of Hours
1	Introduction to Alternative Investment: Role of alternative investment in strategic asset allocation process, trends in alternative investment, Comparison between Alternative investment and Traditional investment	1
2	Private Equity: Types, Terminologies, Control Mechanism, Venture Capital Investments, Buyout Investments, Private Equity Valuation Methodologies, Buyout Valuation Issues, Structure and Fees, Exit routes, Corporate Governance	8
3	Real Estate: Introduction, Forms, Types, Real Estate Appraisal, Terminal Value, Publicly Traded Real Estate Securities – REIT, REOC, MBS, Mortgage REIT- Characteristics, Advantages, Disadvantages, Valuation Techniques	7
4	Hedge Funds: Introduction to Hedge Funds, Types, Strategies, Tax Havens, Fee structure	8

5	Commodities: Introduction to Commodities, Terminology, Types, Characteristics, Indian scenario, Regulatory issues	4
6	Alternative Investments Sector in India: Rules and Regulations	2
	Total	30

3. Teaching Methods

Lectures , Case studies, Practicals, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva)		50%
2	Trimester End Exams		50%
	Total		100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Text Books

Sr. No.	Reading Material
1	CFA Exam Prep – Alternate Investments Level II – Schweser Notes
2	Alternative Investments: Instruments, Performance, Benchmarks, and Strategies by H. Kent Baker, Greg Filbeck

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Human Resources
Course Title	Organization Theory Structure and Design
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objectives

This course will enable students to explain and understand the importance of OTSD and identify and explain OTSD concepts and problem areas. The students will also be able to apply OTSD concepts both as an individual and member of the organization.

2.Course Contents

Sr. No	Topic	Number of Hours
1	Organizations and Organizational Effectiveness Stakeholders, Managers & Ethics, Managing in a Changing Global Environment, Basic Challenges of Organization Design	6
2	Designing Organizational Structure Authority and Control, Specialization and Coordination	4
3	Creating & Managing Organizational Culture	5
4	Organizational Design & Strategy in a Changing Global Environment, Competences and Technology	4
5	Types & forms of Organizational Change Organizational Transformations: Birth, Growth, Decline & Death	4
6	Decision Making, Learning & Knowledge Management & Information Technology	3
7	Innovation, Intrapreneurship, & Creativity	2
8	Managing Conflict, Power & Politics	3
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentations/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Organizational Theory, Design & Change – Gareth R. Jones & Mary Mathew. Pearson. 7 th Edition.
2	Organizational Theory, Structure and Design – Richard Daft.
3	Organizational Theory, Structure and Design – SP Robbins and Mary Mathew.
4	Students are encouraged to visit: ProQuest and look for research in area of OTSD; -Daily read newspapers for current affairs in topics of OTSD; -Look for websites of management consulting firms such as Hewitt, Mercer, McKinsey for reports, white papers, perspectives on Organization Theory Structure and Design.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM –Human Resource
Course Title	Industrial Relations and Employee Welfare
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

This course will enable students understand nature and Importance of Industrial Relation and Conflict preventing & resolution methods. The students will also be exposed to practical cases and new trends in IR

2. Course Contents

Sr.No	Topic	No of sessions of 75 minutes each
1	History & Growth of IR in India Pre-Independence, Post-independence, Post Liberalization, India & ILO	2
2	IR issues in Organizations IR Definitions, Different approaches to IR a) Functional approach) Systems approach & Dunlop’s Contribution c) Oxford Model d) HR approach e) Comprehensive IR model of internalist & externalist approach	6
3	Prevention Machinery of Conflict in IR Issues & Levels of conflict in IR, The State & Industrial Relations Policy, Tripartite & Bipartite Bodies, Ethical Codes & IR, Industrial Employment (Standing Orders) Act,1946, Model Grievance Procedure & Disciplinary Proceedings, Overview of Trade Union registration & recognition. Trade Union Registration Act 1926. Union recognition under MRTUP&PULP & Code of Discipline, Conditions for Effective Collective Bargaining and Process of CB.	4
4	Conflict Settlement Machinery in IR – II Industrial Dispute ACT – 1947, Alternate Dispute Resolution (ADR),a) What is it? B) Discuss cases using ADR to settle cross	3

	cultural, environment, healthcare. Business disputes c) ADR clause Drafting	
5	Labor Welfare Labor Welfare a) Concept of Labor Welfare, b) Approaches to Labor Welfare c) Statutory and Non- Statutory Welfare Workers Participation in management) Experiences of Germany, France & Britain. b) Indian experience, Suggestion schemes, Kaizen, Quality circles, TQM, ISO, Productivity Bargaining	6
6	New trends in IR & Future of IR In India The changing demographics of Indian Industry, Manufacturing to service sector, from formal to informal, digitization etc. Expected changes in the dynamics of IR, in this changed industry model Ways to cope up with these problems, Collaboration a new outlook to IR	6
	Total	27

3. Teaching Methods

Lectures , Case Studies, Projects and Assignments

4. Assessment

Sr.No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Trimester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books / Reference Books / Others)

Sr.No	Reading Material
1	Mamoria, C.B. & Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House
2	Sharma, A.M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3	Venkata Ratnam, C.S. Industrial Relations. Oxford University Press
4	Sharma, A.M. Industrial Relations. Aspects of Labour Welfare & and Social security. Himalaya Publishing House.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Human Resource
Course Title	Performance Management System
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objectives

This course aims to develop skills and competencies of HR students to understand performance management with its theoretical knowledge and practical overtones, so as to help them to successfully manage and develop performance through scientifically based HR decisions for the benefit of the people and the Organization.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Performance Management Systems The Performance Management Contribution, Dangers of Poorly Implemented PM Systems, Characteristics of an Ideal PM System, Performance Management and Strategic Planning, Performance Management Process	2.5
2	Performance Appraisal System Implementation Defining Performance, Determinants of Performance, Performance Dimensions, Diagnosing the Causes of Poor Performance	4
3	Approaches to Measuring Performance Choosing a Performance Measurement Approach, Measuring Results and Behaviors	2.5
4	Gathering Performance Information: Traditional and Modern methods of gathering the performance information(Balanced Scorecard, 360 degree feedback)	5
5	Implementing a Performance management system & Performance Management Review	5
6	Biases in Performance Appraisal and reducing	3

	Performance Errors, Diagnosing Poor performance and improving motivation	
7	Conditions for effective Performance Counselling. Process and Different phases of performance counseling, Counseling Interview.	2.5
8	Reward System Components of Reward System, The objective of Reward System, Linkage of performance management to reward and compensation System Performance-Based Career Management & succession plans	2.5
9	Ethics & Legal issues in Performance Management Objectives, and Significance of Ethics in Performance Management, Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Contemporary Issues in Performance Management	3
	Total	30

3. Teaching Methods

Lectures, Case studies, Role plays, AVs, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	0%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Aguinis Herman, Performance Management, 3 rd Edition, Pearson Publication.
2	Kohli A. S, Deb T., Performance Management, New Delhi: Oxford University Press.
3	Bhattacharyya Dipak Kumar, Performance Management Systems, and Strategies, New Delhi: Dorling Kindersley (India) Pvt. Ltd. Licensees of Pearson Education in South Asia.
4	Magazines:- Human Capital, Harvard Business Review, People matters

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Human Resource
Course Title	Strategic HRM and International HRM
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

- The course enables students to understand and develop HRM practices for employees going for and coming back of International assignments. Students are able to recognize and value cultural differences.
- This course will enable students to understand HR strategy and its alignment to Business strategy

2.Course Contents

Sr. No	Topic	Number of hours
1	Strategic Management – Introduction SHRM - Changing role of HR professionals, Objectives , HRM Strategies, Approaches to strategic HRM, Strategic HRM models, implementing HR Strategies changing organization scenario	5
2	Value of Human Assets, Understanding Human Capital, Strategic Human Resource Management as Ethical Stewardship	5
3	Strategic Workforce Planning Objectives, Need and Importance, Building organizational Competency, Business strategy alignment	5
4	HRM in Multinationals– Defining IHRM, Difference between international and domestic HRM, Difference between domestic and international managers	5
5	IHRM Approaches–Ethnocentric, Polycentric and Regio-centric organization, Global HRM strategy, Competencies required in international managers. Developing international HR strategies Types of international employees	5
6	Understanding features of organizational structure and culture in Global terms, HRM Challenges and Recent Trends	5
Total		30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	International Human Resource Management by Peter j Dowling, Marion Festing , Allen D. Engle, Sr.
2	International Human Resource Management , Text and Cases P L. Rao
3	HRM – Michael Armstrong, Kogan Page Ltd
4	Strategic HRM – Jeffrey Mello, Kogan Page Ltd
5	Strategic HRM – Tanuja Agarwal, Oxford Publishing House
6	HBR, People Matters Magazine

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM – Human Resource
Course Title	Building Learning Organization
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

The course will enable students to explore the concept of learning organization. Students will identify and learn key theoretical aspects of Organizational Learning. After the course the students will be able to demonstrate understanding on the concepts related to organizational learning.

2.Course Contents

Sr. No	Topic	Number of hours
1	Emerging Business Realities– Introduction to current business scenario, business in the past, shifts in the nature of current Indian Business, forces leading to change	5
2	Organizational learning, learning organization, subsystems in learning organization, A capabilities – based view, learning tools and techniques of learning organizations, Guidelines for loops and diagrams, loops and systems archetype	5
3	Why become a learning Organization, Key Changes, learning need and advantages, Developing Learning Culture – How to recognize and build Learning culture, Developing framework for Building learning Organization	5
4	Learning Tools and Techniques– Systems thinking,	5

	Benchmarking and Process Mapping, Personal Mastery- ways and means	
5	Mental Models- Ladder of Inference, Right Hand and Left Hand Column, Leaps of Abstraction, Shared Vision and Team Building- Vision, Mission, shared values, importance of high performance teams	5
6	Measuring and Architecting Learning Organization- The Intellectual Capital, 4 R framework, Challenges	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Peter M. Senge. The Fifth Discipline
2	Russell Sarder, R. (2016). Building an innovative learning organization: A framework to build a smarter workforce, adapt to change, and drive growth. John Wiley & Sons.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-HR
Course Title	Competency Mapping and Career Development
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

The course will enable students to understand concepts and application of competency based HR practices, techniques of identifying and mapping competencies, practical (hands on) experience to develop and validate competency model for organisation., plan and implement competency tools through assessment centres, Implement competency based HR practices in various HR functions. The course will also provide insight into leadership competencies and HR competencies. And enable students to confidently participate in competency mapping initiative in their respective organisation. Students will be able to Appreciate the importance of career strategies in a rapidly changing environment and develop an awareness of various Career Orientations and strategies of Individual Career Planning as well as appropriate Organizational Career Development Tools.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Competency Mapping Competence and Competency, Myths about Competency and History of Competency, Competency Pyramid Model, Can Do/Will Do Evaluation Chart, Difference between core and workplace competencies.	2.5
2	Developing Competency Models Types of Competencies, The Iceberg Model, Behavioral competencies and Technical competencies, Linkages between HR strategies and development of integrated action plan. The Personal Competency Framework, The Lancaster (Burgoyne) Model of Managerial Competencies, Transcultural Managerial Competencies	5

3	Issues related to Competency Models Process of Competency Mapping and Development, Identification, development and mapping, Issues related to developing Competency Models	5
4	Competency based Applications Competency based Recruitment and Selection, Competency based Performance Management, Stress, adaptability, analytical skills, problem solving skills, attention to details, client orientation, creativity, decision making etc, Career goal questions, Skills Matrix template	5
5	Formation of a Competency Framework Sources of Competency information, Techniques of Job analysis.	2.5
6	Competency Model for HR Competency Model for HR Head, HR Manager and HR Executive, Strategies for developing HR competencies	5
7	Career Development Stages of Career development, factors influencing the career development, Career Path, Individual, Manager and Organization roles in career development, Succession Planning, Mentoring For Employee Development.	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Sanghi, S (2009). The Handbook of Competency Mapping – Understanding, Designing and Implementing Competency Models in Organizations, New Delhi: Response Books
2.	<p>Articles:</p> <p>1.Ace the Assessment HBR</p> <p>2.Assessment methods in Recruitment, Selection and Performance- a Managers guide to Psychometric tests- Robert Edenborough</p> <p>3.A Study on Competency Mapping of Employees in Hero Best MotorsWith Special Reference to Malappuram District <i>International Journal of Scientific Engineering and Applied Science (IJSEAS) - Volume-1, Issue-7,October 2015</i></p> <p>4.Competency Mapping of the Employees International Journal of Advancements in Research & Technology, Volume 1, Issue 5, October-2012</p> <p>5.COMPETENCIES AND COMPETENCY MODELS: DOES ONE SIZE FIT ALL? Article published in ACA Journal, Spring 1996, Volume 5 No. 1, pages 56-65</p> <p>6. A Case study: Competency Mapping at Toyota Financial Services Corporation</p> <p>7.A research Article: A Study on Competency Mapping in Automobile Industry International Journal of Engineering Science and Computing, July 2016</p>

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM – Human Resource
Course Title	Human Resource Information System
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

This course will enable students to understand Human Resources Information systems, its basics, applications and future directions and utilize the same to attain individual and organizational objectives

2.Course Contents

Sr. No	Topic	Number of hours
1	Evolution of HRM and HRIS: Interface between HR and Technology, E-HRM & HRIS	5
2	Database concepts and Applications in HRIS, Need and Importance of HR database	5
3	HRIS Need Analysis, System Design and Acquisition, Cost Justifying HRIS investments, System considerations in the design of an HRIS: Planning for implementation, System Development Life cycle	5
4	HR Metrics and Workforce Analytics, Project Management, Implementation, Change Integration & Maintenance of HRIS	5
5	HRIS Applications in Talent Management, Recruitment & Selection in an Internet Context T&D, Performance Management, Compensation, Benefits, Payroll and the HRIS	5
6	Information Security and Privacy in HRIS, Future of HRIS:	5

	Emerging Trends in HRM & IT	
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication
2	Human Resource Information System by P.K.Gupta and Sushil Chaabra Human Resource Management by Gary Dessler, Pearson Publication

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Human Resources
Course Title	Assessment Centres and Psychometric Testing
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

The course will enable students to understand the concept and functioning of assessment centre, different techniques used to assess the group and individual. Students will get the global coverage in the area of different practices in assessment centre.

By the end of this course students will understand psychometric theories and assumptions underlying scale construction. Students can identify a range of common psychological assessment tools and also understand the legal and ethical issues in testing.

Students will enable to assess the intelligence and personality by using the verity of different psychometric test.

2.Course Contents

Sr. No	Topic	Number of hours
1	Assessment Centre concept and definition, Functioning of an assessment centre, Conducting Assessment centre, Assessment centre approach to competency mapping.	5
2	Interviews used at an assessment centre, how group assessment and Individual assessment used at an assessment centre, Prominent Pros and Cons of an assessment centre. Different Assessment centres in India.	5
3	Why Industries needs an assessment centres, Training of assessors, why assessment centres so successful, global trends and practices in the area of assessment centre.	5
4	Relevant history and 'Why Test?' What is psychometric assessment, Purpose of the test, qualities required for standard psychological test., Characteristics of the good test: Validity and Reliability test	2.5
5	Intelligence Test: Stanford binet test, weschler intelligence test, verbal intelligence test, performance intelligence test, Ravens progressive matrices, Uses of intelligence test	2.5

6	Personality test: FIRO-B, MBTI, Big 5 Personality, 16 PF, LoC, MAO-B(Motivation Analysis of Organsiation Behaviour) Minnesota multiphasic personality inventory, Rorschach Inkblot test.	2.5
7	Thematic apperception test, uses of thematic apperception test, sixteen personality factor questionnaire, performance testing.	2.5
8	Career Development and Progression Tests	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Individual exercises and assessments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Charles woodruffe (2016) Assessment Centres: Identifying and developing competencies. Understanding the basic concepts of assessment centre.
2.	Nitin Swardekar (2002) Assessment centre: Potential identification.
3.	Mike Bryon (2014) Ultimate psychometric test, understanding the different psychometric test and its uses.
4.	Barry Crips (2017) Psychometric testing, personality assessment and intelligence assement.

Trimester - V

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Project Management
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objective

To introduce students of Management to concepts of Project and to apply and evaluate success parameters of cost ,time and quality in project management. Students will be taught to apply various techniques as CPM/PERT/Earned Value Analysis and Projected financial statements. Project Management should enable student to conceive an idea, evaluate its feasibility and make it workable.

2.Course Contents

Sr No.	Topic	Number of hours
1	Concepts and attributes of Project Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Role and responsibilities of Project Manager, Government policy to location, legal aspects, Preparation of DPR	3
2	Strategy Analysis Project Identification and Market Survey, Project Management in Entrepreneurship, Market feasibility with Moving Average and Exponential smoothing methods, Techno-economic feasibility.	3
3	Project Planning Time and cost, estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, Critical Path Method, crashing concepts	6
4	Project Scheduling and Risk Management Gantt chart, splitting and multitasking, Risks in time estimates, PERT analysis.	6
5	Project Organization Role and responsibilities of Project Manager, Team development model, Sources of conflicts, Conflict resolution	1
6	Earned value analysis 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time	4

7	Financial analysis Profitability analysis- Using NPV, IRR, Payback and discounted Payback period, Profitability Index PI. Preparation of projected statements of Income expenditure and balance-sheet.	6
8	Quality Management Quality and Grade, Quality Assurance, Quality Control Quality Techniques	1
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Project Planning estimation and assessment by Prasanna Chandra 6E Tata McGraw-Hill
2	Project Management : The Managerial Process by Gray and Larson 6E Tata McGraw-Hill
3	HBR Articles

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing
Course Title	Supply Chain Management
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objective

The principal objective of this course is to acquaint participants with key concepts and solutions in the design, operation, control and management of supply chain as an integrated system. This course enables the participants to learn the challenges involved in designing a supply chain and making it efficient and competitive. It also aims at sensitizing participants with how effective and efficient supply chains can facilitate in achievement of cost saving and market benefits based on the philosophy of extended enterprise.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction Nature, Evaluation, Concepts of Supply Chain Management and its Contribution to Organizational Performance	4
2	Supply Chain Drivers and Metrics Designing the Supply Chain Network; Demand Forecasting in a Supply Chain	4.5
3	Aggregate Planning in Supply Chain Planning for Demand and Supply: Managing Predictable Variability	4.5
4	Inventory management Cycle Inventory, Safety Inventory. Transit Stock management	4
5	Risk Management and Co-ordination in a Supply chain Recent advances in Supply Chain Management – Sustainable Supply Chains (Closed Loop, Green), Humanitarian Supply Chains	4.5
6	Logistics Management Warehousing and Transportation	4.5
7	Sales and Operations Planning : Planning Supply	4

	and Demand	
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments.
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Supply Chain Management: Strategy, Planning and Operation - Sunil Chopra, Peter Meindl and D. V. Kalra, Pearson Education
2	Supply Chain Management: An Indian Perspective- edited book by M. K Bhardwaj

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Marketing
Course Title	Marketing Research
Credit Value	3
Trimester	5
Duration	30 hours

1. Course Objectives

Marketing Research is one of the most important tool for decision making in Marketing, be it a product launch or product pricing vis-à-vis the competitor or testing effectiveness of an advertisement. This subject is broadly divided in to two categories; i) Marketing Research & its Application in Consumer Research, ii) Marketing Analytics using Multivariate Techniques with the aid of SPSS.

The course objective is to sensitise students with the importance of Marketing Research and enable them understand the application of MR in various aspects of Marketing such as advertising, test marketing, promotion etc. It will also equip Marketing specialization students with tools and techniques to analyze multivariate data

2. Course Contents

Sr.No	Topic	Number of Hours
1	Research Concept Highlights Highlights of Research concepts quintessential for Marketing research	3
2	Importance & Significance of Marketing Research To familiarize students with the importance of Marketing Research, role marketing research plays in taking strategic marketing decisions	5
3	Consumer Targeting & Segmentation for MR Understanding & approaching the apt Target Audience for marketing research	5
4	Brand Management Research Application of marketing research in Brand Management & Measurements (involves Brand Equity Questionnaire Design & Brand concept Mapping)	6
5	Advertising & Sales Promotion Research	6

	Application of marketing research in Advertising; types of tests – pre-birth & post birth of advertisements (involves Concept Testing & Campaign Tracking), Sales Promotional Campaign	
6	Test Marketing Application of Marketing Research in Test Marketing– Types of Test Marketing	5
	Total	30

3. Teaching Methods

Class Discussion, Case studies, Projects, Assignments

4. Assessment

Sr.No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation / Tests / Assignments / Projects / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books / Reference Books / Others)

Sr. No	Reading Material
1	Marketing Research: Text&Cases- Dr.Rajendra Nargundkar– McGrawHill Publication, 4 th Edition
2	Marketing Research - Naresh Malhotra & Satyabhushan Dash, Pearson7 th Edition
3	Marketing Research - Aaker, Kumar, Day, Leone, 10 th Edition, Wiley Publication
4	Marketing Research- Brown,Suter Adhikari, Cengage Learning Publication

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing
Course Title	E-Commerce
Credit Value	03
Trimester	5 (Elective)
Duration	30 hours

1.Course Objectives

In this course, students examine how the internet is rapidly becoming one of the primary communication, marketing, and commercial medium for businesses in almost every industry, and how managers can effectively use this tool to execute their organization's strategic plans.

2.Course Contents

Sr No	Contents	No. of hours
1	<p>Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework</p> <p>Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India</p>	1
2	<p>Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise</p> <p>e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce</p>	6

	Sales Life Cycle (ESLC) Mod	
3	<p>Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners</p> <p>Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm</p>	4
4	<p>Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems</p> <p>Electronic Data Interchange(EDI): The Meaning of EDI, History of EDI, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet</p>	4
5	<p>E-Marketing: The scope of E-Marketing, Internet Marketing Techniques</p> <p>Website Design Issues: Factors that Make People Return to Your Site, Strategies for Website Development</p>	6
6	<p>Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine</p> <p>Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities</p>	5
7	<p>Future Directions: Software Agents, Technology Behind Software Agents, Types of Software Agents, Characteristics and Properties of Software Agents, Frame-work for Software Agent-based e-commerce, m-commerce, m-commerce Architecture, Areas of Potential Growth and Future for m-commerce</p>	4
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Book –A Textbook on E-Commerce: Text & Cases , <u>W. K. Sarwade & Anuranjan Misra</u>
2	Book – E-Business and E-Commerce Management: Strategy, Implementation and Practice Dave Chaffey

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM - Marketing
Course Title	Social Marketing
Credit Value	3
Trimester	5 (Elective)
Duration	30 hours

1. Course Objectives

The primary objective of this course is to expose students to the application of traditional marketing principles and techniques to the challenges and rewards of influencing positive behavior, the discipline known as Social Marketing. Social Marketing offers an approach to solving a range of social problems in the areas of health, safety, environmental protection, financial well-being, and community involvement.

2. Course Contents

SL.No.	Topic	Number of hours
1	<p>The Basics</p> <ul style="list-style-type: none"> • Introduction-Social Marketing <p>Thinking Like a Marketer</p> <ul style="list-style-type: none"> • Know your audience. • Your bottom line: When all is said and done, the audience's action is what counts. • Make it easy-to-irresistible for your audience to act. • Use the four Ps of marketing. • Base decisions on evidence and keep checking in. 	7.5

2	<p>What is Behavior?</p> <ul style="list-style-type: none"> • What's a behavior? • Observable Actions • Target Audience • Under specific conditions <p>Behavioral Science</p> <ul style="list-style-type: none"> • Determinants of Behavior • Theory and Practice • Social Learning Theory (or the role of social norms) • Stages of Change (or a way to segment audiences) • Diffusion of Innovation (or how to define benefits that audiences care about) <p>Research</p> <ul style="list-style-type: none"> • Source research • Qualitative research • Quantitative research • Doer/Nondoer Analysis <p>From Behavior to Strategies</p> <p>Determinants and the Concept of Exchange</p> <ul style="list-style-type: none"> • Determinants and the Concept of Exchange • Benefits: what's in it for them, if they perform the action? • Support • The Competition • From Determinants to Program Activities 	7.5
3	<p>Marketing Mix</p> <ul style="list-style-type: none"> - Product <ul style="list-style-type: none"> -Product Considerations -Consumer Demand Product Design Principles - The Price P - The Place P - The Promotion P <p>Promotional Tactics</p> <ul style="list-style-type: none"> - Aperture - Exposure - Integration - Affordability <p>Advertising</p> <ul style="list-style-type: none"> - Hiring an advertising agency - Managing an Advertising Agency - Types of advertising <p>Public Relations</p>	7.5

	<ul style="list-style-type: none"> - Hiring a PR firm Partnerships <ul style="list-style-type: none"> - When 1 + 1 = 3 	
4	Execution <ul style="list-style-type: none"> - The Marketing Process - Marketing Plans - The Strategy Statement - BEHAVE Strategy statement - Alternate Strategy Statement - The BEHAVE-based Marketing Plan <ul style="list-style-type: none"> • Step 1: Name your bottom line. • Step 2: Name the behavior you want to change. • Step 3: Develop a strategy. • Step 4: Define the marketing mix. • Step 5: Prototyping and pre-testing. • Step 6: Implement. • Step 7: Evaluate. • Step 8: Refine the campaign. Social Marketing Tools	7.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Social Marketing Behavior-A Practical Resource for Social Change Professionals-William A. Smith and John Strand
2	SOCIAL MARKETING Improving the Quality of Life-Philip Kotler, Ned Roberto, Nancy Lee
3	Social Marketing: Influencing Behaviors for Good- Philip Kotler, Nancy Lee

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing
Course Title	Customer Value Management
Credit Value	03
Trimester	5 (Elective)
Duration	30 hours

1.Course Objectives

Delivering value to customers is important to managers, leaders, and entrepreneurs alike. This course facilitates measure of a company's customers' view of the perceived value for money delivered relative to that of their competitors' customers. Students shall be introduced to various interpretations of customer value. Customer Value Management is a powerful business tool as it links customers to KPIs by directly measuring the drivers of purchasing behaviour and the impact these have upon delivering KPIs such as market share, profit and loss, recommendation, share of wallet as well as ROI. To develop compelling customer value propositions, a supplier needs to keep in mind that customers assess value both, before and after their purchase.

2.Course Contents

Sr No	Contents	Number of Hours
1	Introduction to Customer Value Meaning of customer value CRM-Main tool to manage customer value Evolution of CRM, Factors leading to evolution of CRM CRM definition, Why the business needs CRM? Different forms of CRM	1
2	CRM and Customer Centricity Components of CRM, What is a customer centric organization, Measuring success of customer centric company	1

3	<p>CRM- A Strategic approach to Marketing</p> <p>CRM-oriented marketing, CRM approach to segmentations, Characteristics of customer needs</p> <p>Cross selling and up-selling, Behavior prediction & Possible marketing decisions, Personalization, Event based marketing</p>	2
4	<p>Strategies to build relationship</p> <p>Four levels of relationship, Customer's expectations from relationship, Organization's expectations from relationship</p> <p>Relationship marketing concepts, Five levels of investment in customer relationship building, IDIC model for building relationship, Interactive technology to build relationship</p> <p>Mass customization to build relationship</p>	2
5	<p>Customer acquisition and retention</p> <p>Four rules of Customer Acquisition, Acquisition Tactical Management (ACTMAN) model, Operational CRM tools that help customer acquisition, Customer Retention: Determinants, Levels of Retention Strategies</p>	4
6	<p>Customer Loyalty</p> <p>Dimensions of loyalty, Types of loyalty, Loyalty Ladder</p> <p>Drivers of loyalty, Loyalty strategies, Loyalty programmes</p> <p>ROI of loyalty program, Obstacles in the success of the loyalty program</p>	4
7	<p>Customer satisfaction</p> <p>Definition, Customer Satisfaction (Macro) Models</p> <p>Micro-models of customer satisfaction, Customer Loyalty and Satisfaction, Measuring Customer Satisfaction</p>	4
8	<p>CRM in B2B, B2C and services industries</p> <p>CRM implementation</p> <p>Data Management – Operational data base, Data ware house, data marts, data-mining, E-CRM, e-CRM, CRM Planning / Challenges / Current trends</p>	8
9	<p>CRM Metrics</p> <p>Customer life time value / customer equity, CRM metrics for Marketing operations, Sales force operations, service centre operations, Field service operations, Supply chain operations, Website operations</p>	4
	Total	30

3.Teaching Methods

Class Discussion, Case study, Projects, Assignments

4.Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Book – Customer Relationship Management – Mallika Srivastava
2	Book – Customer Relationship Management, concepts & applications – Alok Kumar, Chhabi Sinha, Rakesh Sharma

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Marketing
Course Title	Sports, Luxury and Political Marketing
Credit Value	3
Trimester	5 (Elective)
Duration	30 hours

1.Course Objectives

This course will provide overview of the major sports leagues of India and worldwide with a focus on the business model including media rights and overall marketing strategy. From this course students will gain core understanding of how sports are organized, application of the principles of marketing in the sport industry and learn to apply this in sports marketing, digital trends and platforms that are utilized by sports marketers today. This course introduces the key concepts in luxury brand management such as brand identity, brand content and heritage by tracing the historical roots of luxury to reveal its essence and fundamental different from other sectors thereby providing students with an understanding of the fundamentals of luxury. Students will be provided with opportunities to intellectual debates between luxury and time, money, art, religion, and fashion and reflect upon the sociology of fashion and luxury, and democratization of luxury. The course deals with the political marketing as a method of political propaganda, its development, types and functions, its postulates and methodical techniques, tools and ways of promoting parties and candidates, rules of creating the campaign strategy and its implementation, determinants of electoral behavior, ways of funding for the campaign and the campaign organization, as well as evaluating the campaign effects.

2.Course Contents

Sr No	Contents	Number of hours
1	Understand the importance of marketing strategy and brand positioning that can be applied in sports management Learn to use sports as a marketing platform for other products	2.5
2	Understand and determine the perspectives of participants and spectators as sports consumers Develop a sports marketing and management in an era of competition, globalization, change and crises. (VUCA)	5
3	Situation analysis Explore the critical concepts of marketing in relation to Sports Companies.	3.75
4	Understanding of the luxury segment of the market as it applies to a variety of industries The necessary vocabulary to differentiate these products and the ability to do so with clarity and precision in terms of technique, design, and materials.	3.75
5	The critical skills to identify potential new luxury products and relate to a variety of markets, including emerging markets. Analytical skills by hands-on experience and business case analysis, discussion, and presentation	6.25
6	Understand the knowledge of marketing in different activities for creating marketing strategies to political campaigns, planning and implementation, as well as activities in the field of public relations in politics by using and developing the marketing intelligence and marketing strategies	3.75

7	Make the best use of social media and of the web for political-electoral marketing and communication ends Develop new visual and off-line means of communication for a winning placement in the political electoral market	2.5
8	Designing and analyze the political-electoral research and surveys Determine the best techniques for organizing a political event Gain an overview of the best practices in the international context	2.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Sports Marketing, 2nd edition, by Sam Fullerton, McGraw-Hill/Irwin, 2010. (ISBN-13 978-0-07-338111-4)
2	How Luxury Brands Can Grow Yet Remain Rare by J.N. Kapferer, 2015, CPI Group (U.K.) Ltd (ISBN-978-0-7494-7436-2)

3	Handbook of Political Marketing, by Bruce I. Newman Editor
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Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM - Marketing
Course Title	Mobile Marketing
Credit Value	3
Trimester	5 (Elective)
Duration	30 hours

1.Course Objectives

In this course students will be learning about the basic principles of Mobile Marketing along with an understanding of the mobile landscape. They will also get to learn about mobile as a marketing promotion tool as well as advertising through mobile. The students will learn about the concepts of social media, email, SMS and different communication media of marketing through mobile. They will be able to plan and design a marketing campaign. They will be able to develop QR codes and also learn Mobile analytics.

2.Course Contents

SL NO.	Topic	Number of hours
1	INTRODUCTION TO MOBILE MARKETING <ul style="list-style-type: none"> • Principles of Mobile Marketing 	2.5
2	THE MOBILE LANDSCAPE <ul style="list-style-type: none"> • The mobile landscape • The mobile technology landscapes • Users & mobile landscape • Players in mobile landscape • Mobile & the consumers 	5
3	MOBILE MARKETING AND ADVERTISING <ul style="list-style-type: none"> • Reasons for use of mobile in advertising • Regulatory bodies and codes of conduct • Mobile display formats • Mobile optimisation strategies • Mobile targeting • Proximity marketing • Integrating mobile into marketing 	5

4	PLANNING & DESIGN <ul style="list-style-type: none"> • The mobile planning processes • Planning mobile activity • Mobile design and development • Principles of mobile marketing 	3.75
5	SOCIAL MEDIA & MOBILE <ul style="list-style-type: none"> • User journey and value proposition • Mobile social media experience • Informing your social media approach • Policy and planning • Outreach, engagement and ego • Social measurement • Social media advertising • Mobile social media: conclusions 	5
6	MOBILE & EMAIL <ul style="list-style-type: none"> • Focusing on mobile users • Focusing on relevance • E-mail and the user journey • Selecting an e-mail service provider • Gaining opt-ins and building a list • List segmentation • E-mail templates and design 	3.75
7	MOBILE ANALYTICS <ul style="list-style-type: none"> • Introduction to Google Analytics • Setting up Analytics • Core Reports • Multi-Channel Funnel • Tracking Code • SMS MARKETING 	2.5
8	QUICK RESPONSE (QR) CODE <ul style="list-style-type: none"> • QR codes in perspective • Practical applications • QR code adoption • The most important thing to understand about QR codes • Making your QR code beautiful (well, less ugly anyway) • Practical guide to using QR codes in the real world 	2.5
Total		30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

SL.No	Reading Material
1.	Mobile Marketing for Dummies-Michael Becker John Arnold
2.	Mobile Marketing-James Seligman

Post Graduate Diploma in Management (PGDM) - Batch 2020-22

Course Contents

Program	PGDM Full Tme
Course Title	Corporate Credit Appraisal & Finance
Credit Value	3
Faculty	Dr. Tarun Agarwal/Dr. Sachin Mittal
Trimester	V (Core Course)
Duration	30 hours (20 Hrs Contact and 10 Hrs non Contact)

1.Course Objective

- Most of our placement partners are Banks and Finacial Institutions. Hence students require knowledge how the credit facilities and most particularly for large borrowers credit proposals are processed, evaluated and sanctioned by these institutions. Hence, this subject requires more focus from Banker’s point of view.
- If our students are selected for these institutions, they should become the right-fit/choosen candidate and without spending much time on training, they can be hired for the profile directly on the job for which they have been selected.
- With the above objective in mind, this course is designed to give theoritical and practical approach for the finance students of the flagship PDGM program.

2.Course Contents

Sr. No	Topic	Number of hours/minutes
1	Introduction	1
2	Definition and concepts, Principle of lending etc.; RBI Norms and lending policy documents; Type of borrowers and & Type of credit facilities;	3
3	<p>Credit Appraisal Process Validation of proposal- documents check list; Assessment of Credit risk; Purpose of loan; Estimate of cost of production and profitability; Sources of repayment; Collateral- security coverage ratio; Loan covenants</p> <p>Credit Rating Importance of credit rating; Deciding pricing of loan product through credit rating; Methodology of credit rating- Internal and external ratings</p>	6

4	Assessment of Working Capital and Term loan Analysis of financial statements- Balance sheet and P & L; Analysis of financial statements- ratio analysis; Project appraisal process - Project cost and means of finance Managerial, Technical, Market, Financial and other aspects of appraisal; Assessment of Term loan – Use of Capital budgeting, Break even analysis, DSCR, DER etc., Working capital assessment – concepts and various methods; Working capital assessment – Turnover method; Working capital assessment- MPBF Method; Working capital assessment- Cash budget method; Due diligence of credit proposal - examination of credential of loan proponent pre sanction and post sanction	8
5	Due diligence of credit proposal Non-fund-based credit facilities: Letter of Credits (LC) and its working mechanisms, Letter of Guarantees, Other concepts in Corporate Credits: Securitization concepts, Concept of CDS, Factoring, Forfaiting, Consortium Finance, Closure/Summing Up	5
6	Closure/Summing Up	1
7	Closure/Summing Up – Guest Session	1
8	Discussions, Case Studies, Qizzz, Project Submission and Presentations (viva voce) (Internal Evaluations)	15
	Total	40

3. Teaching Methods

Class Discussion, Case Study (ies), Projects (viva voce), Assignments, Simulation, Guest Lectures etc.

4. Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment (Class Participation (5)/ Tests – Quizz (15)/ Assignments - Projects (20)/ Presenattion/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Text Book: Bankers' handbook on Credit Management published TaxMann Publication Pvt Ltd. on behalf of Indian Institute of Banking and Finance- Edition July 2014/Latest Edition
2	Additional Reference Books: Module B Credit Management of Cooperative Banking Operations by Shri T.M.C Vadudevan, Shri Shyam Ji Mehrotra and Shri D M Chandgadkar published by MACMILLAN on behalf of Indian Institute of Banking and Finance – Edition 2007/Latest Edition
3	Additional Reference Books: Project appraisal and financing by Dr. Ambrish Gupta, PHI Learning Pvt Ltd. Delhi edition 2017/Latest Edition
4	Credit Appraisal, Risk Analysis & Decision Making - Dr. D.D. Mukherjee – 10th Edition/Latest Edition, Snow white
5	www.rbi.org and websites of various Financial Institutions and banks, www.hbs.edu/projfinportal

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Treasury and Risk Management
Credit Value	3
Trimester	V
Duration	30 hours

1. Course Objectives:

The objective of this course is to provide a holistic view of various investment management and risk management related aspects of the Treasury function in an organisation. This course is primarily divided into two sections namely Treasury Management (65 marks) and Risk Management (35 marks).

The first section **Treasury management** provides us an overview of financial markets & its major players and guides us regarding the structure/ setup of Treasury function in this environment. In this section we gain an in depth perspective of **Domestic Treasury** segment by knowing about Money Markets and Debt Markets which are a major component of the investment universe of a treasury manager.

Further, we also try to gain an overview of the **International Treasury** segment through a brief understanding of Foreign Exchange (Fx) Markets and the aspects connected to External Commercial Borrowings (ECB).

Subsequently we try to understand the key role of the Treasury function which is **Liquidity management** and finally we also take note of the **key regulatory aspects** associated with the overall functioning of the Treasury department.

The second section **Risk Management** looks at multiple facets of **risk management setup** in an organisation. We firstly try to understand the various **policies & procedures** associated with effectively managing different types of risk associated with Treasury function.

Then we also look at the key function of Mid office Treasury which is **Asset Liability Management (ALM)** in detail and assess some of the important tools to improve the said function.

Finally, we also take note of **Basel norms** pertaining to Capital adequacy which is one of the major areas of risk for any organization.

2. Course Contents:

Sr. No.	Topic	Number of Hours
A)	<u>Treasury Management: (65 marks)</u>	
1)	<u>Overview of Financial Markets</u> (Information about various types of Financial Markets and functions of various Market participants).	1
2)	<u>Treasury Set up & functioning</u> (Need/ benefits of Treasury, Functions/ Role of FO/ MO/ BO, Role of Technology, Key RBI measures such as segregation, Maker Checker, Dealing Room norms etc.).	1.5
3)	<u>Money Market</u> (Meaning, Participants in money markets and detailed discussion about various instruments traded in this market).	2.5
4)	<u>Debt Market</u> (Meaning, Key terminologies of Bond market, Type of long term Debt instruments, Issuers and subscribers on bonds, Process of Issuance, Implications for Monetary policy, Challenges related to Debt market etc.).	4
5)	<u>Liquidity Management</u> (Need for SLR and CRR maintenance, Cash Flow projections & Investment plan, SLR computation, Role of CCIL as a Central Counterparty, DVP III mechanism of settlement).	2.5
6)	<u>Foreign Exchange Markets</u> (Fx market terminologies, Factors influencing Exchange rates, Need for Fx Treasury sub department, Correspondent Banking & International Trade instruments, Role of RBI, EXIM & FEDAI etc.)	2.5
7)	<u>ECB & Derivatives Overview</u> (Types of ECB, Automatic/ Approval route, Amount/ Pricing restrictions, Hedging requirements, Regulatory Reporting, Types of Derivatives & their features).	2.5
8)	<u>Regulatory guidelines w.r.t. Treasury operations</u> (RBI and FIMMDA guidelines about operational aspects of Treasury).	1
	(Section - A)	17.5 hours
B)	<u>Risk Management: (35 marks)</u>	
1)	<u>Risk management setup and process</u> (Need for Risk management, Sources of Risk, Non-financial risks, Counterparty Limits setting & monitoring process etc.)	1.5
2)	<u>Risk Analysis & Control</u> (Various types of Risks such as FX risk, Operational risk, Financial risks, Market	2.5

Sr. No.	Topic	Number of Hours
	<u>risks, Technology/ Cyber security risk etc., RBI guidelines, Audits/ Controls like Risk Register, Concurrent Audit etc.)</u>	
3)	<u>Asset Liability Management (ALM)</u> (Meaning & Importance, Banking & Trading book, Interest rate risk, Risk sensitivity of assets & liabilities, Liquidity risk, Understanding various types of Gaps, ALM framework and Role of ALCO etc).	2.5
4)	<u>Basel norms overview</u> (What is Capital adequacy and Need for the same, Brief history of Basel Committee, Basel III norms etc.).	1
	(Section - B)	7.5 hours
	Teaching Hours (A+B)	25 hours
	Student Initiative Hours (C)	15 hours
	Total Hours - 4 Credits (A+B+C)	40 hours

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation.

4. Assessment:

Sr. No.	Method	Marks	Weightage (%)
1)	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/ Viva voce)	50	50%
2)	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/ Reference Books/ Others):

Sr. No.	Reading Material
1)	Treasury, Investment and Risk Management - Indian Institute of Banking & Finance.
2)	Financial Institutions and Markets - L M Bhole and Jitendra Mahakud (McGraw Hill publications).
3)	Financial Markets and Institutions - Frederic Mishkin and Stanley Eakins (Pearson publication)

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM Full Tme
Course Title	Rural Banking & Micro Finance
Credit Value	3
Faculty	Dr. Tarun Agarwal
Trimester	V (Elective Course)
Duration	30 hours (20 Hrs Contact and 10 Hrs non Contact)

1.Course Objective

Rural Banking & Microfinance is one of those ideas that has tremendous and unprecedented implications and possibilities. Microfinance is the provision of financial services for the poor. These financial services include credit, savings, insurance, remittance and pension etc. Microfinance is about small ideas with big implications. It has now become an important aspect of economic and financial market development. It complements the banking and non-banking financial industry by filling up the gaps at the bottom of the pyramid markets.

Microfinance is not yet comprehensively addressed in MBA level programs. But the growing involvement of financial institutions such as commercial banks, VC funds and new age microfinance institutions is fueling a significant demand for well-trained managers in the area. The objective of this course is to fill this gap. This course introduces students to the practices and management of Micro Finance Institutions. It identifies the wide varieties of practices and governance structures of these organizations, and the issues they confront. The course focuses on three major aspects of Micro Finance industry: the '**fundamentals**' of microfinance, the '**management**' of MFIs and '**understanding**' of various products of MFIs. It also focuses on the understanding the impact of microfinance on the well-being of poor, under privileged, women clients and other social implications.

2.Course Contents

Sr. No	Topic	Number of hours/minutes
1	Introductory Session	1
2	Fundamentals of Micro finance: Micro finance: Meaning, definition, importance,	4

	Creating safety net for poor, Emergence of Micro finance in India; How Micro finance is different to conventional banking, Role of Micro finance in poverty eradication, eradicating social problems through micro-financing; Financial Inclusion: Micro finance , Micro lending, Micro credit, Micro Insurance, Micro Banking (PM Jan Dhan Yojana , PM Jeevan Jyoti Bima Yojana etc); Evolution of Microfinance in India ,MFI approach, Types of MFI, constraints' in mainstreaming of MFI and challenges faced, Discussion based on Microfinance industry data	
3	Models in MicroFinance: SHG model of Microfinance; JLG Model of Microfinance and MFI-Bank linkage programme, NBFC-MFI Model of Micro finance	4
4	Business Model of Microfinance: Revenue model; Efficiency and Productivity; Cost per borrower; Industry Rate Of Interest; Comprehensive case analysis of MFI and Videos	4
5	Regulatory frame work and Risk Management: Role of MFIN as a SRO, MFIN structure; Andhra Micro Finance Crisis: Discussion on NBFC-MFI Act (understanding net owned funds, qualifying assets, capital adequacy, (Asset classification, pricing, interest rates))	3
6	Products & Services: Micro-product and services- Issues & Challenges; Financial product & services- credit & savings, Gold loans; Financial product & services- Micro pensions, remittance, leasing and housing finance	3
7	Role of NGOs in microfinance industry: (Empowerment of rural poor, women and underprivileged through financial literacy, skill development, sanitation awareness, health checkup etc.)	1
8	Discussions, Case Studies, Qizzz, Project Submission and Presentations (Internal Evaluations)	10
	Total	30

3.Teaching Methods

Class Discussion, Case Study (ies), Projects, Assignments, Simulation, Guest Lectures etc.
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4. Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment (Class Participation (5) / Tests – Quizz (15) / Assignments - Projects (20) / Presenattion/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Understanding Microfinance, Debaditta K Panda, Wiley 2015
2	Beatriz Armendariz de Aghion and Jonathan Morduch. The Economics of Microfinance, MIT, Press 2005
3	Ledgerwood, Joanna. Microfinance Handbook: An Institutional and Financial Perspective. World Bank, 1999
4	Internet Resources a. www.ujjivan.com/html/impact_assessment.php b. www.janalakshmi.com/our-impact/our-impact c. www.sksindia.com/ d. www.mfinindia.org/research-reports-white-papers

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Logistics & Supply Chain Management
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objective

The principal objective of this course is to acquaint participants with key concepts and solutions in the design, operation, control and management of logistics and supply chain as an integrated system. This course enables the participants to learn the challenges involved in designing a supply chain and making it efficient and competitive. It also aims at sensitizing participants with how effective and efficient supply chains can facilitate in achievement of cost saving and market benefits based on the philosophy of extended enterprise.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction Nature, Evaluation, Concepts of Supply Chain Management and its Contribution to Organizational Performance	4
2	Supply Chain Drivers and Metrics Designing the Supply Chain Network; Demand Forecasting in a Supply Chain	4.5
3	Aggregate Planning in Supply Chain Planning for Demand and Supply: Managing Predictable Variability	4.5
4	Inventory management Cycle Inventory, Safety Inventory. Transit Stock management	4
5	Risk Management and Co-ordination in a Supply chain Recent advances in Supply Chain Management – Sustainable Supply Chains (Closed Loop, Green), Humanitarian Supply Chains	4.5
6	Logistics Management Warehousing and Transportation	4.5
7	Operations Planning : Planning Supply and Demand	4

	Total	30
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3. Teaching Methods

Class Discussion, Case study, Projects, Assignments.

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Supply Chain Management: Strategy, Planning and Operation - Sunil Chopra, Peter Meindl and D. V. Kalra, Pearson Education
2	Supply Chain Management: An Indian Perspective- edited book by M. K Bhardwaj

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Wealth management
Credit Value	3
Trimester	V
Duration	30 hours

1. Course Objectives

This course covers the entire spectrum of financial services/products from banking, insurance, pension fund, mutual fund, derivatives and so on. This comprehensive course aims to provide an overview of various aspects related to wealth management. Further, it intends to study the relevance and importance of insurance in wealth management. Also, it aims to acquaint the learners with issues related to taxation in wealth management and to understand various components of retirement planning.

2. Course Contents

Sr. No.	Topic	No of hours
1	Overview of Wealth Management: Meaning of Wealth management, Understanding Wealth management, wealth management process, Phases in wealth management process, wealth management market in India	4
2	Client Goals and Constraints: Client profiling, Goal setting, Types of Goals, Goal prioritization, Time Dimension, Data Gathering, Constraints, Sample Risk Tolerance Questionnaire	4
3	Client Education: Investment process, Return on Investment, Sources of Risk, Diversification, Market timing fallacy, Asset allocation	4
4	Asset Classes: Debt as an Asset Class, Role of Debt in Wealth management, Risks of Investing in Debt Securities, Equity as an asset class, Investing in stocks, Derivatives and Structured products, Real estate as an Asset Class, Mutual Fund Investment, Hedge Funds Investment, Commodities as an Asset Class, Art as an Asset Class	8
5	Role of Insurance in Wealth management: Types of Insurance, Uses of Life Insurance, Types of life Insurance products, Insurance for Wealth management	3

6	Retirement Planning: What is Retirement planning? Objectives of retirement planning, Avoidable mistakes in Retirement planning	3
7	Estate Planning: Need for Estate Planning, Who needs an Estate Plan? Tools for Estate Planning, Considerations for personal property and collectibles	1
8	Wealth Management Strategy and Income Streams/Tax Savings Schemes: The Unwealthy habits, Philosophy of Wealth creation and management, Pension Schemes, Annuities – Types of Annuities, Various Income Tax Savings Schemes	3
Total		30

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No.	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
		100	100%

5. Recommended Reading Material

Sr. No.	Reading Material
1	Investment Banking: Concepts, Analyses and Cases Hardcover – by Pratap Subramanyam
2	Investment Banking -By Joshua Rosenbaum & Joshua Pearl
3	Investment Banking For Dummies – By Matthew Krantz & Robert Johnson

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	Post Graduate Diploma in Management (PGDM)
Course Title	Mergers, Acquisitions and Corporate Restructuring
Credit Value	3
Trimester	5
Duration	30 hours

1.Course Objective

Large to largest of companies, even behemoths and medium sized, have been using M&A activities making it a part of their day-to-day operations to grow and enhance competitive advantage. The course provides mergers and acquisitions as modern business strategy for growth and unlocking value. It will be useful for future corporate managers for their career in corporate strategy & finance. This course is designed to make students understand the framework and the way businesses can be expanded and/or focused on specific long-term objectives.

2.Course Contents

Sr. No	Topic	Number of hours
1	Need for restructuring	1.25
2	Introduction to Mergers and Acquisitions: Concepts, Meaning, Types and Characteristic Features, Definitions of Mergers, Acquisitions, spin off, split off, split up, Types: Horizontal, Vertical: Forward / back ward, reverse mergers, Various forms of Restructuring, viz Mergers, Acquisitions, Amalgamation, Slump Sales, Take Overs, Spin-off etc. and implications thereof vis-a-vis strategic.	2.50
	M&A theories and Motives: Efficiency theories, Diversification, Synergy, market share, Empire building, Information and signalling, Agency issues and M&A as solution	2.25
3	Statutory regulations under Companies Act, SEBI Regulations Listing agreements allied bodies vis-a-vis compliance therewith	2.50
4	Mergers & the Market for Corporate Control – what is control worth, features of a merger, accounting treatment, strategic acquisitions involving stock, sources or rearrangements of value, valuation analyses for acquisitions, corporate voting and control, tender offers and company resistance.	7.75

5	Corporate and Distress Restructuring – equity carve outs, going private and leveraged buyouts, leveraged recapitalization, distress restructuring, gaming with rule of absolute priority	8.00
6	Deal structuring and due diligence	3.50
7	Post-merger integration	2.25
	Total	30.00

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Mergers & Acquisitions and Other Restructuring by Donald M. Depamphilis, 10 th edition
2	Mergers, Acquisitions and Corporate Restructurings 5 th edition by Gaughan P A, John Wiley
3	The Art of M&A – 5 th edition A Merger & Acquisition Buyout guide by Alexandra Reed Lajoux

Post Graduate Diploma in Management (PGDM) - Batch 2020-22

Course Contents

Program	PGDM-Finance
Course Title	International Finance
Credit Value	3
Trimester	V (Electives)
Duration	30 hours

1. Course Objectives

This course aims to familiarize the students with various concepts underlying the global economic environment, international trade and economics. It will also give an insight to the various exchange rate systems prevailing in the world and explain the features and functioning of the foreign exchange market. This course will enable the students to understand the complexities behind different foreign exchange instruments including forwards, futures, options, swaps etc.

2. Course Content

Sr.No.	Topic	No of hours
1	Introduction to International Finance Introduction to International Finance, Financial decisions for MNCs, Risk composition and Market Imperfections ,New Markets, Products and Technologies	3
2	Balance of Payment The Current Account, Capital Account and Reserve Account, BOP Accounting and imbalances, Devaluation, J-curve and Controlling Capital Flows ,Factors affecting Exchange Rates	5
3	International Monetary System Evolution of IMS thru Bimetallism, Gold Specie Standard, Classical Gold Standard and the Bretton Wood System, Fixed and Floating Exchange Rate System.	7
4.	Foreign Exchange Arithmetic Exchange rate quotations and conventions, Distinction between Direct and Indirect Rates, Classification and characteristics of Exchange Rates.	5
5	Foreign Exchange Markets	10

	Structures and Features of Foreign Exchange Rates, Merchant and Interbank Markets, Cross Rates, Spot Rates, Forward Rates and Triangular Arbitrage, Forward Contracts, Forward Premium/Discounts, Outright Forwards, Broken Date Forward Quotations, Forward Schedules, Forward-Forward Swap, Annualized Forward Margins, Covered Interest Rate Parity Theory and Interest Rate Arbitrage.	
	Total	30

3. Teaching Methods

Lectures, Lab sessions, Case Studies, Projects and Assignments
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4. Assessment

Sr.No	Method	Marks	Weightage(%)
1	Continuous Assessment (Class attendance/Participation/Tests/ Assignments/Projects/Vivavoce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Textbooks/Reference Books/Others)

Sr.No	Reading Materials
1.	International Finance – Rajiv Srivastava. Oxford Higher Education
2	Option, Futures and Other Derivatives – John C Hull and Sankarshan Basu .Pearson
3	International Finance – Paul Krugman & Maurice Obstfeld. Pearson
4.	International Finance – Govind Sowani, Rishabh Publication

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM – Human Resource
Course Title	Organization Development and Change
Course Credit	3
Trimester	V
Duration	30 hours

1.Course Objectives

In this course, cardinal OD concepts and practical approaches to such concepts is covered to succour students with ample opportunities to understand and knowhow of planned change in organizations. This course will enable the students to explain and understand the importance of organization development, identify and explain OD concepts and problem areas and apply OD concepts both as an individual and member of the organization.

2.Course Contents

Sr. No	Topic	Number of Hours
1	OD & Reinventing the Organization. Concept, definition and the need for renewal and change, stages of OD	2
2	Organization Renewal The Challenge of Change. Factors of change, renewing process, ways organization uses renewing process to adapt change.	2
3	Changing the Culture Importance to organizational success, factors to assess corporate culture.	2
4	The Diagnostic Process Symptoms, problems and causes of ineffectiveness. Techniques to gather information. Major diagnostic models.	2
5	Overcoming Resistance to Change Individual and organizational forces that cause resistance. Strategies and forces driving and resisting organizational change.	2
6	OD intervention Strategies	2

	Major interventions techniques, interpersonal, team and intergroup techniques into OD program.	
7	Process Intervention Skills Key OD skills, OD process skills, how they can be applied.	1
8	Employee empowerment and Interpersonal Interventions Need for empowerment, dynamics involved in interpersonal communication, practicing giving and receiving feedback.	2
9	Team Development Interventions Team development interventions in OD program, recognize team problems, and why teams not operate at optimum capacity.	3
10	Intergroup Development Problems of intergroup conflict. Negative effects of competition on organizational effectiveness, develop collaborative intergroup relations, causes of cooperative vs competitive group relations.	2
11	Work Team Development Major OD quality and productivity interventions. Diagnose Job Design problems as part of OD program.	2
12	High Performing Systems and the learning Organization What a system level intervention is, characteristics of learning organization, four systems of system 4 management, six phases of Grid OD program.	2
13	Goal Setting for Effective Organizations Recognize how goal setting can be used as part of OD program. Apply major findings of research on goal setting to develop organizational and personal goals. How MBO can be applied as management system. Goal setting approaches.	3
14	Organization Transformation and Strategic Change Define transformation in relation to change process, understand basic strategy culture matrix to change culture to fit strategy. Recognize importance of culture and its relation to strategy.	3
15	The Challenge and the future for Organizations Understand basic issues of OD as approach to planned change, recognize ways of maintaining, internalizing, and stabilizing a change program. Future trends and problems facing OD practitioner.	1
	Total	30

3. Teaching Methods

Class Discussions, Management Games, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentations/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Materials
1	An Experiential Approach to Organizational Development – Donald R. Brown. (Pearson)
2	Organizational Development and Change – Thomas G. Cummings, and, Christopher G. Worley. (Cengage Learning)
3	Organizational Development: Behavioural Science Interventions for Organizational Improvement – Wendell L. French and Cecil H. Bell (Pearson)

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Human Resource
Course Title	Compensation and Benefits
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objectives

The course will enable students to understand the term compensation from different perspectives, analyse difference between wages and compensation, study various principals of compensation/wage fixation, comprehend the basic dynamics of wage policy and objectives, understand cost to the company, Managing reward, sales compensation plan & comprehend the terms pay grades and pay bands.

2.Course Contents

Sr. No	Topic	No of hours
1	Human Resources Philosophy and Approach for an Organization	2
2	Reward Strategies Articulating and understanding business context for reward strategies, Elements of Reward Strategy – Understanding Reward Management	4
3	Compensation / Remuneration place in Reward Strategy Understanding Elements of Compensation Structure Fixed, Cash Benefits, Retirals and Social Security, Variable Pay / Incentives / Stock Options, Costing the CTC of each element of Compensation Structure (excluding stock options), Types of Variable Pay	5
4	Understanding Inflation Neutralization of Inflation, Dearness Allowance, Consumer Price Indices	3
5	Laws affecting Remuneration	5

	Provident Fund, ESIC, Gratuity, Superannuation, Bonus under Payment of Bonus Act, Income Tax	
6	Determining CTC of an employee/ candidate costing elements, designing a salary offer template, Making a salary offer to a candidate – understanding salary ranges	3
7	Remuneration Survey choosing a partner, conducting a survey, benchmarking, arriving at a comparator, target position, understanding median, percentile, ageing of market data, Converting Remuneration Survey results into a Salary Proposal	4
8	Equity Compensation Plans Objective of equity compensation, types of Stock Plans, Valuing stock grants, SEBI Guidelines, taxability of stock options	4
	Total	30

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Compensation Management - Dipak kumar Bhattacharyya, Oxford University press

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM – Human Resource
Course Title	HR Analytics
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objective

This course will enable students to formulate and leverage People Strategy with the help of HR Analytics. It will also hone the analytical competencies of HR students with theoretical knowledge and practical overtones. This would help them to successfully manage end-to-end lifecycle of people and performance. To enable students to make scientifically based HR decisions for the benefit of the people and the Organization

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to HR Analytics, Business Analytics and linkage to People strategy, Practical approach to HRIS and Data Language of Metrics & Analytics Descriptive, Prescriptive, Causal, Predictive modeling	5
2	Foundation to HR Analytics tool, Analysis strategies Statistical tests: Factor analysis and Reliability analysis, Exposure to Analytics / statistical tools through SPSS and overview of SAS, Advanced HR Analytics techniques Multi-level linear modeling, Curvilinear relationships, Structural equation models	10
3	Analytics in employee lifecycle, Recruitment and selection, employee performance, employee engagement, predicting employee turnover, analytics in assessing diversity, tracking the impact of interventions	10
4	Trends, Limitations, Ethics in HR Analytics, Usage,	5

	Institutionalised Metric Oriented Behaviour (IMOB)	
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.
2	Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013
3	The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010

Post Graduate Diploma in Management (PGDM) - Batch 2021-23
Course Contents

Program	PGDM- Human Resource
Course Title	Managing Workplace Diversity and Inclusion
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objectives

1. Understanding the issues and challenges involved in managing a diverse workforce
2. Gaining deeper insights about individual biases towards diversity management
3. Enhancing skills for effective diversity management
4. Appreciating contemporary development in the field

2.Course Contents

Sr. No	Topic	Number of Hours
1	<p>Introduction: Why Diversity? Diversity As Good Business Sense Relevance of Diversity in Indian context</p> <p>Individual Perspectives of Diversity Prejudice, stereotypes, discrimination Privilege Differences and conflict, Organizational diversity</p> <p>Understanding and Valuing Workplace Diversity at the Individual Level, Group and Organizational Levels of Analysis</p>	5
2	<p>Primary Dimensions of Diversity Race, ethnicity, age, gender, sexual orientation, physical and mental challenges Differences between primary and secondary dimensions of diversity Group memberships-social identity Organizational adaptation--culture, practice, policies Effective communication among cultures</p> <p>3. Secondary Dimensions of Diversity Social class, religion, appearance/weight, language/communication, military service Impact on work and personal experiences</p>	5

	Ramifications of social class privileges	
3	Ethical and legal implications in managing diversity	5
4	Organizational Strategies for Managing Workforce Diversity Workplace inclusion strategies through corporate leadership, diversity training, mentoring, employee resource groups, Flexible work programs, Workplace bullying Inclusion and benefits	15
	Total	30

3. Teaching Methods

Lectures, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Textbooks/ Reference Books/Others)

Sr. No	Details
1	Carol P. Harvey and M. June Allard, Understanding and Managing Diversity: Readings, Cases, and Exercises, most recent Pearson International Edition (Upper Saddle River: Pearson Education, Inc.) 2 Harvard Business Review,
2	Harvard Business Review on Managing Diversity (Paperback), Harvard Business School Publishing Corporation, Boston, 2001.
3	HBR, People Matters Magazine

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Human Resource
Course Title	Employer Branding
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objective

The course will enable students to contribute towards developing Employer Brand in an organization. It will also enhance understanding on need and importance of Employer branding for organizational performance and achievement of vision and mission

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Employer Branding - Meaning of Employer Branding, Strategic perspective of Employer Branding	5
2	Importance of Employer Branding in Modern Scenario, Brand Positioning & Differentiation, Brand Vision & Brand Reality, Benefits of Employer Branding.	5
3	Employer Brand Insights - Employee Engagement and Commitment, Benchmarking, Culture Mapping, Brand Roots, Projective and Enabling Techniques, Employer Brand Image.	5
4	Employee insight- Labour market insight, Employer Brand Positioning & Management - Brand Identity, Employer Brand Proposition, Employee Value Proposition	5

5	Employer Brand Management (External Reputation, Internal Communication, Internal Measurement Systems, Team Management, Performance Appraisal, Learning and Development, Reward and Recognition).	5
6	Execution on the Employer Brand, Explore the tools, channels and tactics at your disposal, from traditional PR to online advertising.	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Simon Barrow & Richard Mosley. Employer Brand: Bringing the Best of Brand Management to People at Work, Wiley Publication, ISBN: 9780470012734.
2	Rose thorn, H (2009) The employer brand: Keeping faith with the deal, Gover Publishing

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Human Resources
Course Title	Talent Management
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objectives

Management of talent in the work place is a matter of key concern to all managers and not only to HR professionals. Therefore, all managers, regardless of their functional areas, are called on to solve problems that involve significant talent management issues. Fundamental knowledge and better understanding of talent Management would help them in solving such type of problems. This course aims at imparting knowledge of Talent Management.

2.Course Contents

Sr. No	Topic	Number of Hours
1	Overview and Introduction: Importance of TM, elements of TM, and TM in Indian Context	2
2	Talent Identification and Acquisition: Defining Talent Strategically, Sources of Talent, How to attract talent	5
3	Talent Development: Different methods of TM, Frameworks of TM development, aligning Talent Development with Organizational Strategy	5
4	Talent Management: PMS elements, Formats and Structures of PMS, PMS implementation process, Mentoring & Coaching.	5
5	Talent Engagement : Talent Engagement, Employee Value Proposition, Stages/Process of Talent Engagement, Surveys and Engagement Frameworks in Indian Context	5

6	Talent Evaluation: Career and Succession planning design and implementation in organizations	3
7	Talent Reward and Recognition & Retention strategies : Rewards and Recognition Design and Implementation	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Berger, L.A, & Berger, D.R. (Eds) (2011). The talent management handbook: creating a sustainable competitive advantage by selecting, developing and promoting the best people. 2nd edition. New York: McGraw-Hill.
2	Collings, D.G., Mellahi, K., and Cascio, W. F. 2017. The Oxford Handbook of Talent Management // Eds. By Collings, D.G., Mellahi, K., and Cascio, Oxford University Press.
3	Magazines:- Human Capital, Harvard Business Review, People matters

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM- Human Resources
Course Title	HR Policy Formulation & Administration
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objectives

Students will be able to formulate the HR Policies, create standard operating procedures, and HR Policy manual creation.

2.Course Contents

Sr. No	Topic	Number of Hours
1	Introduction and Meaning of HR Policy, Characteristics of HR Policy, Need of HR Policy, Types of HR Policy, Significance of HR Policy, Factors of HR Policy, Advantages of HR Policy Steps of formulating HR Policy Drafting HR Policy manual	5
2	Introduction to SOPs, Need, , Importance, Flow of activities, Process owners, Time frames	5
3	Challenges faced by the HR and Process owners during Implementation, Communication and Administration	5
4	Discussion on the Policy and formats of the various organization related HR functions	15
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Human Resources Policies and Procedures Manual- Inc Bizmanualz
2	HR Policies and Practices in Software Companies-J M Franklin

Trimester - VI

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Business Ethics and Corporate Governance
Credit Value	3
Trimester	VI
Duration	30 hours

1. Course Objectives

This course will provide students with an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives. It will prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens. The course will enable students to imbibe the importance of fair transactions, ethical conduct and conscientious decision making and to have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

2. Course Contents

Sr. No	Topic	Hrs
1	Introduction Ethics and Corporate Governance: Concepts, Trends and history. Definition, concepts, Myths and Facts, Values, morals and ethics. Stages of moral development, Kohlber's Study.	3
2	Business and Ethics Environmental issues in the Indian context and case studies. Green Judicial Activism, Green Tribunal, Economic & Environmental Sustainability, Physical	4

	Environment. Economic Growth and Business. Relationship between Profitability and Ethics.	
3	Compliance and Legal Aspects of Ethics General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law, Indian Culture and Values, Concept of Karma, Dharma and Good Conduct.	4
4	Role and Functions of Agency and Professional Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business. FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalization.	3
5	Moral and Ethical Issues Management Approaches: 6-step issue management process, 7-phase issue development process, 4-stage issue life cycle; and crisis management approaches. Moral responsibilities of functional area professionals. Ethical Decision Making Guidelines	3
6	Employee Stakeholders and the Corporation The changing workforce, changing pattern of contracts between employees and corporations, rights and responsibilities, sexual harassment at workplace, whistle-blowing.	3
7	Ethical international decision making methods: External corporate monitoring groups, Four Styles of International Ethical decision making etc.	3
8	Introduction to Corporate Governance Concepts and principles. Public governance system and corporate governance system. Corporate Governance Mechanism. 4-Ps of Corporate Governance; Independent Directors' Roles. Issues related to Corporate Governance. Corporate governance and transparency, Components of good corporate governance.	4
9	Corporate Governance practice in India Structure, meetings, audit, compliance, evaluation by CRISIL (GVC Rating), ICRA Rating, etc. Code of Ethics and Conduct	3
	Total	30

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Ethics - J.W. Weiss, Thomson-South Western, USA.
2	Corporate Governance - Dr. Parthasarathy, Biztantra, 2007.

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM Marketing/Finance/Human Resource
Course Title	International Business
Credit Value	3
Trimester	6
Duration	30 hours

1.Course Objective

International Business is an integral part of any Management course. The course is intended to provide the students an overview about various concepts of International Business. Students learn and apply the International Business concepts to attain an insight into International Management context and make them applicable during International Business Operations. The objective of the course is to enable the students to understand the concept, scope and strategies of International Business and recognize the vital role that International Business plays when an organization goes expanding their business. The course will also acquaint the students with the basic aspects of International Business Environment and the importance of culture in International Business. It will also provide the students framework for identifying and analysing the optimal way to enter an international market and carry out business.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction and Overview Globalization. Globalization. Globalization of Markets, Globalization of Production, The Emergence of Global Institutions, Drivers of Globalization, Antiglobalization Protests	5
2	Country Differences National Differences in Political Economy and Economic Development, Differences in Culture, Ethics in International Business	6
3	The Global Trade and Investment Environment International Trade Theory, Foreign Direct Investment, Regional Economic Integration	5
4	The Global Monetary System The Foreign Exchange Market, The International Monetary System, The Global Capital Market	4
5	The Strategy and Structure of International Business	4

	The Strategy of International Business, The Organization of International Business, Entry Strategy and Strategic Alliances	
6	International Business Functions Exporting, Importing, and Countertrade, Global Production, Outsourcing, and Logistics, Global Marketing and R& D, Global Human Resource Management, Accounting and Finance in the International Business	6
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	International Business- Competing in the Global Marketplace - Charles W L Hill, Arun Kumar Jain, 10th edition, McGrawHill Education
2	Global Business- Mike W. Peng, Deepak K Srivastava, Cengage Learning
3	International Business- Czinkota, Ronkainen, Moffett, 8th Edition, Wiley
4	International Business- Rakesh Mohan Joshi, Oxford

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM - Marketing
Course Title	Services Marketing
Credit Value	3
Trimester	6
Duration	30 Hours

1.Course Objectives

This course aims to familiarize the students with the key elements of services marketing and provide the students with a sound framework for identifying, analyzing and solving problems pertaining to service industries in both B2C and B2B.

2.Course Contents

Sr. No	Topic	Number of hours
1	Understanding Service Products, Consumers and Markets Nature & Concept of Services Marketing; Distinctive Marketing Challenges of Services; Building the Service Model- Planning, creating and branding of services, Classifying Services, GAPS Model of Services	2.5
2	Applying the Ps of Marketing to Services Service Marketing Mix and the extended P's. Developing the Service Products and Brands, Distributing Services through Physical and Electronic Channels, Service Pricing and Revenue Management; Service Marketing Communication	5.25
3	Managing the Customer Interface Design Service Process; Balanced Demand and Capacity; Crafting the Service Environment, Managing People for Service Advantage	3.75
4	Developing Customer Relationship Managing Relationships and Building Loyalty; Complaint handling and Service Recovery.	6.25
5	Striving for Service Excellence Improving Service Quality and Building Loyalty; Building a World Class Service Organization New areas of services and their growth strategies	3.75
6	Managing Service Operations Service Supply Relationships; Managing Service	3.5

	Relationships, Social Media in Services	
7	Globalization of Services Global Service Strategies, Franchising, Service Benchmark	2.5
8	Service Sectors Study Exposure to various growing Service Sectors: Banking, Insurance, Hospitality, Education, Telecom, Media, Entertainment, and Health Care.	2.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Services Marketing, Zeithaml, Bitner, Gremler & Pandit, Mc Graw Hill, 6e
2	Service Management- Operations, Strategy, Information Technology -James A. Fitzsimmons, Mona J. Fitzsimmons and Sanjeev K. Bordoloi (2018)
3	Services Marketing- People, Technology, Strategy -Jochen Wirtz, Christopher Lovelock and Jayanta Chatterjee; (2018) . 8e, Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM Full Tme
Course Title	Marketing of Financial Product & Services
Credit Value	3
Faculty	Prof. Vijay Ramchandran/Prof. Tarun Agarwal
Trimester	VI (Elective/Core Course)
Duration	30 hours (20 Hrs Contact and 10 Hrs non Contact)

1.Course Objective

Marketing of financial services is regarded as a challenge in today's rapidly changing financial markets. The course penetrates into the relationship between the financial service providers and customers, using the viewpoint of finance theory, on one hand, and the viewpoint of marketing, on the other. In this course, students will acquire the knowledge to understand how financial services products work, together with the marketing acumen necessary to compete successfully in this highly competitive sector. Course will help;

1. To equip students about the strategy, mix and promotion of Financial Services

Assess strategic opportunities in financial services sector by analyzing customers, competitors and the strengths and weaknesses of a company

2. Design, communicate and defend effective marketing strategies to maximize a company's chance of success in the markets in which it competes

3. Understand potential career paths in financial services

2.Course Contents

Sr. No	Topic	Number of hours/minutes
1	Introduction	1
2	Marketing of Financial Products & Services: Financial Products in Services Spectrum; Insurance, Banks, Stocks, Mutual Funds, Pension plans, Other savings products - The financial services marketing environment- The	4

	distinctive aspects of services marketing, micro and macro environmental forces, Transformation in Marketing Practices	
3	Product Management and Customer Relationship Management: Product concept and Product Management, Consumer psychology/behaviour; Importance of CRM in Marketing of Financial Services, CRM and Relationship Marketing CRM Concept, CRM implementation and Evaluation	4
4	Analysing Business Markets: Organizational Buying Process and Participants; Institutional and Government Markets; Competitors : Identifying and Analysing; Designing Competitive Strategies	2
5	Marketing strategy: Planning, organizing and implementing marketing operations; Marketing as a management function; Market Research- Establishing a marketing information system; the marketing research process; Market segmentation – Target marketing; market segmentation, targeting and positioning the financial services organization in the marketplace; Technology & Innovation in Financial Services <ul style="list-style-type: none"> • Smart Analytics • Blockchain • AR, AI & Machine Learning • Robot Advisory & Process Automation 	3
6	Promotion Strategies + Case “Frauds” Advertising, sales promotion, public relations; sponsorship The internet as a promotion tool; People in the marketing mix; Personal selling and sales force management; The selling process, Physical evidence and processes customer care; The dimensions of customer care; Service quality and service recovery; Global marketing	3
7	Regulations & Ethics: Regulations governing financial services marketing; Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole; Compliance - KYC/AADHAAR etc.	1
	Case Study: “Active Fund Management” presentations	1
	Case Study: “Nine tricks”	1
8	Discussions, Case Studies, Qizzz, Project Submission and Presentations (viva voce) (Internal Evaluations)	10
	Total	30

3. Teaching Methods

Class Discussion, Case Study (ies), Projects (viva voce), Assignments, Simulation, Guest Lectures etc.

4. Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment: (Class Participation (5)/ Tests – Quizz (15)/ Assignments - Projects (20)/ Presenattion/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Marketing of Financial Products and Services Paperback – 1 January 2019; by Prof. (Dr.) R. B. Solanki Dr. Rajeshwari Malik (Author)
2	Marketing Financial services-Hooman Estelami.
3	E.Gordon, K.Natarajan, Emerging Scenario of Financial Services, Himalaya Publishing House,
4	Marketing Financial Services – Elsevier
5	Merchant banking and financial services, S.Gurusamy, Thomson South – Western
6	Marketing of Financial Products, KV Kamath, MD & CEO, ICICI Bank

Post Graduate Diploma in Management (PGDM) - Batch 2021-23

Course Contents

Program	PGDM-Human Resources
Course Title	HR Audit & Scorecard
Credit Value	3
Trimester	VI
Duration	30 hours

1.Course Objective

The objective of this course is understand that how HR performance audit involves a review of personnel files with an aim of evaluating the quality of feedback the managers are giving to their staff. While a lack of quality feedback can inhibit the growth of employees. Students will understand how to identify problems with your review and feedback process. This course will help to understand the employee wages, benefit and salary packages are competitive enough or not.

2.Course Contents

Sr. No	Topic	Number of hours
1	Evolution of HR as a strategic partner, Introduction of HR AUDIT, difference between HR Audit and HRD Audit, why organizations undertake HR Audit	2.5
2	HRD Competencies in the corporation, HRD staff, top management, line manager and supervisory staff, how much development role of union and association are playing.	2.5
3	HRD Function, HRD styles, HRD Culture and Values, business relevance HRD	5
4	Role of HR Audit in business improvement, objective of HRD audit, importance of HRD audit, scope of HRD audit, role of HRD Audit	5
5	Methods of HRD Audit, advantages of HRD audit.	2.5
6	HR Score card and benefits, how to create a HR Score card, cost benefit analysis, principles of good measurement	2.5
7	Measuring HR alignment, competencies of HR professionals, guidelines for implementing HR scorecard	5
8	Concept balance score card, developing balance score	2.5

	card.	
9	Reasons for HRD audit, assumption, HRD system maturity score card, HRD competence	2.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	T.V.Rao (2014)- HRD AUDIT Evaluating the Human Resources Function for Business Improvement
2	P.G.Aquinas (2010) - Human Resource Management Principles and Practice: Vikas Publishing House Pvt. Ltd.



PGDM FM Course Structure and Syllabus for Batch 2021-23

About the Institute

N. L. Dalmia Institute of Management Studies and Research, established in 1995, ranks among the top 25 institutes in the country.

The Institute is ISO 9001:2015 certified and has been accredited 'A' Grade by NAAC. In addition, it enjoys premier college status by ASIC (Accreditation Services for the International Colleges), UK. We are ranked A" "*" at the state level and A** at the national level by CRISIL (2018-2019).

N. L. Dalmia Institute of Management Studies and Research is highly respected and one of the most sought-after institutes in the student community.

We are the first institute in the state of Maharashtra and among the handful in the country which do not operate a Management Quota in admission process. We admit students purely on basis of merit through the National level aptitude tests like CAT, CET, and XAT examination. The academic rigor helps us to not only equip our students but also to achieve very high placements.

As an Institute of Excellence, our aim is to provide high-quality management education, empirical research, and value-added business consulting. The highly innovative curriculum of the Institute provides a holistic perspective and new insights to add business value in today's dynamic and competitive environment.

Vision

To be a World Class Management Institute

Mission

To provide value-based quality management education with a global outlook and social conscience

Quality Policy

At N. L. Dalmia Institute of Management Studies & Research, we are committed to nurture, empower, and enhance skills of future business leaders by providing values-based quality education

About PGDM Program

The Post Graduate Diploma in Management (PGDM) is a two-year full-time program approved by All India Council for Technical Education (AICTE), Ministry of HRD, Govt. of India. The program offers specializations in Finance, Marketing, and Human Resources. It provides high-quality management education and highly researched course curriculum. Nationally and internationally acclaimed faculty members bring forth the right mix of industry-academic experience, providing a holistic perspective of innovative and practical thinking.

The two-year program also covers many activities on team building, leadership, personality development, interpersonal skills, and self-defence. These activities groom the students to become successful business leaders and entrepreneurs.

Program Educational Objectives (PEOs)

- PEO 1 To impart knowledge, analytical ability, and management skills
- PEO 2 To educate the students to perform in key business functional areas including Finance, Marketing, and Human Resources with an overview of global practices
- PEO 3 To prepare the students to work effectively and professionally in teams with mutual respect in the diverse workforce and with today's rapid technological advances
- PEO 4 To sensitize the students recognize & address ethical issues and adhere to values with a view to applying them in an organizational and social setting
- PEO 5 To train the students to eventually assume responsible roles in firms and society

Program Outcomes (POs)

- PO 1 Apply knowledge of management theories and practices to solve business problems
- PO 2 Foster analytical and critical thinking abilities for data-based decision making
- PO 3 Develop values based leadership ability
- PO 4 Understand, analyse, and communicate global, economic, legal and ethical aspects of business
- PO 5 Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Curriculum and Course Structure

The curriculum comprises of courses, skill development courses and certification programs. The essence of this curriculum is to encourage students to gain knowledge from all aspects of management, develop skills for professional practice and be work ready. The courses offered can be broadly classified into core courses (common for all specialisations) laying the foundation of management education and specialisation courses to help students gain functional competency. Electives courses will provide flexibility to students to acquire professional competencies in niche areas and allow the Institute to cater to changing industry requirements. First year Trimesters I/II/III will focus on core courses with introduction to specialisation courses. The emphasis in the second year (Trimester IV/V/VI) will be on specialisation courses with electives.

Pedagogy

Teaching pedagogy will comprise of Case study, Class Discussion, Assignment, Role play, Presentation, Simulation, Industry expert interaction etc ensuring ample learning opportunities to students.

Assessment and Evaluation

Course assessment would include Continuous evaluation and Trimester end examinations with equal weightage to both components. Case Analysis, Projects, Presentations, Tests, Research projects, live projects, Viva-voce will be tools for evaluation.



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PGDM FM Course Structure Batch 2021-23		
Sr. No	Components	Credits
1	Courses	
	Trimester 1 (July-Sept)	19.5
	Trimester 2 (Oct-Dec)	16.5
	Trimester 3 (Jan-Mar)	19.5
	Trimester 4 (July-Sept)	21
	Trimester 5 (Oct-Dec)	21
	Trimester 6 (Jan-Mar)	6
	Total	103.5
2	Summer Internship (Apr-Jun)	6
3	Final Project	6
4	Bloomberg Certification Courses (Bloomberg Market Concepts and Bloomberg Analyst)	Compulsory Non Credit
5	Skill Development Courses	
	Trimester 1 - Excel for Managers	1.5
	Trimester 2- Data Analytics	1.5
	Trimester-3	1.5
	Finance - Fintech	
6	Guided Activity - MSR	Compulsory Non
7	Workshop Series	Compulsory Non
8	Placement Activities	
	Grand Total	120

Dr. Jyoti Nair
Program Head & HoD Finance, NLDIMSR


Dr Seema Saini
CEO, NLDES



N. L. Dalmia
Institute of Management Studies and Research
at School of Excellence of N.L. Dalmia Educational Institute

PGDM FM Curriculum Batch 2021-23			
		Courses	
Trimester 1		July-Sept	Credits
	Course Code	Core Courses	
1	PGFM101	Principles and Practices of Management	3
2	PGFM102	Organisational Behaviour	3
3	PGFM103	Business Economics-I (Micro Economics)	1.5
4	PGFM104	Financial Accounting and Control	3
5	PGFM105	Quantitative Techniques -I (Business Stats)	3
6	PGFM106	Marketing Management	3
7	PGFM107	Business Communication	3
8	PGFM108	Skill Development Course	1.5
			21
Trimester 2		Oct - Dec	
		Core Courses	
1	PGFM201	Financial Management	3
2	PGFM202	Human Resource Management	3
3	PGFM203	Legal Aspects of Business	3
4	PGFM204	Business Economics-II (Macro Economics)	1.5
5	PGFM205	Quantitative Techniques -II (OR Tech)	3
6	PGFM206	Financial Markets and Services	3
7	PGFM207	Skill Development Course	1.5
			18
Trimester 3		Jan-Mar	
		Core Courses	
1	PGFM301	Business Research Methods	3
2	PGFM302	Operations Management	3
3	PGFM303	Direct and Indirect Taxes	3
4	PGFM304	Cost and Management Accounting	3
5	PGFM305	Entrepreneurs Management	1.5
6	PGFM306	Corporate Finance	3
7	PGFM307	Analysis of Financial Statements	1.5
8	PGFM308	Basics of Derivatives	1.5
9	PGFM309	Skill Development Course	1.5
			21
Trimester 4		July - Sept	
		Core Courses	
1	PGFM401	Strategic Management	3
2	PGFM402	Investment Analysis and Management	3
3	PGFM403	Corporate Valuation	3
4	PGFM404	Commercial Banking (Corporate and Retail)	3
5	PGFM405	Summer Internship Project	6
		Elective Courses (4)	9

			27
Trimester 5		Oct - Dec	
		Core Courses	
1	PGFM501	International Business	3
2	PGFM502	Project Management	3
3	PGFM503	Corporate Credit Appraisal and Finance	3
4	PGFM504	Treasury and Risk Management	3
		Elective Courses (4)	9
			21
Trimester 6		Jan-Mar	
		Core courses	
1	PGFM601	Business Ethics and Corporate Governance	3
2	PGFM602	Marketing of Financial Products and services	3
3	PGFM603	Final Project	6
			12
		Total	120


 Dr. Jyoti Nair
 Program Head, NLDIMSR


 Dr. M.A.Khan
 Director, NLDIMSR

PGDM FM Electives Batch 2021-23			
Trimester 4	Course Code	July-Sept	Credits
Elective Courses - Group 1 (Any 2)			
1	PGFM410	Financial Analytics and Modelling	1.5
2	PGFM411	Management Control Systems	1.5
3	PGFM412	Project Finance	1.5
4	PGFM413	Financial Regulations	1.5
Elective Courses - Group 2 (Any 2)			
Marketing			
1	PGM404	B2B Marketing	3
2	PGM405	Rural Marketing	3
3	PGM406	Marketing of Financial Services	3
4	PGM407	Marketing Analytics	3
5	PGM408	Retail Marketing	3
Finance			
6	PGFM406	Derivatives and Risk Management	3
7	PGFM407	Fixed Income Securities	3
8	PGFM408	Investment Banking	3
9	PGFM409	Alternative Investments	3
HR			
10	PGH404	Strategic HRM and International HRM	3
11	PGH405	Building Learning Organizations	3
12	PGH406	Competency Mapping and Career Development	3
13	PGH407	Human Resource Information Systems	3
14	PGH408	Assessment Centre and Psychometric Testing	3
Trimester 5			
Trimester 5	Course Code	Oct-Dec	Credits
Elective Courses - Group 1 (Any 2)			
1	PGFM508	Equity & Mortgage Finance	1.5
2	PGFM509	Start up Ecosystem <i>63</i>	1.5
3	PGFM510	Mutual Fund and Hedge Fund Accounting <i>64</i>	1.5
4	PGFM511	Private Equity & Venture Capital <i>65</i>	1.5
Elective Courses Group 2 (Any 2)			
Marketing			
1	PGM503	E-Commerce	3
2	PGM504	Social Marketing	3
3	PGM505	Customer Value Management	3
4	PGM506	Sports, Luxury and Political Marketing	3
5	PGM507	Mobile Marketing	3
Finance			

6	PGFM504	Rural Banking and Micro Finance	3
7	PGFM505	Wealth Management	3
8	PGFM506	International Finance	3
9	PGFM507	Mergers and Acquisitions	3
		HR	
10	PGH503	HR Analytics	3
11	PGH504	Managing Diversity & Inclusion	3
12	PGH505	Employer Branding	3
13	PGH506	Talent Management(Retention & Engagement)	3
14	PGH507	HR Policy formulation & Administration	3



Dr. Jyoti Nair
Program Head, NLDIMSR



Dr. M.A.Khan
Director, NLDIMSR

Trimester - I

Core Courses

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Principles & Practices of Management
Credit Value	3
Trimester	1
Duration	30 hrs

1.Course Objectives

To introduce the students to various concepts in general management

2.Course Contents

Sr No	Contents	No. of sessions
1	Introduction to PPM, Management defined Characteristics of management	1
2	Evolution of Management - Henri Fayol (1841-1925), Frederick Taylor (1856-1915, Hawthorne Studies	5
3	Managerial functions at different organizational levels, Managerial Skills and the Organizational Hierarchy, Is Management Science or Art	2
4	Planning - Types of Plans, SWOT, Porter's 5 forces, Objectives , MBO	2
5	Decision making -Brainstorming, Evaluation Of Alternatives Quantitative and Qualitative Factors, Selecting An Alternative	4
6	Strategies, Policies and, Premises, SWOT –maxi mini, Blue Ocean, BCG Portfolio matrix, Premising	2
7	Organising – span of control, Departmentation	4
8	Staffing	2
9	Directing – motivation, Leadership	4
10	Controlling	2
11	Ethics in Business, Corporate Social Responsibility	2
	Total Hrs	30

3. Teaching Methods

Lectures , Videos, Class activities, Case studies

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment(Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Book – Essentials of Management –Koontz, Weihrich, McGrawHill
2	Book – Principles of Management – Pravin Durai, Pearson

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Organization Behaviour
Credit Value	3
Semester	I
Duration	30 hours

1.Course Objective

Organization Behaviour is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. This course will enable es students to understand, explain, and yet improve human behavior in organizations. Particularly, students will understand how some factors, such as individual characteristics, group processes, and organizational structure, would influence work and organizational performance.

Organization Behaviour can be divided into three levels, i.e., the study of:

1. individuals in organizations (micro-level),
2. work groups (meso-level), and
3. how organizations behave (macro-level).

2.Course Contents

Sr. No	Topic	Number of hours
1	Organisational Behaviour Management functions, Importance of Interpersonal skills, Relevance to Organisational Effectiveness, Disciplines that contribute to the Organisational Behaviour, Challenges & opportunities for Organisational Behaviour	3
2	Diversity in Organizations Forms of workplace diversity, workplace discrimination, key biographical characteristics, managing diversity	2
3	Emotions & moods Sources of emotions and moods, Emotional labor, affective events theory, emotional intelligence, strategies for emotional regulation	1

4	Perception Perceptual Processes, attribution theory, Effect of perception on Individual Decision-Making	2
5	Attitudes & Job Satisfaction Three components of an attitude, Major Job attitudes, job satisfaction, main causes of job satisfaction, employee responses to job dissatisfaction.	2
6	Values Sources of Value, Effect of Values on Attitudes and Behaviour, Hofstede's five value dimensions and the GLOBE framework	1
7	Personality Meaning and Determinants of Personality, Process of Personality Formation, Assessment of Personality Traits for Increasing Self Awareness.	2
8	Theories of Motivation Early theories of motivation, contemporary theories of motivation, Motivation- Concepts to application: job characteristics model, alternative work arrangements, employee involvement, types of variable-pay programs, flexible benefits	4
9	Foundations of Group Behavior Group conflicts and group decision making, Concepts of Team, team building, types of teams	3
10	Leadership Concepts and skills of leadership, Leadership styles and effectiveness, Theories of leadership.	4
11	Power and Politics Sources and Uses of power, Politics at workplace- Causes & consequences of political behaviour	2
12	Conflict Types of Conflict, Sources of conflict, Five conflict handling techniques	2
13	Organizational Culture and change Creating & sustaining culture, Resistance to Organizational change, Approaches to managing organizational change	2
	Total	30

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16 th edition, Pearson Publication
2	Organizational Behaviour - Pareek & Khanna, 3 rd edition, Oxford Publication
3	Organizational Behaviour - Fred Luthans, 12th edition, McGraw Hill Publication
4	Magazines: - Human Capital, Harvard Business Review, People Matters

Post Graduate Diploma in Management (PGDM FM) - Batch 2022-24

Course Contents

Program	PGDM -Finance
Course Title	Business Economics-I (Microeconomics)
Credit Value	3
Trimester	1
Duration	30 hours

1.Course Objective

The main objective of the course is to provide an understanding of how economic theory can be applied to analyze and used in problem solving. A thorough study will help the students in making decisions on manufacturing, pricing and investment, and formulation of appropriate policies.

2.Course Contents

Sr. No	Topic	Number of hours
1	Business Economics: Nature & Scope, Relationship to other branches of Economics Theory of Demand & Supply, Market Equilibrium, Elasticity	6
2	Production Theory & Theory of Cost	4
3	Market Structure: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly	8
4	Game Theory& its applications	6
5	Price Discrimination, Peak Load Pricing, Two Part Tariffs, Other Pricing Practices	6
	Total	30

3.Teaching Methods

Class Discussion, Case study, Projects, Assignments, Quizzes

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment Class Assignment/Test/ Quiz (10 marks) Group Project (10 marks) Presentation/ Case Study (5 marks)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Managerial Economics, Salvatore & Rastogi, Oxford University Press
2	Managerial Economics, Keat & Young, Pearson
3	Principles of Microeconomics, Mankiw, Cengage Learning
4	Microeconomics: Theory and Applications, Maddala & Miller, McGraw Hill

Post Graduate Diploma in Management (PGDM - FM) - Batch 2021-23

Course Contents

Program	PGDM –Finance
Course Title	Financial Accounting and Control
Credit Value	3
Trimester	1
Duration	30 hours

1.Course Objectives

The course is aimed to familiarise the students with financial statements and accounting principles underlying them. The course will also give overview them with accounting mechanism, process and system. It will lay a foundation for developing their skills in interpreting financial statements and concepts & principle underlined them.

2. Course Contents

Sr. No	Topic	Hours
1	Introduction to Financial Accounting Business entities and relevance of Financial Accounting, Users of financial Accounting, Accounting principles and conventions, Indian Accounting Standards and IFRS	4
2	Introduction to Financial statements Balance Sheet, Statement of Profit and Loss, Cash Flow Statement	3
3	Accounting Mechanism Accounting Mechanism leading to the preparation of Financial Statements	6
4.	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) Assets and Liabilities, Fixed Assets, Current Assets, Non-current Liabilities, Current Liabilities	6
5	Statement of Profit and Loss (Companies Act, 2013) Incomes and Expenses – Recognition, Measurement and Disclosure	4
6	Consolidated Financial Statement	2
7	Analysing and Interpreting Financial Statements Ratio analysis ,Comparative, Common size statements and Trend Analysis	6
	Total	30

3. Teaching Methods

Lectures, Lab sessions, Case studies, and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Attendance/ Participation / Tests / Assignments Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No.	Reading Material
1	Financial Accounting: A Managerial Perspective, R. Narayanaswamy, PHI Learning, 6 th Revised Edition.
2	Financial Accounting, Verma, Nair and Saxena, Staredu Solutions
3	Financial Accounting, Dhanesh Khatri, McGraw Hill Education
4	Financial Accounting for Managers, T.P.Ghosh, Taxmann Publications Pvt. Ltd., 4 th Edition.

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Quantative Techniques – 1 (Business Stats)
Credit Value	3
Trimester	1
Duration	30 hours

1.Course Objective

This course is designed to provide students with an understanding of the data and its relevance in business and develop an understanding of the quantitative techniques from statistics. A particular emphasis is placed on developing the ability to interpret the numerical information that forms the basis of decision-making in business. Most of the examples are drawn from a variety of business applications. This course introduces business statistics and fundamental aspects of decision-making. It examines aspects of business and marketing with regards to basic statistical analysis. Students will be provided with the theoretical concepts, tools and methods of statistics as well as the opportunity to work through example problems.

2.Course Contents

Module No.	Topics	No. Of hours
1	Basic statistical concepts, measures of central tendency and dispersion	2
2	Probability theory, mathematical and statistical definition, addition and multiplication rule, Bayes' probability	3
3	Probability distributions, discrete and continuous distributions, binomial , Poisson , normal , uniform ,negative exponential distributions.	5
4	Sampling distribution, probability and non-probability sampling .	5
5	Statistical estimation, confidence interval estimation for means and proportion. Sample size determination for means and proportion.	5
6	Hypothesis testing, single and double sample testing (z and t tests) chi square test for proportion , one way ANOVA(f test) for mean.	5
7	Simple linear regression and its assumptions, finding OLS predictors using method of least squares. And testing its significance	5
	Total Hrs	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments,

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
2	Statistics for management by R. Levin and D. Rubin , Pearson Publishers
3	Business statistics by N D Vohra , MC Graw Hill Publishers
4	Business statistics using excel by Davis and Pecar , Oxford publishers

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Marketing Management
Credit Value	3
Trimester	1
Duration	30 hours

1. Course Objectives

Marketing is a critical business function aims at satisfying customer needs more efficiently and effectively than a firm's competitors. This course will introduce you to the principles of marketing, and, through an analysis of real-world marketing issues. Fundamental marketing concepts, principles, and issues are analyzed within present economic, social, and legal environments. This course also aims to familiarize the students with the key elements of marketing management and to provide the students with a sound framework for identifying, analyzing, and solving marketing problems.

2. Course Contents

Sr. No	Topic	Number of hours
1	An overview of Marketing Marketing management in the 21st Century; Updating the Ps; Designing a customer-driven marketing strategy, capturing value from customers; Marketing principles and society; Developing a global vision	2.5
2	The Marketing Environment Assessing Market Opportunities and Customer Value: Scanning the marketing environment Contemporary Indian Marketing Environment	2.5
3	Analysing Consumer Markets and Business Markets What influences consumer behaviour? Key psychological processes; Buying decision process, Rural consumer behaviour. Understand organizational buying process; Stages in buying process; Managing B2B customer relationships, Institutional and government markets.	2
4	Segmentation, Targeting and Positioning - Identifying market segments and targets, Differentiation strategies, benefits of market segmentation. Bases of market segmentation	2.5

5	Marketing Research – Conducting marketing research; , Forecasting demand and; Creating customer value & customer relationships. Co-creation and product/service innovation	1.75
6	Product and Branding Concept- Product / service concepts; Branding Concepts; Product / Service and their brand relationships, Product life-cycle strategies; Competitive dynamics; Building strong brands, Co-branding and ingredient branding, devising a branding strategy Crafting the brand positioning	3
7	Pricing Products Understanding price, Factors to consider when setting prices, New-product pricing strategies	3.75
8	Communicating Customer Value Integrated Marketing Communications and its processes, The promotion mix, Developing effective communication using the conventional and the new media; Setting the total promotion budget and mix, Socially responsible marketing communication	2.75
9	Marketing Channels and Supply Chain Management Nature and importance of marketing channels, Channel design decisions, Channel management decisions, Marketing logistics and supply chain management	1.75
10	Creating Competitive Advantage in the Global Market Place Competitor analysis, Competitive strategies, Guerrilla marketing, Ambush marketing, Global marketing environment, Strategies of entering global markets Marketing Ethics and Social Responsibility Social criticisms of marketing, Citizen and public actions to regulate marketing, Business action towards socially responsible marketing Rural Marketing Rural marketing strategies	7.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/Tests/Assignments / Projects/ Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Marketing Management, Indian Context; Global Perspective, Ramaswamy and Namakumari, 6 e, Sage Publication.
2	Marketing Management, Philip Kotler and Kevin Lane Keller; Pearson Publication, 15 e

Post Graduate Diploma in Management (PGDM - FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Business Communication
Credit Value	3
Trimester	1
Duration	30 hours

1.Course Objective

To provide an outline of effective organizational communication by understanding the ways of improving and enhancing interpersonal communication through spoken words, behaviour and written business correspondence.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Communication What is communication? Components of the communication process, Types of communication. Barriers to communication- Classification of Barriers – Interpersonal, Intrapersonal, Language, Semantic, Degree of Knowledge, Perception, Frame of Reference, Poor listening skills, Personal interests, Speed of thought, Physical distractions, Lack of trust, Hierarchy, Channel or medium, Emotional interference, Cultural Organizational. Overcoming communication Barriers. Characteristics of communication.	3
2	Organizational Communication: Importance of effective communication, Organizational structure and communication, Modes of communication - Formal - Informal, Oral-Written, Internal-External, VerbalNon-verbal, Types of communication – Intrapersonal, interpersonal, Group and mass communication. 3 Importance of conversation, Communication styles. 7 Cs of communication, Communicating with the Boss Corporate communication – Effective Meetings, Conflict communication, Negotiation skills, Crisis communication.	3
3	Non-Verbal Communication Role and importance, Classification of Non-verbal communication, Body language, Para-lingual aspects of communication, Culture and non-verbal communication, Non-verbal communication and business success.	3
4	Listening Meaning and art of listening – Importance, essential facts and process, Types of listening, Listening ROI, Barriers to effective listening, Effective listening techniques.	3
5	Public Speaking and Presentation skills Importance,	3

	Presentation and public speaking, Elements of public speaking, Choice of methods, Non-verbal cues, Motivating audience.	
6	Employment communication. Interviews CV & Resume and Cover letter, Myths and facts about interviews, Job interviews: Before- During and after, Frequently asked questions, Do's, don'ts and tips. Group Discussions (GD) Importance and types of GD, Elements of GD, Do's, don'ts and tips.	3
7	Business Etiquette Importance, Forming first impressions, Importance of Dress, Time, Telephone and dining etiquette. Internet & Social Media Technology based communication tools, Social networking	3
8	Business writing Importance of effective writing, Essential features of business writing, writing routine, persuasive and routine messages. Business correspondence Importance of Business writing, Business Letters, Ten commandments of letter writing, Case studies, Cover letters, Resumes, Memos, Emails.	3
9	Reports and Proposals Basic features and types, Planning the report, Writing the report, Project proposal	3
10	Effective Presentation Skills Power point murder weapons Know your audience, Elements of effective presentation, Pre-Presentation stage (Who-Why-What-When-Where-How), Presentation stage (during the presentation), Post-Presentation stage.	3
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Communication – Mallika Nawal. Cengage Learning
2	Technical Communication – Principles and Practice (Second Edition). Meenakshi Raman and Sangeeta Sharma. Oxford University Press
3	Communication Skills - Leena Sen. PHI Learning Private Limited
4	Successful workplace communication - Phil Baguley. Hodder Education

Trimester - II

Core Courses

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Financial Management
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objectives

This course is aimed to enable the students understand and apply principles, concepts and techniques in financial management in making financial decisions and resolving financial problems. This course will also enable students to evaluate major financial decisions namely investment, financing, working capital and dividend for improving profitability, efficiency and returns.

2.Course Contents

Sr. No.	Topic	No of hours
1	Overview of Financial Management Key Financial decisions, Organisational Goals: Profit Maximisation v/s wealth maximisation, Agency problem, Sources of finance: long term and short term.	2
2	Time Value of Money Present Value and future Value- of Single Cash Flow, annuity, growing annuity, perpetuity and growing perpetuity concepts, Practical Applications of Compounding and Discounting	4
3	Investment Decisions: Major Types of Capital Budgeting Decisions, Concepts & Estimation of Cash Flows, Traditional Capital Budgeting Techniques –(ARR, Payback Period), Modern Capital Budgeting Techniques– (Discounted Payback Period, NPV, IRR, and Profitability Index), NPV Vs PI – Comparison, NPV Vs IRR – Comparison	10
	Cost of Capital Concept, Explicit and implicit costs, Hurdle rate, Cost of Debt – Redeemable and Perpetual, Cost of Preference Shares – Redeemable and non redeemable, Cost of Equity – Dividend and CAPM Approach, Cost of Retained Earnings, Overall Cost of Capital (WACC) – Assignment of Weights (Historical and Market)	5

Sr. No.	Topic	No of hours
4	Financing Decisions Leverage- Operating , Financial and combined Leverage – Algebraic and Graphic Approach, EBIT – EPS (Indifference Curve) Analysis Capital Structure: Concept of Capital Structure, Optimum Capital Structure – Design, factors and determinants	4
5	Dividend Decisions Concept and Forms of Dividend, Determinants of Dividend policy, Dividend Theories of relevance (Walter and Gordon), Dividend Theories of irrelevance (Miller-Modigliani)	2
6	Working Capital Decisions Concept, Types of Working Capital, Determinants of working Capital, Estimation of Working Capital requirement, Operating Cycle, Receivables Management- concept, credit terms, collection policies, Inventory Management- concept, EOQ, Order point, ABC analysis.	3
	Total Hrs	30

3. Teaching Methods

Lectures, Discussions, Case studies, Quiz, Viva, Guest Sessions, Projects, Assignments etc

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/ Participation, Test Assignments, Projects, Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Management - Pandey, I.M, 11th Edition, Vikas Publication, New Delhi.
2	Financial Management - Khan and Jain, 8th Edition, Mc Graw Hill, New Delhi
3	Financial Management Theory and Practice- Chandra, Prasanna, 8th Edition, Mc Graw Hill, New Delhi.
4	Principles of Corporate Finance -Brealey and Myers, 10th Edition, McGraw Hill, India.

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM – Finance
Course Title	Human Resource Management
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objectives

This course will enable students

- To understand & appreciate the basics of Human Resource Management.
- Know the elements of the HR function (e.g. – recruitment, selection, training and development, etc.) and be familiar with each element’s key concepts & terminology; and
- Apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical HR problems.
- To understand how an HR function can ensure optimal utilization of human assets for achieving organizational objectives, and design interventions to achieve the same.

2.Course Contents

Sr no	Topic	Number of Hours
1	Introduction to HRM HR Functions, Characteristics and Challenges of HR function in different industries, Employee lifecycle processes	3
2	Staffing: Workforce Planning And Enforcement Job Analysis and Talent Management, Personnel Planning	5
3	Recruitment & Selection Talent acquisition process and methods, Interviewing techniques	5
4	Learning & Development Process, Trends, e-learning	3
5	Performance Management System	4

	Performance Appraisal methods, Choosing a Performance Measurement Approach, Career management & Succession Plans	
6	Compensation & Benefits forms of and bases for compensation, job evaluation and compensation/evaluation systems. Rewards and Incentives	3
7	Global Human Resource Management & Future Issues Declining productivity, substantial demographic shifts, changing employee attitudes and expectations, innovation technologies, and government regulations will continue to affect human resource management into the 21st century.	5
8	Legal Issues in HRM	2
	Total	30

3. Teaching Methods

Class Discussions, Case studies, Projects and Assignments, Audio & Visuals, Management games
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentations/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Human Resource Management – Ashwathapa, McGraw Hill
2	Personnel Management – C.B. Mammoria, Himalaya Publishing
3	Human Resource Management –Dessler, Prentice Hall India
4	Personnel/Human Resource Management: DeCenzo& Robbins. Prentice Hall India
5	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications
6	Articles from HBR, People Matters, Human Capital, SHRM

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Legal Aspects of Business
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objective

Understanding the legal environment of business is very important as they affect business transactions. The objective of this course is to provide the students an overview of important laws affecting business. The course will also enable students to understand the implications of various legal provisions on business.

2.Course Contents

Sr. No	Topic	No of hours
1	Contracts Laws Overview of establishing Contractual Relationships, Consideration and Legality of Object Competency of parties to contract, Free Consent, Void Agreement and Contingent Contract, Performance and Discharge of Contract, Remedies for Breach of Contract, Special Contracts – Indemnity and Guarantee, Pledge and Bailment, Agency	12
2	Salient Features of the Companies Act, 2013	04
3	Sale of Goods Act, 1930	05
4	Trade Marks Act, 1999 The Patents Act, 1970	03
5	Consumer Protection Act, 2019	03
6	Environment Protection Act, 1986	03
Total		30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentations/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Legal Aspects of Business - Akhileshwar Pathak, Tata McGraw Hill
2	Legal Aspects of Business - Ravinder Kumar, Cengage
3	Legal Aspects of Business - Daniel Albuquerque, Oxford University Press
4	Business Law for Management - K. R. Bulchandani, Himalaya Publishing

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Business Economics-II (Macroeconomics)
Credit Value	1.5
Trimester	II
Duration	15 hours

1.Course Objective

The main objectives of the course is to provide students an understanding of the nature and influence of business & macroeconomic environment with special reference to India. The course will cover various economic institutions like IMF, World Bank, WTO and different economic policies like export-import policy, fiscal policy, monetary policy, foreign exchange policy, etc. In addition, the business environment of India is impacted by its trading partners and rest of the world and needs to be studied.

2.Course Contents

Sr. No	Topic	Number of hours
1	Basics of Macroeconomics: Circular flow of Income, GDP, GNP, Components, National Income: Accounting, Methods, Uses	3
2	Inflation: Inflation: Definition, Types, Causes, Measurement Money: Definition, Function, Commercial Bank, Central Bank, Credit Creation	4
3	Taxation: Types, Burden , Deadweight Loss, Economic Impacts Role of Fiscal Policy and Monetary Policy: Types, Objectives, Instruments	4
4	Exim, Foreign Trade Policy, Recent Trends Exchange Rate: Meaning, Types, Regimes, Determination	3
5	International Institutions (IMF, World Bank, WTO): Objectives, Functions, Role in Indian Scenario	1
Total		15

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	25	25%
2	Trimester End Examination	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Economics: Samuleson & Nordhaus, McGraw Hill
2	Macroeconomic Policy Environment- Shyamal Roy, Tata McGraw Hill
3	Principles of Macroeconomics-Mankiw, Cengage Learning
4	Business Environment-B.N. Ghosh, Oxford University Press

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Quantitative Techniques -II (OR Tech)
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objective

The course aims to provide students with in depth knowledge of optimization techniques and its applications. The course will also enable students identify and develop operational research models from Real Systems.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Operations Research Evolution, History & Scope Industry application areas of Operations Research, cases.	2
2	Linear Programming Problem Formulation, solution by graphical method, LP cases, relevant business applications	6
3	Transportation problem TP, special cases of TP, Application of Linear Programming in TP.	4
4	Assignment Problem Assignment Problem with Special Cases	4
5	Game Theory Introduction to Game theory, Zero-sum Game	3
6	Decision Theory Decision under Risk and Uncertainty	3
7	Decision Tree Introduction to decision trees, model design	3
8	Waiting lines model- with cost implications	3
9	Simulation, Queue system, Inventory, demand simulation	2
Total		30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Introduction to Management Science, -William J Stevenson, McGraw Hill
2	Principles of Operations Research –Wagner, Prentice Hall of India
3	Operations Research- Hillier, Lieberman, Tata McGraw Hill
4	Quantitative Techniques in Management -N D Vohra, Tata McGraw Hill.

Post Graduate Diploma in Management (PGDM - FM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Financial Markets and Services
Credit Value	3
Trimester	II
Duration	30 hours

1.Course Objectives

This course is aimed to convey concepts, tools, framework and fundamentals of the global financial markets and the institutions that ensure their well-functioning. The course also enables the students to understand the operations of money market and three distinct capital markets: the equity market, the bond market and the derivatives market; and the financial assets traded in each of these markets. It will help the students develop their analytical abilities and problem-solving skills, and prepares them students for successful careers in the finance sector

2.Course Contents

Sr No.	Topic	No. of Hours
1	Overview of Indian Financial System: Savings and investment, flow of funds, components of Indian Financial System,	3
2	Financial Intermediaries: Indian Perspective: Banking Institutions, Non Banking Financial Intermediaries, NBFC's, Financial Regulators, Development Finance Institutions, Mutual Funds. Global Perspective: IMF, World Bank, Federal Reserve System, European Central Bank, Tax havens.	5
3	Financial Services: Banking services- deposit and loan, Depositories Custodial, Credit Rating, Merchant Banking / Investment Banking, Underwriting, Guaranteeing, Portfolio Management / Wealth Management / Asset Mgt, Factoring, Forfaiting, Leasing, Hire Purchase	5
4	Capital Market: Primary and Secondary Equity Market, IPO's, Price Discovery,	10

	Derivatives, Futures, Option Contract	
5	Money Market: Primary and Secondary Money Market, T-bills, Commercial Paper, Call money market, CBLO, Certificate of Deposit, Commercial Bills, Repo and Reverse Repo.	3
5	Fixed income securities/ Bond Market: Primary and Secondary Bond Market, Types of bonds, Bond Pricing, Bond valuation, Yield curves, Price-Yield Relationship	4
	Total Hours	30

3. Teaching Methods

Lectures, Discussions, Case studies, Quiz, Viva, Guest Sessions, Projects, Assignments etc

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Institutions and Markets-Madura-L M Bhole & Jitendra Mahakud- 5 th Edition-Mc Graw Hill
2	The Indian Financial System-Bharati Pathak - 5 th Edition -Pearson
3	Financial Markets and Institutions-Saunders and Cornett- 3 rd Edition-Mc Graw Hill
4	Financial Markets and Institutions-Mishkin and Eakins-6 th Edition-Pearson
5	Financial Management – M Y Khan & P K Jain - Mc Graw Hill
6	Fixed Income Analysis – Wiley – CFA Institute
7	Websites / Press Release of RBI , SEBI.

Trimester - III

Core Courses

Post Graduate Diploma in Management (PGDM FM)

Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Business Research Methods
Credit Value	3
Trimester	III
Duration	30 hours

1. Course Objectives

The main objective of the course is to provide an understanding of research, different research methods and statistical tools. A business manager is faced with decisions every day. A thorough study will help in finding alternative answers to solve questions or decisions faced by future managers. For example applying different research techniques to make decisions about potential business ventures and existing company practices. It also helps in creating marketing techniques, understanding investment risk etc.

2. Course Contents

Sr. No	Topic	No of hrs.
1	Fundamentals & Scope of Business Research: Types of Research, Literature review, Research process	3
2	Understanding Management problems, Management objectives, Research Questions, Research problem statement formulation, Research objectives	3
3	Research Design: Understanding the Nature/Purpose of Research, Data Collection source, data collection methods	3
4	Sampling Design: Defining Target Population, Defining a Sampling Frame, Sampling Techniques	3
5	Art of Questionnaire design	3
6	Introduction to Measurement Scales: Nominal, Ordinal, Ratio, Interval	4
7	Introduction to SPSS & Data entry in SPSS, Descriptive & Hypothesis testing using SPSS	5
8	Qualitative Research Methods- Types of Observations, FGD, Types of Interviews, Projective Techniques	3

9	Research Project presentation	3
	Total hrs.	30

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Research Methodology by Needha Sondhi & Deepak Chawla
2.	Research Methodology- Methods & Techniques by C R Kothari & Gaurav Gard, New Age International Publishers
3.	Business Research Methods by Cooper, Schindler, Sharma, Mc Graw Hill Publication, 12 th Edition
4	Research Methods for Business by Uma Sekaran & Roger Bougie by Wiley Publication, 6 th Edition

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Operations Management
Credit Value	3
Trimester	III
Duration	30 hours

1.Course Objective

This course aims to provide students basic understanding of how companies can achieve competitive advantage through managing their operations effectively and apply different analytical techniques of operations Management in different industry sectors like man hotel, hospital, mall, BPO, Airlines, manufacturing, consulting etc. Sstudents will be able to understand the concepts of operations management and the decisions involved in operations strategy to improve quality, reduce cost and cycle time using case study, projects and group discussion.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Operation Management Nature, issues and scope of OM, Operations Strategy	3
2	Product Process Product process analysis & types of Production Systems	2
3	Product development New product development, product design, robust design, quality function deployment	4
4	Capacity Planning Measure of capacity, alternative for capacity augmentation / Facility Location, factors affecting location decisions, location planning methods	3
5	Facility Layout planning Types of layout, /Aggragate Planning, production planning Strategies, disaggregating the aggregate plan.	3
6	Inventory planning and control Types of inventory, inventory costs, inventory control systems.	4
7	Outsourcing and offshoring	3.5
8	Forecasting and Demand Planning	3.5
9	Aggregate Production Planning	4
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments.

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Operations Management Theory and Practice By B Mahadevan, Pearson
2	Production and Operation Management by K Bedi , oxford publishers .
3	Operations Management Text and Cases By S. Padhi, Staredu

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Direct and Indirect Taxation
Credit Value	3
Trimester	III
Duration	30 hours

1.Course Objectives

Understanding tax provisions and its impact on business is very important for a manager. This course aims to give the students an overview of important provisions of direct and indirect tax laws in India. It will also make the students understand the provisions of income tax and GST leading to computation of income and tax.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Taxation system in India Overview of tax system in India, meaning of direct and indirect taxes.	1
2	Introduction to Income Tax Basic concepts , definitions, residential status and taxability of income	4
3	Computation of income under various heads – Salaries, Income from House property, Income from Business/Profession, Capital Gains and Income from other sources.	15
4	Computation of total income and tax liability	5
5	Goods and Services Tax- Definitions, rates of GST, provisions related to input tax credit and determination of GST liability.	5
Total		30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Students Guide to Taxation – T.N. Manoharan, Snow white Publiactions
2	Direct Taxes – V.K.Singhania, Taxmann

Post Graduate Diploma in Management (PGDM - FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Cost and Management Accounting
Credit Value	3
Trimester	III
Duration	30 hours

1. Course Objectives

This course will enable students understand cost accounting concepts and aims at equipping students with skills and knowledge to identify and calculate different types of costs. It will enable the students to apply cost accounting concepts & control techniques to evaluate performance of operations, activities, personnel etc. The course aims to introduce the students To assess pricing, budgetary control and cost allocation mainly through application of management accounting tools like cost-volume-profit analysis, and variance analysis which would develop the students' decision-making skill.

2. Course Contents

Sr. No.	Topic	No of hour
1	Introduction to Cost accounting Objectives ,Classification of Costs, Costing methods , Difference between Financial, Cost and Management Accounting,	2
2	Preparation of Cost Sheet Format of Cost Sheet, Elements of cost sheet	5
3	Service Costing List of different types of services, Determining the unit of service costing	5
4	Standard Costing	5
5	Activity Based Costing (ABC) Traditional overhead allocation and its drawbacks, cost drivers and classification of activities, Implications of ABC	3
6	Cost Volume Profit Analysis Marginal Cost Analysis, Breakeven Analysis, Profit Volume Analysis, Key Factor Analysis	5
7	Budgetary Controls Types of Budget- Fixed and Flexible, Budgetary control methods	5
	Total	30

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No.	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
		100	100%

5. Recommended Reading Material

Sr. No.	Reading Material
1	Management Accounting: Text, Problems and Cases 7E- Khan M. Y., Jain P. K., Publisher- McGraw Hill Education (India) Pvt Ltd
2	Management Accounting: Concepts and Strategic Costing Decisions- Singh Kanhaiya, Publisher-Wiley India Pvt Ltd.
3	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Entrepreneurship Management
Credit Value	1.5
Trimester	3
Duration	15 hours

1.Course Objective

- To acquaint the students with both the theory and practices of entrepreneurship .
- To develop the mind set, skills, competencies and experiential learning that enable students to function as entrepreneurs or as productive members of emerging, entrepreneurial firms.
- To explore entrepreneurial opportunities that exist, those that represent untapped markets and underserved markets, and those that can be created by applying existing technologies to new fields and new markets;
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2.Course Contents

Sr. No	Topic	No of hours
1	Concept of entrepreneur , Entrepreneurship, advantages, types of entrepreneurs, Qualities and characteristics of entrepreneurs. Innovation and creativity	2
2	Identification and Analysis of business opportunities using tools and techniques	3
3	Legal framework for Entrepreneurship	1
4	Financial support and options to start a business	2
5	Business model & Plan Preparation	3

6	Women Entrepreneurship . Challenges and opportunities	1
7	Social Entrepreneurship	1
8	Quick start routes to establish business: Franchise and Family Business	2
	Total	15

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Business plan preparation
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	25	50%
2	Trimester End Examination	25	50%
	Total	50	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
	<ol style="list-style-type: none"> 1. Entrepreneurship- Rajiv Roy 2. The New age entrepreneurs- Mint Publications 3. Entrepreneurship- Texts and Cases- P. Narayana Reddy 4. Entrepreneurship- A South Asian Perspective – D F Kuratco & T. V. Rao 5. Dynamics of Entrepreneurship- Vasant Desai

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PFDM - Finance
Course Title	Corporate Finance
Credit Value	3
Trimester	3
Duration (Hrs.)	30

1. Course Objectives

With the understanding of financial accounting and financial statements the decision-making process in the corporate world can be well guided. Different sources of risks and their impact on business can be best explained and hedged in a manner through the understanding of impact of decisions on the overall objective of the company. The course aims to familiarize the students with the mechanics of process of decision making and to acquire in-depth knowledge and skill in linking results of decisions on to the financial condition of the company.

2. Course Contents

Sr. No.	Topic	No. of hours
1	Evaluating firm's Financial Performance – performance management system – Management reporting system	3.50
2	Liquidity, Cash, and Marketable Securities – liquidity and its role, cash management and planning, investments in marketable securities.	1.25
3	Working Capital Management – receivables management, inventory management, managing liabilities, short term financing plans.	4.50
4	Capital budgeting in practice and under risk & uncertainty – cashflows & others, cost of capital, financing mix, post project appraisal	5.75

Sr. No.	Topic	No. of hours
5	Financing and Dividend policies – optimal capital structure, making capital structure decisions, internal financing.	4.50
6	Long term financial plans – operating cost model.	3.50
7	Long term financing - foundations, lease financing, public offering of securities, debt financing, debt restructuring, private placements, foreign loans vs domestic currency loans, hybrid financing through equity-linked securities	5.75
8	Investor relations – quarterly earnings call, investor meets, discussions with research analysts, meeting banks & FIs	1.25
	Total course duration (in hours)	30.00

Note: No. of hours includes instructional and students' preparation hrs.

3. Teaching Methods

Lectures, Discussions, Case studies, Quiz, Viva, Guest Sessions, Projects, Assignments etc.

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/ Participation, Test Assignments, Projects, Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Management - Pandey, I.M, 11th Edition, Vikas Publication, New Delhi.
2	Financial Management - Khan and Jain, 8th Edition, Mc Graw Hill, New Delhi.
3	Principles of Corporate Finance - Brealey and Myers, 10th Edition, McGraw Hill, India.
4	Fundamentals of Financial Management – 13 th edition, James C. VanHorne, John M. Wachowicz, FT Prentice Hall, Harlow, 2009.

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Analysis of Financial Statements
Credit Value	1.5
Trimester	3
Duration	15 hours

1.Course Objectives

Analysis of Financial Statements is an important skill expected from business managers. The course is aimed to give the students an understanding of methods and techniques to read and analyse financial statements for decision making. This course will enable students to assess business performance using ratios.

2.Course Contents

Sr. No	Topic	No. of Hours
1	Introduction to Financial Statements Analysis Overview of Financial Statements, impact of Accounting standards on financial information	1
2	Tools for analysis Common size analysis, comparative analysis, trend analysis and ratios analysis	2
3	Business analysis through ratios Profitability and Return analysis, analysing investing activities, analysing financing activities, Analysing solvency, DuPont Analysis, Credit analysis, Prospective analysis	9
4	Cash Flow Analysis Understanding Cashflow statement, Interpreting cashflows from different activities and its analysis	3
	Total Hours	15

3.Teaching Methods

Lectures, Discussions, Case studies, Quiz, Viva, Guest Sessions, Projects, Assignments etc

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	25	50%
2	Trimester End Examination	25	50%
	Total	50	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	The Analysis and use of Financial Statements- White, Sondhi, Fried. Wiley
2	Financial Statement Analysis – Gibson. Cengage Learning
3	Financial Statement Analysis – K.R. Subramanyam and John. Wild. McGraw Hill

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Basics of Derivatives
Credit Value	1.5
Trimester	3
Duration	15 hours

1.Course Objective

CLO 1: Explain the basic characteristics of derivatives market
CLO 2: Analyze value/pricing of derivative products
CLO3: Analyze the strategies using derivatives products from the perspective of speculators, hedgers and arbitragers
CLO4: Examine Greeks of the derivatives.

2.Course Contents

Sr. No	Topic	Number of sessions(10)
1	Introduction of Course (course overview, assessment scheme, instructor's expectations) Background to Derivatives	1
2	Mechanics of Futures Market	1
3	Determination of Forward and Futures Prices	1
4	Hedging Strategies Using Futures	1
5	Hedging Strategies Using Futures	1
6	Mechanics of Options Markets	1
7	Properties of Stock Options	1
8	Trading Strategies Involving Options	1
9	Introduction to Binomial trees	1
10	The Black-Scholes Model	1
11	Options on Foreign Currencies	1
12	Options on Stock Indices	1
13	The Greek Letters (Delta, Gamma, Theta, Vega, Rho)(Guest Lecture	1
14	The Greek Letters	1
15	Interest Rate Swaps	1
Total Hrs		15

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	25	25%
2	Trimester End Examination	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	John C. Hull and Sankarshan Basu, <i>Options, Futures, and Other Derivatives</i> , 8 th ed., Pearson Education, New Delhi, 2013. (JCH)
2	Zvi Bodie, Alex Kane, and Alan J. Marcus, and Pitabas Mohanty, <i>Investments</i> , Tata McGraw-Hill Edition, New Delhi, 2010.
3	Financial Derivatives: A Case Study Based Learning (DT-Management Textbooks), Dr. Manu Sharma

Trimester - IV

Core Courses

Post Graduate Diploma in Management (PGDM - FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Strategic Management
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

The objective of this course is to help the students understand the role of strategic thinking in a changing and unpredictable business environment with a focus on business applications and decision-making. The course will provide clues as to what is strategy and what is not, what entails the strategic management process, and how it is affected by the internal and external environment of the firm. This course will inspire students to seek to become corporate level managers along their carer path in the future, as opposed to just restricting themselves to the funtional management level. the objective is also to provide students with insights into the strategic environment of the firm with the help of business case studies.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Strategic Management Addressing a VUCA environment, Hierarchy of strategy, types of strategies.	2
2	Strategies and analysis Porter's five forces model. BCG matrix, Porter's Generic strategies, Porter's Value Chain analysis	5
3	Strategic Formulation GE matrix, McKinsey 7S model as tools for strategic formulation, Ansoff matrix as a tool for strategic formulation, Grand Strategy matrix as a tool for strategic formulation.	6
4	Competence vs. Capabilities; Core competency and synergy.	2
5	Strategic outsourcing Resource Analysis, Linking Value chain analysis to sustainable competitive advantage; VRIO analysis	2
6	Red-Blue-Purple Ocean Strategy.	2
7	Competing in Global Markets	4

	Multi Country and Global competition concepts, Competing in Global Markets: Strategy options, Competing in Global Markets: Competing in Emerging Markets.	
8	Mergers and Acquisitions Strategic alliance & Joint Ventures, Vertical Integration, Horizontal integration Offensive strategies, Defensive strategies	3
9	Strategy implementation, Strategy Evaluation and Control.	2
10	Change Management, Turnaround Strategies.	2
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Strategic Management: Concepts & Cases -Fred R. David and Forest R. David, , 15th Ed., Pearson.
2	Strategic Management, Formulation, Implementation, and Control- John A. Pearce, Richard B. Robinson, Amita Mital, 12th Ed., McGraw Hill.
3	Strategic Management, Text and Cases - Jacob Thomas, First Impression, Pearson.
4	Blue Ocean Strategy - Renee Mauborgne, W. Chan Kim, Harvard Business review.

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Investment analysis and management
Credit Value	3
Trimester	IV
Duration	30 hours

1. Course Objectives

This course provides an outline of investment management and the asset management industry, including types of investors and investment plans and products. This course aids to understand the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions. This further helps to comprehend the need for continuous evaluation and review of the portfolio with different techniques.

2. Course Contents

Sr. No.	Topic	No of hours
1	Introduction to Securities, Risk and return analysis Understanding the basics of securities, Risk & returns concepts and calculations expected from various investment options, Fundamental drivers of risks and returns	6
2	Overview of Portfolio Management Importance of portfolio perspective & Investment clients, Steps in Portfolio management process and pooled investments	2
3	Portfolio Planning and Construction Investment policy and its components, Risk and Return Objectives, Strategic Asset Allocation, Active Management Strategies	2
4	Capital Market theory and CAPM A risk-free asset and many risky securities, Market Portfolio: Theory v/s Practice, Portfolio risk and return, Systematic risk and Unsystematic risk, Interpretation and calculation of Beta, the security market line, Assumptions and derivation of CAPM, Limitations and extensions of CAPM, Modern portfolio theory, meaning of Efficient Frontier	8
5	Multifactor models of Risk and Return and Arbitrage pricing theory Arbitrage Pricing Theory, Multifactor models and Risk Estimation, Market Equilibrium and Efficient Capital Markets, Optimum allocation	3

6	Technical Analysis Dow theory, types of charts, Japanese candle stick patterns, chart patterns, Technical Indicators	3
7	Efficient Market Hypothesis Random walk theory, weak, semi-strong form and strong form, significance, usage	1
8	Investment decision theory Timing, allocation, buy, hold, sell, short	2
9	Portfolio theory Portfolio optimization, application of portfolio performance measurement	3
Total Hrs		30

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No.	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
Total		100	100%

5. Recommended Reading Material

Sr. No.	Reading Material
1	Investment Analysis & Portfolio Management - Frank.K. Reilly & Keith C Brown, 10th Edition, Cengage Learning
2	Investment Analysis and Portfolio Management- Prasanna Chandra, 4th Edition, McGrawHill Education
3	Investment Gurus - Wealth from the World's Best Money Managers – Peter J Tanous, Pearson plc

Post Graduate Diploma in Management (PGDM - FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Corporate Valuation
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

This course is designed to enable the students understand the concepts and various approaches to corporate valuation. It will also enable the students to understand and apply various methods and techniques of valuing a company.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Corporate Valuation Concept of value, approaches, information needed for valuation, limitations to corporate valuation	2
2	Approaches to Valuation Various approaches to valuation- and Discounted method, market based valuation, Guidelines to corporate valuation	2
3	Discounted Cash flow approach to Valuation – Determining free cash flow, estimating cost of capital, forecasting performance, continuing value, Free Cash flow to Firm model, Free Cash flow to Equity model, Dividend Discount model, Two stage and Three stage DCF models	12
4	Relative Valuation Valuation using Equity and Enterprise Multiples, Transaction method of Valuation, Critical evaluation of relative valuation approach	5
5	Other methods of valuation -Economic Profit Method, Adjusted present value methods, Maintainable Profits method, Book Value method, stock and debt method	5
6	Valuation in special cases Valuation of private companies, financial companies, intangibles, valuation of e-commerce companies, brand valuation	4
	Total Hrs	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Damodaran on Valuation, Wiley
2	Corporate Valuation and Value Creation- Prasannachandra, McGrawHill
3	Business Analysis and Valuation – Palepu and Healy
4	Equity Asset Valuation- CFA Institute Investment Series, Wiley

Post Graduate Diploma in Management (PGDM -FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Commercial Banking (Retail & Corporate)
Credit Value	3
Trimester	IV
Duration	30 hours (20 Hrs Contact and 10 Hrs non Contact)

1.Course Objective

Banking Industry in India has travelled a long path to assume its present status. It has undergone a major structural transformation after banking sector reforms post 1991 and opening of banking for private sector and foreign banks. However, state owned banks still command large market share and are playing a major role in social banking and financial inclusion initiatives of the government.

A safe and sound banking system is a prerequisite for sustained growth of any economy. Globalisation, deregulation and advances in information technology in recent years have brought about significant changes in the operating environment for banks. Commercial banks are faced with increased competitive pressures and changing customer demands. These, in turn, have engendered a rapid increase in product innovations and changes in business strategies. While these developments have enabled improvement in the efficiency of commercial banks, they have also posed some serious risks.

Banking offers a very lucrative career with variety of profiles suitable to management graduates. The program has been designed to give overview of structure and working of commercial banks, understand various products and services being offered by them and detailing banking operations. Students pursuing their career in banking will find the program useful. This course will enable students to get an insight into the management of Banking Institutions, how banks manage the risk in their business. The course will also enable the students to understand latest trends and future challenges in Banking and Insurance sectors.

2.Course Contents

Sr. No	Topic	Number of hours/minutes
1	Introduction + Broad on Retail & Corporate Banking	1
2	Introduction to Bank Financial Management –Structure of Indian Banking System, Classification of Banks in India, The Reserve Bank of India; Meaning of Banking, Meaning of	7

	<p>Customers, KYC Concepts; Innovations in Products and Services in Banking</p> <p>Functions of a Bank, Structure of a Typical Commercial Bank. Banking Vs. NBFC, Basic Principles of Banking. Reserve Requirements (CRR & SLR);</p> <p>Banking Products & Services: Types of Liability and Asset Products, Demand & Time Liabilities, Sources of Bank Funds, Uses of Bank Funds (Credit), BSBDA & Small Deposit Account, Nomination etc.</p> <p>Financial Inclusion, Financial Literacy and Channel Management</p> <p>Issues in Bank Management: 4 Basic Issues in the space of: Bank Marketing, Bank Audit, Bank Merger and Acquisitions</p>	
3	<p>Introduction to Risk Management</p> <p>Meaning of Risk, Risk and Banking Business, Risk Regulations in Banking Industry and Asset Liability Management; Different kind of Risks faced by Banks, Market Risk, Credit risk and Operational Risk; Introduction to Treasury Management, Treasury Products, Treasury Risk Management</p>	3
4	<p>BASEL Norms</p> <p>What is BASEL? What is BASEL I & II; BASEL III and Difference between BASEL I, II and III</p>	3
5	<p>Small Finance Banks, Payment Banks and RRB's</p>	2
6	<p>Introduction to stressed Asset/Concept of NPA's and related problems: Why NPA's Occur?; How NPA Management helps Banks; Prudential Norms on Income Recognition; Asset Classification and Provisioning (Advances), Recovery of Loans and methods</p>	2
7	<p>Introduction to Insurance: IRDA, Growth and Development of Insurance in India, Funds management in Insurance Sector; Range of Products and Services of Insurance, Life and Non-Life Insurance, Risk/Reward Parity, Motor Insurance, Marine Insurance, Health and Medical Insurance, Fire Insurance; Underwriting of Life Insurance, Underwriting of General Insurance, Insurance Marketing and Laws related to Insurance Business</p>	2
8	<p>Discussions, Case Studies, Qizzz, Project Submission and Presentations (viva voce) (Internal Evaluations)</p>	10
	Total	30

3. Teaching Methods

Class Discussion, Case Study (ies), Projects (viva voce), Assignments, Simulation, Guest Lectures etc.
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4.Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment: (Class Participation (5)/ Tests – Quizz (15)/ Assignments - Projects (20)/ Presenattion/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Bank Financial Management, IIBF, Taxman
2	Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson. Dorling Kindersley (India) Private limited
3	Risk Management, IIBF, Macmillan
4	Advanced Bank Management, IIBF
5	Principles of banking Management, Neelam C. Gulati, Excel Book, Published by Anurag Jain
6	Commercial Banking, The Management of Risk, Benton E. Gup and James W. Kolari, Wiley
7	Principles & Practices of Banking, IIBF, Macmillan
8	Legal & Regulatory aspects of Banking, IIBF, Macmillan
9	Banking and Insurance, O.P. Agarwal, Himalaya Publishing House
10	Banking & Insurance, Law and Practice, ICSI, Taxman
11	Other Reference/Suggested Readings/Internet Resources: <ul style="list-style-type: none">• www.businessstoday.in• https://www.thehindubusinessline.com/• https://economictimes.indiatimes.com/• https://www.rbi.org.in/• https://www.irdai.gov.in/

Trimester -V

Core Courses

Post Graduate Diploma in Management (PGDM - FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	International Business
Credit Value	3
Trimester	5
Duration	30 hours

1.Course Objective

International Business is an integral part of any Management course. The course is intended to provide the students an overview about various concepts of International Business. Students learn and apply the International Business concepts to attain an insight into International Management context and make them applicable during International Business Operations. The objective of the course is to enable the students to understand the concept, scope and strategies of International Business and recognize the vital role that International Business plays when an organization goes expanding their business. The course will also acquaint the students with the basic aspects of International Business Environment and the importance of culture in International Business. It will also provide the students framework for identifying and analysing the optimal way to enter an international market and carry out business.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction and Overview Globalization. Globalization. Globalization of Markets, Globalization of Production, The Emergence of Global Institutions, Drivers of Globalization, Antiglobalization Protests	5
2	Country Differences National Differences in Political Economy and Economic Development, Differences in Culture, Ethics in International Business	6
3	The Global Trade and Investment Environment International Trade Theory, Foreign Direct Investment, Regional Economic Integration	5
4	The Global Monetary System The Foreign Exchange Market, The International Monetary System, The Global Capital Market	4
5	The Strategy and Structure of International Business The Strategy of International Business, The Organization of International Business, Entry Strategy and Strategic Alliances	4

6	International Business Functions Exporting, Importing, and Countertrade, Global Production, Outsourcing, and Logistics, Global Marketing and R& D, Global Human Resource Management, Accounting and Finance in the International Business	6
Total		30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
Total		100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	International Business- Competing in the Global Marketplace - Charles W L Hill, Arun Kumar Jain, 10th edition, McGrawHill Education
2	Global Business- Mike W. Peng, Deepak K Srivastava, Cengage Learning
3	International Business- Czinkota, Ronkainen, Moffett, 8th Edition, Wiley
4	International Business- Rakesh Mohan Joshi, Oxford

Post Graduate Diploma in Management (PGDM - FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Project Management
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objective

To introduce students of Management to concepts of Project and to apply and evaluate success parameters of cost ,time and quality in project management. Students will be taught to apply various techniques as CPM/PERT/Earned Value Analysis and Projected financial statements. Project Management should enable student to conceive an idea, evaluate its feasibility and make it workable.

2.Course Contents

Sr No.	Topic	Number of hours
1	Concepts and attributes of Project Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Role and responsibilities of Project Manager, Government policy to location, legal aspects, Preparation of DPR	3
2	Strategy Analysis Project Identification and Market Survey, Project Management in Entrepreneurship, Market feasibility with Moving Average and Exponential smoothing methods, Techno-economic feasibility.	3
3	Project Planning Time and cost, estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, Critical Path Method, crashing concepts	6
4	Project Scheduling and Risk Management Gantt chart, splitting and multitasking, Risks in time estimates, PERT analysis.	6
5	Project Organization Role and responsibilities of Project Manager, Team development model, Sources of conflicts, Conflict resolution	1
6	Earned value analysis 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time	4

7	Financial analysis Profitability analysis- Using NPV, IRR, Payback and discounted Payback period, Profitability Index PI. Preparation of projected statements of Income expenditure and balance-sheet.	6
8	Quality Management Quality and Grade, Quality Assurance, Quality Control Quality Techniques	1
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Semester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Project Planning estimation and assessment by Prasanna Chandra 6E Tata McGraw-Hill
2	Project Management : The Managerial Process by Gray and Larson 6E Tata McGraw-Hill
3	HBR Articles

Post Graduate Diploma in Management (PGDM - FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Corporate Credit Appraisal & Finance
Credit Value	3
Trimester	V (Core Course)
Duration	30 hours (20 Hrs Contact and 10 Hrs non Contact)

1.Course Objective

- Most of our placement partners are Banks and Financial Institutions. Hence students require knowledge how the credit facilities and most particularly for large borrowers credit proposals are processed, evaluated and sanctioned by these institutions. Hence, this subject requires more focus from Banker's point of view.
- If our students are selected for these institutions, they should become the right-fit/choosen candidate and without spending much time on training, they can be hired for the profile directly on the job for which they have been selected.
- With the above objective in mind, this course is designed to give theoretical and practical approach for the finance students of the flagship PDGM program.

2.Course Contents

Sr. No	Topic	Number of hours/minutes
1	Introduction	1
2	Definition and concepts, Principle of lending etc.; RBI Norms and lending policy documents; Type of borrowers and & Type of credit facilities;	3
3	Credit Appraisal Process Validation of proposal- documents check list; Assessment of Credit risk; Purpose of loan; Estimate of cost of production and profitability; Sources of repayment; Collateral- security coverage ratio; Loan covenants Credit Rating Importance of credit rating; Deciding pricing of loan product through credit rating; Methodology of credit rating- Internal and external ratings	4
4	Assessment of Working Capital and Term loan	6

	Analysis of financial statements- Balance sheet and P & L; Analysis of financial statements- ratio analysis; Project appraisal process - Project cost and means of finance Managerial, Technical, Market, Financial and other aspects of appraisal; Assessment of Term loan – Use of Capital budgeting, Break even analysis, DSCR, DER etc., Working capital assessment – concepts and various methods; Working capital assessment – Turnover method; Working capital assessment- MPBF Method; Working capital assessment- Cash budget method; Due diligence of credit proposal - examination of credential of loan proponent pre sanction and post sanction	
5	Due diligence of credit proposal Non-fund-based credit facilities: Letter of Credits (LC) and its working mechanisms, Letter of Guarantees, Other concepts in Corporate Credits: Securitization concepts, Concept of CDS, Factoring, Forfeiting, Consortium Finance, Closure/Summing Up	4
6	Closure/Summing Up	1
7	Closure/Summing Up – Guest Session	1
8	Discussions, Case Studies, Qizzz, Project Submission and Presentations (viva voce) (Internal Evaluations)	10
	Total	30

3. Teaching Methods

Class Discussion, Case Study (ies), Projects (viva voce), Assignments, Simulation, Guest Lectures etc.

4. Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment (Class Participation (5)/ Tests – Quizz (15)/ Assignments - Projects (20)/ Presenattion/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Text Book: Bankers' handbook on Credit Management published TaxMann Publication Pvt Ltd. on behalf of Indian Institute of Banking and Finance- Edition July 2014/Latest Edition
2	Additional Reference Books: Module B Credit Management of Cooperative Banking Operations by Shri T.M.C Vadudevan, Shri Shyam Ji Mehrotra and Shri D M Chandgadkar published by MACMILLAN on behalf of Indian Institute of Banking and Finance – Edition 2007/Latest Edition
3	Additional Reference Books: Project appraisal and financing by Dr. Ambrish Gupta, PHI Learning Pvt Ltd. Delhi edition 2017/Latest Edition
4	Credit Appraisal, Risk Analysis & Decision Making - Dr. D.D. Mukherjee – 10th Edition/Latest Edition, Snow white
5	www.rbi.org and websites of various Financial Institutions and banks, www.hbs.edu/projfinportal

Post Graduate Diploma in Management (PGDM -FM) - Batch 2022-24

Course Contents

Program	PGDM-Finance
Course Title	Treasury and Risk Management
Credit Value	3
Trimester	V
Duration	30 hours

1. Course Objectives:

The objective of this course is to provide a holistic view of various investment management and risk management related aspects of the Treasury function in an organisation. This course is primarily divided into two sections namely Treasury Management (65 marks) and Risk Management (35 marks).

The first section **Treasury management** provides us an overview of financial markets & its major players and guides us regarding the structure/ setup of Treasury function in this environment. In this section we gain an in depth perspective of **Domestic Treasury** segment by knowing about Money Markets and Debt Markets which are a major component of the investment universe of a treasury manager.

Further, we also try to gain an overview of the **International Treasury** segment through a brief understanding of Foreign Exchange (Fx) Markets and the aspects connected to External Commercial Borrowings (ECB).

Subsequently we try to understand the key role of the Treasury function which is **Liquidity management** and finally we also take note of the **key regulatory aspects** associated with the overall functioning of the Treasury department.

The second section **Risk Management** looks at multiple facets of **risk management setup** in an organisation. We firstly try to understand the various **policies & procedures** associated with effectively managing different types of risk associated with Treasury function.

Then we also look at the key function of Mid office Treasury which is **Asset Liability Management (ALM)** in detail and assess some of the important tools to improve the said function.

Finally, we also take note of **Basel norms** pertaining to Capital adequacy which is one of the major areas of risk for any organization.

2. Course Contents:

Sr. No.	Topic	Number of Hours
A)	<u>Treasury Management: (65 marks)</u>	
1)	<u>Overview of Financial Markets</u> (Information about various types of Financial Markets and functions of various Market participants).	1.5
2)	<u>Treasury Set up & functioning</u> (Need/ benefits of Treasury, Functions/ Role of FO/ MO/ BO, Role of Technology, Key RBI measures such as segregation, Maker Checker, Dealing Room norms etc.).	2
3)	<u>Money Market</u> (Meaning, Participants in money markets and detailed discussion about various instruments traded in this market).	2.5
4)	<u>Debt Market</u> (Meaning, Key terminologies of Bond market, Type of long term Debt instruments, Issuers and subscribers on bonds, Process of Issuance, Implications for Monetary policy, Challenges related to Debt market etc.).	5
5)	<u>Liquidity Management</u> (Need for SLR and CRR maintenance, Cash Flow projections & Investment plan, SLR computation, Role of CCIL as a Central Counterparty, DVP III mechanism of settlement).	2.5
6)	<u>Foreign Exchange Markets</u> (Fx market terminologies, Factors influencing Exchange rates, Need for Fx Treasury sub department, Correspondent Banking & International Trade instruments, Role of RBI, EXIM & FEDAI etc.)	2.5
7)	<u>ECB & Derivatives Overview</u> (Types of ECB, Automatic/ Approval route, Amount/ Pricing restrictions, Hedging requirements, Regulatory Reporting, Types of Derivatives & their features).	2.5
8)	<u>Regulatory guidelines w.r.t. Treasury operations</u> (RBI and FIMMDA guidelines about operational aspects of Treasury).	1
	(Section - A)	20 hours
B)	<u>Risk Management: (35 marks)</u>	
1)	<u>Risk management setup and process</u> (Need for Risk management, Sources of Risk, Non-financial risks, Counterparty Limits setting & monitoring process etc.)	2
2)	<u>Risk Analysis & Control</u> (Various types of Risks such as FX risk, Operational risk, Financial risks, Market	3

Sr. No.	Topic	Number of Hours
	<u>risks, Technology/ Cyber security risk etc., RBI guidelines, Audits/ Controls like Risk Register, Concurrent Audit etc.)</u>	
3)	<u>Asset Liability Management (ALM)</u> (Meaning & Importance, Banking & Trading book, Interest rate risk, Risk sensitivity of assets & liabilities, Liquidity risk, Understanding various types of Gaps, ALM framework and Role of ALCO etc).	3
4)	<u>Basel norms overview</u> (What is Capital adequacy and Need for the same, Brief history of Basel Committee, Basel III norms etc.).	2
	(Section - B)	10 hours
	Teaching Hours (A+B)	20 hours
	Student Initiative Hours (C)	10 hours
	Total Hours - 3 Credits (A+B+C)	30 hours

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation.

4. Assessment:

Sr. No.	Method	Marks	Weightage (%)
1)	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/ Viva voce)	50	50%
2)	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/ Reference Books/ Others):

Sr. No.	Reading Material
1)	Treasury, Investment and Risk Management - Indian Institute of Banking & Finance.
2)	Financial Institutions and Markets - L M Bhole and Jitendra Mahakud (McGraw Hill publications).
3)	Financial Markets and Institutions - Frederic Mishkin and Stanley Eakins (Pearson publication)

Trimester -VI

Core Courses

Post Graduate Diploma in Management (PGDM -FM) - Batch

2021-23 Course Contents

Program	PGDM Finance
Course Title	Business Ethics and Corporate Governance
Credit Value	3
Trimester	VI
Duration	30 hours

1. Course Objectives

This course will provide students with an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives. It will prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens. The course will enable students to imbibe the importance of fair transactions, ethical conduct and conscientious decision making and to have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

2. Course Contents

Sr. No	Topic	Hrs
1	Introduction Ethics and Corporate Governance: Concepts, Trends and history. Definition, concepts, Myths and Facts, Values, morals and ethics. Stages of moral development, Kohlber's Study.	3
2	Business and Ethics Environmental issues in the Indian context and case studies. Green Judicial Activism, Green Tribunal, Economic & Environmental Sustainability, Physical	4

	Environment. Economic Growth and Business. Relationship between Profitability and Ethics.	
3	Compliance and Legal Aspects of Ethics General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law, Indian Culture and Values, Concept of Karma, Dharma and Good Conduct.	4
4	Role and Functions of Agency and Professional Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business. FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalization.	3
5	Moral and Ethical Issues Management Approaches: 6-step issue management process, 7-phase issue development process, 4-stage issue life cycle; and crisis management approaches. Moral responsibilities of functional area professionals. Ethical Decision Making Guidelines	3
6	Employee Stakeholders and the Corporation The changing workforce, changing pattern of contracts between employees and corporations, rights and responsibilities, sexual harassment at workplace, whistle-blowing.	3
7	Ethical international decision making methods: External corporate monitoring groups, Four Styles of International Ethical decision making etc.	3
8	Introduction to Corporate Governance Concepts and principles. Public governance system and corporate governance system. Corporate Governance Mechanism. 4-Ps of Corporate Governance; Independent Directors' Roles. Issues related to Corporate Governance. Corporate governance and transparency, Components of good corporate governance.	4
9	Corporate Governance practice in India Structure, meetings, audit, compliance, evaluation by CRISIL (GVC Rating), ICRA Rating, etc. Code of Ethics and Conduct	3
	Total	30

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Ethics - J.W. Weiss, Thomson-South Western, USA.
2	Corporate Governance - Dr. Parthasarathy, Biztantra, 2007.

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM -Finance
Course Title	Marketing of Financial Product & Services
Credit Value	3
Trimester	V
Duration	30 hours (20 Hrs Contact and 10 Hrs non Contact)

1.Course Objective

Marketing of financial services is regarded as a challenge in today's rapidly changing financial markets. The course penetrates into the relationship between the financial service providers and customers, using the viewpoint of finance theory, on one hand, and the viewpoint of marketing, on the other. In this course, students will acquire the knowledge to understand how financial services products work, together with the marketing acumen necessary to compete successfully in this highly competitive sector. Course will help;

1. To equip students about the strategy, mix and promotion of Financial Services

Assess strategic opportunities in financial services sector by analyzing customers, competitors and the strengths and weaknesses of a company

2. Design, communicate and defend effective marketing strategies to maximize a company's chance of success in the markets in which it competes

3. Understand potential career paths in financial services

2.Course Contents

Sr. No	Topic	Number of hours/minutes
1	Introduction	1
2	Marketing of Financial Products & Services: Financial Products in Services Spectrum; Insurance, Banks, Stocks, Mutual Funds, Pension plans, Other savings products - The financial services marketing environment- The distinctive aspects of services marketing, micro and macro environmental forces, Transformation in Marketing Practices	4

3	<p>Product Management and Customer Relationship Management:</p> <p>Product concept and Product Management, Consumer psychology/behaviour; Importance of CRM in Marketing of Financial Services, CRM and Relationship Marketing CRM Concept, CRM implementation and Evaluation</p>	4
4	<p>Analysing Business Markets:</p> <p>Organizational Buying Process and Participants; Institutional and Government Markets; Competitors : Identifying and Analysing; Designing Competitive Strategies</p>	2
5	<p>Marketing strategy:</p> <p>Planning, organizing and implementing marketing operations; Marketing as a management function; Market Research- Establishing a marketing information system; the marketing research process; Market segmentation – Target marketing; market segmentation, targeting and positioning the financial services organization in the marketplace; Technology & Innovation in Financial Services</p> <ul style="list-style-type: none"> • Smart Analytics • Blockchain • AR, AI & Machine Learning • Robot Advisory & Process Automation 	3
6	<p>Promotion Strategies + Case “Frauds”</p> <p>Advertising, sales promotion, public relations; sponsorship The internet as a promotion tool; People in the marketing mix; Personal selling and sales force management; The selling process, Physical evidence and processes customer care; The dimensions of customer care; Service quality and service recovery; Global marketing</p>	3
7	<p>Regulations & Ethics:</p> <p>Regulations governing financial services marketing; Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole; Compliance - KYC/AADHAAR etc.</p>	1
	Case Study: “Active Fund Management” presentations	1
	Case Study: “Nine tricks”	1
8	Discussions, Case Studies, Qizzz, Project Submission and Presentations (viva voce) (Internal Evaluations)	10
	Total	30

3. Teaching Methods

Class Discussion, Case Study (ies), Projects (viva voce), Assignments, Simulation, Guest Lectures etc.

4. Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment: (Class Participation (5)/ Tests – Quizz (15)/ Assignments - Projects (20)/ Presenattion/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Marketing of Financial Products and Services Paperback – 1 January 2019; by Prof. (Dr.) R. B. Solanki Dr. Rajeshwari Malik (Author)
2	Marketing Financial services-Hooman Estelami.
3	E.Gordon, K.Natarajan, Emerging Scenario of Financial Services, Himalaya Publishing House,
4	Marketing Financial Services – Elsevier
5	Merchant banking and financial services, S.Gurusamy, Thomson South – Western
6	Marketing of Financial Products, KV Kamath, MD & CEO, ICICI Bank

Trimester -IV

Elective

Group -1

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Financial Analytics and Modelling
Credit Value	1.5
Trimester	IV
Duration	15 hours

1. Course Objective

The course provides students a deep understanding and insight of the relevant statistical and analytical tools applicable for Financial Analytics. The students will learn analytical techniques using Excel and SPSS.

2. Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Financial Analytics Meaning, Evolution & Scope of Financial Analytics, application areas of analytics to financial services	1
2	Statistics for Analytics Hypothesis testing, simple linear regression, curve fitting, Multiple regression, categorical data analysis, (ANOVA), non-parametric tests	4
3	Advanced Excel Proficiency Describing Numeric Data, Non-Linear Regression, One Way ANOVA, Two Way ANOVA, Generating Random Numbers, Exponential Smoothing & Moving Average, Sampling, Covariance and Correlation	6
4	Forecasting Time series vs causal models moving averages, exponential smoothing, trend, Seasonality, cyclicity	2
5	Introduction to Decision Tree, CART, Random Forest Algorithm, K-means clustering	2
	Total	15

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects / Viva voce	25	25%
2	Trimester End Examination	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Statistics Using Excel- Davis & Pecker, Oxford University Press
2	Business analytics -Evans, Pearson
3	R for everyone: advanced analytics and graphics- Lander, Addison Wesley
4	Business analytics for managers- Laursen & Thorlund, , Wiley

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23 Course Contents

Program	PGDM- Finance
Course Title	Management Control Systems- Elective
Credit Value	1.5
Trimester	IV
Duration	15 hours

1. Course Objectives

With the understanding of financial accounting, financial statements, and cost and management accounting, the operating performance in the corporate world can be well guided and controlled. Different sources of risks and their impact on business can be best explained and hedged in a manner through the understanding of impact of decisions on the overall objective of the company. The course aims to familiarize the students with the mechanics of process of enhancing accountability, decision making and to acquire in-depth knowledge and skill in linking results of decisions on to the financial performance of the company.

2. Course Contents

Sr. No	Contents	No of Hours
1	Financial goal setting - Analysis of Incremental ROI, Sensitivity Analysis; Developing financial goals along organisational hierarchy - Concept and technique of Responsibility Budgeting, Analytical framework for developing Responsibility Budgets, Integrating Responsibility Budgeting with MBO System.	3
2	Organisational Growth: - Responsibility centers and profit centers, Identification and creation of profit centres, profit centres as a control system, Decentralisation and profit centres.	3
3	Mechanics of determining profit objectives of profit centres - problems and perspectives of transfer pricing, Linear programming technique for determining divisional goals in a multidivisional company, Problems of growth and corporate control.	3
4	Control in special sectors: Scrap control - Control of R&D - Project control, Administrative cost control, Audit - Efficiency Audit - Internal Audit - Management Audit, Financial Reporting to Management, Under conditions of price level changes, objective and methodology.	2
5	Measurement of Assets Employed - Application of MCS in public sector, Service Organisation & Proprietary Organisations.	4
	Total hrs	15

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	25	25%
2	Trimester End Examination	25	50%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Text Books

Sr. No.	Reading Material
1	Management Control Systems: By Robert N Anthony & Vijay Govindarajan – McGraw Hill
2	Modern Management Controls Systems – Text & Cases: By Kenneth A Merchant – Prentice Hall

Reference Books

Sr. No.	Reading Material
1	Management Control Systems – Performance Measurement, Evaluation and Incentives: By Joseph A Maciariello & Calvin J Kirby – Prentice Hall of India
2	Management Control Systems: By Kenneth A Merchant & Wim A Van der Stede – Prentice Hall

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM Finance
Course Title	Project Finance
Credit Value	1.5
Trimester	IV
Duration	15 hours

1.Course Objective

To introduce students of Management to concepts of Project and to apply and evaluate success parameters of cost ,time and quality in project management. Students will be taught to apply various techniques as CPM/PERT/Earned Value Analysis and Projected financial statements. Project Management should enable student to conceive an idea, evaluate its feasibility and make it workable.

2.Course Contents

Sr No.	Topic	Number of hours
1	Concepts and attributes of Project Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Role and responsibilities of Project Manager, Government policy to location, legal aspects, Preparation of DPR	3
2	Strategy Analysis Project Identification and Market Survey, Project Management in Entrepreneurship, Market feasibility with Moving Average and Exponential smoothing methods, Techno-economic feasibility.	2
3	Project Planning Time and cost, estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, Critical Path Method, crashing concepts	2
4	Project Scheduling and Risk Management Gantt chart, splitting and multitasking, Risks in time estimates, PERT analysis.	2
5	Project Organization Role and responsibilities of Project Manager, Team development model, Sources of conflicts, Conflict resolution	1
6	Earned value analysis 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time	2

7	Financial analysis Profitability analysis- Using NPV, IRR, Payback and discounted Payback period, Profitability Index PI. Preparation of projected statements of Income expenditure and balance-sheet.	2
8	Quality Management Quality and Grade, Quality Assurance, Quality Control Quality Techniques	1
	Total hrs	15

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	25	25%
2	Trimester End Examination	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Project Planning estimation and assessment by Prasanna Chandra 6E Tata McGraw-Hill
2	Project Management : The Managerial Process by Gray and Larson 6E Tata McGraw-Hill
3	HBR Articles

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Financial Regulations
Credit Value	1.5
Trimester	IV
Duration	15 hours

1. Course Objectives

The course aims to provide knowledge as to the legal framework and applicability of various statutes, laws, rules and regulations related to the financial system.

2. Course Contents

Sr. No	Topic	No. of sessions of 90 minutes each
1	Introduction to Financial Regulations.	1
2	Securities and Exchange Board of India Issue of Capital and Disclosure Regulations (2009). SEBI (Prohibition of Insider Trading) Regulations – 2015 SEBI (Prohibition of Fraudulent and Unfair Trade Practices Related to Securities Market) Regulations – 2003. SEBI Substantial Acquisition and Takeover Regulations – (2011), Mutual Fund: SEBI (Mutual Funds) Regulations –1996, SEBI (Credit Rating Agencies Regulations) – 1999.	3
3	Issue of Capital and Disclosure Regulations (2009).	1
4	Insurance Regulatory and Development Authority (IRDA)	2
6	Foreign Exchange Management and Regulations	1
7	Prevention of Money Laundering	1
8	Foreign Direct Investment Regulations	2
9	Intellectual Property Rights	3
	Total	15

3. Teaching Methods

Lectures , Case studies, Interaction, Mock Parliament, Moots Courts

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	25	25%
2	Semester End Examination	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No.	Reading Material
1	Taxmann's Corporate and Allied Laws – Tejpal Sheth, Taxmann
2	SEBI Manual, Taxmann
3	Bare Acts

Trimester -IV

Elective

Group -2

Marketing

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	B2B Marketing
Credit Value	03
Trimester	4 (Elective)
Duration	30 hours

1.Course Objectives

The course is designed to examine the marketing functions of organizations marketing goods and services to other organizations (rather than final consumers). Major emphasis is on business buyer behavior and business marketing environment as key factors shaping business marketing strategy development, planning, implementation, and control.

2.Course Contents

Sr No	Contents	Hours
1	Introduction to B2B Marketing	2
2	Organizational Buying and Buyer Behavior	6
3	Marketing Research and Competitive Analysis	2
4	STP: Segmenting, Targeting, and Positioning	2
5	Developing the Product, Services, and Value Pricing	4
6	Pricing on B2B Marketing	2
7	B2B Selling & Customer Relationship Management	8
8	B2B Branding: Creating & Fostering	2
9	Communicating with the Market	2
	Total	30

3.Teaching Methods

Class Discussion, Case study, Projects, Assignments

4.Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Book – Havaladar, Industrial Marketing
2	Book – Frederick E. Webster Jr., Industrial Marketing Strategy

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Rural Marketing
Credit Value	3
Trimester	4 (Elective)
Duration	30 hours

1.Course Objectives

The course aims to familiarize the students with the basic concepts of Rural Marketing, the nature of the Rural Consumer, and marketing of FMCG, Durables, Banking services, and agricultural inputs.

2.Course Contents

Sr. No	Contents	No of Hours
1	<p>Introduction to Indian Rural Marketing Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets.</p> <p>Rural marketing environment: Population, occupation pattern, income generation, infrastructure facilities, rural credit institutions, rural retail outlets, rural demand and rural market index, problems in rural marketing. location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation</p>	2
2	<p>Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors,</p> <p>Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.</p>	4

	<p>Researching Rural Market: Sensitizing rural market, Research design- reference frame, Research approach, PRA (Participatory Rural Appraisal) approach, Sampling, Operational aspects of data collection</p>	
3	<p>Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry</p> <p>Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, :</p> <p>Marketing of financial services: Marketing objectives and approaches, Evolution of rural banking after independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services</p>	6
4	<p>Marketing of agricultural inputs</p> <p>Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry</p> <p>Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry.</p> <p>Indian agrochemical market: Marketing environment for agrochemicals in India, agro chemicals market growth, structural challenges faced by Indian agro chemical industry, marketing strategies for agro chemicals.</p>	6
5	<p>Distribution Strategy</p> <p>Introduction to Accessing Rural Markets, Coverage Status in Rural Markets,</p> <p>Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders:</p> <p>The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies</p> <p>Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products,</p> <p>Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels.</p>	8

6	<p>Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling of the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences</p> <p>rural media- Mass media, Non-Conventional Media, Personalized media, Media innovation, Influence of Consumer Behaviour on Communication strategies</p>	4
TOTAL		30

3.Teaching Methods

Class Discussion, Case study, Projects, Assignments

4.Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Exams	50	50%
Total		100	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Badi R.V. Badi N.V, Rural Marketing, Himalaya Publishing House
2	Kashyp Pradeep, Rant Siddhartha, The Rural Marketing, Biztantra,
3	Dogra Balram Ghuman Karmider, Rural Marketing concepts and practices Tata Mc Graw HILL Education Ltd.
4	Singh S, Rural Marketing Management

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Marketing of Financial Services
Credit Value	3
Trimester	4 (Elective)
Duration	30 hours

1.Course Objective

Marketing of financial services is regarded as a challenge in today's rapidly changing financial markets. The course penetrates into the relationship between the financial service providers and customers, using the viewpoint of finance theory, on one hand, and the viewpoint of marketing, on the other. In this course, students will acquire the knowledge to understand how financial services products work, together with the marketing acumen necessary to compete successfully in this highly competitive sector. Course will help;

1. To equip students about the strategy, mix and promotion of Financial Services

Assess strategic opportunities in financial services sector by analyzing customers, competitors and the strengths and weaknesses of a company

2. Design, communicate and defend effective marketing strategies to maximize a company's chance of success in the markets in which it competes

3. Understand potential career paths in financial services

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction	1
2	Marketing of Financial Products & Services: Financial Products in Services Spectrum; Insurance, Banks, Stocks, Mutual Funds, Pension plans, Other savings products - The financial services marketing environment- The distinctive aspects of services marketing, micro and macro environmental forces, Transformation in Marketing Practices	4

3	<p>Product Management and Customer Relationship Management: Product concept and Product Management, Consumer psychology/behaviour; Importance of CRM in Marketing of Financial Services, CRM and Relationship Marketing CRM Concept, CRM implementation and Evaluation</p>	4
4	<p>Analysing Business Markets: Organizational Buying Process and Participants; Institutional and Government Markets; Competitors : Identifying and Analysing; Designing Competitive Strategies</p>	2
5	<p>Marketing strategy: Planning, organizing and implementing marketing operations; Marketing as a management function; Market Research- Establishing a marketing information system; the marketing research process; Market segmentation – Target marketing; market segmentation, targeting and positioning the financial services organization in the marketplace; Technology & Innovation in Financial Services</p> <ul style="list-style-type: none"> • Smart Analytics • Blockchain • AR, AI & Machine Learning • Robot Advisory & Process Automation 	3
6	<p>Promotion Strategies + Case “Frauds” Advertising, sales promotion, public relations; sponsorship The internet as a promotion tool; People in the marketing mix; Personal selling and sales force management; The selling process, Physical evidence and processes customer care; The dimensions of customer care; Service quality and service recovery; Global marketing</p>	3
7	<p>Regulations & Ethics: Regulations governing financial services marketing; Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole; Compliance - KYC/AADHAAR etc.</p>	1
	Case Study: “Active Fund Management” presentations	1
	Case Study: “Nine tricks”	1
8	Discussions, Case Studies, Qizzz, Project Submission and Presentations (viva voce) (Internal Evaluations)	10
	Total	30

3. Teaching Methods

Class Discussion, Case Study (ies), Projects (viva voce), Assignments, Simulation, Guest Lectures etc.

4. Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment: (Class Participation (5)/ Tests – Quizz (15)/ Assignments - Projects (20)/ Presenattion/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Marketing of Financial Products and Services Paperback – 1 January 2019; by Prof. (Dr.) R. B. Solanki Dr. Rajeshwari Malik (Author)
2	Marketing Financial services-Hooman Estelami.
3	E.Gordon, K.Natarajan, Emerging Scenario of Financial Services, Himalaya Publishing House,
4	Marketing Financial Services – Elsevier
5	Merchant banking and financial services, S.Gurusamy, Thomson South – Western
6	Marketing of Financial Products, KV Kamath, MD & CEO, ICICI Bank

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Marketing Analytics
Credit Value	3
Trimester	4 (Elective)
Duration	30 hours

1. Course Objectives

Marketing Analytics tools and techniques are developed and applied to real-world business decisions. Major emphasis is placed on developing an understanding of the data available to marketers, its uses and limitations, and the tools and techniques for predicting and measuring the effectiveness of a company's marketing efforts. Analytical, critical thinking and technology skills will be enhanced throughout the course. This course will introduce students to state-of-the-art marketing analytics and will demonstrate how to practically apply these analytics to real-world business decisions. Students will develop an understanding of the data available to marketers, its uses and limitations, and be exposed to methods for measuring performance of marketing efforts. In a world where marketers are held accountable for results, the mastery of marketing analytics is an indispensable competitive advantage.

2. Course Contents

Sr.No	Topic	Number of Hours
1	Introduction to Marketing Analytics	2
2	Multivariate Analytical Technique: Multiple Regression for Sales Forecasting using SPSS	7
3	Multivariate Analytical Technique: Factor Analysis & its application in New Product Development using SPSS	7
4	Multivariate Analytical Technique: Conjoint Analysis & its application in analyzing consumer choices using SPSS	7
5	Analyzing Customer Satisfaction & Customer Lifetime Value	7
	Total	30

3. Teaching Methods

Lectures, Case studies, Projects and Assignments
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4. Assessment

Sr.No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (TextBooks / Reference Books / Others)

Sr. No	Reading Material
1	Multivariate Data Analysis by Hair, Barry, Anderson, William 8Edition, Cengage Publication
2	Marketing Research: Text&Cases- Dr.Rajendra Nargundkar – McGrawHill Publication,4 th Edition
3	Marketing Analytics by Wayne Winston, Wiley Publication

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Retail Marketing
Credit Value	3
Trimester	4 (Elective)
Duration	30 hours

1. Course Objectives

- Introduce students with the basic concepts of retail management and the latest developments in retail industry in the Indian context
- Develop knowledge of contemporary retail management issues at the strategic level
- Establish an academic relationship to the above through the application of retailing theory and research

2. Course Contents

Sr No.	Topic	Number of hours
1	Introduction to retailing : What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing	1.5
2	Types of retailer : Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing	1.5
3	Retail buying behavior : The buying process, Types of buying decisions, Social factors influencing the buying process	2.75
4	Retailing strategy : Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities, The strategic retail planning process	2.75
5	Financial strategy and retail locations : Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, Other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease	2.75

6	Human Resource Management : Objectives of Human Resource Management, Issues in retail human resource, Designing the organization structure for a retail firm, Managing diversity, Legal issues in Human Resource	2.75
7	Merchandise management : Merchandise management overview, Forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors	5.25
8	Retail pricing and communication mix : Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, Planning the retail communication program	2.75
9	Store Management : Store management responsibilities, Recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery	5.25
10	Information system in retailing : Creating strategic advantage through supply chain and information system, The flow of information and products in supply chain	2.75
	Total	30

3. Teaching Methods

Class Discussion, Case Study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Dunne Patrick M., Lusch Robert F, Griffith David A, (2002) Retailing, 4th Ed, Thomson South Western
2	Levy Michael, Weitz Barton A. (2001) Retailing Management, 5th Ed, McGraw-Hill Irwin
3	Sinha Piyush Kumar and Uniyal Dwarika, (2005) Retail Management - An Asian Perspective, Thomson Learning, Singapore.

Finance

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM Finance
Course Title	Derivatives and Risk Management
Credit Value	3
Trimester	4
Duration	30 Hours

1.Course Objective

CLO 1: Explain the basic characteristics of derivatives market
CLO 2: Analyze value/pricing of derivative products
CLO3: Analyze the strategies using derivatives products from the perspective of speculators, hedgers and arbitragers
CLO4: Examine Greeks of the derivatives.

2.Course Contents

Sr. No	Topic	Number of Hours
1	Introduction of Course (course overview, assessment scheme, instructor's expectations) Background to Derivatives	1
2	Mechanics of Futures Market	1
3	Determination of Forward and Futures Prices	1
4	Hedging Strategies Using Futures	1
5	Hedging Strategies Using Futures	1
6	Mechanics of Options Markets	1
7	Properties of Stock Options	1
8	Trading Strategies Involving Options	1
9	Introduction to Binomial trees	1
10	Quiz	1
11	The Black-Scholes Model	1
12	Options on Foreign Currencies	1
13	Options on Stock Indices	1
14	The Greek Letters (Delta, Gamma, Theta, Vega, Rho)(Guest Lecture)	1
15	The Greek Letters(Guest Lecture)	1
16	Interest Rate Swaps	1
17	Currency Swaps	1
18	Derivatives Market in India	1
19	Commodity Forwards and Futures	1

20	Corporate bonds	1
21	Rating agencies	1
22	Prices, Discount factors and Arbitrage	1
23	Spot Forward and Par rates	1
24	Return, Spread and Yields	1
25	Duration and convexity	1
26	Credit Risk in banks	1
27	Market Risk	1
28	Operational Risk	1
29	Quiz	1
30	Presentation	1
	Total Hrs	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	John C. Hull and Sankarshan Basu, <i>Options, Futures, and Other Derivatives</i> , 8 th ed., Pearson Education, New Delhi, 2013. (JCH)
2	Zvi Bodie, Alex Kane, and Alan J. Marcus, and Pitabas Mohanty, <i>Investments</i> , Tata McGraw-Hill Edition, New Delhi, 2010.
3	Financial Derivatives: A Case Study Based Learning (DT-Management Textbooks), Dr. Manu Sharma

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM Finance
Course Title	Fixed Income Securities (Elective)
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

To familiarize the students with debt markets and different types of Fixed Income instruments that are available in domestic and global debt markets.
 To ascertain the risks involved while investing in debt instruments.
 To understand the complexities behind different types of bonds and the methods used for valuations
 To fully comprehend and appreciate the benefits of securitization for economies and financial markets.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Fixed Income Securities <ol style="list-style-type: none"> 1. Overview of the Bond Markets. 2. Different types of Fixed Income Securities. 3. Cash Flow Structures of Bonds. 4. Bonds with Contingency Provisions. 5. Government Debt vs Corporate Debt. 	5
2.	Risk Associated in Bond Investments <ol style="list-style-type: none"> 1. Interest Rate Risk, Reinvestment Risk and Prepayment Risk. 2. Yield Curve Risk, Call Risk, Volatility Risk and Credit Risk. 3. Liquidity Risk, Exchange Rate Risk, and Inflation Risk. 4. Event Risk and Sovereign Risk. 	5
3.	Yield Spreads and Yield Measures <ol style="list-style-type: none"> 1. Current Yield, YTM's, YTC's, YTP's and YTW's 2. Cash Flow Yield, Effective Annual Yield, Annual Pay Yield, and Bond Effective Yield. 3. Bootstrapping using Forward and Spot Rates, Zero Volatility Spread, OAS Spread, Embedded Option Cost. 	5

4.	Valuation of debt Securities 1. Valuation of Coupon Bonds and Zero-Coupon Bonds. 2. Price Yield profiles for bonds. 3. Arbitrage free Valuation approach. 4. Treasury Strips concept and trading.	5
5.	Interest Rate Risk in Bonds 1. Full valuation approach and Duration Convexity Approach. 2. Convexity and Yield Volatility. 3. Price Volatility of Callable and Puttable Bonds. 4. Macaulay's Duration, Modified Duration and Effective Duration.	5
6.	Asset Backed Securities 1. Introduction to Securitization and its Benefits. 2. Securitization Process 3. Residential Mortgage Loans and Commercial Mortgage-Backed Securities. 4. Collateralized Debt Obligations and Default Probabilities.	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentations/Viva voce etc.)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Fixed Income Analysis by Barbara Pettit, Jerald Pinto & Wendy Pirie.
2	Kaplan Schweser Notes for Fixed Income Securities CFA Level I and II.
3	Handbook of Fixed Income Securities by Frank Fabozzi.
4	Fixed Income Securities by Pietro Veronesi.

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Investment Banking
Credit Value	3
Trimester	IV
Duration	30 hours

1. Course Objectives

The main objective of the course is to provide students with the necessary theoretical and conceptual tools used in investment banking. This course will provide an introduction and general understanding of investment banking activities and the mechanics and financial analysis required to value, negotiate and successfully close transactions.

2. CourseContents

Sr. No.	Topic	No of hour
1	Concept of Investment Banking: The main players in Investment Banking, Main areas of Investment Banking - Corporate Finance - Sales - Trading – Research – Syndicate, Commercial Banking viz-a-viz Investment Banking - Public Securities	4
2	Introduction to Securities Market, Money market, Product Traded In The Market, Market participants in Market – Investors, Issuers, Intermediaries and regulators	4
3	Functions of an Investment Bank: Issue of IPO, Follow-on offering of stock, Issue of Debt, Merger and Acquisitions (M&A) - Buy Side Advisory, Sell Side Advisory, Private Placements, Financial Restructurings, Challenges and Developments in Investment Banking	4
4	Securities Brokering Operations and Risk management: Trade Life Cycle/Front Office/Middle Office And Back Office, Stages In Trade, Risk Management, Compliances And Regulatory Reporting Components, Core Settlement	6
5	Clearing process and settlement process: Role, Clearing Bank And Their Functions, Clearing Members, Custodians, Depositories Participants And Process, Determination Of Settlement, Settlements Of Funds, Securities, Corporate Actions, Auctions Of Securities	6

6	Merchant Banking and Issue Management: Introduction, Responsibilities of Merchant Bankers as per SEBI ICDR Regulations – Communication, Compliance Certificate, Copies of offer documents to be available to public - Redressal of investor grievances - Due diligence - Audited financial statements in the offer document, Pre-Issue Management by Merchant Banker, Post Issue Management by Merchant Bankers - Allotment, refund and payment of interest - Post-Issue Advertisements - Post-Issue responsibilities of the lead manager(s) - Post-issue reports - Coordination with Intermediaries – Underwriters	6
Total		30

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments

1. Assessment

Sr. No.	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
		100	100%

2. Recommended Reading Material

Sr. No.	Reading Material
1	Investment Banking: Concepts, Analyses and Cases Hardcover – by Pratap Subramanyam
2	Investment Banking -By Joshua Rosenbaum & Joshua Pearl
3	Investment Banking For Dummies – By Matthew Krantz & Robert Johnson

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM Finance
Course Title	Alternative Investments
Credit Value	3
Trimester	IV - Elective
Duration	30 hours

1. Course Objectives

The Alternative Investment program introduces to the students to the Alternative Investments domain. It covers in its ambit fields like Hedge Funds, Private Equity, Real Estate Markets and Commodity Markets.

2. Course Contents

Sr. No	Topic	Number of Hours
1	Introduction to Alternative Investment: Role of alternative investment in strategic asset allocation process, trends in alternative investment, Comparison between Alternative investment and Traditional investment	1
2	Private Equity: Types, Terminologies, Control Mechanism, Venture Capital Investments, Buyout Investments, Private Equity Valuation Methodologies, Buyout Valuation Issues, Structure and Fees, Exit routes, Corporate Governance	8
3	Real Estate: Introduction, Forms, Types, Real Estate Appraisal, Terminal Value, Publicly Traded Real Estate Securities – REIT, REOC, MBS, Mortgage REIT- Characteristics, Advantages, Disadvantages, Valuation Techniques	7
4	Hedge Funds: Introduction to Hedge Funds, Types, Strategies, Tax Havens, Fee structure	8
5	Commodities: Introduction to Commodities, Terminology, Types, Characteristics, Indian scenario, Regulatory issues	4
6	Alternative Investments Sector in India: Rules and Regulations	2
	Total	30

3. Teaching Methods

Lectures , Case studies, Practicals, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva)	50%	50%
2	Trimester End Exams	50%	50%
	Total	100%	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Text Books

Sr. No.	Reading Material
1	CFA Exam Prep – Alternate Investments Level II – Schweser Notes
2	Alternative Investments: Instruments, Performance, Benchmarks, and Strategies by H. Kent Baker, Greg Filbeck

HR

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM Finance
Course Title	Strategic HRM and International HRM
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

- The course enables students to understand and develop HRM practices for employees going for and coming back of International assignments. Students are able to recognize and value cultural differences.
- This course will enable students to understand HR strategy and its alignment to Business strategy

2.Course Contents

Sr. No	Topic	Number of hours
1	Strategic Management – Introduction SHRM - Changing role of HR professionals, Objectives , HRM Strategies, Approaches to strategic HRM, Strategic HRM models, implementing HR Strategies changing organization scenario	5
2	Value of Human Assets, Understanding Human Capital, Strategic Human Resource Management as Ethical Stewardship	5
3	Strategic Workforce Planning Objectives, Need and Importance, Building organizational Competency, Business strategy alignment	5
4	HRM in Multinationals– Defining IHRM, Difference between international and domestic HRM, Difference between domestic and international managers	5
5	IHRM Approaches–Ethnocentric, Polycentric and Regio-centric organization, Global HRM strategy, Competencies required in international managers. Developing international HR strategies Types of international employees	5
6	Understanding features of organizational structure and culture in Global terms, HRM Challenges and Recent Trends	5
Total		30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	International Human Resource Management by Peter j Dowling, Marion Festing , Allen D. Engle, Sr.
2	International Human Resource Management , Text and Cases P L. Rao
3	HRM – Michael Armstrong, Kogan Page Ltd
4	Strategic HRM – Jeffrey Mello, Kogan Page Ltd
5	Strategic HRM – Tanuja Agarwal, Oxford Publishing House
6	HBR, People Matters Magazine

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM – Finance
Course Title	Building Learning Organization
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

The course will enable students to explore the concept of learning organization. Students will identify and learn key theoretical aspects of Organizational Learning. After the course the students will be able to demonstrate understanding on the concepts related to organizational learning.

2.Course Contents

Sr. No	Topic	Number of hours
1	Emerging Business Realities– Introduction to current business scenario, business in the past, shifts in the nature of current Indian Business, forces leading to change	5
2	Organizational learning, learning organization, subsystems in learning organization, A capabilities – based view, learning tools and techniques of learning organizations, Guidelines for loops and diagrams, loops and systems archetype	5
3	Why become a learning Organization, Key Changes, learning need and advantages, Developing Learning Culture – How to recognize and build Learning culture, Developing framework for Building learning Organization	5
4	Learning Tools and Techniques– Systems thinking,	5

	Benchmarking and Process Mapping, Personal Mastery- ways and means	
5	Mental Models- Ladder of Inference, Right Hand and Left Hand Column, Leaps of Abstraction, Shared Vision and Team Building- Vision, Mission, shared values, importance of high performance teams	5
6	Measuring and Architecting Learning Organization- The Intellectual Capital, 4 R framework, Challenges	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Peter M. Senge. The Fifth Discipline
2	Russell Sarder, R. (2016). Building an innovative learning organization: A framework to build a smarter workforce, adapt to change, and drive growth. John Wiley & Sons.

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Competency Mapping and Career Development
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

The course will enable students to understand concepts and application of competency based HR practices, techniques of identifying and mapping competencies, practical (hands on) experience to develop and validate competency model for organisation., plan and implement competency tools through assessment centres, Implement competency based HR practices in various HR functions. The course will also provide insight into leadership competencies and HR competencies. And enable students to confidently participate in competency mapping initiative in their respective organisation. Students will be able to Appreciate the importance of career strategies in a rapidly changing environment and develop an awareness of various Career Orientations and strategies of Individual Career Planning as well as appropriate Organizational Career Development Tools.

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Competency Mapping Competence and Competency, Myths about Competency and History of Competency, Competency Pyramid Model, Can Do/Will Do Evaluation Chart, Difference between core and workplace competencies.	2.5
2	Developing Competency Models Types of Competencies, The Iceberg Model, Behavioral competencies and Technical competencies, Linkages between HR strategies and development of integrated action plan. The Personal Competency Framework, The Lancaster (Burgoyne) Model of Managerial Competencies, Transcultural Managerial Competencies	5

3	Issues related to Competency Models Process of Competency Mapping and Development, Identification, development and mapping, Issues related to developing Competency Models	5
4	Competency based Applications Competency based Recruitment and Selection, Competency based Performance Management, Stress, adaptability, analytical skills, problem solving skills, attention to details, client orientation, creativity, decision making etc, Career goal questions, Skills Matrix template	5
5	Formation of a Competency Framework Sources of Competency information, Techniques of Job analysis.	2.5
6	Competency Model for HR Competency Model for HR Head, HR Manager and HR Executive, Strategies for developing HR competencies	5
7	Career Development Stages of Career development, factors influencing the career development, Career Path, Individual, Manager and Organization roles in career development, Succession Planning, Mentoring For Employee Development.	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Sanghi, S (2009). The Handbook of Competency Mapping – Understanding, Designing and Implementing Competency Models in Organizations, New Delhi: Response Books
2.	<p>Articles:</p> <p>1. Ace the Assessment HBR</p> <p>2. Assessment methods in Recruitment, Selection and Performance- a Managers guide to Psychometric tests- Robert Edenborough</p> <p>3. A Study on Competency Mapping of Employees in Hero Best Motors With Special Reference to Malappuram District <i>International Journal of Scientific Engineering and Applied Science (IJSEAS) - Volume-1, Issue-7, October 2015</i></p> <p>4. Competency Mapping of the Employees International Journal of Advancements in Research & Technology, Volume 1, Issue 5, October-2012</p> <p>5. COMPETENCIES AND COMPETENCY MODELS: DOES ONE SIZE FIT ALL? Article published in <i>ACA Journal</i>, Spring 1996, Volume 5 No. 1, pages 56-65</p> <p>6. A Case study: Competency Mapping at Toyota Financial Services Corporation</p> <p>7. A research Article: A Study on Competency Mapping in Automobile Industry International Journal of Engineering Science and Computing, July 2016</p>

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM – Finance
Course Title	Human Resource Information System
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

This course will enable students to understand Human Resources Information systems, its basics, applications and future directions and utilize the same to attain individual and organizational objectives

2.Course Contents

Sr. No	Topic	Number of hours
1	Evolution of HRM and HRIS: Interface between HR and Technology, E-HRM & HRIS	5
2	Database concepts and Applications in HRIS, Need and Importance of HR database	5
3	HRIS Need Analysis, System Design and Acquisition, Cost Justifying HRIS investments, System considerations in the design of an HRIS: Planning for implementation, System Development Life cycle	5
4	HR Metrics and Workforce Analytics, Project Management, Implementation, Change Integration & Maintenance of HRIS	5
5	HRIS Applications in Talent Management, Recruitment & Selection in an Internet Context T&D, Performance Management, Compensation, Benefits, Payroll and the HRIS	5
6	Information Security and Privacy in HRIS, Future of HRIS: Emerging Trends in HRM & IT	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication
2	Human Resource Information System by P.K.Gupta and Sushil Chaabra Human Resource Management by Gary Dessler, Pearson Publication

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	Assessment Centres and Psychometric Testing
Credit Value	3
Trimester	IV
Duration	30 hours

1.Course Objective

The course will enable students to understand the concept and functioning of assessment centre, different techniques used to assess the group and individual. Students will get the global coverage in the area of different practices in assessment centre.

By the end of this course students will understand psychometric theories and assumptions underlying scale construction. Students can identify a range of common psychological assessment tools and also understand the legal and ethical issues in testing.

Students will enable to assess the intelligence and personality by using the verity of different psychometric test.

2.Course Contents

Sr. No	Topic	Number of hours
1	Assessment Centre concept and definition, Functioning of an assessment centre, Conducting Assessment centre, Assessment centre approach to competency mapping.	5
2	Interviews used at an assessment centre, how group assessment and Individual assessment used at an assessment centre, Prominent Pros and Cons of an assessment centre. Different Assessment centres in India.	5
3	Why Industries needs an assessment centres, Training of assessors, why assessment centres so successful, global trends and practices in the area of assessment centre.	5
4	Relevant history and 'Why Test?' What is psychometric assessment, Purpose of the test, qualities required for standard psychological test., Characteristics of the good test: Validity and Reliability test	2.5
5	Intelligence Test: Stanford binet test, wechler intelligence test, verbal intelligence test, performance intelligence test, Ravens progressive matrices, Uses of intelligence test	2.5

6	Personality test: FIRO-B, MBTI, Big 5 Personality, 16 PF, LoC, MAO-B(Motivation Analysis of Organsiation Behaviour) Minnesota multiphasic personality inventory, Rorschach Inkblot test.	2.5
7	Thematic apperception test, uses of thematic apperception test, sixteen personality factor questionnaire, performance testing.	2.5
8	Career Development and Progression Tests	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Individual exercises and assessments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Charles woodruffe (2016) Assessment Centres: Identifying and developing competencies. Understanding the basic concepts of assessment centre.
2.	Nitin Swardekar (2002) Assessment centre: Potential identification.
3.	Mike Bryon (2014) Ultimate psychometric test, understanding the different psychometric test and its uses.
4.	Barry Crips (2017) Psychometric testing, personality assessment and intelligence assement.

Trimester -V

Elective

Group -1

Post Graduate Diploma in Management (PGDM - FM) - Batch

2021-23 Course Contents

Program	PGDM- Finance
Course Title	Equity & Mortgage Finance
Credit Value	1.5
Trimester	V
Duration	15 hours

1. Course Objective

The course provides students a deep understanding and insight of the relevant statistical and analytical tools applicable for Equity & Mortgage Finance. The students will learn application for Equity & Mortgage Finance.

2. Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Equity Markets Primary and Secondary Market OTC and Exchange markets Financial Securities Market Operations Financial market activities - Speculation, Hedging and Arbitrage	1
2	Financial Institutions Stock and Other Exchanges Clearing House Mechanisms and Clearing Corporations Commercial Banks and Investment Banks Broking Houses PMS, Hedge Funds Mutual Funds and Insurance Firms Other types of Financial Institutions	4
3	Financial Instruments Equity Debt Derivatives - Forwards, Futures and Options Equity and Equity Index derivatives Fixed-Income and Interest Rate Derivatives Currency Derivatives Commodity Derivatives Swaps and Swap options Mortgages and MBS	6
4	Mortgage Finance Instruments Time Value of Money Bond Characteristics Bond Types - Sovereign, Municipal, Agency, Corporate, etc. Coupon Types - Zero Coupon, Fixed Rate Coupon, Floating Rate Coupon Risk-free Rate of Interest Term Structure of Interest Rates Yield to Maturity (YTM) Bond Pricing Using Yield-to-Maturity (YTM) Estimation of YTM from market data Spot Rates / Zero Coupon Yield (ZCY) Bond Pricing using ZCYC curve Bootstrapping ZCYC from YTM Forward Rates Yield Curve construction using methods like: bootstrapping, linear interpolation,	2

	polynomial interpolations. Pricing Floaters and Inverse Floaters	
5	Fixed Income Risk Measures Bond Duration, Modified Duration Bond Convexity Price Value of Basis Point (PVBP)	2
	Total	15

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects / Viva voce	25	25%
2	Trimester End Examination	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Markets and Institutions by Anthony Saunders- Tata McGraw Hill Publication
2	SEBI Guidelines (available on net) on Mutual funds.
3	Indian Financial System – Dr S.C Bihari – International Book House Ltd
4	Financial Markets – Fredric S Mishkin, Stanley G Eakins – Pearson Publications

Post Graduate Diploma in Management (PGDM FM) - Batch

2021-23 Course Contents

Program	PGDM - Finance
Course Title	Startup Ecosystem
Credit Value	1.5
Trimester	V
Duration	15 hours

1. Course Objective

The objective of the course is to understand the concept of a start-up, identify the required strategic resources and entrepreneurial strategies in developing entrepreneurship competencies.

2. Course Contents

Sr. No	Topic	Number of hours
1	Foundations of Start-up Concept of Entrepreneur - Features - Types - Functions - Entrepreneurship - Characteristics - Evolution - Entrepreneurial process - Dimensions and Paradoxes - Attributes of Strategic Resources - Approaches - Social Entrepreneur - Women Entrepreneur - Role of entrepreneurship in economic development - Constraints for the growth of entrepreneurial culture - Start-up success stories.	4
2	Entrepreneurial Strategies and Competencies Business Models and Strategy - Entry Wedges - Resource-Based Strategies - Information Rules Strategies - Strategy and Industry Environments - Crafting and Evaluating Strategy - Entrepreneurship competencies - qualities of a successful entrepreneur - Entrepreneurial traits - Developing competencies - Tools of assessment - Institutional Framework - Role of SSI Sector in the Economy - Failure, Causes and Preventive Measures - Turnaround Strategies.	4
3	Start-up Environment and Business Plan Schematic of the New Venture's Environment - Processes of Business Environment Analysis - Political, Governmental, Stakeholder, Technological, Macroeconomic, Socio-demographic, Competitive and	4

	Competitor Analysis - Elements of Business plan - Feasibility study - Critiquing the plan - Formalities and procedures in registration of a business - Regulatory norms and legal aspects - Format and presentation of report – Marketing strategies.	
5	Managing New Venture and Financing Preparing for the new venture launch - New venture expansion strategies - Venture Capital and Angel Investment - Importance and Benefits - Sources of Investment - Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions.	3
	Total	15

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	25	25%
2	Trimester End Examination	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Norman M. Scarborough & Jeffery R. Cornwall, Essentials of Entrepreneurship and Small Business Management, 9th Edition, Prentice Hall, 2018
2	Eric Ries, The Lean Start-up: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, 1st Edition, Crown Publishing, 2011.
3	Madhukar Shukla, Social Entrepreneurship in India, 1st Edition, SAGE Publications India Pvt Ltd., 2020
4	Peter Thiel & Blake Masters, Zero to One: Notes on Start Ups, or How to Build the Future, Random House, 2014.

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Mutual Fund and Hedge Fund Accounting
Credit Value	1.5
Trimester	V
Duration	15 hours

1. Course Objectives

This course covers the entire spectrum of financial services/products from banking, insurance, pension fund, mutual fund, derivatives and so on. This comprehensive course aims to provide an overview of various aspects related to wealth management. Further, it intends to study the relevance and importance of insurance in wealth management. Also, it aims to acquaint the learners with issues related to hedge fund accounting and to understand various components of Mutual Funds.

2. Course Contents

Sr. No.	Topic	No of hours
1	Financial Markets Primary and Secondary Market OTC and Exchange markets Financial Securities Market Operations Financial market activities - Speculation, Hedging and Arbitrage	4
2	Financial Institutions Stock and Other Exchanges Clearing House Mechanisms and Clearing Corporations Commercial Banks and Investment Banks Broking Houses PMS, Hedge Funds Mutual Funds and Insurance Firms Other types of Financial Institutions	4
3	PORTFOLIO PERFORMANCE MEASURES · Sharp Index · Treynor Index · Jensen's Measure · Empirical Test of Mutual Fund Performance & EMH	2
4	Definition of Securities U/Securities Contract Regulation Act 1956. -SEBI Act 1992 -Depositories Act 1996 SEBI (Issue of Capital & Disclosure Requirement Regulations 2009) -SEBI Mutual Fund Regulations -SEBI Insider Trading Regulations - SEBI Takeover Code 2011	5
Total		15

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No.	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	25	25%
2	Trimester End Examination	25	25%
		50	50%

5. Recommended Reading Material

Sr. No.	Reading Material
1	SEBI Guidelines (available on net) on Mutual funds.
2	Handouts / Soft copies ('Excel bond') on some topics like Bond Mathematics, Portfolio Management, Evaluation of Mutual Fund performance etc will be given.
3	Hedge Funds & the collapse of LTCM (Long Term Capital Management)

Post Graduate Diploma in Management (PGDM-FM) - Batch 2021-23

Course Contents

Program	PGDM
Course Title	Private Equity & Venture Capital
Credit Value	1.5
Trimester	V - Elective
Duration	15 hours

1. Course Objectives

The Private Equity & Venture Capital program introduces to the students to the Equity domain. It covers in its ambit fields like Hedge Funds, Private Equity, Venture Capital and Commodity Markets.

2. Course Contents

Sr. No	Topic	Number of Hours
1	Introduction to Private Equity & Venture Capital: Project Financing and Appraisal: Sources of long-term finances; Institutional considerations; Venture capital; SEBI Guidelines	4
2	Private Equity: Types, Terminologies, Control Mechanism, Venture Capital Investments, Buyout Investments, Private Equity Valuation Methodologies, Buyout Valuation Issues, Structure and Fees, Exit routes, Corporate Governance	4
3	Venture Capital: a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numerical in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	3
5	Free Cash flows to Equity / Firm: From earnings to free cash flows. Adjustment from standard accounting to correctly measure free cash flow. Capitalisation leasing expense and R&D expenditure, correct treatment for amortization expense and deferred taxes. Measuring correct ROE & ROC	4

	after adjusting for intercorporate investments. Implication of the above-mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA multiple.	
	Total	15

3. Teaching Methods

Lectures , Case studies, Practicals, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva)	25	25%
2	Trimester End Exams	25	25%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Text Books

Sr. No.	Reading Material
1	Structured Products Vol. II Equity , Commodity , Credit & New Markets , Satyajit Das John Wiley & Sons, 2005
2	The New Options Market – Max Ansbacher

Trimester -V

Elective

Group -2

Marketing

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	E-Commerce
Credit Value	03
Trimester	5 (Elective)
Duration	30 hours

1.Course Objectives

In this course, students examine how the internet is rapidly becoming one of the primary communication, marketing, and commercial medium for businesses in almost every industry, and how managers can effectively use this tool to execute their organization's strategic plans.

2.Course Contents

Sr No	Contents	No. of hours
1	<p>Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework</p> <p>Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India</p>	1
2	<p>Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise</p> <p>e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Mod</p>	6

3	<p>Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners</p> <p>Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm</p>	4
4	<p>Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems</p> <p>Electronic Data Interchange(EDI): The Meaning of EDI, History of EDI, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet</p>	4
5	<p>E-Marketing: The scope of E-Marketing, Internet Marketing Techniques</p> <p>Website Design Issues: Factors that Make People Return to Your Site, Strategies for Website Development</p>	6
6	<p>Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine</p> <p>Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities</p>	5
7	<p>Future Directions: Software Agents, Technology Behind Software Agents, Types of Software Agents, Characteristics and Properties of Software Agents, Frame-work for Software Agent-based e-commerce, m-commerce, m-commerce Architecture, Areas of Potential Growth and Future for m-commerce</p>	4
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Book –A Textbook on E-Commerce: Text & Cases , <u>W. K. Sarwade & Anuranjan Misra</u>
2	Book – E-Business and E-Commerce Management: Strategy, Implementation and Practice Dave Chaffey

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Social Marketing
Credit Value	3
Trimester	5 (Elective)
Duration	30 hours

1. Course Objectives

The purpose of this course is to examine the issues of social responsibility in business and how marketing theory and techniques may be used to promote more environmentally and socially conscious business practices. The importance of this subject in India is evident. Social ills like alcoholism, bias against widows, irresponsible driving, and pollution are widespread. Seen from a marketing perspective, social marketing intends to bring about a change in the behavior of the effected group for the betterment of the society as a whole.

It is the need of the hour for the business schools in India to have this course in their curriculum which aims to:

- Inculcate among students (future managers and citizens) a sense of awareness and responsibility towards social issues
- To equip them for application of Marketing concepts & technologies in a formal and organized manner to tackle social issues.

2. Course Contents

Sl. No.	Topic	Number of hours
1	Understanding Social Marketing - Introduction-Social Marketing; Know your audience. Selection of core benefits and priorities. Nature and role of social campaigns: Idea, Attitude, Practices and Behaviour Effecting Social Change, Social Marketing Practices- India and abroad	3
2	Social Marketing Plan Designing successful social marketing programs. Strategic Social Marketing Planning Process; Setting program objectives; Developing program positioning statements; Describing selected audience in a profile, Establish Budget, Fund Finding Source; 10 Steps in the Strategic Marketing Planning Process.	3
3	Analysing Social Marketing Environments Mapping the Social Marketing Environment; Determining Research and evaluation Needs; Target Adopters' Behaviour; Adoption Process: Multipath Approach; Diffusion of Social Products SWOT analysis leading to a Situation Analysis; Identify the barriers. Concept of Product-Market Fit;	4.5

4	Selecting Target Audiences, Objectives and Goals- Selecting Target Audience and Segmentation, Criteria for Evaluating Segments, Ethical Considerations while selecting TGs	1.5
5	Social Marketing Mix Defining social marketing products; Developing pricing strategies to promote positive behaviors or actions; Planning communication and promotional tactics (message content, spokespeople, channels, etc.) Promotional Tactics- Aperture; Exposure, Integration, Affordability; Hiring a PR firm; Partnerships. Place- Making access convenient and pleasant	1.5
6	Mid Term - Assignment	3
7	Case Study / Reflection of Thoughts	3
8	Setting Behavior Objectives and Goals Behavior Objectives, Observable Action of the target audience. Determinants of Behavior, Social Learning Theory (or the role of social norms); Stages of Change (or a way to segment audiences) Diffusion of Innovation (or how to define benefits that audiences care about); Impact of Monetary and Non-Monetary Incentives.	3
9	Research on Social Marketing Audience research (focus groups, in-depth interviews, content analysis of records, documents, or internet observations, photo essays) Assessing and addressing how the psychosocial and physical environment and situations impact behavior change; Describing social marketing cases using social marketing principles or research as appropriate.	3
10	Program Implementation and Control Planning and Developing Social Marketing Campaigns and Programs; Organizing & Implementation Issues; Developing a plan for monitoring and evaluation; Control & Evaluation of Social Programs; Role of NGOs; Challenges in Social Marketing	1.5
11	Execution (FIELD WORK)- The Marketing Process and Plans; The Strategy Statement; Behaviour Strategy statement; Alternate Strategy Statement, The Behaviour-based Marketing Plan. Name your bottom line; Name the behavior you want to change. Develop a strategy; Define the marketing mix.; Step Prototyping and pre-testing, Implement. Evaluate; Refine the campaign.	4.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/ Viva voce)	50	50%
2	Semester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Social Marketing Behavior-A Practical Resource for Social Change Professionals-William A. Smith and John Strand
2	SOCIAL MARKETING Improving the Quality of Life-Philip Kotler, Ned Roberto, Nancy Lee
3	Social Marketing: Influencing Behaviors for Good- Philip Kotler, Nancy Lee

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Customer Value Management
Credit Value	03
Trimester	5 (Elective)
Duration	30 hours

1.Course Objectives

Delivering value to customers is important to managers, leaders, and entrepreneurs alike. This course facilitates measure of a company's customers' view of the perceived value for money delivered relative to that of their competitors' customers. Students shall be introduced to various interpretations of customer value. Customer Value Management is a powerful business tool as it links customers to KPIs by directly measuring the drivers of purchasing behaviour and the impact these have upon delivering KPIs such as market share, profit and loss, recommendation, share of wallet as well as ROI. To develop compelling customer value propositions, a supplier needs to keep in mind that customers assess value both, before and after their purchase.

2.Course Contents

Sr No	Contents	Number of Hours
1	Introduction to Customer Value Meaning of customer value CRM-Main tool to manage customer value Evolution of CRM, Factors leading to evolution of CRM CRM definition, Why the business needs CRM? Different forms of CRM	1
2	CRM and Customer Centricity Components of CRM, What is a customer centric organization, Measuring success of customer centric company	1

3	<p>CRM- A Strategic approach to Marketing</p> <p>CRM-oriented marketing, CRM approach to segmentations, Characteristics of customer needs</p> <p>Cross selling and up-selling, Behavior prediction & Possible marketing decisions, Personalization, Event based marketing</p>	2
4	<p>Strategies to build relationship</p> <p>Four levels of relationship, Customer's expectations from relationship, Organization's expectations from relationship</p> <p>Relationship marketing concepts, Five levels of investment in customer relationship building, IDIC model for building relationship, Interactive technology to build relationship</p> <p>Mass customization to build relationship</p>	2
5	<p>Customer acquisition and retention</p> <p>Four rules of Customer Acquisition, Acquisition Tactical Management (ACTMAN) model, Operational CRM tools that help customer acquisition, Customer Retention: Determinants, Levels of Retention Strategies</p>	4
6	<p>Customer Loyalty</p> <p>Dimensions of loyalty, Types of loyalty, Loyalty Ladder</p> <p>Drivers of loyalty, Loyalty strategies, Loyalty programmes</p> <p>ROI of loyalty program, Obstacles in the success of the loyalty program</p>	4
7	<p>Customer satisfaction</p> <p>Definition, Customer Satisfaction (Macro) Models</p> <p>Micro-models of customer satisfaction, Customer Loyalty and Satisfaction, Measuring Customer Satisfaction</p>	4
8	<p>CRM in B2B, B2C and services industries</p> <p>CRM implementation</p> <p>Data Management – Operational data base, Data ware house, data marts, data-mining, E-CRM, e-CRM, CRM Planning / Challenges / Current trends</p>	8
9	<p>CRM Metrics</p> <p>Customer life time value / customer equity, CRM metrics for Marketing operations, Sales force operations, service centre operations, Field service operations, Supply chain operations, Website operations</p>	4
	Total	30

3.Teaching Methods

Class Discussion, Case study, Projects, Assignments

4.Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Book – Customer Relationship Management – Mallika Srivastava
2	Book – Customer Relationship Management, concepts & applications – Alok Kumar, Chhabi Sinha, Rakesh Sharma

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Sports, Luxury and Political Marketing
Credit Value	3
Trimester	5 (Elective)
Duration	30 hours

1.Course Objectives

This course will provide overview of the major sports leagues of India and worldwide with a focus on the business model including media rights and overall marketing strategy. From this course students will gain core understanding of how sports are organized, application of the principles of marketing in the sport industry and learn to apply this in sports marketing, digital trends and platforms that are utilized by sports marketers today. This course introduces the key concepts in luxury brand management such as brand identity, brand content and heritage by tracing the historical roots of luxury to reveal its essence and fundamental different from other sectors thereby providing students with an understanding of the fundamentals of luxury. Students will be provided with opportunities to intellectual debates between luxury and time, money, art, religion, and fashion and reflect upon the sociology of fashion and luxury, and democratization of luxury. The course deals with the political marketing as a method of political propaganda, its development, types and functions, its postulates and methodical techniques, tools and ways of promoting parties and candidates, rules of creating the campaign strategy and its implementation, determinants of electoral behavior, ways of funding for the campaign and the campaign organization, as well as evaluating the campaign effects.

2.Course Contents

Sr No	Contents	Number of hours
1	<p>Understand the importance of marketing strategy and brand positioning that can be applied in sports management</p> <p>Learn to use sports as a marketing platform for other products</p>	2.5
2	<p>Understand and determine the perspectives of participants and spectators as sports consumers</p> <p>Develop a sports marketing and management in an era of competition, globalization, change and crises. (VUCA)</p>	5
3	<p>Situation analysis</p> <p>Explore the critical concepts of marketing in relation to Sports Companies.</p>	3.75
4	<p>Understanding of the luxury segment of the market as it applies to a variety of industries</p> <p>The necessary vocabulary to differentiate these products and the ability to do so with clarity and precision in terms of technique, design, and materials.</p>	3.75
5	<p>The critical skills to identify potential new luxury products and relate to a variety of markets, including emerging markets.</p> <p>Analytical skills by hands-on experience and business case analysis, discussion, and presentation</p>	6.25
6	<p>Understand the knowledge of marketing in different activities for creating marketing strategies to political campaigns, planning and implementation, as well as activities in the field of public relations in politics by using and developing the marketing intelligence and marketing strategies</p>	3.75

7	Make the best use of social media and of the web for political-electoral marketing and communication ends Develop new visual and off-line means of communication for a winning placement in the political electoral market	2.5
8	Designing and analyze the political-electoral research and surveys Determine the best techniques for organizing a political event Gain an overview of the best practices in the international context	2.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Exams	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Details
1	Sports Marketing, 2nd edition, by Sam Fullerton, McGraw-Hill/Irwin, 2010. (ISBN-13 978-0-07-338111-4)
2	How Luxury Brands Can Grow Yet Remain Rare by J.N. Kapferer, 2015, CPI Group (U.K.) Ltd (ISBN-978-0-7494-7436-2)
3	Handbook of Political Marketing, by Bruce I. Newman Editor

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM - Finance
Course Title	Mobile Marketing
Credit Value	3
Trimester	5 (Elective)
Duration	30 hours

1.Course Objectives

In this course students will be learning about the basic principles of Mobile Marketing along with an understanding of the mobile landscape. They will also get to learn about mobile as a marketing promotion tool as well as advertising through mobile. The students will learn about the concepts of social media, email, SMS and different communication media of marketing through mobile. They will be able to plan and design a marketing campaign. They will be able to develop QR codes and also learn Mobile analytics.

2.Course Contents

SL NO.	Topic	Number of hours
1	INTRODUCTION TO MOBILE MARKETING <ul style="list-style-type: none"> • Principles of Mobile Marketing 	2.5
2	THE MOBILE LANDSCAPE <ul style="list-style-type: none"> • The mobile landscape • The mobile technology landscapes • Users & mobile landscape • Players in mobile landscape • Mobile & the consumers 	5
3	MOBILE MARKETING AND ADVERTISING <ul style="list-style-type: none"> • Reasons for use of mobile in advertising • Regulatory bodies and codes of conduct • Mobile display formats • Mobile optimisation strategies • Mobile targeting • Proximity marketing • Integrating mobile into marketing 	5

4	PLANNING & DESIGN <ul style="list-style-type: none"> • The mobile planning processes • Planning mobile activity • Mobile design and development • Principles of mobile marketing 	3.75
5	SOCIAL MEDIA & MOBILE <ul style="list-style-type: none"> • User journey and value proposition • Mobile social media experience • Informing your social media approach • Policy and planning • Outreach, engagement and ego • Social measurement • Social media advertising • Mobile social media: conclusions 	5
6	MOBILE & EMAIL <ul style="list-style-type: none"> • Focusing on mobile users • Focusing on relevance • E-mail and the user journey • Selecting an e-mail service provider • Gaining opt-ins and building a list • List segmentation • E-mail templates and design 	3.75
7	MOBILE ANALYTICS <ul style="list-style-type: none"> • Introduction to Google Analytics • Setting up Analytics • Core Reports • Multi-Channel Funnel • Tracking Code • SMS MARKETING 	2.5
8	QUICK RESPONSE (QR) CODE <ul style="list-style-type: none"> • QR codes in perspective • Practical applications • QR code adoption • The most important thing to understand about QR codes • Making your QR code beautiful (well, less ugly anyway) • Practical guide to using QR codes in the real world 	2.5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

SL.No	Reading Material
1.	Mobile Marketing for Dummies-Michael Becker John Arnold
2.	Mobile Marketing-James Seligman

Finance

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM Finance
Course Title	Rural Banking & Micro Finance
Credit Value	3
Trimester	V (Elective Course)
Duration	30 hours (20 Hrs Contact and 10 Hrs non Contact)

1.Course Objective

Rural Banking & Microfinance is one of those ideas that has tremendous and unprecedented implications and possibilities. Microfinance is the provision of financial services for the poor. These financial services include credit, savings, insurance, remittance and pension etc. Microfinance is about small ideas with big implications. It has now become an important aspect of economic and financial market development. It complements the banking and non-banking financial industry by filling up the gaps at the bottom of the pyramid markets.

Microfinance is not yet comprehensively addressed in MBA level programs. But the growing involvement of financial institutions such as commercial banks, VC funds and new age microfinance institutions is fueling a significant demand for well-trained managers in the area. The objective of this course is to fill this gap. This course introduces students to the practices and management of Micro Finance Institutions. It identifies the wide varieties of practices and governance structures of these organizations, and the issues they confront. The course focuses on three major aspects of Micro Finance industry: the ‘**fundamentals**’ of microfinance, the ‘**management**’ of MFIs and ‘**understanding**’ of various products of MFIs. It also focuses on the understanding the impact of microfinance on the well-being of poor, under privileged, women clients and other social implications.

2.Course Contents

Sr. No	Topic	Number of hours/minutes
1	Introductory Session	1
2	Fundamentals of Micro finance: Micro finance: Meaning, definition, importance, Creating safety net for poor, Emergence of Micro finance in India; How Micro finance is different to conventional banking, Role of Micro finance in poverty eradication,	4

	eradicating social problems through micro-financing; Financial Inclusion: Micro finance , Micro lending, Micro credit, Micro Insurance, Micro Banking (PM Jan Dhan Yojana , PM Jeevan Jyoti Bima Yojana etc); Evolution of Microfinance in India ,MFI approach, Types of MFI, constraints' in mainstreaming of MFI and challenges faced, Discussion based on Microfinance industry data	
3	Models in MicroFinance: SHG model of Microfinance; JLG Model of Micro- finance and MFI-Bank linkage programme, NBFC-MFI Model of Micro finance	4
4	Business Model of Microfinance: Revenue model; Efficiency and Productivity; Cost per borrower; Industry Rate Of Interest; Comprehensive case analysis of MFI and Videos	4
5	Regulatory frame work and Risk Management: Role of MFIN as a SRO, MFIN structure; Andhra Micro Finance Crisis: Discussion on NBFC-MFI Act (understanding net owned funds, qualifying assets, capital adequacy, (Asset classification, pricing, interest rates))	3
6	Products & Services: Micro-product and services- Issues & Challenges; Financial product & services- credit & savings, Gold loans; Financial product & services- Micro pensions, remittance, leasing and housing finance	3
7	Role of NGOs in microfinance industry: (Empowerment of rural poor, women and underprivileged through financial literacy, skill development, sanitation awareness, health checkup etc.)	1
8	Discussions, Case Studies, Qizzz, Project Submission and Presentations (Internal Evaluations)	10
	Total	30

3. Teaching Methods

Class Discussion, Case Study (ies), Projects, Assignments, Simulation, Guest Lectures etc.
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4. Assessment

Sr. No	Method (Internal & External)	Marks	Weightage (%)
1	Continuous Assessment (Class Participation (5)/ Tests – Quizz (15)/ Assignments - Projects (20)/ Presenation/Viva voce) (10)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Understanding Microfinance, Debaditta K Panda, Wiley 2015
2	Beatriz Armendariz de Aghion and Jonathan Morduch. The Economics of Microfinance, MIT, Press 2005
3	Ledgerwood, Joanna. Microfinance Handbook: An Institutional and Financial Perspective. World Bank, 1999
4	Internet Resources a. www.ujjivan.com/html/impact_assessment.php b. www.janalakshmi.com/our-impact/our-impact c. www.sksindia.com/ d. www.mfinindia.org/research-reports-white-papers

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Wealth management
Credit Value	3
Trimester	V
Duration	30 hours

1. Course Objectives

This course covers the entire spectrum of financial services/products from banking, insurance, pension fund, mutual fund, derivatives and so on. This comprehensive course aims to provide an overview of various aspects related to wealth management. Further, it intends to study the relevance and importance of insurance in wealth management. Also, it aims to acquaint the learners with issues related to taxation in wealth management and to understand various components of retirement planning.

2. Course Contents

Sr. No.	Topic	No of hours
1	Overview of Wealth Management: Meaning of Wealth management, Understanding Wealth management, wealth management process, Phases in wealth management process, wealth management market in India	4
2	Client Goals and Constraints: Client profiling, Goal setting, Types of Goals, Goal prioritization, Time Dimension, Data Gathering, Constraints, Sample Risk Tolerance Questionnaire	4
3	Client Education: Investment process, Return on Investment, Sources of Risk, Diversification, Market timing fallacy, Asset allocation	4
4	Asset Classes: Debt as an Asset Class, Role of Debt in Wealth management, Risks of Investing in Debt Securities, Equity as an asset class, Investing in stocks, Derivatives and Structured products, Real estate as an Asset Class, Mutual Fund Investment, Hedge Funds Investment, Commodities as an Asset Class, Art as an Asset Class	8
5	Role of Insurance in Wealth management: Types of Insurance, Uses of Life Insurance, Types of life Insurance products, Insurance for Wealth management	3

6	Retirement Planning: What is Retirement planning? Objectives of retirement planning, Avoidable mistakes in Retirement planning	3
7	Estate Planning: Need for Estate Planning, Who needs an Estate Plan? Tools for Estate Planning, Considerations for personal property and collectibles	1
8	Wealth Management Strategy and Income Streams/Tax Savings Schemes: The Unwealthy habits, Philosophy of Wealth creation and management, Pension Schemes, Annuities – Types of Annuities, Various Income Tax Savings Schemes	3
Total		30

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No.	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
		100	100%

5. Recommended Reading Material

Sr. No.	Reading Material
1	Investment Banking: Concepts, Analyses and Cases Hardcover – by Pratap Subramanyam
2	Investment Banking -By Joshua Rosenbaum & Joshua Pearl
3	Investment Banking For Dummies – By Matthew Krantz & Robert Johnson

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM-Finance
Course Title	International Finance
Credit Value	3
Trimester	V (Electives)
Duration	30 hours

1. Course Objectives

This course aims to familiarize the students with various concepts underlying the global economic environment, international trade and economics. It will also give an insight to the various exchange rate systems prevailing in the world and explain the features and functioning of the foreign exchange market. This course will enable the students to understand the complexities behind different foreign exchange instruments including forwards, futures, options, swaps etc.

2. Course Content

Sr.No.	Topic	No of hours
1	Introduction to International Finance Introduction to International Finance, Financial decisions for MNCs, Risk composition and Market Imperfections, New Markets, Products and Technologies	3
2	Balance of Payment The Current Account, Capital Account and Reserve Account, BOP Accounting and imbalances, Devaluation, J-curve and Controlling Capital Flows, Factors affecting Exchange Rates	5
3	International Monetary System Evolution of IMS thru Bimetallism, Gold Specie Standard, Classical Gold Standard and the Bretton Wood System, Fixed and Floating Exchange Rate System.	7
4.	Foreign Exchange Arithmetic Exchange rate quotations and conventions, Distinction between Direct and Indirect Rates, Classification and characteristics of Exchange Rates.	5
5	Foreign Exchange Markets	10

Structures and Features of Foreign Exchange Rates, Merchant and Interbank Markets, Cross Rates, Spot Rates, Forward Rates and Triangular Arbitrage, Forward Contracts, Forward Premium/Discounts, Outright Forwards, Broken Date Forward Quotations, Forward Schedules, Forward-Forward Swap, Annualized Forward Margins, Covered Interest Rate Parity Theory and Interest Rate Arbitrage.	
Total	30

3. Teaching Methods

Lectures, Lab sessions, Case Studies, Projects and Assignments
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4. Assessment

Sr.No	Method	Marks	Weightage(%)
1	Continuous Assessment (Class attendance/Participation/Tests/ Assignments/Projects/Vivavoce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Textbooks/Reference Books/Others)

Sr.No	Reading Materials
1.	International Finance – Rajiv Srivastava. Oxford Higher Education
2	Option, Futures and Other Derivatives – John C Hull and Sankarshan Basu .Pearson
3	International Finance – Paul Krugman & Maurice Obstfeld. Pearson
4.	International Finance – Govind Sowani, Rishabh Publication

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM Finance
Course Title	Mergers, Acquisitions and Corporate Restructuring
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objective

Large to largest of companies, even behemoths and medium sized, have been using M&A activities making it a part of their day-to-day operations to grow and enhance competitive advantage. The course provides mergers and acquisitions as modern business strategy for growth and unlocking value. It will be useful for future corporate managers for their career in corporate strategy & finance. This course is designed to make students understand the framework and the way businesses can be expanded and/or focused on specific long-term objectives.

2.Course Contents

Sr. No	Topic	Number of hours
1	Need for restructuring	1.25
2	Introduction to Mergers and Acquisitions: Concepts, Meaning, Types and Characteristic Features, Definitions of Mergers, Acquisitions, spin off, split off, split up, Types: Horizontal, Vertical: Forward / back ward, reverse mergers, Various forms of Restructuring, viz Mergers, Acquisitions, Amalgamation, Slump Sales, Take Overs, Spin-off etc. and implications thereof vis-a-vis strategic.	2.50
	M&A theories and Motives: Efficiency theories, Diversification, Synergy, market share, Empire building, Information and signalling, Agency issues and M&A as solution	2.25
3	Statutory regulations under Companies Act, SEBI Regulations Listing agreements allied bodies vis-a-vis compliance therewith	2.50
4	Mergers & the Market for Corporate Control – what is control worth, features of a merger, accounting treatment, strategic acquisitions involving stock, sources or rearrangements of value, valuation analyses for acquisitions, corporate voting and control, tender offers and company resistance.	7.75

5	Corporate and Distress Restructuring – equity carve outs, going private and leveraged buyouts, leveraged recapitalization, distress restructuring, gaming with rule of absolute priority	8.00
6	Deal structuring and due diligence	3.50
7	Post-merger integration	2.25
	Total	30.00

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Mergers & Acquisitions and Other Restructuring by Donald M. Depamphilis, 10 th edition
2	Mergers, Acquisitions and Corporate Restructurings 5 th edition by Gaughan P A, John Wiley
3	The Art of M&A – 5 th edition A Merger & Acquisition Buyout guide by Alexandra Reed Lajoux

HR

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM – Finance
Course Title	HR Analytics
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objective

This course will enable students to formulate and leverage People Strategy with the help of HR Analytics. It will also hone the analytical competencies of HR students with theoretical knowledge and practical overtones. This would help them to successfully manage end-to-end lifecycle of people and performance. To enable students to make scientifically based HR decisions for the benefit of the people and the Organization

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to HR Analytics, Business Analytics and linkage to People strategy, Practical approach to HRIS and Data Language of Metrics & Analytics Descriptive, Prescriptive, Causal, Predictive modeling	5
2	Foundation to HR Analytics tool, Analysis strategies Statistical tests: Factor analysis and Reliability analysis, Exposure to Analytics / statistical tools through SPSS and overview of SAS, Advanced HR Analytics techniques Multi-level linear modeling, Curvilinear relationships, Structural equation models	10
3	Analytics in employee lifecycle, Recruitment and selection, employee performance, employee engagement, predicting employee turnover, analytics in assessing diversity, tracking the impact of interventions	10
4	Trends, Limitations, Ethics in HR Analytics, Usage, Institutionalised Metric Oriented Behaviour (IMOB)	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.
2	Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013
3	The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23
Course Contents

Program	PGDM- Finance
Course Title	Managing Workplace Diversity and Inclusion
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objectives

1. Understanding the issues and challenges involved in managing a diverse workforce
2. Gaining deeper insights about individual biases towards diversity management
3. Enhancing skills for effective diversity management
4. Appreciating contemporary development in the field

2.Course Contents

Sr. No	Topic	Number of Hours
1	<p>Introduction: Why Diversity? Diversity As Good Business Sense Relevance of Diversity in Indian context</p> <p>Individual Perspectives of Diversity Prejudice, stereotypes, discrimination Privilege Differences and conflict, Organizational diversity</p> <p>Understanding and Valuing Workplace Diversity at the Individual Level, Group and Organizational Levels of Analysis</p>	5
2	<p>Primary Dimensions of Diversity Race, ethnicity, age, gender, sexual orientation, physical and mental challenges Differences between primary and secondary dimensions of diversity Group memberships-social identity Organizational adaptation--culture, practice, policies Effective communication among cultures</p> <p>3. Secondary Dimensions of Diversity Social class, religion, appearance/weight, language/communication, military service Impact on work and personal experiences Ramifications of social class privileges</p>	5

3	Ethical and legal implications in managing diversity	5
4	Organizational Strategies for Managing Workforce Diversity Workplace inclusion strategies through corporate leadership, diversity training, mentoring, employee resource groups, Flexible work programs, Workplace bullying Inclusion and benefits	15
	Total	30

3. Teaching Methods

Lectures, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Textbooks/ Reference Books/Others)

Sr. No	Details
1	Carol P. Harvey and M. June Allard, Understanding and Managing Diversity: Readings, Cases, and Exercises, most recent Pearson International Edition (Upper Saddle River: Pearson Education, Inc.) 2 Harvard Business Review,
2	Harvard Business Review on Managing Diversity (Paperback), Harvard Business School Publishing Corporation, Boston, 2001.
3	HBR, People Matters Magazine

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Employer Branding
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objective

The course will enable students to contribute towards developing Employer Brand in an organization. It will also enhance understanding on need and importance of Employer branding for organizational performance and achievement of vision and mission

2.Course Contents

Sr. No	Topic	Number of hours
1	Introduction to Employer Branding - Meaning of Employer Branding, Strategic perspective of Employer Branding	5
2	Importance of Employer Branding in Modern Scenario, Brand Positioning & Differentiation, Brand Vision & Brand Reality, Benefits of Employer Branding.	5
3	Employer Brand Insights - Employee Engagement and Commitment, Benchmarking, Culture Mapping, Brand Roots, Projective and Enabling Techniques, Employer Brand Image.	5
4	Employee insight- Labour market insight, Employer Brand Positioning & Management - Brand Identity, Employer Brand Proposition, Employee Value Proposition	5

5	Employer Brand Management (External Reputation, Internal Communication, Internal Measurement Systems, Team Management, Performance Appraisal, Learning and Development, Reward and Recognition).	5
6	Execution on the Employer Brand, Explore the tools, channels and tactics at your disposal, from traditional PR to online advertising.	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Simon Barrow & Richard Mosley. Employer Brand: Bringing the Best of Brand Management to People at Work, Wiley Publication, ISBN: 9780470012734.
2	Rose thorn, H (2009) The employer brand: Keeping faith with the deal, Gover Publishing

Post Graduate Diploma in Management (PGDM FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	Talent Management (Retention & Engagement)
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objectives

Management of talent in the work place is a matter of key concern to all managers and not only to HR professionals. Therefore, all managers, regardless of their functional areas, are called on to solve problems that involve significant talent management issues. Fundamental knowledge and better understanding of talent Management would help them in solving such type of problems. This course aims at imparting knowledge of Talent Management.

2.Course Contents

Sr. No	Topic	Number of Hours
1	Overview and Introduction: Importance of TM, elements of TM, and TM in Indian Context	2
2	Talent Identification and Acquisition: Defining Talent Strategically, Sources of Talent, How to attract talent	5
3	Talent Development: Different methods of TM, Frameworks of TM development, aligning Talent Development with Organizational Strategy	5
4	Talent Management: PMS elements, Formats and Structures of PMS, PMS implementation process, Mentoring & Coaching.	5
5	Talent Engagement : Talent Engagement, Employee Value Proposition, Stages/Process of Talent Engagement, Surveys and Engagement Frameworks in Indian Context	5

6	Talent Evaluation: Career and Succession planning design and implementation in organizations	3
7	Talent Reward and Recognition & Retention strategies : Rewards and Recognition Design and Implementation	5
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presenattion/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Berger, L.A, & Berger, D.R. (Eds) (2011). The talent management handbook: creating a sustainable competitive advantage by selecting, developing and promoting the best people. 2nd edition. New York: McGraw-Hill.
2	Collings, D.G., Mellahi, K., and Cascio, W. F. 2017. The Oxford Handbook of Talent Management // Eds. By Collings, D.G., Mellahi, K., and Cascio, Oxford University Press.
3	Magazines:- Human Capital, Harvard Business Review, People matters

Post Graduate Diploma in Management (PGDM -FM) - Batch 2021-23

Course Contents

Program	PGDM- Finance
Course Title	HR Policy Formulation & Administration
Credit Value	3
Trimester	V
Duration	30 hours

1.Course Objectives

Students will be able to formulate the HR Policies, create standard operating procedures, and HR Policy manual creation.

2.Course Contents

Sr. No	Topic	Number of Hours
1	Introduction and Meaning of HR Policy, Characteristics of HR Policy, Need of HR Policy, Types of HR Policy, Significance of HR Policy, Factors of HR Policy, Advantages of HR Policy Steps of formulating HR Policy Drafting HR Policy manual	5
2	Introduction to SOPs, Need, , Importance, Flow of activities, Process owners, Time frames	5
3	Challenges faced by the HR and Process owners during Implementation, Communication and Administration	5
4	Discussion on the Policy and formats of the various organization related HR functions	15
	Total	30

3. Teaching Methods

Class Discussion, Case study, Projects, Assignments, Simulation

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Participation/ Tests/ Assignments/ Projects/ / Presentation/Viva voce)	50	50%
2	Trimester End Examination	50	50%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Human Resources Policies and Procedures Manual- Inc Bizmanualz
2	HR Policies and Practices in Software Companies-J M Franklin