

SUPPORTING DOCUMENTS

CRITERION 1

1.3.1. Institution integrates crosscutting issues relevant to Professional Ethics, Gender, Human Values, Environment and Sustainability, Human Values into the Curriculum

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

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/ / 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) - 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 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 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-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/ / 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	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
Course Title	<u>Entrepreneurship</u> 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 , <u>Entrepreneurship</u> , 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 <u>Entrepreneurship</u>	1
4	Financial support and options to start a business	2
5	Business model & Plan Preparation	3

6	Women <u>Entrepreneurship</u> . Challenges and opportunities	1
7	Social <u>Entrepreneurship</u>	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/ / Presentation/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. <u>Entrepreneurship</u>- Rajiv Roy 2. The New age entrepreneurs- Mint Publications 3. <u>Entrepreneurship</u>- Texts and Cases- P. Narayana Reddy 4. <u>Entrepreneurship</u>- A South Asian Perspective – D F Kuratco & T. V. Rao 5. Dynamics of <u>Entrepreneurship</u>- Vasant Desai

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	7.5

	<p>Evaluation of Print media Advantages, limitations, audience measurement, buying space</p> <p>Evaluation of Print media Advantages, limitations, audience measurement, buying space</p> <p>Evaluation of radio and OOH media Advantages, limitations, audience measurement, buying time/space</p> <p>Evaluation of Interactive Media Advantages, limitations, audience measurement, CPM, CPC, CPA, measuring effectiveness</p>	
10	<p>Direct Marketing Role of DM, objectives, Database marketing, direct selling</p> <p>Sales promotions Scope & role, types of sales promotions, integrating sales promotions in branding strategy</p> <p>Public Relations Role and objective, publicity, tools for public relations, corporate advertising</p>	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/Finance/Human Resource
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	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 –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 90 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.	6
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	4

	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	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	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
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.
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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
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) - 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
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- 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	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 rural media- Mass media, Non-Conventional Media, Personalized media, Media innovation, Influence of Consumer Behaviour on Communication strategies	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	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	3.5

	Service Supply Relationships; Managing Service 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 - Marketing
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.	4.5

	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.	
	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) - 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/ / 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