

SUPPORTING DOCUMENTS

CRITERION 2

**2.3.4: Preparation and adherence of Academic Calendar
and Teaching plans by the institution**

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)

Teaching Plans A.Y.2019-20

Course Plan

Program	PGDM - Finance
Course Title	Analysis of Financial Statements
Course Credit	04
Academic Year	2019-20
Batch	2019-21
Semester	II
Duration (Hrs)	40
Name of the Faculty	Dr. Jyoti Nair
HOD	Dr. Anil Gor

1. Course Overview

Financial Analysis of business is a key skill set required for finance professionals. This course aims to give the students an understanding of methods and techniques to read and analyse financial statements for decision making. It will also enable the students assess business performance using ratios. The course will introduce the students to the advanced accounting and valuation concepts like Consolidation of financial statements Free Cash Flow, Economic value added.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Read and interpret financial statements of companies
CO2	Calculate ratios w.r.t profitability, efficiency, leverage, solvency and valuation from financial statements
CO3	Apply common size, comparative and ratio analysis to evaluate business performance
CO4	Understand and calculate valuation metrics like Free Cash flow, Economic Value Added and Market Value Added

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H		H	
CO3		H		H	
CO4	M	M			

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	Introduction to Financial Analysis and tools for analysis viz: Common size, comparative and ratios	1-5
2	Business Performance Analysis through Ratios	6-20
3	Cash Flow Statement Analysis	21-22
4	Consolidated Financial Statements Analysis	23-24
5	Overview of valuation methods and introduction to valuation metrics like FCFF, Valuation multiples and summarizing the course	25-27

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	The students should have a thorough understanding of the concepts and principles of financial accounting
2	The students should be conversant with accounting mechanism leading to the preparation of financial statements

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	Intended COs to be assessed
1	Mid-term test would be conducted for 20 marks to assess the students understanding of financial statements and ratios. The test would assess the conceptual clarity of ratios calculation and interpretation	Individual	20	CO1, CO2
2	Project with viva-voce on Financial Analysis of live company will be assigned to students for 20 marks. Students would select 2 companies from two different sectors (one financial and other non-financial) for financial analysis and comment on the performance using ratios, common size and comparative analysis. This will assess the students ability to apply tools for analysis and form an opinion about the business performance	Team of 2 students	20	CO1, CO2, CO3
3	Semester end exams of 60 marks covering the syllabus to assess the students understanding of the techniques and tools of financial analysis and its application	Individual	60	CO1, CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc
1	Overview of the course, expected learning outcomes, assessment methods planned	Class discussion	Understand the framework of the course, its contents and learning outcomes	
2	Overview of Financial Statements, impact of Accounting standards on financial information	Class discussion and Case	Understand the components of financial statements and notes to accounts.	Case: Financial statements of Tata Motors Ltd (y.e 31/3/19). M.S. Narasimhan. (2016). Cengage . Chapter1. pg 16-35
3	Introduction to tools for financial statement analysis - Common size and comparative analysis	Class discussion	Understand and apply of common size and comparative analysis	Case: Compass Company Ltd. M.S. Narasimhan. (2016). Cengage Chapter 5. pg 207-217

4	Common size and comparative analysis	Lab Session using excel. Case	Perform comparative and common size analysis of a company	Case : Compass Company Ltd. M.S. Narasimhan. (2016). Cengage. Case 5.1 Amara Raja Batteries Ltd.
5	Ratio analysis	Class Discussion and exercises	Understand the meaning, formula and calculation of ratios.	M.S. Narasimhan. (2016). Cengage. Pg 217
6	Business analysis through ratios – Profitability and Return analysis	Class Discussion and exercises	Calculate and interpret ratios to analyse profitability and returns of business	M.S. Narasimhan. (2016). Cengage pg 217-229 Problem 5.1, 5.5
7	Analysing Efficiency of Assets using ratios	Class Discussion and exercises	Calculate and interpret ratios to analyse efficiency by calculating relevant ratios	M.S. Narasimhan. (2016). Cengage pg. 229-240 Problem 5.2
8	Analysing solvency and leverage (Long term and current liabilities)	Class Discussion and exercises	Calculate and interpret ratios to analyse solvency and leverage	M.S. Narasimhan. (2016). Cengage pg. 241-243 Problem 5.3
9	Analysing overall business performance using ratios	Lab session Case	Understand business performance using various ratios	Case :Tata Motors Ltd. y.e 31/3/2019
10	Analysing overall business performance using ratios	Lab session Case	Understand business performance using various ratios	Case :Tata Motors Ltd. y.e 31/3/2019
11	Mid-term test			
11	DuPont Analysis	Class Discussion and exercises	Understand and apply DuPont analysis on company financials	Case :Tata Motors Ltd. y.e 31/3/2019
12	DuPont Analysis	Lab session Case	Understand and apply DuPont analysis on financials	M.S. Narasimhan. (2016). Cengage Case 5.3 FDC and Glenmark Pharmaceuticals

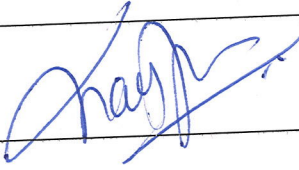
13	Credit and Prospective Analysis	Class Discussion	Understand and use ratios for credit analysis and forecasting	M.S. Narasimhan. (2016). Cengage. Case 5.2 Shree Renuka Sugars Ltd. Financial Statement Analysis – Gibson- 13e 2015. Chapter 9 – pg 365-372
14	Income Analysis – Normalisation of income, acquisition effects, exchange rate effects, quality of earnings	Class Discussion	Understand the impact of factors on income and determine normal income through adjustments	Financial Statements- White, Sondhi and Fried – 3e, 2017. Chapter 17- pg 631-639
15	Cash Flow Analysis	Class Discussion class exercises	Interpret and analyse cash flow statement for determining quality of cash	M.S. Narasimhan. (2016). Cengage pg. 174-190
16	Cash Flow Analysis	Lab session Case	Interpret and analyse cash flow statement for determining quality of cash	Case :Tata Motors Ltd. y.e 31/3/2019
17	Project on Company Analysis	Lab session	Apply ratios on selected companies and comment on business performance	Company Annual Report, Bloomberg/Capitaline
18	Project on Company Analysis	Lab session using Bloomberg/ Capitaline	Apply ratios on selected companies and comment on business performance	Company Annual Report, Bloomberg/Capitaline
19	Project on Company Analysis	Lab session using Bloomberg/ Capitaline	Apply ratios on selected companies and comment on business performance	Company Annual Report, Bloomberg/Capitaline
20	Viva-voce on Project			
21	Viva-voce on Project			
22	Consolidated financial statements and its analysis	Class Discussion	Read and interpret consolidated	Financial Statements- White, Sondhi and

			financial statements for financial analysis	Fried – 3e, 2017. Chapter 14 pg 504 - 519
23	Consolidated financial statements and its analysis	Lab activity using case study	Read and interpret consolidated financial statements for financial analysis	Case : A Corp and B Ltd.
24	Equity Analysis and Valuation –Overview of valuation models, Free cash flow, Valuation multiples	Class Discussion class exercises,	Understand the basic models of valuation and calculate valuation metrics like FCFF , FCFE	Financial Statements- White, Sondhi and Fried – 3e, 2017. Chapter 17- pg 643 Chapter 19- pg 683, 702
25	Equity Analysis and Valuation –Overview of valuation models, Free cash flow, Valuation multiples	Class Discussion class exercises,	Understand the basic models of valuation and calculate valuation metrics like FCFF , FCFE	Financial Statements- White, Sondhi and Fried – 3e, 2017. Chapter 17- pg 643 Chapter 19- pg 683, 702
26	Concept and application of Economic value added and Market value added	Class Discussion class exercises	Understand and determine Economic Value added and Market Value added for valuation	PPTs
27	Summarisation of the course	Class Discussion		-

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Text book – Financial Statements and Analysis- M.S. Narasimhan. (2016). Cengage
2	References : Financial statement Analysis – Gibson, 13e , 2015. Cengage Learning The Analysis and use of Financial Statements- White, Sondhi and Fried – 3e, 2017. Wiley Financial Accounting – A Managerial Perspective – Narayanaswamy – 6e,2017. PHI

3	Annual reports, Capitaline and Bloomberg for financial data
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Prepared by: (Faculty name and signature with date)	
Approved by: HOD – Name and signature with date	

PGDM
Course Plan

Program	PGDM
Course Title	Marketing Communication
Course Credit	4
Academic Year	2019-20
Batch	2018-2020
Semester	Three
Duration (Hrs)	40
Name of the Faculty	Dr. Rashmi Jain
HOD	Dr. Joyeeta Chatterjee

1. Course Overview

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 judge good marketing communications as well as to be familiar with all types of marketing communications in their role as advertisers and 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 Outcomes (CO) (refer attached guidelines)

Sr. No	At the end of the course students will be able to :
CO1	understand and appreciate the concepts and tools for an marketing communication programme
CO2	appreciate the multiplicity of communication possibilities and the advantages and limitations of each communication route
CO3	understand and appreciate the media options available and to make best use of each
CO4	to construct IMC creative strategies and tactics, including digital & social media executions, advertising, promotions, and public relations initiatives

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M		M	
CO2	M	H		M	
CO3	H	H			
CO4	H	H	M	M	M

H- Highly correlated, M- Moderately correlated, L- less correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	Overview of Marketing Communications Evolution of IMC, Tools for IMC, Audience contact points, IMC planning process	1
2	Communication Theory Model of communication theory, analyzing the receiver, Response processes like ELM, Response hierarchy, FCB planning model	2-3
3	Understanding How Consumers Process Information Source factors, Message factors, Channel factors	4
4	Customer Decision-Making Consumer decision making process, consumer learning process, environmental influences on consumer	5-6
5	Setting IMC objectives Value of objectives, determining objectives, DAGMAR	7-8

6	IMC Budgets Various approaches to setting budgets	9-10
7	Creative Strategy: Planning and Implementation Advertising briefs, Advertising appeals, creative tactics	11-12
8	Media planning and Strategy Reach, frequency, ratings, selectivity index, stickiness index, channel selection, media plan, scheduling	13-15
9	Evaluation of TV media Advantages, limitations, audience measurement, buying time	16-17
10	Evaluation of Print media Advantages, limitations, audience measurement, buying space	18
11	Evaluation of radio and OOH media Advantages, limitations, audience measurement, buying time/space	19-20
12	Evaluation of Interactive Media Advantages, limitations, audience measurement, CPM, CPC, CPA, measuring effectiveness	21-22
13	Direct Marketing Role of DM, objectives, Database marketing, direct selling	23
14	Sales promotions Scope & role, types of sales promotions, integrating sales promotions in branding strategy	24
15	Public Relations Role and objective, publicity, tools for public relations, corporate advertising	25
16	Measuring effectiveness Pre-testing, post-testing, lab testing, field testing, measuring effectiveness of each IMC tool	26-27

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	NA

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	CO assessed
1	<p>Project creating Marketing communication strategy and creatives. It comprises of:</p> <ul style="list-style-type: none"> Situational analysis of the brand (5 marks) Creative strategy and creation for TVC and print (10 marks) Media plan for the campaign (5 marks) IMC campaign strategy (20 marks) 	Group- 5to 6 members	40	CO1,CO2, CO3, CO4
2	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on digital media and using it for marketing of products and services	individual	60	CO1,CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/ Case etc)
1	<p>Overview of Marketing Communications</p> <p>Evolution of IMC, Tools for IMC, Audience contact points, IMC planning process</p>	Class lecture with ppt	Understand the evolution of IMC, Tools used for IMC, Audience contact points and the importance of IMC planning process	Belch, Chapter 1
2	<p>Communication Theory</p> <p>Model of communication theory, analyzing the receiver, Response processes like ELM, Response hierarchy, FCB planning model</p>	Class lecture and discussion	Understand the communication theory and response / planning models	Belch, Chapter 5
3	<p>Communication Theory</p> <p>Response hierarchy, FCB</p>	Class lecture and discussion	Understand the communication theory and response / planning models	Belch, Chapter 5

	planning model			
4	Understanding How Consumers Process Information Source factors, Message factors, Channel factors	Class lecture and discussion	Understand the source, channel and message factors	Belch, Chapter 6
5	Customer Decision-Making Consumer decision making process, consumer learning process, environmental influences on consumer	Class lecture and discussion	Understand various factors that shape the decision of the consumer	Belch, Chapter 4
6	Customer Decision-Making contd. environmental influences on consumer	Class lecture and discussion	Understand various factors that shape the decision of the consumer	Belch, Chapter 4 + Tropicana case from Brand Building by Parmeswaran
7	Setting IMC objectives Value of objectives, determining objectives,	Class lecture and discussion	Understand various approaches to setting the objectives	Belch, Chapter 7
8	Setting IMC objectives determining objectives contd, DAGMAR	Class lecture and discussion	Understand various approaches to setting the objectives	Belch, Chapter 7 +class exercise
9	IMC Budgets & payments Various approaches to setting budgets	Class lecture and discussion	Understand the strategic implications of various methods of setting the budgets	Belch, Chapter 7
10	IMC Budgets & payments Various approaches for agency compensation	Class lecture and discussion	Understand the strategic implications of various approaches of agency compensation	Belch, Chapter 3
11	Creative Strategy: Planning and Implementation Advertising briefs, Advertising appeals	Class lecture and discussion	Understand and create a creative strategy	Belch, Chapter 8,9 +class exercise
12	Creative Strategy: Planning and Implementation Advertising appeals contd., creative tactics	Class lecture and discussion	Understand and create a creative strategy	Belch, Chapter 8,9 +class exercise
13	Media planning and Strategy	Class lecture and discussion	Understand and assess various media metrics thereby create media strategy	Belch, Chapter 10 + numericals +

	Reach, frequency, ratings			
14	Media planning and Strategy selectivity index, stickiness index, channel selection,	Class lecture and discussion	Understand and assess various media metrics thereby create media strategy	Belch, Chapter 10 + numericals + AdEx reports
15	Media planning and Strategy media plan, scheduling	Class lecture and discussion	Understand and assess various media metrics thereby create media strategy	Belch, Chapter 10 + numericals + AdEx reports
16	Evaluation of TV media Advantages, limitations, audience measurement, buying time	Class lecture and discussion	Critically assess this media and strategize it in accordance to IMC objective	Chapter 11+ BARC reports +Afaqs cases
17	Evaluation of TV media Advantages, limitations, audience measurement, buying time	Class lecture and discussion	Critically assess this media and strategize it in accordance to IMC objective	Chapter 11 + BARC reports + Afaqs cases
18	Evaluation of Print media Advantages, limitations, audience measurement, buying space	Class lecture and discussion	Critically assess this media and strategize it in accordance to IMC objective	Chapter 12 +ABC reports + Afaqs cases
19	Evaluation of radio media Advantages, limitations, audience measurement, buying time/space	Class lecture and discussion	Critically assess this media and strategize it in accordance to IMC objective	Chapter 11 + RAM reports + Afaqs cases
20	Evaluation of OOH media Advantages, limitations, audience measurement, buying time/space	Class lecture and discussion	Critically assess this media and strategize it in accordance to IMC objective	Chapter 13 +video case studies + Afaqs cases
21	Evaluation of Interactive Media Advantages, limitations, audience measurement, CPM, CPC, CPA, measuring effectiveness	Lab exercise	Understand the Interactive media and its metrics	Chapter 15 + class exercises + Afaqs cases
22	Evaluation of Interactive Media Advantages, limitations, audience measurement, CPM, CPC, CPA, measuring	Lab exercise	Understand the Interactive media and its metrics	Chapter 15 + class exercises + Afaqs cases

	effectiveness			
23	Direct Marketing Role of DM, objectives, Database marketing, direct selling	Class lecture and discussion	Understand the various aspects of Direct Marketing and their use	Chapter 14
24	Sales promotions Scope & role, types of sales promotions, integrating sales promotions in branding strategy	Class lecture and discussion	Understand the various aspects of Sales Promotions and their use	Belch, Chapter 16
25	Public Relations Role and objective, publicity, tools for public relations, corporate advertising	Class lecture and discussion	Understand the various aspects of Public Relations and Publicity and their use	Belch, Chapter 17
26	Measuring effectiveness Pre-testing, post-testing, lab testing, field testing, measuring effectiveness of each IMC tool	Class lecture and discussion	Understand how to assess the effectiveness of IMC	Belch, Chapter 18
27	Measuring effectiveness contd. Pre-testing, post-testing, lab testing, field testing, measuring effectiveness of each IMC tool	Class lecture and discussion	Understand how to assess the effectiveness of IMC	Belch, Chapter 18

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Advertising and Promotion – Belch & Belch
2	Afaqs.com
3	Brand Building - Parmeswaran
4	Brand Equity Articles

Prepared by: (Faculty name and signature with date)	<i>Blain</i> 20/6/19
Approved by: HOD - Name and signature with date	<i>Jaysh</i> 20/02/19

Course Completed as per Plan

Faculty

Class Representative

HOD

Program Head/ Director

Jaysh

Course Plan

Program	PGDM
Course Code and Title	Organization Development and Change
Course Credit	4
Academic Year	2019
Batch	PGDM - HR SECTION E
Semester	III
Duration (Hrs)	30
Name of the Faculty	Kanti Mohan
HOD	Dr Rima Ghose Chowdhury

1. Course Overview

In a time of galloping technological and global changes organizations encounter ongoing constraints to render and act on environmental challenges. More so, as workplaces have become connected and complex there is need for Organizational development (OD). In order to remain viable and performing organizational leaders, and, in particular; OD professionals have the utmost responsibility and dexterity to help the leaders create productive organizations to navigate complex market space. Taking a stock of above, we may assume that OD involves long term program intended to enhance organizations ability to respond to environmental pressures by improving its processes. The following two definitions shows the characteristics and practice of OD.

French and Bell (1999) defines OD "as systematic process for applying behavioural science principles and practices in organizations to increase individual and organizational effectiveness". While, Schein (1988) crisply notes that OD is all about building while maintaining the health of the organizations as a total system. We, therefore, conclude that OD helps us to improve the organization as a whole system with careful planning and the focus on processes using interventions to facilitate the group and organization movement toward effectiveness. Taking these definitions and the brief overview, altogether, OD means an organizations ability to deal and adapt with changes.

In this subject, cardinal OD concepts and practical approaches to such concepts is covered to succor PGHR students with ample opportunities to understand and knowhow of planned change in organizations. By the end of the course the students will be able to (see course outcomes)-

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Be able to explain and understand the importance of organization development
CO2	Be able to identify and explain OD concepts and problem areas, and,
CO3	Be able to apply OD concepts both as an individual and member of the organization.
CO4	-----

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M			
CO2		H		M	
CO3	H				M
CO4	H	M			

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	OD & Reinventing the Organization	1-2
2	Organization Renewal: The Challenge of Change	3-4
3	Changing the Culture	5-6
4	The Diagnostic Process	7-8
5	Overcoming Resistance to Change	9-10
6	OD intervention Strategies	11-12
7	Process Intervention Skills	13-14
8	Employee empowerment and Interpersonal Interventions	15-16
9	Team Development Interventions	17-18
10	Intergroup Development	19-20
11	Work Team Development	21-22
12	High Performing Systems and the learning Organization	23-24
13	Goal Setting for Effective Organizations	25-26
14	Organization Transformation and Strategic Change	27-28
15	The Challenge and the future for Organizations	29-30
16	Recap / Presentations	31

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	The students must be aware of concepts covered in their OB paper.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/ Group	Marks	Intended CO to be assessed
1	<p>Class participation during case discussions: - Students are expected to participate in discussion by voicing original ideas, raising important and relevant points, and, attempt to answer/discuss unpopular or difficult questions. <u>General Guidelines for Self-Assessment:</u> Good = My participation in this class made it a more enriching experience for all students by providing point-counterpoint; (5 marks) Average = I pointed out areas of discussion with reasonable explanation; (4 marks) Below Average = I participated in class repeated obvious or others viewpoints (2 marks); Poor = Making irrelevant comments that do not contribute to class discussion or distracting the class or failing to participate when asked. (No marks)</p>	Individual	20	CO 1, 2
2	<p>Class Participation during Group Presentations: - Students are expected to engage in peer to peer discussion by initiating discussions and stimulating thought provoking discussion with their peers. <u>General Guidelines for Group-Assessment:</u> Clarity of Ideas / Expression. (4 marks) Demonstrated Use of relevant theory, framework, concept. (4 marks) Comparative Analysis of Alternatives. (4 marks) Action Plan. (4 marks) Summary & Key Take Away. (4 marks)</p>	Group	20	CO 3
3	<p>End Semester Examination - The end semester exam will cover the entire course and assess the students understanding on concepts of organizational development change. <u>General Guidelines for End Semester Exam:</u> The Question paper is going to be of 3 hours with maximum marks of 60. The Question paper comprises 7 questions. Out of which, Q1 a case study is compulsory to attempt and carries 20 marks. (1x20=20) From the remaining 6 questions answer any 4 question. In which each question carries 10 marks. (4x10=40)</p>	Individual	60	CO 1,2,3

7. Session Plan (Each session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)
1	OD & Reinventing the Organization 2019-07-08	Lecture with interaction	To be able to understand the concept and definition	Chapter 1 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
2	Case for Analysis 2019-07-09	Case Study Discussion	To be able to analyze and apply the concept	TGIF - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
3	Organization Renewal: The Challenge of Change 2019-07-10	Lecture with interaction	To be able to understand the concept and definition	Chapter 2 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
4	Case for Analysis 2019-07-15	Case Study Discussion	To be able to analyze and apply the concept	The Nogo Railroad - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
5	Changing the Culture 2019-07-16	Lecture with interaction	To be able to understand the concept and definition	Chapter 3 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
6	Case for Analysis 2019-07-17	Case Study Discussion	To be able to analyze and apply the concept	The Dim Lighting Co. - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
7	The Diagnostic Process 2019-07-22	Lecture with interaction	To be able to understand the concept and definition	Chapter 4 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
8	Case for Analysis 2019-07-23	Case Study Discussion	To be able to analyze and apply the concept	The old family bank - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
9	Overcoming Resistance to Change 2019-07-24	Lecture with interaction	To be able to understand the concept and definition	Chapter 5 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
10	Case for Analysis 2019-07-29	Case Study Discussion	To be able to analyze and apply the concept	The Hexadecimal Company - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
11	OD intervention Strategies 2019-07-30	Lecture with interaction	To be able to understand the concept and definition	Chapter 6 - An Experiential Approach to Organizational Development - Donald

				R. Brown. (Pearson)
12	Case for Analysis 2019-07-31	Case Study Discussion	To be able to analyze and apply the concept	The Farm Bank - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
13	Process Intervention Skills 2019-08-05	Lecture with interaction	To be able to understand the concept and definition	Chapter 7- An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
14	Case for Analysis 2019-08-06	Case Study Discussion	To be able to analyze and apply the concept	The OD letters - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
15	Employee empowerment and Interpersonal Interventions 2019-08-07	Lecture with interaction	To be able to understand the concept and definition	Chapter 8- An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
16	Case for Analysis 2019-08-19	Case Study Discussion	To be able to analyze and apply the concept	The Sundae Club - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
17	Team Development Interventions 2019-08-20	Lecture with interaction	To be able to understand the concept and definition	Chapter 9 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
18	Case for Analysis 2019-08-21	Case Study Discussion	To be able to analyze and apply the concept	Steele Enterprises - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
19	Intergroup Development 2019-08-26	Lecture with interaction	To be able to understand the concept and definition	Chapter 10- An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
20	Case for Analysis 2019-08-27	Case Study Discussion	To be able to analyze and apply the concept	The Exley Chemical Company - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
21	Work Team Development 2019-08-28	Lecture with interaction	To be able to understand the concept and definition	Chapter 11 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
22	Case for Analysis 2019-09-03	Case Study Discussion	To be able to analyze and apply the concept	Wengart Aircraft - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
23	High Performing Systems and the learning Organization 2019-09-04	Lecture with interaction	To be able to understand the concept and definition	Chapter 12 - An Experiential Approach to Organizational Development - Donald

				R. Brown. (Pearson)
24	Case for Analysis 2019-09-05	Case Study Discussion	To be able to analyze and apply the concept	Tucker Knox Corporation - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
25	Goal Setting for Effective Organizations 2019-09-10	Lecture with interaction	To be able to understand the concept and definition	Chapter 13 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
26	Case for Analysis 2019-09-11	Case Study Discussion	To be able to analyze and apply the concept	Valley Wide Utilities. - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
27	Organization Transformation and Strategic Change 2019-09-12	Lecture with interaction	To be able to understand the concept and definition	Chapter 14 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
28	Case for Analysis 2019-09-17	Case Study Discussion	To be able to analyze and apply the concept	The Space Electronic Corporation - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
29	The Challenge and the future for Organizations 2019-09-18	Lecture with interaction	To be able to understand the concept and definition	Chapter 15 - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
30	Case for Analysis 2019-09-19	Case Study Discussion	To be able to analyze and apply the concept	The Bob Knowlton Case - An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson)
31	Recap / Presentation 2019-09-24	Presentation	To be able to analyze and apply the concept	Presentation



8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	- An Experiential Approach to Organizational Development - Donald R. Brown. (Pearson) 8 th Edition
2	- Organizational Development and Change - Thomas G. Cummings, and, Christopher G. Worley. (Cengage Learning)
3	- Organizational Development: Behavioral Science Interventions for Organizational Improvement - Wendell L. French and Cecil H. Bell (Pearson)
4	Optional reading can be shared with interested students
5	Students are encouraged to visit: <ul style="list-style-type: none"> - ProQuest and look for research in area of Organization Development and Change - Daily read newspapers for current affairs in topics of organization development and change - Look for websites of management consulting firms such as Hewitt, Mercer, McKinsey for their reports, white papers, perspectives on organizational development and change



9. Any other details

None

Prepared by: (Faculty name and signature with date)	Kanti Mohan  18/11/2019
Approved by: HOD - Name and signature with date	Dr. Rima Ghose Chowdhury 

PGDM
Course Plan

Program	PGDM
Course Title	Digital Marketing
Course Credit	4
Academic Year	2019-20
Batch	2019-2021
Semester	One
Duration (Hrs)	40
Name of the Faculty	Dr. Rashmi Jain
HOD	Dr. Joyeeta Chatterjee

1. Course Overview

Digital technologies are having a great impact on the way a customer searches and purchases products and services. This has led to growing use of digital technologies and platforms to reach out the customer which has cascaded into immense popularity of digital marketing. This course will help the student understand the fundamentals of customer behavior on a digital media, and various ways by which a brand can reach out, engage and convince its customers to buy. The pedagogical approach would be application based where students would use digital technologies/ platforms to create, monitor and assess campaigns for real/fictitious brands

2. Course Outcomes (CO) (refer attached guidelines)

Sr. No	At the end of the course students will be able to :
CO1	understand the concepts of digital media and the way customer consumes new media
CO2	strategize the use of digital media to achieve marketing goals
CO3	develop the ability to analyse and assess effectiveness of use of digital media for a business using analytics

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2	H	H			L
CO3		H		L	

H- Highly correlated, M- Moderately correlated, L- less correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	Understanding the Digital Landscape Introduction to digital marketing – types of digital media, industry trends, Indian media spends, comparison with traditional media	1-2
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	3-4
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.	5-12
4	Display advertising Different forms of display advertising, Ad networks, click frauds detection and prevention	13-15
5	Pricing methods Understanding CPC, PPC, CPA, CPM etc. Business goal and pricing method fitment.	16-17
6	Social Media advertising Types of social media; targeting of social media; garnering earned media; strategizing, executing and analyzing social media campaign	17-20

7	Digital Analytics Understanding various KPIs; interpreting google analytics and facebook analytics	21-22
8	Email and Mobile Marketing Setting objectives, creating content, delivery to customers, monitoring and assessing performance	23
9	Sentiment Analysis Social listening, analysis of customer engagement, trend analysis	24-25
10	Understand role of AI and Automation in marketing	26-27

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	NA

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	CO assessed
1	Project on use of digital media comprising of : <ul style="list-style-type: none"> Organic promotion of website Use of SEM to promote business Use of Social Media to build customer engagement Sentiment analysis of a brand 	Group- 5to 6 members	40	CO1, CO2, CO3
2	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on digital media and using it for marketing of products and services	individual	60	CO1, CO2, CO3
	Total		100	

7. Session Plan (Each session of 90 minutes)

Session	Topics/Unit	Pedagogy	Expected Learning	Resources
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No			outcome	(Books/Chapters/ Case etc
1	Introduction to digital marketing – types of digital media, industry trends, Indian media spends	Class lecture with ppt	Understand the digital media landscape in India and world	AIMA industry report
2	Digital Media Vs Traditional media	Class lecture and discussion	Understand the strength and weakness of digital media and how to capitalize the same	Class discussion
3	Role of digital media in consumer decision making process	Class lecture and discussion	Understand new trends in consumer decision making	Article- Change Wave
4	Behavioral and Contextual targeting	Class lecture and discussion	Understand different types of targeting in digital space	Class discussion + article on Retargetting
5	Concept and need of SEO	Class lecture and discussion	Understand the concept of SEO	Chapter 2
6	On Page optimization	Class lecture and discussion	Learn steps of on page optimization	Chapter 2
7	SEO keywords	Class lecture and discussion	Learn to identify keywords for SEO	Chapter 2
8	Off-page optimization	Class lecture and discussion	Learn steps of off-page optimization	Chapter 2 +SEO article
9	Concept and need of SEM	Class lecture and discussion	Understand meaning and importance of SEM	Chapter 3
10	SEM Keywords	Class lecture and discussion	Learn to identify keywords for SEM	Chapter 3
11	SEM ad copy writing	Class lecture and discussion	Understand the nuances of writing ad copy	Chapter 3
12	SEM campaign execution	Lab exercise	Develop ability to create and execute SEM campaign	Online implementation (hands on project)
13	Display Advertising and Ad networks	Class lecture and discussion	Understand meaning, importance and strategies of Display advertising and ad networks	Chapter 4
14	Click fraud detection and prevention	Class lecture and discussion	Understand how to detect and prevent click fraud	Chapter 4
15	Pricing methods	Class lecture and	Understand CPC, CPM, CPAetc.	Chapter 10

		discussion		
16	Pricing methods analysis	Case study discussion	Learn how to assess best pricing method for a given situation	Mednet case
17	Concept and need for Social Media marketing	Class lecture and discussion	Understand the concept and strategies of social media marketing	Chapter 6 +industry reports
18	Targeting in social Media; garnering earned media	Class lecture and discussion	Understand the various parameters available for targeting in social media	Chapter 6 + Lima case
19	Strategizing Social Media Campaign	Case study discussion	To create strategies for given situation	Chapter 6 + First bank case study
20	Executing Social media campaign	Lab exercise	Develop ability to create and execute SEM campaign	Online implementation (hands on project)
21	Interpreting website using Google Analytics	Class lecture and discussion	Understand various KPIs	Chapter 9
22	Interpreting SEM performance using Google Analytics	Discussion +lab exercise	Understand various KPIs and their inter-relationship	Chapter 9 + Students' campaign report discussion
23	Interpreting Social media performance using Facebook Analytics	Discussion +lab exercise	Understand Social Media KPIs and assess its performance	Chapter 7 + Students' campaign report discussion
24	Email marketing	Class lecture and discussion	Develop ability to create, execute and assess an email campaign	Chapter 5
25	Mobile marketing	Class lecture and discussion	Understand the avenues of mobile marketing and its applicability	Chapter 8
26	Sentiment Analysis +trend analysis	Class lecture and discussion	Understand sentiment analysis from a managers perspective	Online resource: Keyhole.co; google trends
27	Role of AI and automation in marketing	Class lecture and discussion	Understand trend analysis from a managers perspective	Online resource

9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	The Art of Digital marketing – Ian Dodson

2	Mednet case
3	First bank case
4	AIMA industry report
5	Other articles as shared with the class

Prepared by: (Faculty name and signature with date)	
Approved by: HOD - Name and signature with date	

Course Completed as per Plan

Faculty

Class Representative

HOD

Program Head/ Director

Course Plan

Program	PGDM - HR
Course Code and Title	Human Resources Information systems
Course Credit	4
Academic Year	2019-20
Batch	2018-20
Trimester	III
Duration (Hrs)	40 hours
Name of the Faculty	Ms. Semina Sodawala
HOD	Dr. Rima Ghosh Chaudhury

1. Course Objectives (refer Syllabus)

To ensure understanding of Human Resources Information systems, its basics, applications and future directions and utilize the same to attain individual and organisational objectives. The course is then divided into 3 parts they are as following:

- The first part it will cover the history and evolution of of HRIS, database management in HR.
- The second part will cover HRIS system design, Planning and implementation and also deal with change management and project management
- The third part will cover the application of HRIS in different HRM functions namely Recruitment, Talent Management, Training and development, Performance Management, Compensation and benefit.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to understand evolution of HRIS HRM and its interface with the technology, basic database concepts
CO2	Students will be able to apply and analyze processes of need analysis, system planning, design and implementation
CO3	Students will be able to design and develop HRIS involving different HRM functions keeping in mind the Information security and future trend
CO4	Students will understand change management and project management approaches
CO5	Students will understand new trends in HRIS

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	H			
CO2		H	H		
CO3			H		H
CO4		H	H		
CO5			H		H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Evolution of HRM and HRIS: Interface between HR and Technology, E-HRM & HRIS	1-2
2	Database concepts and Applications in HRIS, Need and Importance of HR database	2-4
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	5-10
4	HR Metrics and Workforce Analytics, Project Management, Implementation, Change Integration & Maintenance of HRIS	11-13
5	HRIS Applications in Talent Management, Recruitment & Selection in an Internet Context T&D, Performance Management, Compensation, Benefits, Payroll and the HRIS	14-19
6	Information Security and Privacy in HRIS, Future of HRIS: Emerging Trends in HRM & IT	20

5. Pre requisites /co requisites (if any) from students

Sr. No	Details

1	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication
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6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks	COs to be assessed
1	Class Test	Individual	20	CO1, CO2
2	Research Assignment	Individual	10	CO2, CO3
3	Projects report and PPT Presentation	Group	10	CO2, CO3
4	Trimester end Examination	Individual	50	CO1, CO2, CO3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources	CO Attended
				(Books/Chapters/Case etc.)	
1	Couse Plan over view. Evolution of HRM and HRIS	Class Discussion	Students will be able to understand Evolution of HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -1	CO1
2	Interface between HR and Technology, E-HRM & HRIS	Class Discussion – Activity-Roles and Responsibilities of HRIS Executive	Students will learn the association of HR and Technology, E-HR	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -1	CO1
3	Database concepts and Applications in HRIS	Class Discussion – Class activity on database collection in HR Function	Students will be able to understand Database management concepts	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -2	CO2

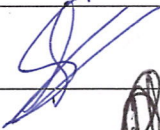
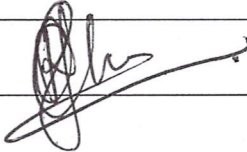
4	Need and Importance of HR database	Class Discussion	Students will be able to understand Importance of database management	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -2	CO2
5	HRIS Need Analysis	Class Discussion	Students will learn Need analysis process	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -4 Planning needs of the organization pg. 84-85	CO2
6	System Design and Acquisition	Class Discussion	Students will be able to develop understanding on system design – functional	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -5 – Case Based pg. 106-108	CO1
7	Cost Justifying HRIS investments	Class Discussion	Students will be able to draw cost and benefit analysis	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -8 Case Based pg. 190-192	CO2
8	System considerations in the design of an HRIS	Class Discussion	Students will be develop understanding to plan and implement HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -3	CO1
9	Planning for implementation	Class Discussion - based on previous case	Students will be develop understanding to plan and implement HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -3 –Case study HRIS Planning and Implementation pg. 62-66	CO2
10	System Development Life cycle	Class Discussion	Students will be able to understand SDLC	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael	CO1

				Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -3 Case Based pg. 83-85	
11	HR Metrics and Workforce Analytics	Class Discussion	Students will be able to understand importance of HR Metrics and analytics	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -7 Case Based pg. 160-162	CO1
12	Project Management, Implementation	Class Discussion	Students will gain understanding on Project Management importance in implementing HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -6 Case Based pg. 128-131	CO1
13	Change Integration & Maintenance of HRIS	Class Discussion	Students will develop knowledge on change management	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -9 Case Effective Change Management – The Grant Corporation Page – 224-226	CO1
14	HRIS Applications	Class Discussion	Students will be able to understand application HRIS in HRM function	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 10	CO1
15	Talent Management	Class Discussion	Students will be able to understand application HRIS in Talent Management	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 11 Case Based pg. 300-302	CO1, CO2, CO3
16	Recruitment & Selection in an Internet Context	Class Discussion	Students will be able to understand application HRIS in Recruitment & Selection	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -	CO1, CO2, CO3

				12 Case Based pg. 332-334	
17	Training and Development	Class Discussion	Students will be able to understand application HRIS in Training and Development	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 13 Case Based pg. 365-367	CO1, CO2, CO3
18	Performance Management	Class Discussion	Students will be able to understand application HRIS in Performance Management	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 14 Case Study PMS and Payroll Grandview Global Financial Services INC Page – 395 - 399	CO1, CO2, CO3
19	Compensation , Benefits, Payroll and the HRIS	Class Discussion basis previous case	Students will be able to understand application HRIS in Compensation , Benefits, Payroll and the HRIS	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication	CO1, CO2, CO3
20	Information Security and Privacy in HRIS & Future of HRIS: Emerging Trends in HRM & IT	Class Discussion	Students will be able to understand importance of Information Security and Privacy in HRIS and the risks involved & future trends in HRM technology	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 16 & 17 Case Based pg. 451-454, 470-474	CO1

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
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

Prepared by: (Faculty name and signature with date)	
Approved by: HOD – Name and signature with date	

Course Plan

Program	PGDM (Finance)
Course Title	Strategic Financial Management
Course Credit	02
Academic Year	2019-20
Batch	2018-20
Semester	III
Duration (Hrs)	20
Name of the Faculty	Prof. Khushboo Vora
HOD	Dr. Anil Gor

1.Course Overview

This strategic financial management course will enhance students understanding of how financial decisions create value for a firm. Students are introduced to the areas of financial planning, forecasting, business valuations, distribution to shareholders etc. The course will enable students to build an understanding of how strategic financial decisions are taken and how the outcomes are quantified. Additionally the course aims at enabling students to assess and manage risks and uncertainties during project selection.

2.Course Outcomes (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand how finance and economic theories translate into practice and helps in solving business situations or problems.
CO2	Construct the forecasted financial statements and access the impact of change in financial policy on firm's future financing needs, performance and intrinsic value.
CO3	Evaluate the impact of choice of distribution policy on intrinsic value of the firm
CO4	Measure the risk and accordingly adjust the firm's WACC to account for differential project riskiness.

3. Course Outcome and Program Outcome mapping

	P01	P02	P03	P04	P05
CO1	H	H			
CO2	H	H		H	M
CO3		H			
CO4		H		H	

H- Highly correlated, M- Moderately correlated, L- less correlation

- PO1- Apply knowledge of management theories and practices to solve business problems
 PO2- Foster Analytical and Critical Thinking abilities for data based decision making
 PO3- Ability to develop Value based Leadership ability
 PO4- Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business
 PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	No of sessions of 90 minutes each
1	Financial Planning and Forecasting: Overview of Financial Planning, Operating Plan and Financial Plan, Short-term and long term financial planning, Growth and external financing, Overview of Financial forecasting, Forecasted financial statement approach using percent of sales, Constructing a Financial Model, Internal Growth Rate (IGR), Sustainable Growth Rate (SGR), Additional Funds Required (AFN), Spontaneous Liabilities	1-6
2	Distribution to Shareholders: Dividend & Share Repurchase Overview & Procedure of Cash Distribution, Cash Distribution and firm Value, Dividend V/s Capital Gain: the dividend irrelevance theory, bird-in-hand theory and the tax effect theory, Dividend Policy and related issues: information content, or signaling, hypothesis; clientele effect, Setting the Target Distribution Level: The Residual Dividend Model, Impact of distribution, dividend and stock repurchase, intrinsic value, DRIP: Dividend Reinvestment Plan	7-9
3	Investment decisions under risk and uncertainty Cash Flow Projections and investment decisions, Risk Analysis in Capital budgeting: Stand-alone risk, corporate or with-in firm risk, market or beta risk, Measuring Stand-alone risk: sensitivity analysis, scenario analysis and simulation, Statistical Techniques for Risk Analysis: Probability, Variance or Standard Deviation and Coefficient of Variation Conventional Techniques of Risk Analysis: Payback, Risk-adjusted discount rate, Certainty equivalent	10-13
4	Corporate restructuring Expansion, mergers and acquisitions, business alliances, divestitures, leveraged buyouts, spin-offs, careve-outs, ownership restructuring, bankruptcy.	14
5	Financing Strategy Innovative Sources of Finance – Asset Backed Securities Hybrid Financing: preferred stock, warrants and convertibles	15
	Total	15

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Concept clarity and complete understanding of Time Value of Money, Financial Management, Macro Economics and Ratio Analysis taught in semester I and II.
2	Awareness regarding current affairs w.r.t finance and economics in the country and around the world
3	Habit of reading newspapers daily

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks
1	Continuous Assessment: Assignment using Excel	Individual	20
2	Semester End Exams	Individual	30
	Total		50

7. Session Plan (Each session of 90 minutes)

Session No	Topics/Units	Pedagogy	Expected Learning outcome	Resources (Books/ Chaps / Case etc)
1	Financial Planning and Forecasting: Overview of Financial Planning, Operating Plan and Financial Plan, Short-term and long term financial planning, Growth and external financing,	Classroom Discussion	Discuss the importance of strategic planning and the central role that financial forecasting plays in the overall planning process.	Chap 26: I M Pandey (Pages 634-636) Handouts compiled by the instructor sourced from various reference books.
2	Financial Planning and Forecasting: Overview of Financial forecasting, Forecasted financial statement approach using percent of sales	Classroom Discussion & Practice Exercise	Explain how firms forecast sales.	Chap 26: I M Pandey (Pages 637) Handouts compiled by the instructor sourced from various reference books.
3	Financial Planning and Forecasting: Internal Growth Rate (IGR), Sustainable Growth Rate (SGR), Additional Funds Required (AFN), Spontaneous Liabilities.	Classroom Discussion & Practice Exercise	Use the AFN equation and discuss the relationship between asset growth and the need for funds.	Chap 26: I M Pandey(Pages 638-646) Handouts compiled by the instructor sourced from various

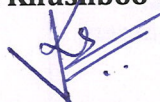
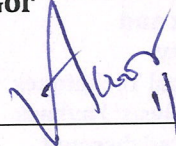
Session No	Topics/Units	Pedagogy	Expected Learning outcome	Resources (Books/ Chaps / Case etc)
				reference books.
4	Financial Planning and Forecasting: Constructing a Financial Model	Classroom Discussion & Practice Exercise	Explain how spreadsheets are used in the forecasting process, starting with historical statements, ending with projected statements, and including a set of financial ratios based on those projected statements.	Chap 26: I M Pandey Handouts compiled by the instructor sourced from various reference books.
5	Financial Planning and Forecasting: Creating a Financial Plan and Forecasting P&L and Balance Sheet statement	Classroom Discussion & Practice Exercise	Discuss how planning is an iterative process.	Chap 26: I M Pandey Handouts compiled by the instructor sourced from various reference books.
6	Financial Planning and Forecasting: Creating a Financial Plan and Forecasting P&L and Balance Sheet statement	Classroom Discussion & Practice Exercise	Discuss how planning is an iterative process.	Chap 26: I M Pandey Handouts compiled by the instructor sourced from various reference books.
7	Distribution to Shareholders: Dividend & Share Repurchase Overview & Procedure of Cash Distribution, Cash Distribution and firm Value, Dividend V/s Capital Gain: the dividend irrelevance theory, bird-in-hand theory and the tax effect theory, Dividend Policy and related issues: information content, or signalling, hypothesis; clientele effect.	Classroom Discussion & Practice Exercise	Explain why some investors like the firm to pay more dividends while other investors prefer reinvestment and the resulting capital gains. List the advantages and disadvantages of stock repurchases vis-à-vis dividends from both investors' and companies' perspectives.	Chap 14: Brigham & Ehrhardt (Pages 547- 558) Handouts compiled by the instructor sourced from various reference books.
8	Distribution to Shareholders: Setting the Target Distribution Level: The Residual Dividend Model, Impact of distribution, dividend and intrinsic value,	Classroom Discussion & Practice Exercise	Discuss the various trade-offs that companies face when trying to establish their optimal dividend policy.	Chap 14: Brigham & Ehrhardt (Pages 559- 561) Handouts compiled by the instructor sourced from various reference books.

Session No	Topics/Units	Pedagogy	Expected Learning outcome	Resources (Books/ Chaps / Case etc)
9	Distribution to Shareholders: The Residual Dividend Model: stock repurchase, intrinsic value, DRIP: Dividend Reinvestment Plan	Classroom Discussion & Practice Exercise	Differentiate between stock splits and stock dividends.	Chap 14: Brigham & Ehrhardt (Pages 562- 576) Handouts compiled by the instructor sourced from various reference books.
10	Investment decisions under risk and uncertainty Cash Flow Projections and investment decisions, Risk Analysis in Capital budgeting: Stand-alone risk, corporate or with-in firm risk, market or beta risk,	Classroom Discussion & Practice Exercise	Distinguish between decision making under certainty (NPV, IRR, PI, Payback Period etc.) vs Decision Making involving Risk & under Uncertainty	Chap 12: I M Pandey (Pages 270-270) Handouts compiled by the instructor sourced from various reference books.
11	Investment decisions under risk and uncertainty Measuring Stand-alone risk: sensitivity analysis, scenario analysis and simulation,	Classroom Discussion & Practice Exercise	Discuss the difference between diversifiable risk and market risk, and explain how each type of risk affects well-diversified companies.	Chap 12: I M Pandey (Pages 278-282) Handouts compiled by the instructor sourced from various reference books.
12	Investment decisions under risk and uncertainty Statistical Techniques for Risk Analysis: Probability, Variance or Standard Deviation and Coefficient of Variation	Classroom Discussion & Practice Exercise	Explain how risk is measured, and use this measure to adjust the firm's WACC to account for differential project riskiness	Chap 12: I M Pandey (Pages 271-274) Handouts compiled by the instructor sourced from various reference books.
13	Investment decisions under risk and uncertainty Conventional Techniques of Risk Analysis: Payback, Risk-adjusted discount rate, Certainty equivalent	Classroom Discussion & Practice Exercise	Explain how risk is measured, and use this measure to adjust the firm's WACC to account for differential project riskiness	Chap 12: I M Pandey (Pages 274-277) Handouts compiled by the instructor sourced from various reference books.
14	Corporate restructuring Expansion, mergers and acquisitions, business alliances, divestitures, leveraged buyouts, spin-offs, careve-outs, ownership restructuring,	Classroom Discussion	Explain how corporate restructuring tools maximize long-term shareholder value"	Chap 15: I M Pandey (Pages 342-372) Handouts compiled by the instructor sourced

Session No	Topics/Units	Pedagogy	Expected Learning outcome	Resources (Books/ Chaps / Case etc)
	bankruptcy.			from various reference books.
15	Financing Strategy Innovative Sources of Finance – Asset Backed Securities Hybrid Financing: preferred stock, warrants and convertibles	Classroom Discussion	Explain what warrants, preferred stock and convertibles are; how they are used, and finally analyze their cost to the firm.	Chap 21 & 22: I M Pandey Handouts compiled by the instructor sourced from various reference books.

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Handouts compiled by the instructor-sourced from various reference books.
2	Pandey , I.M,(2018), "Financial Management", 11th Edition,Vikas Publication, New Delhi.
3	Brigham & Ehrhardt, (2016), " Financial Management: Theory and Practice", 14 th Edition, Cengage Learning, New Delhi.
4	Brigham & Houston, (2015), "Fundamental of Financial Management", 13th Edition, Cengage Learning, New Delhi.
5	Brealey and Myers, (2018), "Principles of Corporate Finance", 10th Edition, McGraw Hill, India.

Prepared by: (Faculty name and signature with date)	Prof. Khushboo Vora  1/7/2019
Approved by: HOD - Name and signature with date	Dr. Anil Gor  1/7/2019

PGDM

Course Plan

Program	PGDM
Course Title	Mergers & Acquisitions
Course Credit	4
Academic Year	2019-20
Batch	2018-20
Semester	III
Duration (Hrs)	40
Name of the Faculty	Dr. Anil Gor

1. Course Overview

(Briefly describe the subject, objectives, utility and relevance)

The course provides M&A transactions as modern business strategy for growth. The course will be useful for future corporate managers for their career in Investment Banking, Corporate Strategy and consultancy.

2. Course Outcomes (CO) (refer attached guidelines)

Sr. No	At the end of the course students will be able to :
CO1	The students will understand M&A transactions as management strategy for growth.
CO2	They will be able to identify merger objectives/ drivers
CO3	They will understand the significance of due diligence in deal structure will be clear to the students.
CO4	The legal compliance in M&A deals as well as defense mechanism will be clear to the students.
CO5	Importance of post merger integration in successful M&A deals will be brought home.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	H			H
CO2	H	H			H
CO3	H	H	H	H	H
CO4			H	H	
CO5	H				

H- Highly correlated, M- Moderately correlated, L- less correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course overview:

Module No.	Topic	Sessions
1.	Concepts, Types of M&A, Characteristic features, M& Drivers/ Mptives, Theories of M&A	1-6
2.	M&A as strategy: Schools of strategy : Relative strength & Weakness of various options : Organic growth, minority investment, alliance, franchisees, joint venture , M&A. Case studies on M&A as strategy : Nicholas Piramal Part I, Nicholas Piramal Part II, When not to take over: CISCO	6- 10.
3	Defense Mechanism, Due diligence, Deal Structure : Accounting standard for M&A : Ind AS 103, Valaution aspects relating to M&A	10-17
4,	Leal Aspects of M&A	18-21
5.	Post-Merger Integration : Strategies for successful Integration. Case studies : I Gate Patani, Ranbaxy Daaichi, SunPharma, Kotak Bank and ING Vysya	22-27

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Basic understanding of Business Strategy, Legal aspects relating to compliance.

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks
1	News Analysis	Group of 6.	10
2	Case studies	---do---	10
3	Project.	----do----	10
4	Class Participation	Individual	10
5	Written Test	Individual	50
	Total		100

7. Session Plan (Each session of 90 minutes) :

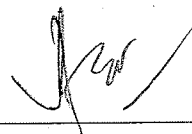

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc
1-3	Concepts: Amalgamation, Merger, Acquisition, Consolidation, De merger, Spin off, Split off and Split up . Types of Mergers : Horizontal, Vertical : Forward/ backward , Conglomerate : Characteristic features	Class Lecture with PPT	Students will learn the different types of transactions, their features and	Kapil & Kapil Chapter 1&2.
4-6	M&A Motives/ drivers, Theories of M&A	Class lecture with PPT	Students will know the purpose or objectives driving M&A deals as well as supporting academic theories explaining the rational for the deals.	B. Rajesh Kumar and Fred Weston Chapter 8.
7-10	M&A as Strategy : Various options for Growth and profitability : Organic growth, Minority	Class Lecture with PPTS	Students will comprehend various options for growth with their relative strengths	B. Rajesh Kumar, Strategy Safari by Mintzberg.

	investment, Alliance, Franchisee, joint venture Acquisition and Merger : Relative strength of each strategy : Schools of strategy and relevance to M&A deals.			
11	Case study of Nicholas Piramal Part I	Students Presentations/ discussions	Students will learn how in actual practice M&A deals are	Students Handbook of Case study material
12	Caase study of Nicholas Piramal Part 11	Students Presentations / discussions	Students will learn how company which went on doing M&A deals was able to decide to sell off its generic business	---do----
13	Case study of CISCO : Are you ready for takeover	Students presentations/ discussions	Students will learn when not to takeover.	---do---
14	Defense Mechanism	Lecture with PPT presentation	Students will know the rights of company under takeover and strategies to overcome threats of Takeover.	Kapil & Kapil Chapter 3.
15	Due diligence.	Lecture with PPT	Students will know what is due due diligence process, check list of due diligence as well as significance of due diligence in M&A deal	Kapil & Kapil Chapter 8.
16-17	Valuation aspects of M&A and Deal Structure	Lecture with ppt with Video of valuation lecture by A.Damodaran.	Students will know critical aspects of Valuation and essential steps in deal structure	Kapi & Kapil Chapters 8 and 11.
18-20	Legal Aspects of M&A	Lecture with PPTs	Students will understand compliance of legal requirements of Companies Act, Competition Act, SEBI takeover Code, Income Tax Act etc.	Kapil & Kapil Chapter 6.
21-23	Post-Merger Integration	Lecture with PPTs	Students will know how post M&A integration is brought about.	B. Rajesh Kumar.

24-27	Case Studies : Patani Computers, Cairn India, Ranabxi Daaichi, India, Ranabxi SunPharma and Kotak Bank & ING Vysya.	Students presentations with discussions	Students will appreciate post merger Issues , difference between unsuccessful and unsuccessful M&As.	Handbook on case studies.
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**9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed
Given in sessions plan.**

Sr. No	Details
1	Sheeba Kapil & Kanwal Kapil : Mergers & Acquisitions Wiley Publications 2016.
2	B. Rajesh Kumar Mergers& Acquisitions McGrawHill 20111.
3	J.FredWeston, Kwang Chung and Susan Hoag : Mergers, Aqcuisitions & Corporate Control. Pearson 2015
4	Web sites of Mckinsey , Big 4 and Mergers India.com

Prepared by: (Faculty name and signature with date)	Dr Anil Gor 
Approved by: HOD - Name and signature with date	Dr. Anil Gor 

Course Completed as per Plan

Faculty

Class Representative


HOD

Program Head/ Director



Course Plan

Program	PGDM
Course Code and Title	Compensation & Benefits
Course Credit	4
Academic Year	2019-2020
Batch	PG-HR
Semester	II
Duration (Hrs)	40 Hours
Name of the Faculty	Prof. Ulhas Deshpande
HOD	Dr. Rima Ghose Choudhary

1. Course Overview

The Students will 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 Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	understand the term compensation from different perspectives
CO2	analyse difference between wages and compensation, study various principals of compensation/wage fixation,
CO3	comprehend the basic dynamics of wage policy and objectives, understand cost to the company
CO4	Managing reward, sales compensation plan & comprehend the terms pay grades and pay bands.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	H		H	
CO2	H	H		M	
CO3	H	M		H	M
CO4	H			M	M

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	Introduction	2
2	Reward strategies-Articulating and understanding business context of Reward strategies.	4
3	Understanding statutory requirement under different laws. Arriving at the cost to the company, Types of variable pay & Income Tax	7
4	Remuneration survey & Equity compensation	7

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1)	Pre Reading from Compensation by George Milkovich Published by McGraw Hill
2)	Current changes in compensation management in PF or statutory compliance by CLR

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/ Group	Marks	Intended CO to be assessed
1	Attendance and Class Participation	Individual	10	
2	Presentations on Assignment – Students will be presenting on the topic assigned to them (One group comprises of two students)	Group	30	CO1, CO2, CO3, CO4
3	End Semester Examination – The end semester exam will cover the entire course and assess the students understanding on Compensation Management	Individual	60	
4	TOTAL	Individual	60	


7. Session Plan (Each session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)
1	Strategy: The Totality of Decisions	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Similarities and Differences in Strategies • The Pay Model Guides Strategic Pay Decisions 	Chapter – 2
2	Defining Internal Alignment	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Strategic Choices in Designing Internal Structures • Consequences of Structures 	Chapter – 3
3	Job Analysis	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Structures Based on Jobs, People, or Both • Job Description Summarize the Data 	Chapter – 4
4	Evaluating Work: Job Evaluation	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Defining Job Evaluation: Content, Value, and External Market Links • Point Method 	Chapter – 5
5	Person-Based Structures	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Person-Based Structures: Skill Plans • Bias in Internal Structures 	Chapter – 6
6	Designing Pay Levels, Mix, and Pay Structures	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Specify Competitive Pay Policy The purpose of a Survey • Balancing Internal 	Chapter – 8

			and External Pressures: Adjusting the Pay Structure	
7	Pay-for-Performance: The Evidence	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Total Reward System: Beside Money • Designing A Pay-for-Performance Plan 	Chapter – 9
7 A	Pay-for-Performance Plans	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Specific Pay-for-Performance Plans: Short Term • Team Incentive Plans: Types 	Chapter – 10
8	Compensation of Special Groups	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Compensation Strategy for Special Groups 	Chapter – 14
8 A	Union Role in Wage and Salary Administration	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • The Impact of Trade Unions on Wage • Unions and New Pension Scheme 	Chapter – 15
9	International Pay Systems	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Managing Variations: the Global Guide • National Systems : Comparative MindSet 	Chapter – 16
10	Management: Making It Work	Interactive lectures for the concepts & the fundamentals	<ul style="list-style-type: none"> • Managing Labor Costs • Structuring the Compensation Function 	Chapter – 19
11	Presentations by the students on the topics assigned	Presentation by the students		1.30 hrs
12	Presentations by the students on the topics assigned	Presentation by the students		1.30 hrs
13	Presentations by the students on the topics assigned	Presentation by the students		1.30 hrs
14	Presentations by the students on the topics assigned	Presentation by the students		1.30 hrs

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Compensation by George Milkovich Published by McGraw Hill
2	Compensation Management by Dipak Kumar Bhattacharya, Oxford
3	Latest amendments related to different laws
4	Magazines:- Human Capital, Harvard Business Review, People Matters

Prepared by: (Faculty name and signature with date)	Prof. Ulhas Deshpande 
Approved by: HOD – Name and signature with date	Dr. Rima Ghose Choudhary



Course Plan

Program	PGDM Marketing
Course Title	Strategic Brand Management
Course Credit	04
Academic Year	2019-20
Batch	2018-20
Semester	III
Duration (Hrs)	40
Name of the Faculty	Dr.Joyeeta Chatterjee
HOD	Dr.Joyeeta Chatterjee

1. Course Overview

Brand management starts with a comprehensive knowledge of a “brand”. It enables the students to have a detailed knowledge of brand, as a concept, brand elements like name, logo, tag line, merchandise, design, and any other feature that identifies a business house and its products and differentiates it from the other brands. This course is absolutely essential for students who wishes to study marketing as an area specifically apart from other areas too. It is the science of crafting and sustaining a brand. This course is different in the sense that it focuses on branding and brand management and not studied in conjunction with other related subjects such as marketing and advertising.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand why brands matter, know its functions and why are they so valuable to marketers.
CO2	Analyze brands by comprehending the tools for measuring brand and delving deeper into the concept of brand equity and customer based brand equity concept.
CO3	Familiarize the students with the strategies to build strong brands and integrate with marketing communications strategies for the same.
CO4	Strategies to manage brands over time – How to reinforce and revitalize brands over time.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H			L	
CO2	H	H			
CO3		H			
CO4		M		L	

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	Brands and Brand Management	03
2	Customer-Based Brand Equity	03
3	Brand Positioning and Values	02
4	Creation of New Brand	01
5	Choosing Brand Elements to Build Brand Equity	02
6	Managing Brands over Time	02
7	Designing Marketing Programs to Build Brand Equity	02
8	Integrating Marketing Communication to Build Brand Equity	02
9	Developing a Brand Equity Measurement & Management System	02
10	Designing and Implementing Branding Strategies	02
11	Managing Brands over Geographical Boundaries and Market Segments	02
12	New Products and Brand Extensions	02
13	Contemporary Issues in Branding	02
14	Presentation of projects	04

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Students should have the basic understanding of marketing management
2	Students should be able to communicate effectively

6. Detailed Assessment Plan (briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks
1	Continuous Assessment		
	Class attendance	Individual	40
	Participation/	Individual	
	Tests	Individual	
	Assignments	Group	
Projects	Group		
2	Semester End Exams	Individual	60
		Total Marks	100

7. Session Plan (Each session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)
1-3	Brands and Brand Management Brands vs. Products, Why Do Brands Matter, Can Anything Be Branded, What Are The Strongest Brands, Branding Challenges and Opportunities, Strategic Brand Management Process	Classroom teaching; referring to the readings mentioned.	Understand the concept of brands and its importance in marketing as well in consumers' lives	Keller, Chapter 1 http://brandirectory.com/league_tables/table/india-100-2016 http://brandirectory.com/league_tables/table/global-500-2017 http://www.marketing91.com/four-steps-of-strategic-brand-management/
4-6	Customer-Based Brand Equity Brand Equity Concept Customer-Based Brand Equity, What Makes a Brand	Classroom teaching; referring to the readings mentioned;	Explain the concept of brand equity, customer based brand equity	Keller , Chapter 2 and 3 "Putting Customers at the Heart of Your Brand to

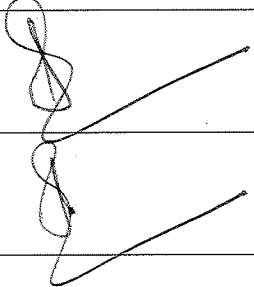
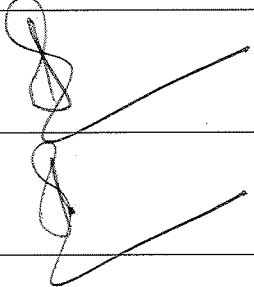
	Strong, Sources of Brand Equity, Strategies of Building a Strong Brand, Brand Building Implications	Video talks		<p>Create Passionate Fans: What Microsoft Learned About Customer Engagement in the Sports Industry.” HBR, Dec 2017</p> <p>https://hbr.org/sponsored/2017/12/turn-customers-into-raving-fans-what-microsoft-digital-has-learned-from-inspiring-sports-fans-to-become-engaged-customers</p> <p>https://hbr.org/2015/04/why-strong-customer-relationships-trump-powerful-brands</p> <p>Measuring Customer Based Brand Equity Using Aaker's Model, R. Shashikala 1*, A. M. Suresh 2 Indian Journal of Marketing Vol 43, Issue 3, March 2013</p>
7-8	<p>Brand Positioning and Values</p> <p>Identifying and Establishing Brand Positioning, Updating Positioning Over Time, Defining and Establishing Brand Values, Internal Branding</p>	Blended teaching and classroom discussions	Understand the brand values and learn the brand positioning techniques and strategies	<p>Keller, Chapter 3</p> <p>http://www.pagalparrot.com/motrola-lenovo-dual-brand-strategy-best-india.html</p>
9	<p>Creation of New Brand</p> <p>Brand Identity Prism, Brand Building Models</p>	Classroom teaching	Learn the tools and techniques of creating a new brand	<p>Keller , Chapter 4,5</p> <p>https://prismworldwide.wordpress.com/tag/harvard-business-review/</p>
10-11	<p>Choosing Brand Elements to Build Brand Equity</p> <p>Brand Element Choice Criteria (Brand name, Logo, Jingles, Logo Colour) Brand Element Options and Tactics, Brand Audit</p>	Mix of classroom teaching and Video of Commercials	Designing and implementing brand strategies through implementation of brand elements	<p>Keller, Chapter 4</p> <p>“Why companies are advertising their master brand?” HBR, March 2016.</p> <p>https://hbr.org/2016/03/why-companies-are-advertising-their-master-brand</p>
12-13	<p>Managing Brands over Time</p> <p>Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio</p>	Video cases + case study discussion	Learn the strategies to manage brands over time – How to reinforce and revitalize brands over time.	<p>Keller, Chapter 13</p> <p>“Should a Hotel Giant Eliminate Some Brands and Refocus?” HBR Dec 2017</p> <p>https://hbr.org/2017/12/case-study-should-a-hotel-giant-eliminate-some-brands-and-refocus</p>

				<p>Case:</p> <p>Rebranding and Positioning Strategy of Airtel, Hero MotoCorp;</p>
14-15	<p>Designing Marketing Programs to Build Brand Equity</p> <p>New Perspectives on Marketing, Product Strategy, Pricing Strategy, Channel Strategy</p>	Classroom teaching with reference to the readings.	Learn to design and implement brand strategies to uplift the equity of a brand	<p>Keller, Chapter 5</p> <p>“A better way to map brand strategy.” HBR June 2015.</p> <p>https://hbr.org/2015/06/a-better-way-to-map-brand-strategy</p> <p>Mohd Sarwar Alam and Dr. Bilal Khan (2012) Impact of Social Media on Brand Equity: A Literature Analysis;;</p> <p>https://www.researchgate.net/publication/321251461</p>
16-17	<p>Integrating Marketing Communication to Build Brand Equity</p> <p>Information Processing Model of Communication, Overview of Marketing Communication Options, Developing Integrated Marketing Communication Programs</p>	Mix of classroom teaching, Case Discussions and Video of Commercials	Familiarize with the strategies to build strong brands and integrate with marketing communications strategies for the same.	<p>Keller, Chapter 6,7</p> <p>“What is the value of a like? Social media endorsements don’t work the way you might think.” Leslie K. John; Daniel Mochon; Oliver Emrich; Janet Schwartz, March 2017; HBR Product R1702H-PDF-ENG</p> <p>https://cb.hbsp.harvard.edu/cbmp/product/R1702H-PDF-ENG</p> <p>Case – Maggie 2 minute noodles. (Return of Maggie) ICMR Case Study</p> <p>https://hbr.org/2016/03/branding-in-the-age-of-social-media</p>
18-19	<p>Developing a Brand Equity Measurement and Management System</p> <p>The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System</p>	Classroom teaching with reference to the readings.	Learn the techniques and strategies for measuring brand by delving deeper into the concept of brand equity	<p>Keller, Chapter 8</p> <p>https://hbr.org/2016/09/the-elements-of-value</p>
20-21	<p>Designing and Implementing Branding Strategies</p> <p>Brand-Product Matrix, Brand Hierarchy, Designing a</p>	Classroom teaching with reference to the readings	Familiarize to build strong brands and formulate branding	<p>Keller, Chapter 11</p> <p>https://hbr.org/2016/03/why-companies-are-advertising-</p>

	Branding Strategy		strategies	their-master-brand
22-23	<p>Managing Brands over Geographical Boundaries and Market Segments</p> <p>Rationale for Going International, Advantages of Global Marketing Programs, Disadvantages of Global Marketing Programs, Standardization vs. Customization, Global Brand Strategy, Building Global Customer-Based Brand Equity</p>	Classroom teaching with reference to the readings. Video talks	Learn to manage brands across geographical boundaries and segments	<p>Keller, Chapter 11,12</p> <p>Today's Savvy Branding Mixes Traditional and Modern Brand Strategies; https://www.entrepreneur.com/article/306780</p> <p>Customer-Based Brand Equity for Global Brands: A Multinational Approach, Journal of Euromarketing, 18:115-132, 2009 Copyright Taylor & Francis Group, LLC ISSN: 1049-6483 print / 1528-6967 online DOI: 10.1080/104964809030222</p> <p>(https://www.researchgate.net/publication/228676317)</p>
24-25	<p>New Products and Brand Extensions</p> <p>Brand extensions, Co-Branding and Brand Architecture, Global Brands, Super brands, Private Labels and Generics, Celebrity Endorsed Brand, Understanding How Consumers Evaluate Brand Extensions</p>	Mix of classroom teaching, case discussions	Learn to familiarize with the strategies to build new products and brand extensions and integrate with marketing communications strategies.	<p>Keller, Chapter 12</p> <p>Case:</p> <p>Preserve the Luxury or Extend the Brand, Daniela Bayersdorfer and Vincent Dessain, HBR February 2011.</p> <p>https://hbr.org/2011/01/hbr-case-study-preserve-the-luxury-or-extend-the-brand</p>
25-26	<p>Contemporary Issues in Branding</p> <p>The Power Of Cult Branding, E-Brand Management, Services Branding, Sensory Branding, Emotional Branding, Brand Volatility, Creative Destruction of Brands</p>	Mix of classroom teaching and video sessions	Learn to execute contemporary branding strategy	<p>Keller Chapter 14, 15</p> <p>Emotional Branding: The New Paradigm for Connecting Brands to People Marc Gobe, Author, Sergio Zyman, Foreword by Allworth Press ISBN 978-1-58115-672-0</p> <p>http://cultmarketing.com/th e-rise-of-cult-branding/</p>
27-30	Presentations			
31	Internal Tests			

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Keller, Parmeswaran, Jacob, Strategic Brand Management (Building Measuring and Managing Brand Equity), 4th edition, Pearson, 2015.
2	Marc Gobe Emotional Branding: The New Paradigm for Connecting Brands to People, Allworth Press New York, 2010
3	Putting Customers at the Heart of Your Brand to Create Passionate Fans: What Microsoft Learned About Customer Engagement in the Sports Industry.” HBR, Dec 2017 https://hbr.org/sponsored/2017/12/turn-customers-into-raving-fans-what-microsoft-digital-has-learned-from-inspiring-sports-fans-to-become-engaged-customers
4	Customer-Based Brand Equity for Global Brands: A Multinational Approach, Journal of Euro-marketing, 18:115–132,2009 Copyright Taylor & Francis Group, LLC ISSN: 1049-6483 print / 1528-6967 online DOI: 10.1080/104964809030222 https://www.researchgate.net/publication/228676317
5	“A better way to map brand strategy.” HBR June 2015. https://hbr.org/2015/06/a-better-way-to-map-brand-strategy

Prepared by: (Faculty name and signature with date)	Dr.Joyeeta Chatterjee 
Approved by: HOD – Name and signature with date	Dr.Joyeeta Chatterjee 
Approved by: Dean Academics – Name and signature with date	Dr.Dinesh Hegde



PGDM

Course Contents

Program	PGDM Marketing Batch 2019-21
Course Title	Strategic Brand Management
Credit Value	04
Semester	III
Duration	40 hours

1.Course Objectives

Brand management starts with a comprehensive knowledge of a “brand”. It enables the students to have a detailed knowledge of brand, as a concept, brand elements like name, logo, tag line, merchandise, design, and any other feature that identifies a business house and its products and differentiates it from the other brands. This course is absolutely essential for students who wishes to study marketing as an area specifically apart from other areas too. It is the science of crafting and sustaining a brand. This course is different in the sense that it focuses on branding and brand management and not studied in conjunction with other related subjects such as marketing and advertising.

2.Course Contents

Sr. No	Contents	No of sessions of 90 minutes each
1	Brands and Brand Management Brands vs. Products, Why Do Brands Matter, Can Anything Be Branded, What Are The Strongest Brands, Branding Challenges and Opportunities, Strategic Brand Management Process.	03
2	Customer-Based Brand Equity Brand Equity Concept Customer-Based Brand Equity, What Makes a Brand Strong, Sources of Brand Equity, Strategies of Building a Strong Brand, Brand Building Implications.	03
3	Brand Positioning and Values Identifying and Establishing Brand Positioning, Updating Positioning Over Time, Defining and Establishing Brand Values, Internal Branding	03
4	Creation of New Brand Brand Identity Prism, Brand Building Models	02

5	Choosing Brand Elements to Build Brand Equity Brand Element Choice Criteria (Brand name, Logo, Jingles, Logo Colour) Brand Element Options and Tactics, Brand Audit.	02
6	Managing Brands over Time Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio.	02
7	Developing a Brand Equity Measurement and Management System. The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System	03
8	Integrating Marketing Communication to Build Brand Equity Information Processing Model of Communication, Overview of Marketing Communication Options, Developing Integrated Marketing Communication Programs.	03
10	Designing and Implementing Branding Strategies Brand-Product Matrix, Brand Hierarchy, Designing a Branding Strategy, Global Brand Strategy, Building Global Customer-Based Brand Equity, Standardization vs. Customization,	03
11	New Products and Brand Extensions Brand extensions, Co-Branding and Brand Architecture, Global Brands, Super brands, Private Labels and Generics, Celebrity Endorsed Brand, Understanding How Consumers Evaluate Brand Extensions	03
12	Contemporary Issues in Branding The Power Of Cult Branding, E-Brand Management, Services Branding, Sensory Branding, Emotional Branding, Brand Volatility, Creative Destruction of Brands	03
13	Presentation of projects -New Perspectives on Branding, Product and Brand Strategy, Pricing Strategy, Channel Strategy	04
14	Test / Viva	01
14	Total Sessions	35

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	40%
2	Semester End Exams	60	60%
	Total	100	100%

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

Sr. No	Reading Material
1	Keller, Parmeswaran, Jacob, Strategic Brand Management (Building Measuring and Managing Brand Equity), 4th edition, Pearson, 2015.
2	Marc Gobe Emotional Branding: The New Paradigm for Connecting Brands to People, Allworth Press New York, 2010
3	Marc Gobe Emotional Branding: The New Paradigm for Connecting Brands to People, Allworth Press New York, 2010
4	Customer-Based Brand Equity for Global Brands: A Multinational Approach, Journal of Euro-marketing, 18:115–132,2009 Copyright Taylor & Francis Group, LLC ISSN: 1049-6483 print / 1528-6967 online DOI: 10.1080/104964809030222 https://www.researchgate.net/publication/228676317
5	“A better way to map brand strategy.” HBR June 2015. https://hbr.org/2015/06/a-better-way-to-map-brand-strategy
6	The impact of marketing activities on service brand equity: The mediating role of evoked experience, January 2018, European Journal of Marketing 52(3) Ravi Shekhar Kumar; Satya Bhusan Dash; Naresh Malhotra
7	Making Brand Portfolios Work https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/making-brand-portfolios-work(2004)
8	Brand success in an era of Digitized Darwinism (2015) https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/brand-success-in-an-era-of-digital-darwinism#



Post Graduate Diploma in Management (PGDM) - Batch 2019-21

Course Contents

Program	PGDM- Finance
Course Title	Cost and Management Accounting
Credit Value	4
Semester	II
Duration	40 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 and data 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, activity-based costing and variance analysis which would develop the students' decision-making skill in management accounting.

2. Course Contents

Sr. No.	Topic	No. of sessions of 90 minutes each
1	Accounting and Cost Concepts Difference between Financial, Cost and Management Accounting, Classification of Costs	2
2	Preparation of Cost Sheet Format of Cost Sheet, Elements of cost sheet	3
3	Cost Volume Profit Analysis Marginal Cost Analysis, Breakeven Analysis, Profit Volume Analysis, Key Factor Analysis	5
4	Activity Based Costing (ABC) Traditional overhead allocation and its drawbacks, cost drivers and classification of activities, Implications of ABC	4
5	Service Costing List of different types of services, Determining the unit of service costing	4
6	Budgetary Controls	4

	Types of Budget- Fixed and Flexible, Budgetary control methods	
7	Standard Costing Computation of Material, Labour, Overhead and Sales Variances, Analysis of variances and their impact on profit	5
	Total	27

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	40%
2	Semester End Examination	60	60%
		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.

Course Plan

Program	PGDM (Finance)
Course Code and Title	Cost & Management Accounting
Course Credit	4
Academic Year	2019-21
Batch	2019-21
Semester	II
Duration (Hrs)	40
Name of the Faculty	Dr. Chetana Asbe
HOD	Dr. Anil Gor

1. Course Overview

The course should develop the student's decision making skill in management accounting to the level where he or she can function effectively as a professional. It should introduce the Students to the application of management accounting tools for pricing, budgetary control, cost allocation and performance evaluation as well as new developments in management accounting knowledge and techniques and how to assess these through cost-benefit analysis.

2. Course Outcomes (CO)

Sr. No	Course Outcome
	At the end of the course students would be able to,
CO 1	Gain the ability to interpret cost accounting statements and be conversant with the basic vocabulary and mechanics of managerial accounting.
CO 2	Critically analyse and provide recommendations to improve the operations of organisations through the application of management accounting techniques;
CO 3	Understand the concept and role of cost accounting in the business management of various manufacturing and non-manufacturing companies across countries.
CO 4	Create an awareness about cost accounting for cost management, planning and control through budgetary control and variance analysis.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2	H	H			
CO3	H	H		M	M
CO4				H	H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business

PO5- Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Overview

Module No.	Topic	Sessions
1	Accounting and Cost Concepts	1-3
2	Cost Sheet	4-6
3	Marginal Costing	7-9
4	Activity Based Costing	10-14
5	Service Costing	15-16
6	Budgetary Controls	17-21
7	Standard Costing	22-27

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1.	Students should have a basic understanding of financial statements.

6. Detailed Assessment Plan

Sr. No	Components	Individual/Group	Marks	Intended Course Objectives to be assessed
1.	Mid Term	Individual	20	CO1
2.	Class Test	Individual	10	CO1, CO3
3.	Group Presentation	Group	10	CO2
4.	End Term	Individual	60	CO1, CO2, CO3, CO4

7. Session Plan (Each session of 90 minutes)


Session No	Topics	Teaching Method	Learning Outcome	Resources (Books/Chapters/Case etc)
1	Accounting and Cost Concepts: Types of Accounting <ul style="list-style-type: none"> • Cost Control, Cost Reduction, Cost Management, • Methods of Costing • Types of Costing, Cost Classification, Cost Behavior 	Interactive Lecture	Know the basics of Cost Accounting	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 1
2	Methods of Costing Types of Costing, Cost Classification, Cost Behavior	Interactive Lecture	Understand the classification of different types of costs	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 7
3	Methods of Costing Types of Costing, Cost Classification, Cost Behavior	Interactive Lecture	Understand the classification of different types of costs	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 7
4	Preparation of Cost Sheet: <ul style="list-style-type: none"> • Explanation of the format 	Interactive Lecture	Understand the concept of cost sheet	Cost Accounting by V. Rajasekaran and R. Lalitha Chapter 1
5	Preparation of Cost Sheet: Exercises	Tutorial	Prepare cost sheet using data (exercises)	Cost Accounting by V. Rajasekaran and R. Lalitha Chapter 1
6	Preparation of Cost Sheet: Exercises	Tutorial	Prepare cost sheet using data (exercises)	Cost Accounting by V. Rajasekaran and R. Lalitha Chapter 1
7	Marginal Costing <ul style="list-style-type: none"> • Explanation of breakeven point (BEP) and margin of safety, Derivation of BEP formula 	Interactive Lecture Tutorial Demonstration (through Models, chart)	Know the basics of Marginal Costing	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 15, 16
8	Marginal Costing: Explanation of marginal costing format and exercises on it	Interactive Lecture Tutorial	Solve sums based on Marginal Costing	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 16

9	Marginal Costing: Case Study on marginal costing concepts	Case Study	Apply the concepts to practical situations	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 16
10	Activity Based Costing (ABC) • Traditional overhead allocation and its drawbacks	Interactive Lecture	Know the basics of Activity Based Costing	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 12
11	Activity Based Costing (ABC) • Stages and Flow of Costs in ABC	Interactive Lecture Demonstration (through Models, chart)	Understand the stages in ABC	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 12
12	Activity Based Costing (ABC) • Explanation of cost drivers and classification of activities	Interactive Lecture Tutorial	Understand the cost drivers and classification of activities	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 12
13	Activity Based Costing (ABC) • Implications of ABC and exercises	Tutorial	Solve sums based on ABC	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 12
14	Activity Based Costing (ABC) • Case Study on ABC	Case study	Apply the concepts of ABC to practical situations	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 12
15	Service Costing • Determining the unit of service costing • Exercises on service costing	Interactive Lecture Tutorial	Understand the concept of Service Costing	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 13
16	Service Costing • Exercises	Tutorials	Solve sums based on Service Costing	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 13
17	Budgetary Control • Meaning of budget and important terms	Interactive Lecture	Understand the concept of Budgetary Control	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 17
18	Budgetary Control • Types of Budget	Interactive Lecture	Understand the types of Budgets	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 17

19	Budgetary Control <ul style="list-style-type: none"> Exercises on preparation of flexible budget and calculating variances 	Tutorial	Solve sums based on Flexible Budgets	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 17
20	Budgetary Control <ul style="list-style-type: none"> Exercises on preparation of flexible budget and calculating variances 	Tutorial	Solve sums based on Flexible Budgets	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 17
21	Budgetary Control Case study on budgetary control	Case study	Apply the concepts of Budgets to practical situations	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 17
22	Standard Costing <ul style="list-style-type: none"> Material Variances 	Interactive Lecture and Tutorial	Understand the Material Variances and solve relevant sums	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 18, 19
23	Standard Costing <ul style="list-style-type: none"> Labor Variances 	Interactive Lecture and Tutorial	Understand the Labor Variances and solve relevant sums	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 18, 19
24	Standard Costing <ul style="list-style-type: none"> Fixed Overhead Variances 	Interactive Lecture and Tutorial	Understand the Fixed Overheads Variances and solve relevant sums	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 18, 19
25	Standard Costing <ul style="list-style-type: none"> Variable Overhead Variances 	Interactive Lecture and Tutorial	Understand the Variable Overheads Variances and solve relevant sums	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 18, 19
26	Standard Costing <ul style="list-style-type: none"> Sales Variances 	Interactive Lecture and Tutorial	Understand the Sales Variances and solve relevant sums	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 18, 19
27	Standard Costing <ul style="list-style-type: none"> Case study on reconciliation of variances 	Case study	Apply the concepts of Standard Costing to practical situations	Management Accounting: Text, Problems and Cases by Khan and Jain Chapter 18, 19

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

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

Prepared by: (Faculty name and signature with date)	Dr. Chetana Asbe 
Approved by: HOD - Name and signature with date	Dr. Anil Gor

Course Plan

Program	PGDM
Course Code and Title	PG.H.S1.08 Legal Aspects of Business
Course Credit	Half Credit
Academic Year	2019-2020
Batch	2019-2021
Semester	I
Duration (Hrs)	20
Name of the Faculty	Dr. Sasmita Singh
HOD	Dr. Anil Gor

1.Course Overview

This course interfaces law with management and deals comprehensively with almost every field of law which has a bearing on business. The objective of the course is to provide the practical and technical knowhow of what principles and rules govern people conducting their business for which they have to enter into contracts day in and day out and at the same time protecting themselves and their companies by critically analyzing every word that is written in the contract.

2.Course Outcomes (CO)

Sr. No	At the end of the course students would be able to:
CO1	Understand the necessity for knowledge of law, different types of laws and the overview of legal system.
CO 2	Have the knowledge about the Contract Act, 1872, special contracts such as Indemnity and Guarantee, Sale of Goods, as well as basic knowledge regarding the Companies Act, 1956 and 2013.
CO 3	Know the applicability of various statutes to different situations arising while conducting the business.
CO 4	Draft and present the arguments for or against a case and communicate the perspective using different provisions of law.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5

Session No	Topics	Pedagogy	Expected Learning Outcomes	Resources (Books/Chapters/Case etc)
1	Course introduction and overview Establishing Contractual Relationships	Lecture along with case study and interaction	Understand the basics of law	Legal Aspects of Business by Akhileshwar Pathak Chapter 1
2	Consideration and Legality of Object Competency of parties to contract	Lecture along with case study and interaction	Know the essential elements of valid contract	Legal Aspects of Business by Akhileshwar Pathak Chapter 7, 10
3	Free Consent	Lecture along with case study and interaction	Know the essential elements of valid contract	Legal Aspects of Business by Akhileshwar Pathak Chapter 2, 3, 4
4	Void Agreement Contingent Contract	Lecture along with case study and interaction	Understand setting aside of contracts for the lack of validity	Legal Aspects of Business by Akhileshwar Pathak Chapter 10
5	Performance and Discharge of Contract	Lecture along with case study and interaction	Know the process for termination of contracts	Legal Aspects of Business by Akhileshwar Pathak Chapter 8, 9
6	Remedies for Breach of Contract	Lecture along with case study and interaction	Understand the consequences for breach	Legal Aspects of Business by Akhileshwar Pathak Chapter 8, 9
7	Special Contracts – Indemnity Special Contracts - Guarantee	Lecture along with case study and interaction	Understand the contracts of Indemnity and Guarantee	Legal Aspects of Business by Akhileshwar Pathak Chapter 20
8	Special Contracts – Pledge Special Contracts - Bailment	Lecture along with case study and interaction	Understand the contracts of Pledge and Bailment	Legal Aspects of Business by Akhileshwar Pathak Chapter 15, 16
9	Special Contracts - Agency	Lecture along with case study and interaction	Understand the concept of Agency	Legal Aspects of Business by Akhileshwar Pathak Chapter 23
10	Introduction and Salient Features of the Companies Act, 2013	Lecture along with case study and	Know the basics of Companies Act	Legal Aspects of Business by Akhileshwar Pathak Chapter 29



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PGDM
Course Plan

Program	PGDM – Finance and HR
Course Title	Business Communication
Course Credit	04
Academic Year	2019-20
Batch	2019-21
Semester	I
Duration (Hrs.)	40 Hours
Name of the Faculty	Prof. Pius Moras
HOD	Dr. Amarjeev Kaul

1. Course Overview

Business Communication plays an important role in corporate life. All through one's life communication builds relationships, creates bonds, helps in networking, supports knowledge and understanding, promotes harmony and peace and makes life meaningful and purposeful. Soft Skills is not an option but a necessity as it provides an additional edge to every person to move ahead in life at the personal as well as professional level. For every MBA student it is not only what you tell in an interview but how you tell and sell your talents and attitude. While excellence in communications skills can help a student to stand apart and be counted at every stage the lack of it can hinder his/her professional and personal development.

2. Course Outcome (CO)

Sr. No	At the end of the course the students will be able to:
CO 1	Understand and differentiate between the various concepts of Business communication.
CO 2	Practice and gain confidence through simulated exercises of business communication and practice them in day to day life.
CO 3	Strengthen their network and develop a better connect with those around them at the personal and professional level.
CO 4	Understand the dynamics of corporate life and be industry ready for an edge during the placements.
CO 5	Develop an optimistic attitude with positive self image and gain self confidence for applying it in personal and professional life.

3. Course Outcome and Program Outcome Mapping

Course Learning Outcomes (CLO)		Program Objectives (PO)				
		PO1	PO2	PO3	PO4	PO5
CO 1	Understand and differentiate between the various concepts and practices of Business communication.	M	M		M	M
CO 2	Practice and gain confidence through simulated exercises of business communication and practice them in day to day life.	H	M	H		H
CO 3	Strengthen their network and develop a better connect with those around them at the personal and professional level.		H	M	M	M
CO 4	Understand the dynamics of corporate life and be industry ready for an edge during the placements with mastery in Group Discussion and Personal Interview	H	H	H	M	H
CO 5	Develop an optimistic attitude with positive self image and gain self confidence for applying it in personal and professional life.	H	H	H	M	H

H- Highly correlated, M- Moderately correlated, L- Slight correlation

PO1- Apply knowledge of management theories and practices to solve business problems

PO2-Foster Analytical and Critical Thinking abilities for data based decision making

PO3-Ability to develop Value based Leadership ability

PO4-Ability to understand, analyse and communicate global, economic, legal and ethical aspects of business

PO5-Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment

4. Course Overview

Module Number	Topic	Sessions
PRINCIPLES OF COMMUNICATION		
1.	Introduction to Communication Characteristics of communication. Barriers to communication Overcoming communication Barriers.	1 - 3
2.	Organizational Communication: <ul style="list-style-type: none"> • 7 Cs of communication • Corporate communication – Effective Meetings. • Importance of conversation. • Negotiation skills 	4 & 5.
3.	Non-Verbal Communication <ul style="list-style-type: none"> • Classification of Non-verbal communication. • Body language. • Para-lingual aspects of communication. 	6,7, & 8

4	Listening <ul style="list-style-type: none"> • Meaning and art of listening – Importance, essential facts and process. • Types of listening. • Barriers to effective listening. • Effective listening techniques. 	9
5.	Public Speaking and Presentation skills <ul style="list-style-type: none"> • Importance. • Presentation and public speaking. • Elements of public speaking. 	10 & 11.
6.	Effective Presentation Skills <ul style="list-style-type: none"> • Power point murder weapons. • Elements of effective presentation. • Presentation stages Before, during and after 	12 & 13
7.	Employment communication. Interviews <ul style="list-style-type: none"> • CV & Resume and Cover letter • Frequently asked questions. • Do's, don'ts and tips. Group Discussions (GD) <ul style="list-style-type: none"> • Importance and types of GD. • Elements of GD. • Do's, don'ts and tips. 	14, 15 & 16
8.	Business Etiquette <ul style="list-style-type: none"> • Importance. • Forming first impressions. • Importance of Dress, Time, Telephone and dining etiquette. 	17
9.	Internet & Social Media <ul style="list-style-type: none"> • Technology based communication tools. • Social networking. 	18
10.	Business writing <ul style="list-style-type: none"> • Importance of effective writing. • Essential features of business writing. • Writing routine, persuasive and routine messages. Business correspondence <ul style="list-style-type: none"> • Business Letters. • Memos • Emails. 	19 & 20
11.	Reports and Proposals <ul style="list-style-type: none"> • Basic features and types. • Writing the report. • Project proposal 	21 & 22
12.	Power of Positive thinking and visualization.	23.
13.	Student Presentations.	24, 25, 26
14.	Summarization, Recap and feedback for industry readiness	27

5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1.	Open mindedness and willingness to learn.
2.	Hunger for knowledge and excellence
3.	Clear focus for a purposeful life
4.	Hard working and participation in all activities and simulation exercises for experiential learning.
5.	Appreciate and celebrate ones uniqueness and visualize oneself as a victor and not a victim without comparing with anyone

6. Detailed Assessment Plan (Briefly describe each component and how the students are going to be evaluated)

Sr. No	Components with details	Individual/Group	Marks
1	Continuous Assessment (Practicals) <ul style="list-style-type: none"> • Class Participation-5 Marks (Individual assessment) • Speech- 5 (Individual assessment) • Group Discussion-10 Marks (Individual assessment) • Personal Interview-10 Marks (Individual assessment) • Class Presentation-10 Marks (Group of 7 to 8. Marks given individually) 	Individual Assessment	40%
2	Semester End Exams (Written)	Individual assessment	60%
	Total		100%

7. Session Plan (Each session of 90 minutes)

Session No.	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc.)
PRINCIPLES OF COMMUNICATION				
1	Introduction to Communication <ul style="list-style-type: none"> • What is communication? • Components of the communication process. • Types of communication. 	PPT, Videos, Class interaction, live examples and demonstrations.	Understand the importance of communication and be open to learning.	Business Communication – Mallika Nawal. Ch. 1

8.	Barriers to communication <ul style="list-style-type: none"> • Classification of Barriers – <ul style="list-style-type: none"> ○ Interpersonal, ○ Intrapersonal ○ Language ○ Semantic. ○ Degree of Knowledge ○ Perception. ○ Frame of Reference ○ Poor listening skills ○ Personal interests. ○ Speed of thought, ○ Physical distractions. 	PPT, Videos, Class interaction, live examples and demonstrations.	Be proactive to avoid the pitfalls so as to excel in communication.	Business Communication – Mallika Nawal. Ch. 1
9.	Barriers to communication <ul style="list-style-type: none"> ○ Lack of trust. ○ Hierarchy ○ Channel or medium ○ Emotional interference. ○ Cultural ○ Organizational. • Overcoming communication Barriers. • Characteristics of communication. 	PPT, Videos, Class interaction, live examples and demonstrations.	Be proactive to avoid the pitfalls so as to excel in communication.	Business Communication – Mallika Nawal. Ch. 1
4	Organizational Communication: <ul style="list-style-type: none"> • Importance of effective communication. • Organizational structure and communication. • Modes of communication - Formal -Informal, Oral-Written, Internal-External, Verbal-Non-verbal. • Types of communication – Intrapersonal, Interpersonal, Group and mass communication. 	PPT, Videos, Class interaction, live examples and demonstrations.	Understand the concepts, importance and be industry ready.	Business Communication – Mallika Nawal. Ch. 2.
5	Organizational Communication: <ul style="list-style-type: none"> • Importance of conversation. • Communication styles. • 7 Cs of communication • Communicating with the Boss • Corporate communication 	PPT, Videos, Class interaction, live examples and demonstrations.	Understand the concepts, importance and be industry ready.	Business Communication – Mallika Nawal. Ch. 2 Case study of X-Look Company – Plight of an intelligent

	<ul style="list-style-type: none"> – Effective Meetings. • Conflict communication • Negotiation skills <p>Crisis communication.</p>			management Trainee
6.	Non-Verbal Communication <ul style="list-style-type: none"> • Role and importance. • Classification of Non-verbal communication. • Body language. 	PPT, Videos, Class interaction, live examples and demonstrations.	Understand the intricacies of non-verbal communication and master the art and skills of non-verbal communication for an impactful and eventful corporate and personal life.	Business Communication – Mallika Nawal. Ch. 3
7	Non-Verbal Communication <ul style="list-style-type: none"> • Para-lingual aspects of communication. 	PPT, Videos, Class interaction, live examples and demonstrations.	Understand the intricacies of non-verbal communication and master the art and skills of non-verbal communication for an impactful and eventful corporate and personal life.	Business Communication – Mallika Nawal. Ch. 4
8	Non-Verbal Communication <ul style="list-style-type: none"> • Culture and non-verbal communication. • Non-verbal communication and business success. 	PPT, Videos, Class interaction, live examples and demonstrations.	Understand the intricacies of non-verbal communication and master the art and skills of non-verbal communication for an impactful and eventful corporate and personal life.	Business Communication – Mallika Nawal. Ch. 3 & 4 with additional material from Class teaching.
9	Listening <ul style="list-style-type: none"> • Meaning and art of listening – Importance, essential facts and process. • Types of listening. • Listening ROI • Barriers to effective listening. • Effective listening techniques. 	PPT, Videos, Class interaction, live examples and demonstrations.	Realize the importance and the need of this most ignored aspect of communication.	Business Communication – Mallika Nawal. Ch. 5
10	Public Speaking and Presentation skills <ul style="list-style-type: none"> • Importance of Presentations and public speaking. • Presentation and public speaking. 	PPT, Videos, Class interaction, live examples and demonstrations.	Understand that public speaking and presentation is a teachable skill that can be mastered with practice thus overcoming the fear	Business Communication – Mallika Nawal. Ch. 12 and class teaching.

			of public speaking to rise higher in corporate life.	
11	Public Speaking and Presentation skills <ul style="list-style-type: none"> • Elements of public speaking. • Choice of methods. • Non-verbal cues. • Motivating audience. 	PPT, Videos, Class interaction, live examples and demonstrations.	Understand that public speaking and presentation is a teachable skill that can be mastered with practice thus overcoming the fear of public speaking to rise higher in corporate life.	Class teaching and supporting material provided by the Faculty.
12	Effective Presentation Skills <ul style="list-style-type: none"> • Power point murder weapons. • Know your audience. • Elements of effective presentation 	PPT, Videos, Class interaction, live examples and demonstrations.	Understand that public speaking and presentation is a teachable skill that can be mastered with practice thus overcoming the fear of public speaking to rise higher in corporate life.	Business Communication – Mallika Nawal. Ch. 12 and class teaching.
13	Effective Presentation Skills <ul style="list-style-type: none"> • Pre-Presentation stage (Who-Why-What-When-Where-How). • Presentation stage (during the presentation) Post-Presentation stage.	PPT, Videos, Class interaction, live examples and demonstrations.	Understand that public speaking and presentation is a teachable skill that can be mastered with practice thus overcoming the fear of public speaking to rise higher in corporate life.	Business Communication – Mallika Nawal. Ch. 12 and class teaching.
14	Employment communication. Interviews <ul style="list-style-type: none"> • CV & Resume and Cover letter • Myths and facts about interviews. • Job interviews: Before-During and after. 	PPT, Videos, Class interaction, live examples and demonstrations.	To acquire a better understanding of the recruitment process and equip oneself to be ready for dream jobs knowing fully well that the problem is not of unemployment but employability. Clear, powerful and pointed communication is the key to success.	Business Communication – Mallika Nawal. Ch. 10, 16 and class teaching.
15	Employment communication. Interviews <ul style="list-style-type: none"> • Frequently asked questions. • Do's, don'ts and tips. 	PPT, Videos, Class interaction, live examples and	Prepares the students for the crucial interview that has the potential to get into	Business Communication – Mallika Nawal. Ch. 16 and the


		demonstrations.	their dream job.	actual interview.
16	Group Discussions (GD) <ul style="list-style-type: none"> • Importance and types of GD. • Elements of GD. • Do's, don'ts and tips. 	PPT, Videos, Class interaction, live examples and demonstrations.	Empowers the students to prepare themselves for doing well at the first stage of recruitment.	Class teaching, supporting material provided by the Faculty and the actual GD
17	Business Etiquette <ul style="list-style-type: none"> • Importance. • Forming first impressions. • Importance of Dress, Time, Telephone and dining etiquette. 	PPT, Videos, Class interaction, live examples and demonstrations.	Helps the students to deal with the corporate life in an effective manner for their own betterment as well as the betterment of the Organization that they work.	Business Communication – Mallika Nawal. Ch. 13, 14, 17 & 18
18	Internet & Social Media <ul style="list-style-type: none"> • Technology based communication tools. • Social networking. 	PPT, Videos, Class interaction, live examples and demonstrations.	Once cannot run away from technology. The students should realize the value of technology and use it to their advantage.	Business Communication – Mallika Nawal. Ch. 13 and class teaching.
19	Business writing <ul style="list-style-type: none"> • Importance of effective writing. • Essential features of business writing. • Writing routine, persuasive and routine messages. 	PPT, Videos, Class interaction, live examples and demonstrations.	The students will realize that the business writing/correspondence, proposals and reports have to be written care, caution and elegance since it forms a record that has to stand the test of scrutiny and should serve the organization to enhance its image and performance.	Business Communication – Mallika Nawal. Ch. 6, 8 and Class teaching.
20	Business correspondence <ul style="list-style-type: none"> • Importance of Business writing. • Business Letters. • Ten commandments of letter writing • Case studies • Cover letters • Resumes • Memos • Emails. 	PPT, Videos, Class interaction, live examples and demonstrations.	The students will realize that the business writing/correspondence, proposals and reports have to be written care, caution and elegance since it forms a record that has to stand the test of scrutiny and	Business Communication – Mallika Nawal. Ch. 6, 7 & 8

			should serve the organization to enhance its image and performance.	
21	Reports and Proposals <ul style="list-style-type: none"> • Basic features and types. • Planning the report. 	PPT, Videos, Class interaction, live examples and demonstrations.	The students will realize that the business writing/correspondence, proposals and reports have to be written care, caution and elegance since it forms a record that has to stand the test of scrutiny and should serve the organization to enhance its image and performance.	Business Communication – Mallika Nawal. Ch. 11
22	Reports and Proposals <ul style="list-style-type: none"> • Writing the report. • Project proposal 	PPT, Videos, Class interaction, live examples and demonstrations.	The students will realize that the business writing/correspondence, proposals and reports have to be written care, caution and elegance since it forms a record that has to stand the test of scrutiny and should serve the organization to enhance its image and performance.	Business Communication – Mallika Nawal. Ch. 11
23	Conversations and Negotiations Power of Positive thinking and visualization.	PPT, Videos, Class interaction, live examples and demonstrations. Group Exercise	Conversations and negotiations are critical for Bring about an awareness that organizations culture and performance in-house and with the outside word. The business dealings/partnerships/interactions hinge around conversations and negotiations.	Business Communication – Mallika Nawal. Ch. 15, Class teaching and Group Exercise

24	<p>Student Presentations Presentation- I Process of Communication & Barriers to communication Presentation- II Organizational Communication. Presentation- III Non-Verbal Communication</p>	PPT with student presentation of 5 Mins per student.	Students will realize how well they have digested the concepts and the subject and get an opportunity to face an intelligent audience while presenting the topic. This calls not only for hard work but also smart work.	Student Presentations based on Class teaching, Main and internet.
24	<p>Student Presentations Presentation- IV Effective Presentations and Public Speaking Presentation- V Interviews and Group Discussion</p>		Students will realize how well they have digested the concepts and the subject and get an opportunity to face an intelligent audience while presenting the topic. This calls not only for hard work but also smart work.	
25	<p>Student Presentations Presentation- VI Written Communication (CV, Reports, Memos, and Minutes etc.) Presentation- VII Business Etiquette (Email, Telephone, Dining, dress)</p>		Students will realize how well they have digested the concepts and the subject and get an opportunity to face an intelligent audience while presenting the topic. This calls not only for hard work but also smart work.	
26	<p>Summarization, Recap and feedback for industry readiness</p>		The final feedback and summarization with experiential and theoretical inputs as well as latest trends and happenings that are critical for their success in corporate life.	

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Reading Material
1.	Business Communication – Mallika Nawal (Published by Cengage Learning), Second Edition. 2020 (Reprint)
2.	Technical Communication – Principles and Practice (Second Edition). Meenakshi Raman and Sangeeta Sharma (Oxford University Press).2012
3.	Communication Skills - Leena Sen. (Published by PHI Learning Private Limited). 2011.

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