

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.2021-22

Course Plan

Program	PGDM Sections A& B
Course Code and Title	Principles and Practices of Management (PGC 101)
Course Credit	3
Academic Year	2021-22
Batch	2021-23
Trimester	1
Duration (Hrs)	30
Name of the Faculty	Dr M R Koshti
HOD	Dr Vaishali Kulkarni

1. Course Objectives

To introduce the students to various concepts in general management

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	understand / explain the evolution of management
CO2	understand/explain different managerial functions
CO3	understand ethical and social issues in managerial functions
CO4	explain management concepts using industry examples theoretically and via group presentations

3. Course Outcome and Program Outcome mapping

Course Learning Outcomes (CO)		Program Objectives (PO)				
		PO1	PO2	PO3	PO4	PO5
CLO 1	To understand Evolution of management	M				
CLO 2	To understand Managerial functions	M				

CLO 3	To understand Ethical /Social issues in management	M			H	
CLO 4	To explain management concepts using industry examples theoretically and via group presentations	M		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, 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 Modules

Module No.	Topic	Sessions
1	Evolution of Management	5
2	Different Managerial Functions	10
3	Social Responsibility of Management	1

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

Sr. No	Details

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	Assignment/ Class Test / Quiz (4 quizzes, 5marks each) / Case study etc	Individual	20	CO1 CO2 CO3
2	Presentation/viva voce/ role play/ class participation etc	Individual	10	CO4
3	Projects / Field work/ Research (Presentations on specific organization) / Live Project etc	Group I	20	CO4
4	Trimester end Examination	Individual	50	CO1 CO2 CO3 CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 20 hours

Session No	Topics	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc
1	Introduction to management	Watch video and class discussion	Students express their understanding of management	Video – A day in the life of a Production Manager
2	Introduction to management- Definitions of management Characteristics of management Managerial roles	Class room discussion	Students know various definitions of management, its characteristics and roles	Book - Essentials of management by Koontz & Weirich, Chapter 1 News articles illustrating the concepts taught in the class
3	Evolution of Management – Fredric Taylor’s principles of scientific management	Class room discussion	Students appreciate to use scientific information rather than thumb rule in management	Book - Essentials of management by Koontz & Weirich, Chapter 1 News articles illustrating the concepts taught in the class
4	Evolution of Management – Fourteen Principles of management advocated by Henry Feyol	Watch video and class room discussion	Students know how division of labour and other principles by Feyol increase the productivity of an organization	20 minutes clip from Charlie Chaplin movie “Modern Times” Book – Principles of Management by Pravin Durai, Chapter 2
5	Evolution of Management – Hawthorne study, recent contribution to management thoughts, Management as art, science and profession	Watch video and class room discussion	Students learn that not only the managerial guidance but the harmony in the workers’ group also contributes to productivity	Video on Hawthorne study Book - Essentials of management by Koontz & Weirich, Chapter 1
6	Functions of the management Planning - Classification of planning, Nature of objectives, Multiplicity/hierarchy of objectives, SMART goals, Barriers to effective planning, MBO	Class room discussion	Students learn various types of plans and SMART goals/objectives	Book - Essentials of management by Koontz & Weirich, Chapter 4 & 5

7	<p>Functions of the management</p> <p>Planning</p> <p>Decision making</p>	<p>Class activity to generate options to achieve given objective</p>	<p>Students learn that in brainstorming no idea is to be criticized</p>	<p>Class activity</p>
8	<p>Functions of the management</p> <p>Decision making process - Weighted score method, Rationality in decision making, Programmed And Non-Programmed Decisions</p>	<p>Class room discussion</p>	<p>Students learn how to evaluate alternatives for achieving the given objective</p>	<p>Book - Essentials of management by Koontz & Weirich, Chapter 6</p>
9	<p>Functions of the management</p> <p>Organizing - Span of control,</p>	<p>Watch video and class room discussion</p>	<p>Students understand in which situations a wide or short span of control will work</p>	<p>Video on span of control</p>
10	<p>Functions of the management</p> <p>Organizing, - Departmentation, Strategic Business Units, Organization culture</p>	<p>Class room discussion</p>	<p>Students design structure for the given organization</p>	<p>Book - Essentials of management by Koontz & Weirich, Chapter 7, 8, 9</p>
11	<p>Functions of the management</p> <p>Staffing - HRM, Job Analysis/description/specification, Managerial Skill for Success, Recruitment, selection, orientation, training, placement</p>	<p>Class room discussion</p>	<p>Students learn how recruitment and selection is done</p>	<p>Book - Essentials of management by Koontz & Weirich, Chapter 11, 12</p>
12	<p>Functions of the management</p> <p>Directing – Motivation</p> <p>Mcgregors Theory X And Theory Y</p> <p>Maslow’s need hierarchy</p> <p>Herzberg’s hygiene and motivation factor theory</p>	<p>Watch video and class room discussion</p>	<p>Students understand why it is critical for a manager to understand the needs of the employees to motivate them</p>	<p>Videos on McGregor, Maslow and Herzberg</p> <p>Book - Essentials of management by Koontz & Weirich, Chapter 14</p>
13	<p>Functions of the management</p> <p>Directing – Motivation</p> <p>Alderfer’s ERG theory</p> <p>The expectancy theory</p> <p>Equity theory</p> <p>Goal setting theory</p>	<p>Class room discussion</p>	<p>Students know other than the popular theories of motivation</p>	<p>Book - Essentials of management by Koontz & Weirich, Chapter 14</p>

14	<p>Functions of the management</p> <p>Directing – Leadership</p> <p>Definition, different types of leadership, Level 5 leadership</p>	<p>Watch video and class room discussion</p>	<p>Students learn how different types of leadership are appropriate in different situations</p>	<p>Video on Level 5 leaders</p> <p>Book - Essentials of management by Koontz & Weirich, Chapter 15</p>
15	<p>Functions of the management</p> <p>Controlling – Importance of control, Different control standards, The balanced score card method of controlling, Non-budgetary control methods</p>	<p>Watch video and class room discussion</p>	<p>Students understand that controlling is an ongoing activity to ensure that the organization is on right path</p>	<p>Video – How planning and controlling go together</p> <p>Book - Essentials of management by Koontz & Weirich, Chapter 18, 19</p>
16	<p>Ethics in Business, Corporate Social Responsibility</p> <p>Arguments for and against social involvement of business</p> <p>Reasons why companies engage in CSR</p>	<p>Class room discussion</p>	<p>Students become sensitive to the social issues that they will have to keep in mind when they become managers</p>	<p>Book - Essentials of management by Koontz & Weirich, Chapter 2</p>


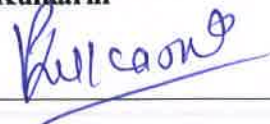
8. Student Prep Activities (Total : 10 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Presentations by groups on selected organization
2	Case analysis

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

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

Prepared by: (Faculty name and signature with date)	Prof Dr M R Koshti 
Approved by: HOD – Name and signature with date	Prof Dr Vaishali Kulkarni 

PGDM

Course Contents

Program	PGDM
Course Title	Principles & Practices of Management
Credit Value	03
Trimester	1 (First year)
Duration	30 hours (Teaching 20 hours - 16 sessions of 75 minutes each)

1.Course Objectives

To introduce the students to various concepts in general management

2.Course Contents

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

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

3. Teaching Methods

Lectures , Videos, Class activities, Case studies

4. Assessment


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

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

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



Faculty – Prof Dr M R Koshti



HOD-Prof Dr Vashali Kulkarni

Course Plan

Program	PGDM
Course Title	Organizational Behaviour
Course Credit	3
Academic Year	2021-2022
Batch	2021-2023
Trimester	I
Duration (Hrs)	30 hours
Name of the Faculty	Dr. Nitin Sharma
HOD	Dr. Caral D'Cunha

1. Course Objective

Organization Behaviour is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. This course, therefore, encourages students to better understand, explain, and yet improve human behavior in organizations.

Particularly, students will understand how some factors, such as individual characteristics, group processes, and organizational structure, would influence work and organizational performance.

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

1. Individuals in organizations (micro-level),
2. Work groups (meso-level), and
3. How organizations behave (macro-level).

Classroom activities involving lectures, discussions and case studies (topped up with role-play) will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	To understand the theories, models and concepts of organization Behaviour
CO2	To apply and analyze organisational behaviour concepts, models and theories to real life management situations through case analysis
CO3	To enable students to synthesize the organizational behavioural related problems and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Introduction	1-2
2	The Individual- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.	3-9
3	The Group - Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.	10-13
4	The organization system- Understand the organizational system, including organizational structures, culture, and change.	14-16

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

Sr. No	Details
1	Pre reading from the reference book given: Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18 th edition, Pearson Publication Pareek. U. (2010). Understanding Organizational Behavior (2nd ed.). Oxford University Press

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	Periodical Class Test-Class Test would be conducted covering basic concepts in OB in the form of MCQs.	Individual	10	CO1
2	Case based Assignments- Students will be presenting on the case assigned to them (One group comprises of six students)	Group	20	CO1, CO2
3	Research Projects: Group will be assigned the contemporary topic for understanding organization's problems.	Group	20	CO1, CO2, CO3
4	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of organization behaviour	Individual	50	CO1, CO2, CO3

7. Session Plan (75 mins each)

Session No & Date	Topics	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapter s/Case etc	Intended Cos to be assessed
1	Discussion of Course Plan Management functions, Importance of Interpersonal skills. Origin, Nature and Scope of Organisational Behaviour, Relevance to Organisational Effectiveness	Interactive lectures for the concepts	Demonstrate the importance of interpersonal skills in the workplace. Define <i>organizational behavior (OB)</i> . Show the value to OB to systematic study. Identify the major	Chapter 1: What Is Organizational Behavior Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson	CO1, CO2

	Disciplines that contribute to the OB field, Challenges & opportunities for OB		behavioral science disciplines that contribute to OB. Demonstrate why few absolutes apply to OB. Identify managers' challenges and opportunities in applying OB concepts.	Publication Activity: 1 Caselet: Humanized Robots	
2	Diversity in Organizations: forms of workplace diversity, workplace discrimination, key biographical characteristics, managing diversity	Interactive lectures for the concepts & the fundamental s, AVs, Discussion of the articles related to the concepts	Describe the two major forms of workplace diversity. Demonstrate how workplace discrimination undermines organizational effectiveness. Describe how the key biographical characteristics are relevant to Organizational Behavior (OB). Describe how organizations manage diversity effectively.	Chapter 2: Diversity in Organizations Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication	CO1, CO2
3	Emotions & moods: sources of emotions and moods, emotional labor, affective events theory, emotional intelligence, strategies for emotional regulation	Interactive lectures for the concepts & the fundamental s	Differentiate between emotions and moods. Identify the sources of emotions and moods. Show the impact emotional labor has on employees. Describe affective events theory. Describe emotional intelligence. Identify strategies for emotional regulation. Apply concepts about emotions and	Chapter 4: Emotions and Moods Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication	CO1, CO2

			moods to specific OB issues		
4	Perception: Perceptual Processes, attribution theory, Effect of perception on Individual Decision-Making	Interactive lectures for the concepts & the fundamental s Activity,	<p>Explain the factors that influence perception.</p> <p>Errors of Perception</p> <p>Explain the link between perception and decision making.</p>	<p>Chapter 6: Perception and Individual Decision Making</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p> <p>Activity: 2 Case study: Is that your Ego?</p>	CO1, CO2, CO3
5	<p>Attitudes & Job Satisfaction:</p> <p>three components of an attitude, Major Job attitudes, job satisfaction, main causes of job satisfaction, employee responses to job dissatisfaction.</p>	Interactive lectures for the concepts & the fundamental s	<p>Contrast the three components of an attitude.</p> <p>Compare the major job attitudes.</p> <p>Define <i>job satisfaction</i>.</p> <p>Summarize the main causes of job satisfaction.</p> <p>Identify three outcomes of job satisfaction.</p> <p>Identify four employee responses to job dissatisfaction.</p>	<p>Chapter 3: Attitudes and Job Satisfaction</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p> <p>Activity 9: Case Study: I'll do whatever I want ... who are you to prohibit me? A tattle tale of workplace deviance, Emerald case</p>	CO1, CO2, CO3
6	Values, Sources of Value Effect of Values on Attitudes and Behaviour, Hofstede's five value dimensions and the GLOBE framework	Interactive lectures for the concepts & the fundamental s, AVs: Ted talk	<p>Contrast terminal and instrumental values.</p> <p>Hofstede's five value dimensions and the GLOBE framework.</p>	<p>Chapter 5: Personality, Learning and Values</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra,</p>	CO1, CO2

				18th edition, Pearson Publication	
7	<p>Personality: Meaning and Determinants of Personality, Process of Personality Formation</p> <p>Assessment of Personality Traits for Increasing Self Awareness.</p>	<p>Interactive lectures for the concepts & the fundamentals, Psychometric Instrument</p>	<p>Describe personality, the way it is measured, and the factors that shape it.</p> <p>Describe the Myers-Briggs Type Indicator (MBTI) personality framework and the Big Five model.</p> <p>Discuss how the concepts of core self-evaluation (CSE), self-monitoring, and proactive Personality contribute to the understanding of personality.</p>	<p>Chapter 5: Personality, Learning, and Values</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p>	CO1, CO2
8	<p>Theories of Motivation</p> <p>-Early theories of motivation, Theories of Motivation</p> <p>-contemporary theories of motivation</p>	<p>Interactive lectures for the concepts & the fundamentals, AVs</p>	<p>Describe the three key elements of motivation.</p> <p>Compare the early theories of motivation.</p> <p>Contrast the elements of self-determination theory and goal-setting theory.</p> <p>Understand the differences between self-efficacy theory, reinforcement theory, and expectancy theory.</p> <p>Describe how the contemporary theories of motivation complement one another.</p> <p>Identify the implications of employee job engagement for managers.</p>	<p>Chapter 7: Motivation Concepts</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p> <p>Activity: 3 Case study: Are men paid more than women? Business world</p>	CO1, CO2, CO3

9	<p>Motivation- Concepts to application: job characteristics model, alternative work arrangements, employee involvement, types of variable-pay programs, flexible benefits</p>	<p>Interactive lectures for the concepts & the fundamentals, Management AVs</p>	<p>Describe how the job characteristics model motivates by changing the work environment.</p> <p>Compare the main ways jobs can be redesigned.</p> <p>Explain how specific alternative work arrangements can motivate employees.</p> <p>Describe how employee involvement measures can motivate employees.</p> <p>Demonstrate how the different types of variable-pay programs can increase employee motivation.</p> <p>Show how flexible benefits turn benefits into motivators.</p> <p>Identify the motivational benefits of intrinsic rewards.</p>	<p>Chapter 8: Motivation: From Concepts to Applications</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p> <p>Activity: 5 Case study: Taj's people philosophy & Star system, ICMR</p>	<p>CO1, CO2, CO3</p>
10	<p>Foundations of Group Behavior: Workgroups formal and informal groups and stages of group development. Group conflicts and group decision making. Concepts of Team, team building, types of teams</p>	<p>Interactive lectures for the concepts & the fundamentals, Team Building activity</p>	<p>Distinguish between the different types of groups and stages of group development.</p> <p>Contrast the strengths and weaknesses of group decision making.</p> <p>Identify the characteristics of effective teams.</p> <p>Explain how organizations can create team players.</p>	<p>Chapter 9: Foundations of Group Behavior</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p>	<p>CO1, CO2, CO3</p>

11	<p>Leadership: Concepts and skills of leadership Leadership styles and effectiveness, Trait theories & Behavioural theories,</p> <p>Contemporary issues in leadership.</p>	<p>Interactive lectures for the concepts & the fundamental s,</p>	<p>Summarize the conclusions of theories of leadership.</p> <p>Describe the contemporary theories of leadership and their relationship to foundational theories.</p> <p>Describe how leaders can have a positive impact on their organizations through building trust and mentoring.</p> <p>Identify the challenges to our understanding of leadership.</p>	<p>Chapter 12: Leadership</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p> <p>Activity: 4 Case study: Dr. Amita Joshi at Samuel Drugs, Ivy</p>	CO1, CO2, CO3
12	<p>Power and Politics: sources and Uses of power</p> <p>Politics at workplace-Causes & consequences of political behaviour</p>	<p>Interactive lectures for the concepts & the fundamental s</p>	<p>Explain the three bases of formal power and the two bases of personal power.</p> <p>Identify power or influence tactics and their contingencies.</p> <p>Identify the causes and consequences of abuse of power.</p>	<p>Chapter 13: Power and Politics</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p>	CO1, CO2, CO3
13	<p>Types of Conflict, Sources of conflict, Five conflict handling techniques</p>	<p>Interactive lectures for the concepts & the fundamental s, Role play</p>	<p>Describe the three types of conflict and the three loci of conflict.</p> <p>Outline the conflict process. Contrast distributive and integrative bargaining.</p> <p>Apply the Five conflict handling techniques</p>	<p>Chapter 14: Conflict and Negotiation</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publication</p>	CO1, CO2, CO3
14	<p>Organizational culture, creating & sustaining</p>	<p>Interactive lectures for</p>	<p>Describe the common characteristics of</p>	<p>Chapter 16: Organizational</p>	CO1, CO2, CO3

	culture	the concepts & the fundamental s, Discussions on Best Places to work for survey	organizational culture. Compare the functional and dysfunctional effects of organizational culture on people and the organization. Identify the factors that create and sustain an organization's culture. Show how culture is transmitted to employees.	Culture Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication	
15	Organizational Change, Resistance to change, Approaches to managing organizational change	Interactive lectures for the concepts & the fundamental s	Contrast the forces for change and planned change. Describe ways to overcome resistance to change. Compare the four main approaches to managing organizational change. Demonstrate three ways of creating a culture for change.	Chapter 18: Organizational Change and Stress Management Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication Activity: 8 Case Study: Leadership challenges at Fritz Publishing	CO1, CO2, CO3
16	Stress Management: potential environmental, organizational, and personal sources of stress at work, physiological, psychological, and behavioral symptoms of stress, individual and organizational approaches to managing stress at work.	Interactive lectures for the concepts & the fundamental s, Psychometric Instrument	Identify the potential environmental, organizational, and personal sources of stress at work and the role of individual and cultural differences. Identify the physiological, psychological, and behavioral symptoms of stress at work.	Chapter 18: Organizational Change and Stress Management Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson	CO1, CO2, CO3

			Describe individual and organizational approaches to managing stress at work.	Publication	
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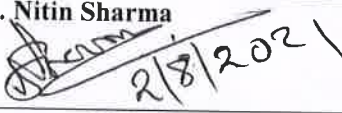

7. Session Plan (Each session of 75 minutes) Total: 20 hours

8. Student Prep Activities (Total : 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Caselet: Humanized Robots
2	Case study: Is that your Ego?, Business world
3	Case study: Are men paid more than women? Business world
4	Case Study: Dr. Amita Joshi at Samuel Drugs, Ivy
5	Case Study: Taj's people philosophy & Star system, ICMR
6	Case Study: The Treadway Tire company: Job dissatisfaction & high turnover at Lima Plant, Harvard Brief cases
7	Video case: Undercover Boss: Dominos Pizza
8	Case Study: Leadership challenges at Fritz Publishing
9	Case Study: I'll do whatever I want ... who are you to prohibit me? A tattle tale of workplace deviance, Emerald case

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

Sr. No	Details
1	Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18 th edition, Pearson Publication
2	Organizational Behaviour - Pareek & Khanna, 3 rd edition, Oxford Publication
4	Organizational Behaviour - Fred Luthans, 12 th edition, McGraw Hill Publication
5	Magazines:- Human Capital, Harvard Business Review, People matters

Prepared by: (Faculty name and signature with date)	Dr. Nitin Sharma  2/8/2021
Approved by: HOD - Name and signature with date	Dr. Caral D' Cunha  02/08/2021

Course Plan

Program	PGDM
Course Title	PGC102 Organizational Behaviour
Course Credit	3
Academic Year	2021-2022
Batch	2021-2023
Trimester	I
Duration (Hrs)	30 hours
Name of the Faculty	Dr. Caral D'Cunha
HOD	Dr. Caral D'Cunha

1. Course Objective

Organization Behaviour is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. This course, therefore, encourages students to better understand, explain, and yet improve human behavior in organizations.

Particularly, students will understand how some factors, such as individual characteristics, group processes, and organizational structure, would influence work and organizational performance.

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

1. Individuals in organizations (micro-level),
2. Work groups (meso-level), and
3. How organizations behave (macro-level).

Classroom activities involving lectures, discussions and case studies (topped up with role-play) will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	To understand the theories, models and concepts of organization Behaviour
CO2	To apply and analyze organisational behaviour concepts, models and theories to real life management situations through case analysis
CO3	To enable students to synthesize the organizational behavioural related problems and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Introduction	1-2
2	The Individual- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.	3-9
3	The Group - Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.	10-13
4	The organization system- Understand the organizational system, including organizational structures, culture, and change.	14-16

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

Sr. No	Details
1	Pre reading from the reference book given: Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18 th edition, Pearson Publication Pareek. U. (2010). Understanding Organizational Behavior (2nd ed.). Oxford University Press

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	Periodical Class Test-Class Test would be conducted covering basic concepts in OB in the form of MCQs.	Individual	10	CO1
2	Case based Assignments- Students will be presenting on the case assigned to them (One group comprises of six students)	Group	20	CO1, CO2
3	Research Projects: Group will be assigned the contemporary topic for understanding organization's problems.	Group	20	CO1, CO2, CO3
4	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of organization behaviour	Individual	50	CO1, CO2, CO3

7. Session Plan (75 mins each session)

Session No & Date	Topics	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc)	Intended Cos to be assessed
1	Discussion of Course Plan Management functions, Importance of Interpersonal skills. Origin, Nature and Scope of Organisational Behaviour, Relevance to Organisational Effectiveness	Interactive lectures for the concepts	Demonstrate the importance of interpersonal skills in the workplace. Define <i>organizational behavior (OB)</i> . Show the value to OB to systematic study. Identify the major	Chapter 1: What Is Organizational Behavior Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson	CO1, CO2

	Disciplines that contribute to the OB field, Challenges & opportunities for OB		behavioral science disciplines that contribute to OB. Demonstrate why few absolutes apply to OB. Identify managers' challenges and opportunities in applying OB concepts.	Publication Activity: 1 Caselet: Humanized Robots	
2	Diversity in Organizations: forms of workplace diversity, workplace discrimination, key biographical characteristics, managing diversity	Interactive lectures for the concepts & the fundamentals, AVs, Discussion of the articles related to the concepts	Describe the two major forms of workplace diversity. Demonstrate how workplace discrimination undermines organizational effectiveness. Describe how the key biographical characteristics are relevant to Organizational Behavior (OB). Describe how organizations manage diversity effectively.	Chapter 2: Diversity in Organizations Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication	CO1, CO2
3	Emotions & moods: sources of emotions and moods, emotional labor, affective events theory, emotional intelligence, strategies for emotional regulation	Interactive lectures for the concepts & the fundamentals	Differentiate between emotions and moods. Identify the sources of emotions and moods. Show the impact emotional labor has on employees. Describe affective events theory. Describe emotional intelligence. Identify strategies for emotional regulation. Apply concepts about emotions and	Chapter 4: Emotions and Moods Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication	CO1, CO2

			moods to specific OB issues		
4	Perception: Perceptual Processes, attribution theory, Effect of perception on Individual Decision-Making	Interactive lectures for the concepts & the fundamental s Activity,	Explain the factors that influence perception. Errors of Perception Explain the link between perception and decision making.	Chapter 6: Perception and Individual Decision Making Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication Activity: 2 Case study: Is that your Ego?	CO1, CO2, CO3
5	Attitudes & Job Satisfaction: three components of an attitude, Major Job attitudes, job satisfaction, main causes of job satisfaction, employee responses to job dissatisfaction.	Interactive lectures for the concepts & the fundamental s	Contrast the three components of an attitude. Compare the major job attitudes. Define <i>job satisfaction</i> . Summarize the main causes of job satisfaction. Identify three outcomes of job satisfaction. Identify four employee responses to job dissatisfaction.	Chapter 3: Attitudes and Job Satisfaction Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication Activity 9: Case Study: I'll do whatever I want ... who are you to prohibit me? A tattle tale of workplace deviance, Emerald case	CO1, CO2, CO3
6	Values, Sources of Value Effect of Values on Attitudes and Behaviour, Hofstede's five value dimensions and the GLOBE framework	Interactive lectures for the concepts & the fundamental s, AVs: Ted talk	Contrast terminal and instrumental values. Hofstede's five value dimensions and the GLOBE framework.	Chapter 5: Personality, Learning and Values Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra,	CO1, CO2

				18th edition, Pearson Publication	
7	<p>Personality: Meaning and Determinants of Personality, Process of Personality Formation</p> <p>Assessment of Personality Traits for Increasing Self Awareness.</p>	Interactive lectures for the concepts & the fundamental s, Psychometric Instrument	<p>Describe personality, the way it is measured, and the factors that shape it.</p> <p>Describe the Myers-Briggs Type Indicator (MBTI) personality framework and the Big Five model.</p> <p>Discuss how the concepts of core self-evaluation (CSE), self-monitoring, and proactive Personality contribute to the understanding of personality.</p>	<p>Chapter 5: Personality, Learning, and Values</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p>	CO1, CO2
8	<p>Theories of Motivation –Early theories of motivation, Theories of Motivation –contemporary theories of motivation</p>	Interactive lectures for the concepts & the fundamental s, AVs	<p>Describe the three key elements of motivation.</p> <p>Compare the early theories of motivation.</p> <p>Contrast the elements of self-determination theory and goal-setting theory.</p> <p>Understand the differences between self-efficacy theory, reinforcement theory, and expectancy theory.</p> <p>Describe how the contemporary theories of motivation complement one another.</p> <p>Identify the implications of employee job engagement for managers.</p>	<p>Chapter 7: Motivation Concepts</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p> <p>Activity: 3 Case study: Are men paid more than women? Business world</p>	CO1, CO2, CO3

9	<p>Motivation- Concepts to application: job characteristics model, alternative work arrangements, employee involvement, types of variable-pay programs, flexible benefits</p>	<p>Interactive lectures for the concepts & the fundamentals, Management AVs</p>	<p>Describe how the job characteristics model motivates by changing the work environment.</p> <p>Compare the main ways jobs can be redesigned. Explain how specific alternative work arrangements can motivate employees.</p> <p>Describe how employee involvement measures can motivate employees.</p> <p>Demonstrate how the different types of variable-pay programs can increase employee motivation.</p> <p>Show how flexible benefits turn benefits into motivators.</p> <p>Identify the motivational benefits of intrinsic rewards.</p>	<p>Chapter 8: Motivation: From Concepts to Applications</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p> <p>Activity: 5 Case study: Taj's people philosophy & Star system, ICMR</p>	<p>CO1, CO2, CO3</p>
10	<p>Foundations of Group Behavior: Workgroups formal and informal groups and stages of group development. Group conflicts and group decision making. Concepts of Team, team building, types of teams</p>	<p>Interactive lectures for the concepts & the fundamentals, Team Building activity</p>	<p>Distinguish between the different types of groups and stages of group development.</p> <p>Contrast the strengths and weaknesses of group decision making.</p> <p>Identify the characteristics of effective teams.</p> <p>Explain how organizations can create team players.</p>	<p>Chapter 9: Foundations of Group Behavior</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p>	<p>CO1, CO2, CO3</p>

11	<p>Leadership: Concepts and skills of leadership Leadership styles and effectiveness, Trait theories & Behavioural theories,</p> <p>Contemporary issues in leadership.</p>	<p>Interactive lectures for the concepts & the fundamental s,</p>	<p>Summarize the conclusions of theories of leadership.</p> <p>Describe the contemporary theories of leadership and their relationship to foundational theories.</p> <p>Describe how leaders can have a positive impact on their organizations through building trust and mentoring.</p> <p>Identify the challenges to our understanding of leadership.</p>	<p>Chapter 12: Leadership</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p> <p>Activity: 4 Case study: Dr. Amita Joshi at Samuel Drugs, Ivy</p>	CO1, CO2, CO3
12	<p>Power and Politics: sources and Uses of power</p> <p>Politics at workplace-Causes & consequences of political behaviour</p>	<p>Interactive lectures for the concepts & the fundamental s</p>	<p>Explain the three bases of formal power and the two bases of personal power.</p> <p>Identify power or influence tactics and their contingencies.</p> <p>Identify the causes and consequences of abuse of power.</p>	<p>Chapter 13: Power and Politics</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication</p>	CO1, CO2, CO3
13	<p>Types of Conflict, Sources of conflict, Five conflict handling techniques</p>	<p>Interactive lectures for the concepts & the fundamental s, Role play</p>	<p>Describe the three types of conflict and the three loci of conflict.</p> <p>Outline the conflict process. Contrast distributive and integrative bargaining.</p> <p>Apply the Five conflict handling techniques</p>	<p>Chapter 14: Conflict and Negotiation</p> <p>Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16th edition, Pearson Publication</p>	CO1, CO2, CO3
14	<p>Organizational culture, creating & sustaining</p>	<p>Interactive lectures for</p>	<p>Describe the common characteristics of</p>	<p>Chapter 16: Organizational</p>	CO1, CO2, CO3

	culture	the concepts & the fundamental s, Discussions on Best Places to work for survey	organizational culture. Compare the functional and dysfunctional effects of organizational culture on people and the organization. Identify the factors that create and sustain an organization's culture. Show how culture is transmitted to employees.	Culture Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication	
15	Organizational Change, Resistance to change, Approaches to managing organizational change	Interactive lectures for the concepts & the fundamental s	Contrast the forces for change and planned change. Describe ways to overcome resistance to change. Compare the four main approaches to managing organizational change. Demonstrate three ways of creating a culture for change.	Chapter 18: Organizational Change and Stress Management Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson Publication Activity: 8 Case Study: Leadership challenges at Fritz Publishing	CO1, CO2, CO3
16	Stress Management: potential environmental, organizational, and personal sources of stress at work, physiological, psychological, and behavioral symptoms of stress, individual and organizational approaches to managing stress at work.	Interactive lectures for the concepts & the fundamental s, Psychometric Instrument	Identify the potential environmental, organizational, and personal sources of stress at work and the role of individual and cultural differences. Identify the physiological, psychological, and behavioral symptoms of stress at work.	Chapter 18: Organizational Change and Stress Management Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18th edition, Pearson	CO1, CO2, CO3

			Describe individual and organizational approaches to managing stress at work.	Publication	
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7. Session Plan (Each session of 75 minutes) **Total: 20 hours**

8. Student Prep Activities (Total : 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Caselet: Humanized Robots
2	Case study: Is that your Ego?, Business world
3	Case study: Are men paid more than women? Business world
4	Case Study: Dr. Amita Joshi at Samuel Drugs, Ivy
5	Case Study: Taj's people philosophy & Star system, ICMR
6	Case Study: The Treadway Tire company: Job dissatisfaction & high turnover at Lima Plant, Harvard Brief cases
7	Video case: Undercover Boss: Dominos Pizza
8	Case Study: Leadership challenges at Fritz Publishing
9	Case Study: I'll do whatever I want ... who are you to prohibit me? A tattle tale of workplace deviance, Emerald case

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

Sr. No	Details
1	Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 18 th edition, Pearson Publication
2	Organizational Behaviour - Pareek & Khanna, 3 rd edition, Oxford Publication
4	Organizational Behaviour - Fred Luthans, 12 th edition, McGraw Hill Publication
5	Magazines:- Human Capital, Harvard Business Review, People matters

Prepared by: (Faculty name and signature with date)	Dr. Caral D'Cunha  02/08/2021
Approved by: HOD – Name and signature with date	 02/08/2021

Course Plan

Program	PGDM Finance/ Marketing/HR
Course Code and Title	Business Economics-I
Course Credit	1.5
Academic Year	2021-2022
Batch	2021-23
Trimester	I
Duration (Hrs)	15
Name of the Faculty	Dr. Durba Chakrabarty
HOD	Dr. Vaishali Kulkarni

1. Course Objectives

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Provide a basic understanding of microeconomics concepts and the role of market structure
CO2	Application of microeconomic concepts in business
CO3	Solution to business problems and decision making in a real situation
CO4	Current learning will help students in future to take actual decision making in real business and relate the theory acquired into practice.

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Business Economics: Nature & Scope, Relationship to other branches of Economics Theory of Demand & Supply: Demand, Demand Schedule, Demand Curve, Supply, Supply Schedule, Supply Curve, Movement vs Shift Market Equilibrium, Changes in Demand, Changes in Supply Elasticity: Own Price Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand	1-2
2	Production Theory & Theory of Cost Short run, Total, Average and Marginal Relationships, Long run, Production function, Cost Curves, Returns to Scale, Economies of Scale, Application of Constrained & Unconstrained Optimization	3-4
3	Market Structure: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly Features, Short run & Long run Equilibrium, Pricing Rule, Examples	5
4	Game Theory & its applications Definition, Nash Equilibrium, Classic examples of Games like Prisoner's Dilemma, Battle of Sexes	6
5	Price Discrimination, Peak Load Pricing, Two Part Tariffs, Other Pricing Practices First, Second & Third degree Price discrimination, Cartel Pricing	7-8

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

Sr. No	Details
1	Reading of Newspapers, Business Magazines
2	Elementary Mathematics, Calculus & Algebra

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	Mid-term Evaluation: Class Test would be conducted covering basics of microeconomic concepts	Individual	10	CO1, CO2, CO3
2	Project on Market Structure: Each group will pick up one single industry, explain the characteristics & features, the short run & long run equilibrium. The students will use the case study method to identify the market structure, give a description of the products/services offered by that particular industry and an example of a firm or entity that operates within this industry by submitting a report	Group (maximum of 5 students)	15	CO1, CO2, CO3, CO4
4	Trimester end Examination: It will cover the entire course and assess the students understanding on microeconomics concepts & applications	Individual	25	CO1,CO2,CO3,CO4
	Total		50	

7. Session Plan (Each session of 75 minutes) Total: 10 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc)
1	Business Economics: Nature & Scope, Relationship to other branches of Economics Theory of Demand & Supply: Demand, Demand Schedule, Demand Curve, Supply, Supply Schedule, Supply Curve, Movement vs Shift Discussion of Course Plan	Class Discussion with Case Study	Student will be able to understand the microeconomic concepts of demand, supply and real world examples	Managerial Economics, Keat & Young (Chapter 1, Chapter 2 & Chapter 3) Managerial Economics, Salvatore & Rastogi Activity 1

2	Equilibrium Analysis: Market Equilibrium, Changes in Demand, Changes in Supply Elasticity of Demand: Own Price Elasticity of Demand, Income Elasticity of Demand, Cross Elasticity of Demand	Class Discussion with Case Studies	Student will be able to correlate the equilibrium analysis with business applications	Managerial Economics, Keat & Young (Chapter 4) Managerial Economics, Salvatore & Rastogi Activity 2
3	Production Theory: Short run, Total, Average and Marginal Relationships, Long run, Production function	Class Discussion	Student will be get a fair idea of firm's behavior	Managerial Economics, Keat & Young (Chapter 6) Managerial Economics, Salvatore & Rastogi
4	Cost Theory: Cost Curves, Returns to Scale, Economies of Scale, Application of Constrained & Unconstrained Optimization	Class Discussion with business applications	Students will understand the concept of decision making in business	Managerial Economics, Keat & Young (Chapter 7) Activity 3
5	Market Structure: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Features, Short run & Long run Equilibrium, Pricing Rule, Examples	Class Discussion with Case Studies	Students will get a fair overview of different types of firms, their profit maximization principle	Managerial Economics, Keat & Young (Chapter 8, Chapter 9) Microeconomics: Theory and Applications, Maddala & Miller, McGraw Hill
6	Game Theory & its applications: Definition, Nash Equilibrium, Classic examples of Games like Prisoner's Dilemma, Battle of Sexes etc.	Class Discussion with business applications	Students will be exposed to real scenarios of firm's competition and strategies taken	Managerial Economics, Keat & Young (Chapter 11) Microeconomics, Pindyck & Rubinfeld
7	Price Discrimination: First, Second & Third degree Price discrimination	Class Discussion with Business applications	Students will understand different pricing practices undertaken by firms in real world	Managerial Economics, Keat & Young (Chapter 10) Managerial Economics, Salvatore & Rastogi Activity 4
8	Peak Load Pricing, Two Part Tariffs, Cartel Pricing, Other Pricing Practices	Business Applications	Students will understand different pricing practices undertaken by firms in real world	Managerial Economics, Keat & Young (Chapter 10) Microeconomics, Pindyck & Rubinfeld

8. Student Prep Activities (Total : 5 hours)

Activity	Details (Reading Material, Assignment, Cases, Videos)
1	Applications of elementary concepts of mathematics & algebra in Economics
2	Cases on Comparative Statics Analysis
3	Practice Problems on Elasticity, Production, Cost, Market Structure
4	Cases on explaining Oligopoly Behavior with Game Theory

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

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

Prepared by: (Faculty name and signature with date)	<i>Swba Chakrabarty</i> 12/7/21
Approved by: Dr. Vaishali Kulkarni HOD – Name and signature with date	<i>Vaishali Kulkarni</i>

Course Plan

Program	PGDM –Marketing/Finance/Human Resource
Course Code and Title	Financial Accounting and Control
Course Credit	04
Academic Year	2021-22
Batch	2021-23
Trimester	I
Duration (Hrs)	30
Name of the Faculty	Dr. Chitra Gounder
HOD	Dr Tarun Agarwal

1.Course Overview

Financial Accounting is an integral part of the study of accountancy. The scope of accounting encompasses not only recording of financial transactions of companies but also information that facilitates decision making. This course attempts to familiarise the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports, with emphasis on sound concepts and their managerial implications.

2.Course Outcomes (CO)

Sr. No.	Course Outcome
	At the end of the course students would be able to,
CO1	Record thoroughly financial transactions based on dual aspect and draw up financial statements systematically
CO2	Apply precisely the underlying accounting concepts, principles and assumptions in preparing company's financial statements
CO3	Understand the components of financial statements
CO4	Conduct primary analysis and interpretation of companies' financial performance using financial ratios and cash flow statement

3. Course Outcome and Program Outcome mapping

Course Outcomes (CO)	PO1	PO2	PO3	PO4	PO5
CO 1	H				
CO 2	H	H			
CO 3	H	M			M
CO 4	M			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, 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	Hours
1	Introduction to Financial Accounting :Business entities and relevance of Financial Accounting, Users of financial Accounting, Accounting principles and conventions, Indian Accounting Standards and IFRS	1-4
2	Introduction to Financial statements :Balance Sheet, Statement of Profit and Loss, Cash Flow Statement	4-7
3	Accounting Mechanism :Accounting Mechanism leading to the preparation of Financial Statements	7-13
4	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) :Assets and Liabilities, Fixed Assets, Current Assets, Non-current Liabilities, Current Liabilities	13-19
5	Statement of Profit and Loss (Companies Act, 2013) Incomes and Expenses – Recognition, Measurement and Disclosure	19-23
6	Consolidated Financial Statement	23-25
7	Analysing and Interpreting Financial Statements :Ratio analysis ,Comparative, Common size statements and Trend Analysis	25-30

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

Sr. No	Details
1.	Regular reading of topics covered in the class from the referred course material.

6. Detailed Assessment Plan

Sr. No	Components	Individual/Group	Marks	Intended CO to be assessed
1.	Assignment/ Class Test	Individual	20	CO1, CO2, CO3, CO4
2.	Presentation/ class participation	Individual	10	CO1, CO2, CO3, CO4
3.	Projects & Research	Group	20	CO1, CO2, CO4
4	Trimester end Examination	Individual	50	CO1, CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 75 minutes)

Session Number	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc.
1	Introduction to Financial Accounting :Business entities and relevance of Financial Accounting, Users of financial Accounting, Accounting principles and conventions, Indian Accounting Standards and IFRS	Interactive Lecture	Know what is financial accounting and its relevance	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
2	Introduction to Financial Accounting :Business entities and relevance of Financial Accounting, Users of financial Accounting, Accounting principles and conventions, Indian Accounting Standards and IFRS	Interactive Lecture	Know financial accounting concepts and apply those in business	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
3	Introduction to Financial Accounting :Business entities and relevance of Financial Accounting, Users of financial	Caselets	Know financial accounting concepts and apply those in business	Caselet provided in the class

	Accounting, Accounting principles and conventions, Indian Accounting Standards and IFRS			
4	Introduction to Financial statements Balance Sheet, Statement of Profit and Loss, Cash Flow Statement	Interactive Lecture	Understand the format and terms in Income Statement, Balance Sheet & Cash Flow Statement	Financial Accounting for Managers, Dinesh Harsolekar, EduTech, 5
5	Accounting Mechanism Accounting Mechanism leading to the preparation of Financial Statements	Interactive Lecture	Know the process leading to preparation of Financial State	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
6	Accounting Mechanism Accounting Mechanism leading to the preparation of Financial Statements	Interactive Lecture	Know the process leading to preparation of Financial Statement	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
7	Accounting Mechanism Accounting Mechanism leading to the preparation of Financial Statements	Interactive Lecture	Know the process leading to preparation of Financial Statement	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
8	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) Assets and Liabilities, Fixed Assets, Current Assets, Non-current Liabilities, Current Liabilities	Interactive Lecture	Understand Non-current & Current Liabilities	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
9	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) Assets and Liabilities, Fixed Assets, Current Assets, Non-current Liabilities, Current Liabilities	Tutorial	Solve problems on preparation of Balance Sheet	Exercises provided in the class
10	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) Assets and Liabilities, Fixed Assets, Current Assets, Non-	Interactive Lecture	Know the format of Income Statement	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,

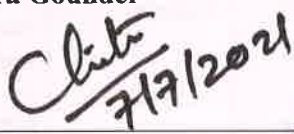
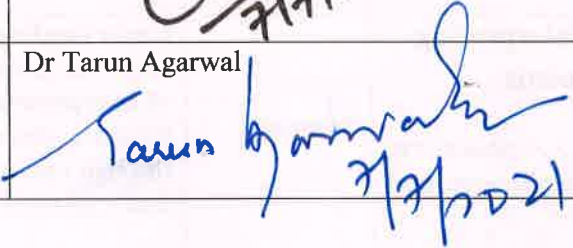
	current Liabilities, Current Liabilities			
11	Statement of Profit and Loss (Companies Act, 2013) Incomes and Expenses – Recognition, Measurement and Disclosure	Interactive Lecture	Know the process of preparation of Income Statement	Exercises provided in the class
12	Statement of Profit and Loss (Companies Act, 2013) Incomes and Expenses – Recognition, Measurement and Disclosure	Tutorial	Know the process of Measurement and Disclosure	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
13	Consolidated Financial Statement	Tutorial	Solve problems on preparation of Income Statement and Balance sheet	Exercises provided in the class
14	Consolidated Financial Statement	Tutorial	Solve problems on preparation of Income Statement and Balance sheet	Exercises provided in the class
15	Analysing and Interpreting Financial Statements Ratio analysis ,Comparative, Common size statements and Trend Analysis	Tutorial	Understanding and know the process of Interpretation of Financial statement through various financial tools	Exercises provided in the class
16	Analysing and Interpreting Financial Statements Ratio analysis ,Comparative, Common size statements and Trend Analysis	Tutorial	Understanding and know the process of Interpretation of Financial statement through various financial tools	Exercises provided in the class

8. Student Prep Activities (Total: 10 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc.)
1	Assignment: Practical problems related to journal entries, ledger preparation, Trial balance, Financial statement related problems.
2	Case studies and caslets
3	
4	

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

Sr. No	Details
1.	Financial Accounting- A managerial perspective, R. Narayanaswamy, PHI,
2.	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
3.	Financial Accounting fro managers, T. P. Ghosh, Taxmann,
4	Financial Accounting, Verma, Nair and Saxena, Staredu Solutions

Prepared by: (Faculty name and signature with date)	Dr. Chitra Gounder  7/7/2021
Approved by: HOD - Name and signature with date	Dr Tarun Agarwal  7/7/2021

Course Plan

Program	PGDM –Marketing/Finance/Human Resource
Course Code and Title	Financial Accounting and Control ✓
Course Credit	04
Academic Year	2021-22
Batch	2021-23
Trimester	I (Section E)
Duration (Hrs)	30
Name of the Faculty	Dr. Sachin Mittal
HOD	Dr Tarun Agarwal

1.Course Objectives

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

2.Course Outcomes (CO)

Sr. No.	Course Outcome
	At the end of the course students would be able to,
CO1	Record thoroughly financial transactions based on dual aspect and draw up financial statements systematically
CO2	Apply precisely the underlying accounting concepts, principles and assumptions in preparing company's financial statements
CO3	Understand the components of financial statements
CO4	Conduct primary analysis and interpretation of companies' financial performance

3. Course Outcome and Program Outcome mapping

Course Outcomes (CO)	PO1	PO2	PO3	PO4	PO5
CO 1	H				
CO 2	H	H			
CO 3	H	M			M
CO 4	M			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, 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	Session
1	Introduction to Financial Accounting :Business entities and relevance of Financial Accounting, Users of financial Accounting, Accounting principles and conventions, Indian Accounting Standards and IFRS	1-3
2	Introduction to Financial statements :Balance Sheet, Statement of Profit and Loss, Cash Flow Statement	4
3	Accounting Mechanism :Accounting Mechanism leading to the preparation of Financial Statements	5-7
4	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) :Assets and Liabilities, Fixed Assets, Current Assets, Non-current Liabilities, Current Liabilities	8-10
5	Statement of Profit and Loss (Companies Act, 2013) Incomes and Expenses – Recognition, Measurement and Disclosure	11-12
6	Consolidated Financial Statement	13-14
7	Analysing and Interpreting Financial Statements :Ratio analysis ,Comparative, Common size statements and Trend Analysis	15-16

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

Sr. No	Details
1.	Regular reading of topics covered in the class from the referred course material.

6. Detailed Assessment Plan

Sr. No	Components	Individual/Group	Marks	Intended CO to be assessed
1.	Class Test	Individual	20	CO1, CO2, CO3, CO4
2.	Class Participation	Individual	10	CO1, CO2, CO3, CO4
3.	Projects	Group	20	CO1, CO2, CO4
4	Trimester end Examination	Individual	50	CO1, CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 75 minutes)

Session Number	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc.)
1	Introduction to Financial Accounting :Business entities and relevance of Financial Accounting, Users of financial Accounting, Accounting principles and conventions, Indian Accounting Standards and IFRS	Interactive Lecture	Know what is financial accounting and its relevance	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
2	Introduction to Financial statements Balance Sheet, Statement of Profit and Loss, Cash Flow Statement	Interactive Lecture	Understand the format and terms in Income Statement, Balance Sheet & Cash Flow Statement	Financial Accounting for Managers, Dinesh Harsolekar, EduTech, 5
3	Accounting Mechanism Accounting Mechanism leading to the preparation of Financial Statements	Interactive Lecture	Know the process leading to preparation of Financial State	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
4	Accounting Mechanism	Interactive	Know the process leading	Financial Accounting for Managers, Dinesh

	Accounting Mechanism leading to the preparation of Financial Statements	Lecture	to preparation of Financial Statement	Harsolekar, EduTech,
5	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) Assets and Liabilities, Fixed Assets, Current Assets, Non-current Liabilities, Current Liabilities	Interactive Lecture	Understand Non-current & Current Liabilities	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
6	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) Assets and Liabilities, Fixed Assets, Current Assets, Non-current Liabilities, Current Liabilities	Tutorial	Solve problems on preparation of Balance Sheet	Exercises provided in the class
7	Statement of Profit and Loss (Companies Act, 2013) Incomes and Expenses – Recognition, Measurement and Disclosure	Interactive Lecture	Know the process of preparation of Income Statement	Exercises provided in the class
8	Statement of Profit and Loss (Companies Act, 2013) Incomes and Expenses – Recognition, Measurement and Disclosure	Interactive Lecture	Know the process of preparation of Income Statement	Financial Accounting for Managers, Dinesh Harsolekar, EduTech, And case let to be provided
9	Consolidated Financial Statement	Interactive Lecture	Solve problems on preparation of Income Statement and Balance sheet	Exercises provided in the class
10	Consolidated Financial Statement	Interactive Lecture	Solve problems on preparation of Income Statement and Balance sheet	Exercises provided in the class
11	Analysing and Interpreting Financial Statements Ratio analysis ,Comparative, Common size statements and Trend Analysis	Interactive Lecture	Understanding and know the process of Interpretation of Financial statement through various	Exercises provided in the class


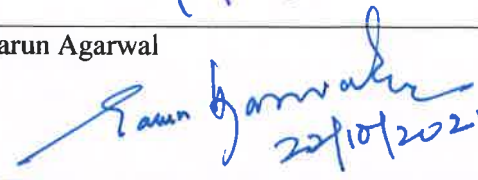
			financial tools	
12	Analysing and Interpreting Financial Statements Ratio analysis ,Comparative, Common size statements and Trend Analysis	Interactive Lecture	Understanding and know the process of Interpretation of Financial statement through various financial tools	Exercises provided in the class

8. Student Prep Activities (Total: 10 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc.)
1	Assignment: Practical problems related to journal entries, ledger preparation, Trial balance, Financial statement related problems.
2	Case studies and caslets

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

Sr. No	Details
1.	Financial Accounting- A managerial perspective, R. Narayanaswamy, PHI,
2.	Financial Accounting for Managers, Dinesh Harsolekar, EduTech,
3.	Financial Accounting fro managers, T. P. Ghosh, Taxmann,
4	Financial Accounting, Verma, Nair and Saxena, Staredu Solutions

Prepared by: (Faculty name and signature with date)	Dr. Sachin Mittal 
Approved by: HOD - Name and signature with date	Dr Tarun Agarwal  22/10/2021

PGDM

Course Plan

Program	PGDM
Course Code and Title	PGC 105- BUSINESS STATISTICS
Course Credit	3
Academic Year	2021- 2022
Batch	2021- 2023
Trimester	I
Duration (Hrs)	30
Name of the Faculty	Dr. SHEETAL AJMERA
HOD	Dr. VAISHALI KULKARNI

1. Course Overview

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

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

2. Course Outcomes (CO)

Sr.	At the end of the course students will be able to :
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No	
CO1	Understand and analyse appropriate descriptive statistical techniques for different types of data.
CO2	Analyse and present data based on appropriate statistical measures
CO3	Apply the statistical concepts to do variety of hypothesis tests to aid decision making in a business context.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1		H			
CO2		H			
CO3	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, 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.	Topics	Sessions
1	Basic statistical concepts, measures of central tendency and dispersion	1-3
2	Probability theory, mathematical and statistical definition, addition and multiplication rule, Bayes' probability	4-5
3	Probability distributions, discrete and continuous distributions, binomial, Poisson, normal, uniform, negative exponential distributions.	6-7
4	Sampling distribution, probability and non-probability sampling.	8-9
5	Statistical estimation, confidence interval estimation for means and proportion. Sample size determination for means and proportion.	10-11

6	Hypothesis testing, single and double sample testing (z and t tests) chi square test for proportion , one way ANOVA(f test) for mean.	12-14
7	Simple linear regression and its assumptions, finding OLS predictors using method of least squares. And testing its significance. Application of Multiple linear regression.	15-16

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

Sr. No	Details
1	Students should be able to use scientific calculator.

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	Mid Term Examination (The midterm exam will cover the descriptive statistical measures and assess the students understanding on concepts of central measures and dispersion)	Individual	20	CO1
3	Presentation by the students on the topics of applications of Statistics in decision making. The presentation topics are 1. Descriptive statistics and its uses 2. Basic probability concepts and it uses 3. Normal distribution and its applications 4. Binomial distribution and its applications 5. Poisson distribution and its applications 6. Regression analysis and its applications 7. Correlation analysis, correlation coefficient and coefficient of determination applications 8. Hypothesis testing and	Individual	15	CO2 & CO3

	generation of hypothesis 9. Sampling and its applications			
4	Home Assignments	Individual	15	CO1
	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on financial analysis and valuation	Individual	50	CO1, CO2, CO3
	Total		100	

7. Session Plan (Each session of 75 minutes) Total : 20 hours

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc
1	Basic Statistical Concepts Measures of Central Tendency- Mean, Median and Mode	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 2& 3 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
2	Quartiles and Percentiles	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 3 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
3	Measures of Dispersion- Standard Deviation, Variance, and Quartile Deviation	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 3 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson

4	Elementary Probability Theory Marginal, joint & Conditional Probability	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 4 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
5	Independence/Dependence of Events Bayes' Theorem	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 4 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
6	Probability distributions, Expected value, Standard deviation Discrete probability distributions- mass function and cumulative function concept Binomial distribution	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 5 & Chapter 6 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
7	Poisson distribution Normal distribution	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 5 & Chapter 6 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
8	Sampling distributions • For Mean, Proportion, Variance	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 7 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
9	Standard Normal distribution, Student's t distribution	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 7 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
10	Statistical Estimation Point & Interval	Lecture / examples	To be able to understand, analyze and apply	Chapter 8 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F.

	estimation Confidence Interval for Mean		the concept	Stephan Timothy C. Krehbiel Mark L. Berenson
11	Confidence Interval for Proportion & Variance	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 8 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
12	Introduction to -Test of Hypothesis Concept of Type 1 error, Type 2 error and Significance level	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 9 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
13	Tests for specified values of Mean- Z test and T Test	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 9 & 10 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
14	Analysis of variance (ANOVA)	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 11 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
15	Introduction to Correlation and Regression	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 13 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson
16	Simple Linear Regression Models Developing a model for prediction and Interpreting the results Testing the significance of the coefficients of the	Lecture / examples	To be able to understand, analyze and apply the concept	Chapter 13 of the book- Statistics for Managers Using Microsoft Excel by David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson

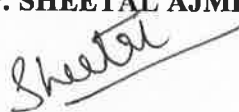

	developed model			
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8. Student Prep Activities (Total : 10 hours)

Aivity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Assignments (Based on Measures of Central Tendency and Dispersion , Bayes' theorem , Probability distribution , Correlation and Regression Analysis)
2	Project 1. Descriptive statistics and its uses 2. Basic probability concepts and it uses 3. Normal distribution and its applications 4. Binomial distribution and its applications 5. Poisson distribution and its applications 6. Regression analysis and its applications 7. Correlation analysis, correlation coefficient and coefficient of determination applications 8. Hypothesis testing and generation of hypothesis 9. Sampling and its applications.

8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed (Total : 15 hours)

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

Prepared by: (Faculty name and signature with date)	Dr. SHEETAL AJMERA 
Approved by: HOD – Name and signature with date	Dr. VAISHALI KULKARNI 

Course Completed as per Plan

**Faculty
Director**

Class Representative

HOD

Program Head/

Course Plan

Program	PGDM
Course Code and Title	Marketing Management (PGC 106)
Course Credit	03
Academic Year	2021-2022
Batch	2021-2023
Trimester	I
Duration (Hrs)	30 Hours
Name of the Faculty	Dr.Baisakhi Mitra, Prof. Sourav Choudhury
HOD	Dr. Baisakhi Mitra

1. Course Objective

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the key elements of Marketing Management
CO2	Enable the students to critically analyze the marketing environment
CO3	Apply the concept of Segmentation, Targeting, Positioning across sectors
CO4	Enable the students to formulate a marketing plan that will meet the goals of a business and develop creative solutions to marketing problems.

3. Course Outcome and Program Outcome mapping

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

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

5	Marketing Research – Conducting marketing research; , Forecasting demand and; Creating customer value & customer relationships. Co-creation and product/service innovation	1
6	Product and Branding Concept- Product / service concepts; Branding Concepts; Product / Service and their brand relationships, Product life-cycle strategies; Competitive dynamics; Building strong brands, Co-branding and ingredient branding, devising a branding strategy Crafting the brand positioning	2
7	Pricing Products Understanding price, Factors to consider when setting prices, New-product pricing strategies	1
8	Communicating Customer Value Integrated Marketing Communications and its processes, The promotion mix, Developing effective communication using the conventional and the new media; Setting the total promotion budget and mix, Socially responsible marketing communication	2
9	Marketing Channels and Supply Chain Management Nature and importance of marketing channels, Channel design decisions, Channel management decisions, Marketing logistics and supply chain management	2
10	Creating Competitive Advantage in the Global Market Place Competitor analysis, Competitive strategies, Global marketing environment, Strategies of entering global markets Marketing Ethics and Social Responsibility Social criticisms of marketing, Citizen and public actions to regulate marketing, Business action towards socially responsible marketing Rural Marketing Rural marketing strategies	3

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

Sr. No	Details
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1	Marketing Management, Kotler, Keller, Koshy , & Jha, Pearson Publication
2	<p>“We spent over five months to redesign the kit for easy home use”: Mylab’s MD on CoviSelf antigen test kit</p> <p>https://www.afaqs.com/design-digest/we-spent-over-five-months-to-redesign-the-kit-for-easy-home-use-mylabs-md-on-coviself-antigen-test-kit</p>

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

Sr.	Components with details	Individual/Group	Marks	Intended Cos to be assessed
1	Project with viva voce on Segmentation, Targeting, Positioning and Marketing Mix Strategies	Team of 4 students	30	CO1, CO3,CO4
2	Case Study Analysis on basic concepts of Marketing	Individual	20	CO1,CO2,CO3,CO4
3	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on Marketing Management	Individual	50	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 20 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc	CO Attended
1 (12/07/2021)	<p>An overview of Marketing</p> <p>Marketing management in the 21st Century; Designing a customer-driven marketing strategy, capturing value from customers; Marketing principles and society, Company Orientation Toward the Marketplace</p>	<p>Overview on Course Plan</p> <p>Mix of blended teaching and Case Study discussion</p>	Familiarize the students with the key concepts of Marketing management	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 1,2</p> <p>Activity 1: Coca Cola- Opening Case</p> <p>Reading: Zandu Chyavanprash launches a new variant fortified with natural jaggery (Gurh)</p> <p>https://www.afaqs.com/news/mktg/zandu-chyavanprash-launches-a-new-variant-fortified-with-natural-</p>	CO1

				jaggery-gurh	
2	<p>The Marketing Environment</p> <p>Assessing Market Opportunities and Customer Value; Scanning the marketing environment.</p> <p>Contemporary Indian Marketing Environment</p>	<p>Mix of blended teaching and news articles discussion</p> <p>Group Project: Take an organization and discuss the significant micro and macro-environmental forces</p>	<p>Differentiate the macro and micro environmental impacts on business and understand the significance of customer values.</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 3</p>	CO2
3	<p>Analyzing Consumer Markets and Business Markets</p> <p>What influences consumer behaviour? Key psychological processes; Buying decision process, Rural consumer behaviour. Understand organizational buying process; Stages in buying process; Managing B2B customer relationships, Institutional and government markets.</p>	<p>Mix of blended teaching and Case Study discussion</p> <p>Group Project: Assessing the various factors influencing consumer buying behavior of products / services (picked up by students)</p> <p>Discussion on “Role of Children in influencing buying decisions”</p>	<p>Understand the buying behavior of B2C, both urban and rural and B2B customers</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 5</p> <p>Activity 2:</p> <p>Case discussion: NeuroMarketing: A New Tool for Sensing Buyer Behaviour</p>	CO1

4	<p>Segmentation, Targeting and Positioning</p> <p>Identifying market segments and targets, Differentiation strategies, benefits of market segmentation. Bases of market segmentation</p>	<p>Mix of blended teaching and Case Study discussion and Reading</p>	<p>Understand the role played by market segmentation and formulate different marketing strategies</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 7</p> <p>Activity 3:</p> <p>Case Study:</p> <p>Value Segmenting: Titan Watches Carves out Many Distinct Segments</p> <p>Reading:</p> <p>Virat Kolhi, India's 'new dad' stories, and the leap from duty to desire</p> <p>https://www.afaqs.com/news/guest-article/virat-kolhi-indias-new-dad-stories-and-the-leap-from-duty-to-desire</p>	CO3
5	<p>Segmentation, Targeting and Positioning</p> <p>Identify the different Targeting and Positioning Strategies</p>	<p>Class Discussion with Case Study analysis</p> <p>Group Project: Assessing the STP Strategies of organizations in various sectors (picked up by students)</p>	<p>Understand the role played by targeting and positioning and formulate different marketing strategies</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 7</p> <p>Case Study:</p> <p>Complan's Positioning success</p> <p>Reading: It's like a different kind of 'share-the-load": team behind Swiggy Instamart's cookbook campaign</p> <p>https://www.afaqs.com/news/mktg/its-like-a-differend-kind-of-share-the-load-team-behind-swiggy-instamarts-cookbook-campaign</p>	CO3

6	<p>Marketing Research</p> <p>Conducting marketing research; Forecasting demand and Creating customer value and customer relationships. Co-creation and product/service innovation.</p>	<p>Class Discussion with Case Study Analysis</p>	<p>Identify, analyze, and solve issues that arise Market Research</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha ,Chapter 3</p> <p>Case Study: Cookie Man</p>	<p>CO1</p>
7	<p>Product and Branding Concept-</p> <p>Product / service concepts; Product / Service and their brand relationships, Product life-cycle strategies</p>	<p>Class Discussion with Case Study Analysis</p>	<p>Comprehend the various product strategies.</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 11</p> <p>Activity 4:</p> <p>Case Study: P& G's Attempts at Line Pruning</p> <p>Reading: HUL expands Vim brand to dishwasher friendly soap - in liquid, powder, tablet formats</p> <p>https://www.afaqs.com/news/mktg/hul-expands-vim-brand-to-dishwasher-friendly-soap-in-liquid-powder-tablet-formats</p>	<p>CO4</p>

8	<p>Product and Branding Concept-</p> <p>Building strong brands, Co-branding and ingredient branding, devising a branding strategy Crafting the brand positioning</p>	<p>Class Discussion with Case Study Analysis</p> <p>Discussion:</p> <p>ITC acquired Savlon. Study the possibilities that the Savlon brand offers to ITC and how can it overtake Dettol?</p>	<p>Comprehend the various branding strategies.</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 9,10</p> <p>Activity 5:</p> <p>Case Study:</p> <p>Managing Brands: The Case of HUL</p>	CO4
9	<p>Pricing Products:</p> <p>Understanding price, Factors to consider when setting prices, New-product pricing strategies.</p>	<p>Class Discussion with Case Study Analysis</p>	<p>Understand the importance of pricing strategies and its significance in marketing mix</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 13</p> <p>Activity: 5</p> <p>Case Study: The New Negotiations In Pricing: Clout of Airbnb and OYO; Uber and Ola</p>	CO4
0	<p>Communicating Customer Value</p> <p>Integrated Marketing Communications and its processes, Promotion mix</p>	<p>Class Discussion with Case Study Analysis</p>	<p>Demonstrate how organizations use integrated marketing communication (IMC) to support their marketing strategies</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 16</p> <p>Activity 6</p> <p>Case Discussion</p> <p>Surf Excel pushes for socially distant Holi celebrations in new spot: The campaign uses the tagline 'Rang achhe hain' and imagines what a socially distant Holi celebration could look like in 2021.</p>	CO4

				<p>Reading: Has Fortune set a new precedent in the 'brand versus troll' tussle?</p> <p>https://www.afaqs.com/news/pov/has-fortune-set-a-new-precedent-in-the-brand-versus-troll-tussle</p>	
1	<p>Communicating Customer Value</p> <p>Developing effective communication using the conventional and the new media; Setting the total promotion budget and mix, Socially responsible marketing communication</p>	<p>Class Discussion</p> <p>Group Project: Design IMC tools (Traditional Vs Modern tools in FMCG Sector)</p>	<p>Demonstrate how effective use of IMC can be a competitive advantage for Organizations</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 17</p> <p>Reading: Dove soap calls out pre-marriage scrutiny of bride's weight, height, colour, hair; takes 'Real Beauty' stance ahead</p> <p>https://www.afaqs.com/news/advertising/dove-soap-calls-out-pre-marriage-scrutiny-of-brides-weight-height-colour-hair-takes-real-beauty-stance-ahead</p>	CO4
2	<p>Marketing Channels and Supply Chain Management</p> <p>Nature and importance of marketing channels, Channel design decisions, Channel management decisions, Marketing logistics and supply chain management</p>	<p>Class Discussion with Case Study Analysis</p>	<p>Evaluate how to use distribution channels to market an organization's products and services effectively.</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 14</p> <p>Activity 7: Case Study: Eco Femme Cloth Pads:</p>	CO4

			Industry Perspective Guest Lecture on Supply Chain Management	Reaching Rural Women, Sreeram Sivaramakrishnan, Subhasis Ray, Paromita Goswami; Ivey Publishing Reading: Amazon India wants you to reuse its delivery boxes https://www.afaqs.com/news/mktg/amazon-india-wants-you-to-reuse-its-delivery-boxes	
3	Retailing, Wholesaling and Physical Distribution	Class Room Discussion and Reading	Understand fundamental concepts, theories, and principles of Retailing, Wholesaling and Distribution	Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 15 Reading: WhatsApp adds shopping carts in fresh e-commerce push https://retail.economictimes.indiatimes.com/news/e-commerce/e-tailing/whatsapp-adds-shopping-carts-in-fresh-e-commerce-push/79662165	CO4
4	Creating Competitive Advantage in the Global Market Place in Product and Service Categories. Competitor analysis, Competitive strategies, Global marketing environment, Strategies of entering global markets	Classroom teaching with Case Discussion	Understand the global market and the relevant competitive advantage	Marketing Management, Kotler, Keller, Koshy & Jha, Chapter 20 Case Study Internationalization of Disney Land Reading: Can '2 minutes' Maggi crack ready-to-eat food category with its '4-minute' poha and upma? https://www.afaqs.com/news/pov/can-	CO3

				2-minutes-maggi-crack-ready-to-eat-food-category-with-its-4-minute-poha-and-upma	
5	<p>Marketing Ethics and Social Responsibility</p> <p>Social criticisms of marketing, Citizen and public actions to regulate marketing, Business action towards socially responsible marketing</p>	Classroom teaching with discussion	Apply principles of ethics and social responsibility in marketing.	<p>Marketing Management, Kotler Keller, Koshy & Jha; Chapter 21</p> <p>Reading:</p> <p>Instamojo digitizes two lakh small businesses post pandemic</p> <p>https://retail.economictimes.indiatimes.com/news/industry/instamojo-digitises-two-lakh-small-businesses-post-pandemic/79659853</p>	CO1
6	<p>Rural Marketing</p> <p>Rural marketing strategies</p>	<p>Classroom teaching with Case Discussion.</p> <p>Group Project: Creating a Rural Marketing Plan for specific product categories</p>	Understand the rural markets and the various strategies	<p>Marketing Management, Indian Context; Global Perspective, Ramaswamy and Namakumari, 6 e, Sage Publication, Chapter 25</p> <p>Case Discussion</p> <p>HUL's Project Shakti: Better Livelihoods for Rural Women</p>	CO4

8. Student Prep Activities (Total : 10 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	<p>Case Study: Coca Cola</p> <p>Reading: Zandu Chyavanprash launches a new variant fortified with natural jaggery (Gurh)</p> <p>https://www.afaqs.com/news/mktg/zandu-chyavanprash-launches-a-new-variant-fortified-with-natural-jaggery-gurh</p>
2	<p>NeuroMarketing: A New Tool for Sensing Buyer Behaviour</p>
3	<p>Value Segmenting: Titan Watches Carves out Many Distinct Segments</p> <p>Reading: Virat Kolhi, India's 'new dad' stories, and the leap from duty to desire</p> <p>https://www.afaqs.com/news/guest-article/virat-kolhi-indias-new-dad-stories-and-the-leap-from-duty-to-desire</p> <p>Reading: It's like a different kind of 'share-the-load": team behind Swiggy Instamart's cookbook campaign</p> <p>https://www.afaqs.com/news/mktg/its-like-a-differend-kind-of-share-the-load-team-behind-swiggy-instamarts-cookbook-campaign</p>
4	<p>Case Study: P& G's Attempts at Line Pruning</p> <p>Reading: HUL expands Vim brand to dishwasher friendly soap - in liquid, powder, tablet formats</p> <p>https://www.afaqs.com/news/mktg/hul-expands-vim-brand-to-dishwasher-friendly-soap-in-liquid-powder-tablet-formats</p>
5	<p>Case Study: The New Negotiations In Pricing: Clout of Airbnb and OYO; Uber and Ola</p>
6	<p>Case Discussion</p> <p>Surf Excel pushes for socially distant Holi celebrations in new spot</p> <p><i>The campaign uses the tagline 'Rang achhe hain' and imagines what a socially distant Holi</i></p>

	<p><i>celebration could look like in 2021.</i></p> <p>Reading: Has Fortune set a new precedent in the 'brand versus troll' tussle?</p> <p>https://www.afaqs.com/news/pov/has-fortune-set-a-new-precedent-in-the-brand-versus-troll-tussle</p>
7	<p>Eco Femme Cloth Pads: Reaching Rural Women, Sreeram Sivaramakrishnan, Subhasis Ray, Paromita Goswami; Ivey Publishing</p> <p>Reading: Amazon India wants you to reuse its delivery boxes</p> <p>https://www.afaqs.com/news/mktg/amazon-india-wants-you-to-reuse-its-delivery-boxes</p>
8	<p>HUL's Project Shakti: Better Livelihoods for Rural Women Marketing Management, Indian Context</p>

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

Sr. No	Details
1	Marketing Management, Philip Kotler ,Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Publication, 15 e
2	Marketing Management, Indian Context; Global Perspective, Ramaswamy and Namakumari, 6 e, Sage Publication
3	<p>Redefining customer experience: Connecting in the time of COVID-19 (PWC-April 2020)</p> <p>https://www.strategy-business.com/blog/Redefining-customer-experience-Connecting-in-the-time-of-COVID-19?gko=245c0</p>
4	<p>Survey: Asian consumer sentiment during the COVID-19 crisis; April 2020</p> <p>https://www.mckinsey.com/featured-insights/asia-pacific/survey-asian-consumer-sentiment-during-the-covid-19-crisis</p>
5	<p>A perspective for the luxury-goods industry during—and after—coronavirus, McKinsey & Company, April 2020</p> <p>https://www.mckinsey.com/industries/retail/our-insights/a-perspective-for-the-luxury-goods-industry-during-and-after-coronavirus</p>
6	Jay Moye, May 18, 2018, Coca-Cola Freestyle Unveils Next-Gen Fountain Dispenser, New Operating

	System and More https://www.coca-colacompany.com/stories/coca-cola-freestyle-unveils-next-gen-fountain-dispenser--new-ope
7	Rocco Baldassarre , Forbes Councils (March 2018) Five Ways To Refine Your Marketing Strategy https://www.forbes.com/sites/forbesagencycouncil/2018/03/14/five-ways-to-refine-your-marketing-strategy/#489387257c5c
8	Amazon India's new ad targets customers who've never shopped for groceries online https://www.afaqs.com/news/advertising/amazon-indias-new-ad-targets-customers-whove-never-shopped-for-groceries-online
9	Samsung Galaxy urges consumers to get a power upgrade for their phones https://www.afaqs.com/news/advertising/samsung-galaxy-urges-consumers-to-get-a-power-upgrade-for-their-phones

Prepared by: Faculty name and signature with date	<i>Baisakhi Mitra</i> <i>Sourav Choudhury</i> Dr.Baisakhi Mitra, Prof. Sourav Choudhury 29/07/2021
Approved by: HOD – Name and signature with date	<i>Baisakhi Mitra</i> Dr.Baisakhi Mitra 29/07/2021

Course Plan

Program	PGDM
Course Code and Title	Marketing Management (PGC 106)
Course Credit	03
Academic Year	2021-2022
Batch	2021-2023
Trimester	I
Duration (Hrs)	30 Hours
Name of the Faculty	Dr. Baisakhi Mitra, Prof. Sourav Choudhury
HOD	Dr. Baisakhi Mitra

1. Course Objective

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the key elements of Marketing Management
CO2	Enable the students to critically analyze the marketing environment
CO3	Apply the concept of Segmentation, Targeting, Positioning across sectors
CO4	Enable the students to formulate a marketing plan that will meet the goals of a business and develop creative solutions to marketing problems.

3. Course Outcome and Program Outcome mapping

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

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

5	Marketing Research – Conducting marketing research; , Forecasting demand and; Creating customer value & customer relationships. Co-creation and product/service innovation	1
6	Product and Branding Concept- Product / service concepts; Branding Concepts; Product / Service and their brand relationships, Product life-cycle strategies; Competitive dynamics; Building strong brands, Co-branding and ingredient branding, devising a branding strategy Crafting the brand positioning	2
7	Pricing Products Understanding price, Factors to consider when setting prices, New-product pricing strategies	1
8	Communicating Customer Value Integrated Marketing Communications and its processes, The promotion mix, Developing effective communication using the conventional and the new media; Setting the total promotion budget and mix, Socially responsible marketing communication	2
9	Marketing Channels and Supply Chain Management Nature and importance of marketing channels, Channel design decisions, Channel management decisions, Marketing logistics and supply chain management	2
10	Creating Competitive Advantage in the Global Market Place Competitor analysis, Competitive strategies, Global marketing environment, Strategies of entering global markets Marketing Ethics and Social Responsibility Social criticisms of marketing, Citizen and public actions to regulate marketing, Business action towards socially responsible marketing Rural Marketing Rural marketing strategies	3

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

Sr. No	Details
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1	Marketing Management, Kotler, Keller, Koshy , & Jha, Pearson Publication
2	<p>“We spent over five months to redesign the kit for easy home use”: Mylab’s MD on CoviSelf antigen test kit</p> <p>https://www.afaqs.com/design-digest/we-spent-over-five-months-to-redesign-the-kit-for-easy-home-use-mylabs-md-on-coviself-antigen-test-kit</p>

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

Sr.	Components with details	Individual/Group	Marks	Intended Cos to be assessed
1	Project with viva voce on Segmentation, Targeting, Positioning and Marketing Mix Strategies	Team of 4 students	30	CO1, CO3,CO4
2	Case Study Analysis on basic concepts of Marketing	Individual	20	CO1,CO2,CO3,CO4
3	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on Marketing Management	Individual	50	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 20 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc	CO Attended
1 (12/07/2021)	<p>An overview of Marketing</p> <p>Marketing management in the 21st Century; Designing a customer-driven marketing strategy, capturing value from customers; Marketing principles and society, Company Orientation Toward the Marketplace</p>	<p>Overview on Course Plan</p> <p>Mix of blended teaching and Case Study discussion</p>	Familiarize the students with the key concepts of Marketing management	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 1,2</p> <p>Activity 1:</p> <p>Coca Cola- Opening Case</p> <p>Reading: Zandu Chyavanprash launches a new variant fortified with natural jaggery (Gurh)</p> <p>https://www.afaqs.com/news/mktg/zandu-chyavanprash-launches-a-new-variant-fortified-with-natural-</p>	CO1

				jaggery-gurh	
2	<p>The Marketing Environment</p> <p>Assessing Market Opportunities and Customer Value; Scanning the marketing environment.</p> <p>Contemporary Indian Marketing Environment</p>	<p>Mix of blended teaching and news articles discussion</p> <p>Group Project: Take an organization and discuss the significant micro and macro-environmental forces</p>	<p>Differentiate the macro and micro environmental impacts on business and understand the significance of customer values.</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 3</p>	CO2
3	<p>Analyzing Consumer Markets and Business Markets</p> <p>What influences consumer behaviour? Key psychological processes; Buying decision process, Rural consumer behaviour. Understand organizational buying process; Stages in buying process; Managing B2B customer relationships, Institutional and government markets.</p>	<p>Mix of blended teaching and Case Study discussion</p> <p>Group Project: Assessing the various factors influencing consumer buying behavior of products / services (picked up by students)</p> <p>Discussion on “Role of Children in influencing buying decisions”</p>	<p>Understand the buying behavior of B2C, both urban and rural and B2B customers</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 5</p> <p>Activity 2:</p> <p>Case discussion: NeuroMarketing: A New Tool for Sensing Buyer Behaviour</p>	CO1

4	<p>Segmentation, Targeting and Positioning</p> <p>Identifying market segments and targets, Differentiation strategies, benefits of market segmentation. Bases of market segmentation</p>	<p>Mix of blended teaching and Case Study discussion and Reading</p>	<p>Understand the role played by market segmentation and formulate different marketing strategies</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 7</p> <p>Activity 3:</p> <p>Case Study:</p> <p>Value Segmenting: Titan Watches Carves out Many Distinct Segments</p> <p>Reading:</p> <p>Virat Kolhi, India's 'new dad' stories, and the leap from duty to desire</p> <p>https://www.afaqs.com/news/guest-article/virat-kolhi-indias-new-dad-stories-and-the-leap-from-duty-to-desire</p>	CO3
5	<p>Segmentation, Targeting and Positioning</p> <p>Identify the different Targeting and Positioning Strategies</p>	<p>Class Discussion with Case Study analysis</p> <p>Group Project: Assessing the STP Strategies of organizations in various sectors (picked up by students)</p>	<p>Understand the role played by targeting and positioning and formulate different marketing strategies</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 7</p> <p>Case Study:</p> <p>Complan's Positioning success</p> <p>Reading: It's like a different kind of 'share-the-load": team behind Swiggy Instamart's cookbook campaign</p> <p>https://www.afaqs.com/news/mktg/its-like-a-differend-kind-of-share-the-load-team-behind-swiggy-instamarts-cookbook-campaign</p>	CO3

6	<p>Marketing Research</p> <p>Conducting marketing research; Forecasting demand and Creating customer value and customer relationships. Co-creation and product/service innovation.</p>	Class Discussion with Case Study Analysis	Identify, analyze, and solve issues that arise Market Research	<p>Marketing Management, Kotler and Keller, Koshy & Jha ,Chapter 3</p> <p>Case Study: Cookie Man</p>	CO1
7	<p>Product and Branding Concept-</p> <p>Product / service concepts; Product / Service and their brand relationships, Product life-cycle strategies</p>	Class Discussion with Case Study Analysis	Comprehend the various product strategies.	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 11</p> <p>Activity 4:</p> <p>Case Study: P& G's Attempts at Line Pruning</p> <p>Reading: HUL expands Vim brand to dishwasher friendly soap - in liquid, powder, tablet formats</p> <p>https://www.afaqs.com/news/mktg/hul-expands-vim-brand-to-dishwasher-friendly-soap-in-liquid-powder-tablet-formats</p>	CO4

				<p>Reading: Has Fortune set a new precedent in the 'brand versus troll' tussle?</p> <p>https://www.afaqs.com/news/pov/has-fortune-set-a-new-precedent-in-the-brand-versus-troll-tussle</p>	
1	<p>Communicating Customer Value</p> <p>Developing effective communication using the conventional and the new media; Setting the total promotion budget and mix, Socially responsible marketing communication</p>	<p>Class Discussion</p> <p>Group Project: Design IMC tools (Traditional Vs Modern tools in FMCG Sector)</p>	<p>Demonstrate how effective use of IMC can be a competitive advantage for Organizations</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 17</p> <p>Reading: Dove soap calls out pre-marriage scrutiny of bride's weight, height, colour, hair; takes 'Real Beauty' stance ahead</p> <p>https://www.afaqs.com/news/advertising/dove-soap-calls-out-pre-marriage-scrutiny-of-brides-weight-height-colour-hair-takes-real-beauty-stance-ahead</p>	CO4
2	<p>Marketing Channels and Supply Chain Management</p> <p>Nature and importance of marketing channels, Channel design decisions, Channel management decisions, Marketing logistics and supply chain management</p>	<p>Class Discussion with Case Study Analysis</p>	<p>Evaluate how to use distribution channels to market an organization's products and services effectively.</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 14</p> <p>Activity 7: Case Study: Eco Femme Cloth Pads:</p>	CO4

			Industry Perspective Guest Lecture on Supply Chain Management	Reaching Rural Women, Sreeram Sivaramakrishnan, Subhasis Ray, Paromita Goswami; Ivey Publishing Reading: Amazon India wants you to reuse its delivery boxes https://www.afaqs.com/news/mktg/amazon-india-wants-you-to-reuse-its-delivery-boxes	
3	Retailing, Wholesaling and Physical Distribution	Class Room Discussion and Reading	Understand fundamental concepts, theories, and principles of Retailing, Wholesaling and Distribution	Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 15 Reading: WhatsApp adds shopping carts in fresh e-commerce push https://retail.economictimes.indiatimes.com/news/e-commerce/e-tailing/whatsapp-adds-shopping-carts-in-fresh-e-commerce-push/79662165	CO4
4	Creating Competitive Advantage in the Global Market Place in Product and Service Categories. Competitor analysis, Competitive strategies, Global marketing environment, Strategies of entering global markets	Classroom teaching with Case Discussion	Understand the global market and the relevant competitive advantage	Marketing Management, Kotler, Keller, Koshy & Jha, Chapter 20 Case Study Internationalization of Disney Land Reading: Can '2 minutes' Maggi crack ready-to-eat food category with its '4-minute' poha and upma? https://www.afaqs.com/news/pov/can-	CO3

8	<p>Product and Branding Concept-</p> <p>Building strong brands, Co-branding and ingredient branding, devising a branding strategy Crafting the brand positioning</p>	<p>Class Discussion with Case Study Analysis</p> <p>Discussion:</p> <p>ITC acquired Savlon. Study the possibilities that the Savlon brand offers to ITC and how can it overtake Dettol?</p>	<p>Comprehend the various branding strategies.</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 9,10</p> <p>Activity 5:</p> <p>Case Study:</p> <p>Managing Brands: The Case of HUL</p>	CO4
9	<p>Pricing Products:</p> <p>Understanding price, Factors to consider when setting prices, New-product pricing strategies.</p>	<p>Class Discussion with Case Study Analysis</p>	<p>Understand the importance of pricing strategies and its significance in marketing mix</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 13</p> <p>Activity: 5</p> <p>Case Study: The New Negotiations In Pricing: Clout of Airbnb and OYO; Uber and Ola</p>	CO4
0	<p>Communicating Customer Value</p> <p>Integrated Marketing Communications and its processes, Promotion mix</p>	<p>Class Discussion with Case Study Analysis</p>	<p>Demonstrate how organizations use integrated marketing communication (IMC) to support their marketing strategies</p>	<p>Marketing Management, Kotler and Keller, Koshy & Jha, Chapter 16</p> <p>Activity 6</p> <p>Case Discussion</p> <p>Surf Excel pushes for socially distant Holi celebrations in new spot: The campaign uses the tagline 'Rang achhe hain' and imagines what a socially distant Holi celebration could look like in 2021.</p>	CO4

				2-minutes-maggi-crack-ready-to-eat-food-category-with-its-4-minute-poha-and-upma	
5	<p>Marketing Ethics and Social Responsibility</p> <p>Social criticisms of marketing, Citizen and public actions to regulate marketing, Business action towards socially responsible marketing</p>	<p>Classroom teaching with discussion</p>	<p>Apply principles of ethics and social responsibility in marketing.</p>	<p>Marketing Management, Kotler Keller, Koshy & Jha; Chapter 21</p> <p>Reading:</p> <p>Instamojo digitizes two lakh small businesses post pandemic</p> <p>https://retail.economictimes.indiatimes.com/news/industry/instamojo-digitises-two-lakh-small-businesses-post-pandemic/79659853</p>	CO1
6	<p>Rural Marketing</p> <p>Rural marketing strategies</p>	<p>Classroom teaching with Case Discussion.</p> <p>Group Project: Creating a Rural Marketing Plan for specific product categories</p>	<p>Understand the rural markets and the various strategies</p>	<p>Marketing Management, Indian Context; Global Perspective, Ramaswamy and Namakumari, 6 e, Sage Publication, Chapter 25</p> <p>Case Discussion</p> <p>HUL's Project Shakti: Better Livelihoods for Rural Women</p>	CO4

8. Student Prep Activities (Total : 10 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	<p>Case Study: Coca Cola</p> <p>Reading: Zandu Chyavanprash launches a new variant fortified with natural jaggery (Gurh)</p> <p>https://www.afaqs.com/news/mktg/zandu-chyavanprash-launches-a-new-variant-fortified-with-natural-jaggery-gurh</p>
2	<p>NeuroMarketing: A New Tool for Sensing Buyer Behaviour</p>
3	<p>Value Segmenting: Titan Watches Carves out Many Distinct Segments</p> <p>Reading: Virat Kolhi, India's 'new dad' stories, and the leap from duty to desire</p> <p>https://www.afaqs.com/news/guest-article/virat-kolhi-indias-new-dad-stories-and-the-leap-from-duty-to-desire</p> <p>Reading: It's like a different kind of 'share-the-load": team behind Swiggy Instamart's cookbook campaign</p> <p>https://www.afaqs.com/news/mktg/its-like-a-differend-kind-of-share-the-load-team-behind-swiggy-instamarts-cookbook-campaign</p>
4	<p>Case Study: P& G's Attempts at Line Pruning</p> <p>Reading: HUL expands Vim brand to dishwasher friendly soap - in liquid, powder, tablet formats</p> <p>https://www.afaqs.com/news/mktg/hul-expands-vim-brand-to-dishwasher-friendly-soap-in-liquid-powder-tablet-formats</p>
5	<p>Case Study: The New Negotiations In Pricing: Clout of Airbnb and OYO; Uber and Ola</p>
6	<p>Case Discussion</p> <p>Surf Excel pushes for socially distant Holi celebrations in new spot</p> <p><i>The campaign uses the tagline 'Rang achhe hain' and imagines what a socially distant Holi</i></p>

	<p><i>celebration could look like in 2021.</i></p> <p>Reading: Has Fortune set a new precedent in the 'brand versus troll' tussle?</p> <p>https://www.afaqs.com/news/pov/has-fortune-set-a-new-precedent-in-the-brand-versus-troll-tussle</p>
7	<p>Eco Femme Cloth Pads: Reaching Rural Women, Sreeram Sivaramakrishnan, Subhasis Ray, Paromita Goswami; Ivey Publishing</p> <p>Reading: Amazon India wants you to reuse its delivery boxes</p> <p>https://www.afaqs.com/news/mktg/amazon-india-wants-you-to-reuse-its-delivery-boxes</p>
8	<p>HUL's Project Shakti: Better Livelihoods for Rural Women Marketing Management, Indian Context</p>

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

Sr. No	Details
1	Marketing Management, Philip Kotler ,Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Publication, 15 e
2	Marketing Management, Indian Context; Global Perspective, Ramaswamy and Namakumari, 6 e, Sage Publication
3	<p>Redefining customer experience: Connecting in the time of COVID-19 (PWC-April 2020)</p> <p>https://www.strategy-business.com/blog/Redefining-customer-experience-Connecting-in-the-time-of-COVID-19?gko=245c0</p>
4	<p>Survey: Asian consumer sentiment during the COVID-19 crisis; April 2020</p> <p>https://www.mckinsey.com/featured-insights/asia-pacific/survey-asian-consumer-sentiment-during-the-covid-19-crisis</p>
5	<p>A perspective for the luxury-goods industry during—and after—coronavirus, McKinsey & Company, April 2020</p> <p>https://www.mckinsey.com/industries/retail/our-insights/a-perspective-for-the-luxury-goods-industry-during-and-after-coronavirus</p>
6	Jay Moye, May 18, 2018, Coca-Cola Freestyle Unveils Next-Gen Fountain Dispenser, New Operating

	System and More https://www.coca-colacompany.com/stories/coca-cola-freestyle-unveils-next-gen-fountain-dispenser--new-ope
7	Rocco Baldassarre , Forbes Councils (March 2018) Five Ways To Refine Your Marketing Strategy https://www.forbes.com/sites/forbesagencycouncil/2018/03/14/five-ways-to-refine-your-marketing-strategy/#489387257c5c
8	Amazon India's new ad targets customers who've never shopped for groceries online https://www.afaqs.com/news/advertising/amazon-indias-new-ad-targets-customers-whove-never-shopped-for-groceries-online
9	Samsung Galaxy urges consumers to get a power upgrade for their phones https://www.afaqs.com/news/advertising/samsung-galaxy-urges-consumers-to-get-a-power-upgrade-for-their-phones

Prepared by:	<i>Baisakhi Mitra</i>
Faculty name and signature with date	<i>Sourav Choudhury</i> Dr.Baisakhi Mitra, Prof. Sourav Choudhury 29/07/2021
Approved by:	<i>Baisakhi Mitra</i>
HOD – Name and signature with date	Dr.Baisakhi Mitra 29/07/2021



Course Plan

Program	PGDM
Course Code and Title	Business Communication
Course Credit	3
Academic Year	2021-2022
Batch	2021-2023
Trimester	I
Duration (Hrs)	15 hours
Name of the Faculty	Mr. Vaibhav Kulkarni
HOD	Dr. Vaishali Kulkarni

1. Course Objectives (*refer Syllabus*)

Effective business communication is a key skill required in a business manager. The objective of this course is to familiarize the students with key concepts of Business Communication (Written, Verbal and Non-Verbal) and to provide experiential learning to improve their communication skills.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Use the knowledge gained during the sessions to effectively communicate
CO2	Learn strategies for effective decision making while communicating with others
CO3	Analyse and imbibe the global aspects of business communication
CO4	Effectively communicate for the the achievement of organisational goals, contributing effectively to a team environment

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Introduction to Communication What is communication? Components of the communication process, Types of communication.	1
2	Public Speaking and Presentation skills Importance, Presentation and public speaking, Elements of public speaking, Choice of methods, Non-verbal cues, Motivating audience.	4
3	Importance and types of GD, Elements of GD, Do's, don'ts and tips.	4
4	Group communication and Team Activity	3
5	Business writing Importance of effective writing, Essential features of business writing, writing routine, persuasive and routine messages. Business correspondence	1

	Importance of Business writing.	
6	The art of giving successful job interview	2

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

Sr. No	Details
1	Students should be able to communicate in English

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	Assignment/		20	Co1
2	class participation		10	Co2,Co4
3	Presentation		20	Co1
4	Trimester end Examination		50	C01-C04
	Total		100	

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

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc
12/7	Introduction to Communication What is communication? Components of the communication process, Types of communication.	Lecture	Knowing the basics of effective communication	Theory with examples
13/7	Organizational Communication: Presentations	Lecture	Knowing the importance and types of presentations	Theory with examples
19/7	Importance of presentations	Lecture	Knowing the importance of the presentations	Theory with examples
20/7	Presentations	Activity	Knowing the types and the importance of presentations	activity

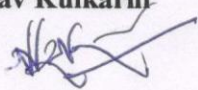
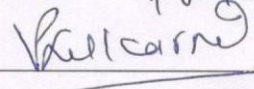
26/7	Presentations	Activity	Understanding the importance of presentations	activity
27/7	Importance and role plays in GD	Lecture	Understanding the importance of group discussions	Theory with videos
2/8	GD instructions	Lecture	Understanding the importance of GDs	Theory with examples
3/8	GD activity	Activity	Understanding ways of giving GDs	Theory with examples
9/8	GD activity	Activity	Learning how to appear for a GD	activity
10/8	Creative communication and group dynamics	Lecture	Learning group communication	Instructional videos with discussion
16/8	Team activity	Activity	Learning the basics of teamwork	activity
17/8	Team activity	Activity	Learning to communicate in teams	activity
23/8	Interviews	Lecture	Learning the importance of interviews	Theory with Examples
24/8	Instruction for interviews	lecture	Learning to appear for interviews	Theory with Examples
30/8	Formal written communication	Activity	Learning to write formal communication	activity

8. Student Prep Activities (Total : hours)

Activity	Details (Assignment, Case, Project, Field work, Research work, etc)
1	GD activity
2	Writing assignment
3	Ad making activity
4	Presentations

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

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

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

PGDM
Course Plan

Program	Post Graduate Diploma in Management(PGDM)
Course Title	Financial Management
Course Credit	03
Academic Year	2021-22
Batch	2021-23
Trimester	Second (II)
Duration (Hrs)	30
Division	B & GMBA
Name of the Faculty	Dr. Sachin K. Mittal
HOD	Dr. Tarun Agarwal

1.Course Overview

Financial Management is an interesting area of learning for the management graduates. Investment and financing decisions in the business are quite complex and risky and require a detailed analysis and investigations before finalizing any investment proposal by any existing or a new business organization/firm.

The subject discusses all about the investment, financing, dividend and working capital management decisions process in the business firms and the process of value maximization of any business firm.

The course make the student understand the fundamentals, tools and techniques of financial mangement. The course enables the student to apply concepts of capital budgeting, leverage, cost of capital, caital structure, dividend and working capital management to take decision which leads to shareholder's value maximisation.

The course is delivered by means of formal and participative lectures supported by the use of case studies, practise exercise and real time data reflecting the importance of finance in practical situations. Students are expected to undertake significant reading and preparation before classes.

2.Course Outcomes (CO)

Sr. No	At the end of the course students will be able to :
CO1	Describe the key activities of financial manager and understand the functions of finance aligned to the overall company objective of creation of value for shareholders and other stakeholders.
CO2	Apply various concepts, theories, techniques and best practices in financial management to view a situation critically, make assumptions, monitor outcomes, solve business problems and/or make decisions (investment, financing, liquidity and dividend decisions).
CO3	Analyze the financial data and risk profile of the firm along with other economic and business information to guide the management towards sound inferences w.r.t dividend policy, target capital structure, credit terms, inventory levels, cash management, operating cycle, etc.
CO4	Evaluate the impact of financial decisions on profitability, value of the firm and market share price using various concepts like time value of money, capital budgeting, cost of capital, leverages, capital structure, dividend policy and working capital management.

3. Course Outcome and Program Outcome mapping (CO-PO Mapping)

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

Sr. No.	Topic	No of hours
1	Overview of Financial Management Key Financial decisions, Organisational Goals: Profit Maximisation v/s wealth maximisation, Agency problem, Sources of finance: long term and short term.	2
2	Time Value of Money Present Value and future Value- of Single Cash Flow, annuity, growing annuity, perpetuity and growing perpetuity concepts, Practical Applications of Compounding and Discounting	4
3	Investment Decisions: Major Types of Capital Budgeting Decisions, Concepts & Estimation of Cash Flows, Traditional Capital Budgeting Techniques -(ARR, Payback Period), Modern Capital Budgeting Techniques- (Discounted Payback Period, NPV, IRR, and Profitability Index), NPV Vs PI - Comparison, NPV Vs IRR - Comparison	10
4	Cost of Capital Concept, Explicit and implicit costs, Hurdle rate, Cost of Debt - Redeemable and Perpetual, Cost of Preference Shares - Redeemable and non redeemable, Cost of Equity - Dividend and CAPM Approach, Cost of Retained Earnings, Overall Cost of Capital (WACC) - Assignment of Weights (Historical and Market)	5
5	Financing Decisions <u>Leverage</u> - Operating , Financial and combined Leverage - Algebraic and Graphic Approach, EBIT - EPS (Indifference Curve) Analysis <u>Capital Structure</u> : Concept of Capital Structure, Optimum Capital Structure - Design, factors and determinants	4
6	Dividend Decisions Concept and Forms of Dividend, Determinants of Dividend policy, Dividend Theories of relevance (Walter and Gordon), Dividend Theories of irrelevance (Miller-Modigliani)	2
7	Working Capital Decisions Concept, Types of Working Capital, Determinants of working Capital, Estimation of Working Capital requirement, Operating Cycle, Receivables Management- concept, credit terms, collection policies, Inventory Management- concept, EOQ, Order point, ABC analysis.	3
	Total hours	30

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

Sr. No	Details
1	A primer knowledge regarding current affairs w.r.t finance and economics in the country and around the world
2	Reading newspapers daily
3	Conceptual Knowledge of Financial Accounting -(P&L, Balance sheet and Cash Flow)
4	Use of Scientific calculator and Basics of Excel

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	Class Test on Investment Decisions	Individual	20	CO1, CO2
2	Live Project Report: Critically analyse, evaluate and compare the financial condition, financing decisions and practice of any 4 companies of a sector. Minimum topics to cover <ul style="list-style-type: none"> • beta, • cost of all sources of finance, • Weighted Average Cost of Capital (WACC), • capital structure and • leverage 	Group of 4	20	CO3, CO4
3	Viva Voce: Questions will be asked related to the entire course. The evaluation criteria will be concept clarity and applicability. (all topics)	Individual	10	CO1, CO2
4	End Trimester Examination- Covers the entire course and assess the students understanding on finance manager's decisions: (investment, financing, dividend and liquidity)	Individual	50	CO1, CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 75 minutes)

Session No	Topics / Units	Teaching Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Case etc)	Co to be attended
1	<p>Overview of Financial Management: Finance Decisions, Finance Managers' role, Organizational Goals: Profit Maximization v/s wealth maximization, Agency Problem</p> <p>Sources of Finance -Short Term and Long Term</p>	Classroom Discussion	<p>Summarize the major objective and key decisions of corporate finance</p> <p>Identify the potential conflicts that arise within the firm between stakeholders and managers.</p> <p>Compare the features & evaluate the role of all sources of finance</p>	<p>Chap 1: I M Pandey (Pages 3-17)</p> <p>Chap 20, 31: I M Pandey (Pages 551-567, 873-885)</p>	CO1
2	<p>Time Value of Money: Present Value & Future Value: single cash flow, uneven cash flow, annuity, annuity due, growing annuity, perpetuity, growing perpetuity</p>	Practice Exercise	<p>Calculate the present value and future value of lump sums.</p> <p>Identify the different types of annuities, calculate the present value and future value of both an ordinary annuity and an annuity due, and calculate the relevant annuity payments.</p>	<p>Chap 2: I M Pandey (Pages 20-39)</p> <p>Handouts compiled & developed by the instructor for in-class usage.</p> <p>Activity 1</p>	CO1, CO2
3	<p>Time Value of Money: Practical Applications of Compounding and Discounting on investment decisions</p>	Case-Study discussion	<p>Explain the working and importance of time value of money in financial management and investment decisions</p>	<p>Chap 2: I M Pandey (Pages 20-39)</p> <p>"Jeevan Lal & Associates (JLA)" Case-study developed by instructor for in-class usage.</p>	CO3, CO4
4	<p>Investment Decisions: Types of investment decisions, investment evaluation criteria, acceptance rule, Techniques of Capital Budgeting (Payback Period, Discounted Payback Period, NPV, Profitability Index IRR)</p> <p>NPV Vs PI – Comparison, NPV Vs IRR – Comparison</p>	Classroom Discussion	<p>Describe, Evaluate & interpret investment decisions using capital budgeting techniques</p> <p>Explain why NPV is the best criterion and how it overcomes problems inherent in the other methods.</p>	<p>Chap 8: I M Pandey (Pages 177-203)</p> <p>Handouts compiled & developed by the instructor for in-class usage.</p>	CO1, CO2
5	<p>Investment Decisions: Calculation of incremental cash flow, terminal cash flow, opportunity cost,</p>	Case-Study Discussion	<p>Show the conceptual difference between profit and cash flow</p>	<p>Chap 8: I M Pandey (Pages 177-203)</p>	CO2, CO3, CO4

Sess ion No	Topics / Units	Teaching Pedagogy	Expected outcome	Learning	Activity/ Resources (Books/ Chap/ Case etc	Co to be atten ded
	tax benefit, externalities, cannibalisation effect etc. for a profit center	using MS Excel	Identify "relevant" cash flows that should and should not be included in a capital budgeting analysis.		Handouts compiled & developed by the instructor for in-class usage. Activity 2	
6	Investment Decisions: Capital Budgeting for cost center	Case- Study Discussion using MS Excel	Select and apply capital budgeting techniques and make appropriate recommendations to take investment decisions		Chap 8: I M Pandey (Pages 177-203) Handouts compiled & developed by the instructor for in-class usage.	CO2, CO3, CO4
7	Investment Decisions: Capital Rationing and Ranking	Case- Study Discussion using MS Excel	Estimate a project's cost saving and put them into a time line format that can be used to calculate a project's NPV, IRR, and other capital budgeting metrics.		Chap 8: I M Pandey (Pages 177-203) Handouts compiled & developed by the instructor for in-class usage.	CO2, CO3, CO4
8	Cost of Capital: Concept, Explicit and Implicit Costs, Hurdle rate Cost of Debt - Redeemable and Perpetual, Cost of Preference Shares - Redeemable and non redeemable, Cost Equity - Dividend and CAPM Approach, Cost of Retained Earnings,	Caselets Discussion using MS Excel	Estimate the costs of different capital components—debt, preferred stock, retained earnings, and common stock.		Chap 9: I M Pandey (Pages 211-233) Handouts compiled & developed by the instructor for in-class usage. Activity 3	CO1, CO2
9	Cost of Capital: Overall Cost of Capital (WACC) - Assignment of Weights (Historical and Market)	Case- Study Discussion using MS Excel	Combine the different component costs to determine the firm's WACC. Explain why the weighted average cost of capital (WACC) is used in capital budgeting.		Chap 9: I M Pandey (Pages 211-233) Handouts compiled & developed by the instructor for in-class usage.	CO3, CO4
10	Financing Decisions <u>Leverage:</u> Operating, Financial & combined Leverage- Algebraic & Graphic	Classroom Discussion	Distinguish between business risk and financial risk, and explain the effects that debt		Chap 14: I M Pandey (Pages 361-378)	CO1, CO2

Sess ion No	Topics / Units	Teaching Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Chap/ Case etc	Co to be atten ded
	Approach. DOL, DFL, DCL EBIT – EPS (Indifference Curve) Analysis,		financing has on the firm's expected return and risk. Analyze the combined effect of financial and operating leverage	Handouts compiled & developed by the instructor for in-class usage. Activity 4	
11	Financing Decisions <u>Capital Structure:</u> Concept of Capital Structure, Theories of relevance (Net Income Approach, Traditional Approach) Theories of irrelevance (Net Operating Income Approach, Modigliani – Millar Hypothesis);	Practice Exercise on MS Excel	Understand the theories of the relationship between capital structure and the value of the firm Review the assumptions, definitions, and symbols relating to capital structure theories.	Chap 15: I M Pandey (Pages 390-409) Handouts compiled & developed by the instructor for in-class usage. Activity 5	C01, C02
12	Financing Decisions Optimum Capital Structure	Case-Study Discussion using MS Excel	Understand the impact of Leverage & Capital Structure decisions on EPS and Debt to Asset Ratio	Chap 15: I M Pandey (Pages 390-409) Case-study developed by instructor for in-class usage.	C03, C04
13	Dividend Decisions Concept and Forms of Dividend, Determinants of Dividend policy Dividend Theories of relevance (Walter & Gordon); Dividend Theories of irrelevance (Miller-Modigliani),	Classroom Discussion and Practice Exercise	Discuss the various trade-offs that companies face when trying to establish their optimal dividend policy. Explain the relationship between a corporation's dividend policy and the market price of its common stock.	Chap 17 & 18: I M Pandey (Pages 481-492, 505-513) Handouts compiled & developed by the instructor for in-class usage. Activity 6	C01, C02
14	Working Capital Decisions <u>Working Capital Management:</u> Concept, Need, Types of Working Capital, Determinants of working Capital, approaches of working capital, Calculation for Operating & Cash Cycle and Working Capital requirement	Classroom Discussion	Highlight the necessity of managing current assets and current liabilities	Chap 27: I M Pandey (Pages 765-783) Handouts compiled & developed by the instructor for in-class usage. Activity 7	C01, C02
15	Working Capital Decisions	Classroom	Define the strategies for	Chap 28: I M	C01,


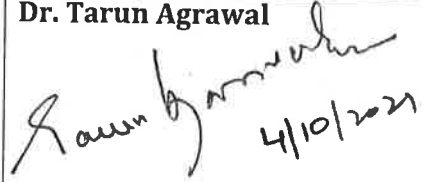
Session No	Topics / Units	Teaching Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Chap/ Case etc)	Co to be attended
	<u>Credit Management:</u> Credit Policies, Credit Term, Collection Policies	Discussion and Practice Exercise	proficient receivables management Discuss how companies set their credit policies, and explain the effect of credit policy on sales and profits.	Pandey (Pages 796-820) Handouts compiled & developed by the instructor for in-class usage. Activity 8	CO2
16	<u>Working Capital Decisions</u> <u>Inventory Management:</u> Cost of Holding Inventory, Cost of Carrying, EOQ Techniques of Inventory management - ABC Model	Classroom Discussion and Practice Exercise	Explain how companies decide on the proper amount of inventory Discuss the common techniques for managing inventory	Chap 29: I M Pandey (Pages 827-839) Handouts compiled & developed by the instructor for in-class usage. Activity 9	CO1, CO2

8. Student Prep Activities (Total: 10 hours)

Activity (to be completed after the session)	Details (Reading Material, Assignment, Case, Project etc)
1	Practice Problems on Time Value of Money Derivation of Time Value of Money related Formulae Jeevan Lal & Associates (JLA) Case-study
2	Practice Problems on Capital Budgeting
3	Practice Problems on Cost of Capital
4	Practice Problems on Leverage
5	Practice Problems on Capital Structure Case-Study On Leverage & Capital Structure (Pre Read)
6	Practice Problems on Dividend Decisions and Watch YouTube Video on Theories of Relevance –Dividend Decisions https://www.youtube.com/watch?v=cEX5LKYFLfE https://www.youtube.com/watch?v=vtS6-Pep37Q
7	Practice Problems on Working Capital Management
8	Practice Problems on Receivables Management
9	Practice Problems on Inventory Management

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

Sr. No	Reading Material
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	Khan and Jain, (2018), "Financial Management", 8th Edition, Mc Graw Hill, New Delhi
4	Chandra, Prasanna, (2018), "Financial Management Theory and Practice", 8th Edition, Mc Graw Hill, New Delhi.
5	Brigham & Ehrhardt, (2016), "Financial Management: Theory and Practice", 12 th Edition, Cengage Learning, New Delhi.
6	News articles relevant to the topics being taught in class brought out in Economic Times/Business Standard

Prepared by: (Faculty name and signature with date)	Dr. Sachin K. Mittal 
Approved by: HOD - Name and signature with date	Dr. Tarun Agrawal  4/10/2021

PGDM
Course Plan

Program	Post Graduate Diploma in Management(PGDM)
Course Title	Financial Management
Course Credit	03
Academic Year	2021-22
Batch	2021-23
Trimester	Second (II)
Duration (Hrs)	30
Division	A, C and D
Name of the Faculty	Prof. Khushboo Vora
HOD	Dr. Tarun Agarwal

1.Course Overview

Financial Management is an interesting area of learning for the management graduates. Investment and financing decisions in the business are quite complex and risky and require a detailed analysis and investigations before finalizing any investment proposal by any existing or a new business organization/firm.

The subject discusses all about the investment, financing, dividend and working capital management decisions process in the business firms and the process of value maximization of any business firm.

The course make the student understand the fundamentals, tools and techniques of financial management. The course enables the student to apply concepts of capital budgeting, leverage, cost of capital, caital structure, dividend and working capital management to take decision which leads to shareholder's value maximisation.

The course is delivered by means of formal and participative lectures supported by the use of case studies, practise exercise and real time data reflecting the importance of finance in practical situations. Students are expected to undertake significant reading and preparation before classes.

2.Course Outcomes (CO)

Sr. No	At the end of the course students will be able to :
C01	Describe the key activities of financial manager and understand the functions of finance aligned to the overall company objective of creation of value for shareholders and other stakeholders.
C02	Apply various concepts, theories, techniques and best practices in financial management to view a situation critically, make assumptions, monitor outcomes, solve business problems and/or make decisions (investment, financing, liquidity and dividend decisions).
C03	Analyze the financial data and risk profile of the firm along with other economic and business information to guide the management towards sound inferences w.r.t dividend policy, target capital structure, credit terms, inventory levels, cash management, operating cycle, etc.
C04	Evaluate the impact of financial decisions on profitability, value of the firm and market share price using various concepts like time value of money, capital budgeting, cost of capital, leverages, capital structure, dividend policy and working capital management.

3. Course Outcome and Program Outcome mapping (CO-PO Mapping)

	PO1	PO2	PO3	PO4	PO5
C01	H		H		
C02	H	H		M	H
C03	H	H	M	M	H
C04	H	H	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 Modules

Sr. No.	Topic	No of hours
1	Overview of Financial Management Key Financial decisions, Organisational Goals: Profit Maximisation v/s wealth maximisation, Agency problem, Sources of finance: long term and short term.	2
2	Time Value of Money Present Value and future Value- of Single Cash Flow, annuity, growing annuity, perpetuity and growing perpetuity concepts, Practical Applications of Compounding and Discounting	4
3	Investment Decisions: Major Types of Capital Budgeting Decisions, Concepts & Estimation of Cash Flows, Traditional Capital Budgeting Techniques -(ARR, Payback Period), Modern Capital Budgeting Techniques- (Discounted Payback Period, NPV, IRR, and Profitability Index), NPV Vs PI - Comparison, NPV Vs IRR - Comparison	10
4	Cost of Capital Concept, Explicit and implicit costs, Hurdle rate, Cost of Debt - Redeemable and Perpetual, Cost of Preference Shares - Redeemable and non redeemable, Cost of Equity - Dividend and CAPM Approach, Cost of Retained Earnings, Overall Cost of Capital (WACC) - Assignment of Weights (Historical and Market)	5
5	Financing Decisions <u>Leverage</u> - Operating , Financial and combined Leverage - Algebraic and Graphic Approach, EBIT - EPS (Indifference Curve) Analysis <u>Capital Structure</u> : Concept of Capital Structure, Optimum Capital Structure - Design, factors and determinants	4
6	Dividend Decisions Concept and Forms of Dividend, Determinants of Dividend policy, Dividend Theories of relevance (Walter and Gordon), Dividend Theories of irrelevance (Miller-Modigliani)	2
7	Working Capital Decisions Concept, Types of Working Capital, Determinants of working Capital, Estimation of Working Capital requirement, Operating Cycle. <u>Receivables Management</u> - concept, credit terms, collection policies, <u>Inventory Management</u> - concept, EOQ, Order point, ABC analysis.	3
	Total hours	30

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

Sr. No	Details
1	A primer knowledge regarding current affairs w.r.t finance and economics in the country and around the world
2	Reading newspapers daily
3	Conceptual Knowledge of Financial Accounting -(P&L, Balance sheet & Cash Flow)
4	Use of Scientific calculator and Basics of Excel

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	Class Test on Investment Decisions	Individual	20	CO1, CO2
2	<p>Live Project Report: Critically analyse, evaluate and compare the financial condition, financing decisions and practice of any 4 companies of a sector. Minimum topics to cover</p> <ul style="list-style-type: none"> • beta, • cost of all sources of finance, • Weighted Average Cost of Capital (WACC), • capital structure and • leverage <p>The evaluation criteria will be based on Project Contents, Initiative, originality, timeliness, Report Writing and Presentation</p>	Group of 4	20	CO3, CO4
3	<p>Class Participation: Every student will be questioned twice during the entire course. Questions will be asked related to the concept clarity and applicability of topics covered until that session. The evaluation criteria will be based on number of correct answers, supporting information and Clarity in providing answers.</p>	Individual	10	CO1, CO2
4	<p>End Trimester Examination: Covers the entire course and assess the students understanding on finance manager's decisions: (investment, financing, dividend and liquidity)</p>	Individual	50	CO1, CO2, CO3, CO4
Total			100	

7. Session Plan (Each session of 75 minutes)

Session No	Topics / Units	Teaching Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Chap/ Case etc)	Co to be attended
1	<p>Overview of Financial Management: Finance Decisions, Finance Managers' role, Organizational Goals: Profit Maximization v/s wealth maximization, Agency Problem</p> <p>Sources of Finance -Short Term and Long Term</p>	Classroom Discussion	<p>Summarize the major objective and key decisions of corporate finance</p> <p>Identify the potential conflicts that arise within the firm between stakeholders and managers.</p> <p>Compare the features & evaluate the role of all sources of finance</p>	<p>Chap 1: I M Pandey (Pages 3-17)</p> <p>Chap 20, 31: I M Pandey (Pages 551-567, 873-885)</p>	CO1
2	<p>Time Value of Money: Present Value & Future Value: single cash flow, uneven cash flow, annuity, annuity due, growing annuity, perpetuity, growing perpetuity</p>	Practice Exercise	<p>Calculate the present value and future value of lump sums.</p> <p>Identify the different types of annuities, calculate the present value and future value of both an ordinary annuity and an annuity due, and calculate the relevant annuity payments.</p>	<p>Chap 2: I M Pandey (Pages 20-39)</p> <p>Handouts compiled & developed by the instructor for in-class usage.</p> <p>Activity 1</p>	CO1, CO2
3	<p>Time Value of Money: Practical Applications of Compounding and Discounting on investment decisions</p>	Case-Study discussion	<p>Explain the working and importance of time value of money in financial management and investment decisions</p>	<p>Chap 2: I M Pandey (Pages 20-39)</p> <p>"Jeevan Lal & Associates (JLA)" Case-study developed by instructor for in-class usage.</p>	CO3, CO4
4	<p>Investment Decisions: Types of investment decisions, investment evaluation criteria, acceptance rule, Techniques of Capital Budgeting (Payback Period, Discounted Payback Period, NPV, Profitability Index IRR)</p> <p>NPV Vs PI – Comparison, NPV Vs IRR – Comparison</p>	Classroom Discussion	<p>Describe, Evaluate & interpret investment decisions using capital budgeting techniques</p> <p>Explain why NPV is the best criterion and how it overcomes problems inherent in the other methods.</p>	<p>Chap 8: I M Pandey (Pages 177-203)</p> <p>Handouts compiled & developed by the instructor for in-class usage.</p>	CO1, CO2
5	<p>Investment Decisions: Calculation of incremental cash flow, terminal cash flow, opportunity cost,</p>	Case-Study Discussion	<p>Show the conceptual difference between profit and cash flow</p>	<p>Chap 8: I M Pandey (Pages 177-203)</p>	CO2, CO3, CO4

Session No	Topics / Units	Teaching Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Chap/ Case etc)	Co to be attended
	tax benefit, externalities, cannibalisation effect etc. for a profit center	using MS Excel	Identify "relevant" cash flows that should and should not be included in a capital budgeting analysis.	Handouts compiled & developed by the instructor for in-class usage. Activity 2	
6	Investment Decisions: Capital Budgeting for cost center	Case-Study Discussion using MS Excel	Select and apply capital budgeting techniques and make appropriate recommendations to take investment decisions	Chap 8: I M Pandey (Pages 177-203) Handouts compiled & developed by the instructor for in-class usage.	CO2, CO3, CO4
7	Investment Decisions: Capital Rationing and Ranking	Case-Study Discussion using MS Excel	Estimate a project's cost saving and put them into a time line format that can be used to calculate a project's NPV, IRR, and other capital budgeting metrics.	Chap 8: I M Pandey (Pages 177-203) Handouts compiled & developed by the instructor for in-class usage.	CO2, CO3, CO4
8	Cost of Capital: Concept, Explicit and Implicit Costs, Hurdle rate Cost of Debt - Redeemable and Perpetual, Cost of Preference Shares - Redeemable and non redeemable, Cost Equity - Dividend and CAPM Approach, Cost of Retained Earnings,	Caselets Discussion using MS Excel	Estimate the costs of different capital components—debt, preferred stock, retained earnings, and common stock.	Chap 9: I M Pandey (Pages 211-233) Handouts compiled & developed by the instructor for in-class usage. Activity 3	CO1, CO2
9	Cost of Capital: Overall Cost of Capital (WACC) - Assignment of Weights (Historical and Market)	Case-Study Discussion using MS Excel	Combine the different component costs to determine the firm's WACC. Explain why the weighted average cost of capital (WACC) is used in capital budgeting.	Chap 9: I M Pandey (Pages 211-233) Handouts compiled & developed by the instructor for in-class usage.	CO3, CO4
10	Financing Decisions Leverage: Operating, Financial & combined Leverage- Algebraic & Graphic	Classroom Discussion	Distinguish between business risk and financial risk, and explain the effects that debt	Chap 14: I M Pandey (Pages 361-378)	CO1, CO2

Sess ion No	Topics / Units	Teaching Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Chap/ Case etc	Co to be atten ded
	Approach. DOL, DFL, DCL EBIT – EPS (Indifference Curve) Analysis,		financing has on the firm's expected return and risk. Analyze the combined effect of financial and operating leverage	Handouts compiled & developed by the instructor for in-class usage. Activity 4	
11	Financing Decisions <u>Capital Structure:</u> Concept of Capital Structure, Theories of relevance (Net Income Approach, Traditional Approach) Theories of irrelevance (Net Operating Income Approach, Modigliani – Millar Hypothesis);	Practice Exercise on MS Excel	Understand the theories of the relationship between capital structure and the value of the firm Review the assumptions, definitions, and symbols relating to capital structure theories.	Chap 15: I M Pandey (Pages 390-409) Handouts compiled & developed by the instructor for in-class usage. Activity 5	CO1, CO2
12	Financing Decisions Optimum Capital Structure	Case-Study Discussion using MS Excel	Understand the impact of Leverage & Capital Structure decisions on EPS and Debt to Asset Ratio	Chap 15: I M Pandey (Pages 390-409) Case-study developed by instructor for in-class usage.	CO3, CO4
13	Dividend Decisions Concept and Forms of Dividend, Determinants of Dividend policy Dividend Theories of relevance (Walter & Gordon); Dividend Theories of irrelevance (Miller-Modigliani),	Classroom Discussion and Practice Exercise	Discuss the various trade-offs that companies face when trying to establish their optimal dividend policy. Explain the relationship between a corporation's dividend policy and the market price of its common stock.	Chap 17 & 18: I M Pandey (Pages 481-492, 505-513) Handouts compiled & developed by the instructor for in-class usage. Activity 6	CO1, CO2
14	Working Capital Decisions <u>Working Capital Management:</u> Concept, Need, Types of Working Capital, Determinants of working Capital, approaches of working capital, Calculation for Operating & Cash Cycle and Working Capital requirement	Classroom Discussion	Highlight the necessity of managing current assets and current liabilities	Chap 27: I M Pandey (Pages 765-783) Handouts compiled & developed by the instructor for in-class usage. Activity 7	CO1, CO2
15	Working Capital Decisions	Classroom	Define the strategies for	Chap 28: I M	CO1,



Session No	Topics / Units	Teaching Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Chap/ Case etc)	Co to be attended
	<u>Credit Management:</u> Credit Policies, Credit Term, Collection Policies	Discussion and Practice Exercise	proficient receivables management Discuss how companies set their credit policies, and explain the effect of credit policy on sales and profits.	Pandey (Pages 796-820) Handouts compiled & developed by the instructor for in-class usage. Activity 8	CO2
16	Working Capital Decisions <u>Inventory Management:</u> Cost of Holding Inventory, Cost of Carrying, EOQ Techniques of Inventory management - ABC Model	Classroom Discussion and Practice Exercise	Explain how companies decide on the proper amount of inventory Discuss the common techniques for managing inventory	Chap 29: I M Pandey (Pages 827-839) Handouts compiled & developed by the instructor for in-class usage. Activity 9	CO1, CO2

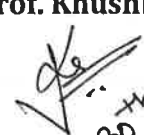
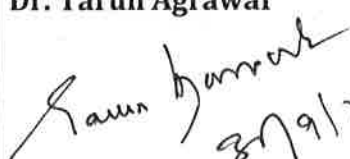
8. Student Prep Activities (Total: 10 hours)

Activity (to be completed after the session)	Details (Reading Material, Assignment, Case, Project etc)
1	Practice Problems on Time Value of Money Derivation of Time Value of Money related Formulae Jeevan Lal & Associates (JLA) Case-study
2	Practice Problems on Capital Budgeting
3	Practice Problems on Cost of Capital
4	Practice Problems on Leverage
5	Practice Problems on Capital Structure Case-Study On Leverage & Capital Structure (Pre Read)
6	Practice Problems on Dividend Decisions and Watch YouTube Video on Theories of Relevance –Dividend Decisions https://www.youtube.com/watch?v=cEX5LKYFLfE https://www.youtube.com/watch?v=vtS6-Pep37Q
7	Practice Problems on Working Capital Management
8	Practice Problems on Receivables Management
9	Practice Problems on Inventory Management



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

Sr. No	Reading Material
1	Handouts compiled by the instructor-sourced from various reference books.
2	Pandey, I. M,(2021), "Financial Management", 12th Edition, Pearson, New Delhi.
3	Khan and Jain, (2018), "Financial Management", 8th Edition, Mc Graw Hill, New Delhi
4	Chandra, Prasanna, (2018), "Financial Management Theory and Practice", 8th Edition, Mc Graw Hill, New Delhi.
5	Brigham & Ehrhardt, (2016), "Financial Management: Theory and Practice", 12 th Edition, Cengage Learning, New Delhi.
6	News articles relevant to the topics being taught in class brought out in Economic Times/Business Standard

Prepared by: (Faculty name and signature with date)	Prof. Khushboo Vora  30 th September 2021
Approved by: (HOD - Name and signature with date)	Dr. Tarun Agrawal  30/9/2021.

Course Plan

Program	PGDM, (C and D)
Course Code and Title	PGC202 and Human Resource Management
Course Credit	3
Academic Year	2021-2022
Batch	2021-2023
Trimester	II
Duration (Hrs)	20 hours
Name of the Faculty	Dr. Chandrakant Verma
HOD	Dr. Caral D' Cunha

1. Course Objective

This course will enable students to understand & appreciate the basics of Human Resource Management. The course will help the students to understand how an HR function can ensure optimal utilization of human assests for achieving organizational objectives, and design interventions to achieve the same

Particularly, students will understand how manpower planning helps to recruit and select the best and fittest candidate for the organization.

Classroom activities involving lectures, discussions and case studies (topped up with role-play) will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to use right recruiting methods and selection process for successful staffing practice
CO2	To analyze and design appropriate training programs and evaluate the same to understand how beneficial training to the organization.
CO3	Apply right performance appraisals and develop performance-based compensation. Endeavour for good employer relation

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M	H		
CO2	M	M	H		
CO3	H		M	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, 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	Introduction of HRM	2
2	Manpower Planning: Job analysis, Job design, Forecasting, Budgeting, Succession plans	2
3	Recruitment and Selection, Interview techniques, Selection procedure.	2
4	Learning and Development: Process, Trends, e-learning	2
5	Performance Management System: Concept, Methodology, Choosing a performance management approach, Counseling and coaching.	2
6	Compensation and Benefits: Rewards Employee engagement, Commitment & Motivation, Mentoring and Leadership style that impact the same	2
7	Career Management and Talent retention	1

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

Sr. No	Details
1	Pre reading from the reference book given: Human Resource Management – Ashwathapa, McGraw Hill, Personnel/Human Resource Management: DeCenzo& Robbins. Prentice Hall India Articles from HBR, People Matters, Human Capital, SHRM

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	Assignment: Students will summarize and discuss the article in class.	Individual	10	CO1
2	Case Study Discussion	Group	10	CO3
3	Presentations on Assignment- Students will be presenting on the topic assigned to them (One group comprises of six students)	Group	20	CO3
4	Class Test would be conducted covering basic concepts in Human Resource Management in the form of MCQs.	Individual	10	CO2
5	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of Human Resource Management	Individual	50	CO2, CO3

7. Session Plan (Each session of 75 minutes)

Session No	Topics	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapter s/Case etc	CO Attended
1	Introduction to HRM Definition of HRM, Evolution from Personnel to HR, Characteristics.	Video Lecture. Online interactive sessions. Self-study.	Demonstrate the importance of Human Resource in the workplace. Define <i>Human Resource Management</i> . To understand the employee lifecycle process	Chapter 1: Human Resource Management, Human Resource Management – Ashwathapa	CO2
2	Challenges of HR function in different industries, Employee lifecycle	Video Lecture. Online interactive	To understand the employee lifecycle process	Chapter 1: Human Resource	CO2

	processes	sessions. Self-study		Management, Human Resource Management – Ashwathapa	
3	Manpower Planning: Job analysis.	Video Lecture. Online interactive sessions. Self-study.	Identify the manpower planning process. Identify the different methods of job analysis.	Chapter 3: What Is Manpower planning Chapter 4: Job analysis, Job design, Human Resource Management – Ashwathapa, McGraw Hill,	CO3
4	Job design, Forecasting, Budgeting, Succession plans	Video Lecture. Online interactive sessions. Self-study.	Why job design is so important in an organization. How succession planning helps the organization to grow.	Chapter 3: What Is Manpower planning Chapter 4: Job analysis, Job design, Human Resource Management – Ashwathapa, McGraw Hill,	CO3
5	Recruitment & Selection	Video Lecture. Online interactive sessions. Self-study.	Identify the major techniques of recruitment and selection.	Chapter 5: Process of Recruitment and Selection Human Resource Management – Ashwathapa, McGraw Hill,	CO1
6	Interviewing	Video Lecture. Online interactive	To understand the different interview	Chapter 5: Types of	CO1

	techniques	sessions. Self-study.	techniques and its types..	Interview Human Resource Management – Ashwathapa, McGraw Hill,	
7	Learning and Development	Video Lecture. Online interactive sessions. Self-study. Online discussion Case	Differentiate between learning and development. Identify the different development process of employees.	Chapter 6: Development of Employees Human Resource Management – Ashwathapa, McGraw Hill.	CO3
8	E-learning, process and trends	Video Lecture. Online interactive sessions. Self-study.	Explain the factors that influence the E-learning process.	Chapter 6: Development of Employees Human Resource Management – Ashwathapa, McGraw Hill	CO1
9	Performance Management System, Choosing a performance measurement approach	Video Lecture. Online interactive sessions. Self-study.	Understand the concept of performance management system and how it is different from performance appraisal To understand, how to measure the performance in an organization	Chapter 7: Performance management, Human Resource Management – Ashwathapa, McGraw Hill Personnel/Human Resource Management: DeCenzo& Robbins. Prentice Hall India	CO3
10	Counseling and Coaching	Video Lecture. Online interactive sessions. Self-study.	To understand the concept of counseling and need of counseling, Difference between	Chapter 2: Personnel/Human Resource Management: DeCenzo&	CO3

			counseling and coaching	Robbins. Prentice Hall India	
11	Compensation and benefits	Video Lecture. Online interactive sessions. Self-study.	How benefits are different from compensation, Fringe benefits, Perquisites.	Chapter 5: Compensation Policy and Benefits Personnel/Human Resource Management: DeCenzo & Robbins. Prentice Hall India	CO2
12	Employee engagement, Commitment and Motivation.	Video Lecture. Online interactive sessions	To understand the engagement policy for employees, How engagement leads to job satisfaction.	Chapter 9: Performance management, Human Resource Management – Ashwathapa, McGraw Hill Personnel/Human Resource Management: DeCenzo & Robbins. Prentice Hall India	CO3
13	Career management and talent retention	Video Lecture. Online interactive sessions. Self-study	Different stages of career management, Different techniques to retain the talent in an organization	Chapter 6 McGraw Hill Personnel/Human Resource Management: DeCenzo & Robbins. Prentice Hall India	CO2
14	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories		CO1,CO2,.CO3

8. Student Prep Activities (Total: 15/10 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case Study: Maruti Suzuki Manesar plant case
2	Case Study: Mc Donalds, Recruitment and Selection case
3	Case Study: Google, Performance case
4	Case Study: Tata, Training and Development Case.

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

Sr. No	Details
1	Human Resource Management – Ashwathapa, McGraw Hill
2	Personnel Management – C.B. Mammoria, Himalaya Publishing
3	Human Resource Management –Dessler, Prentice Hall India
4	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Prepared by:	Dr. Chandrakant Verma <i>C.K. Verma</i> 5/10/2021
Approved by:	<i>Verma</i> 5/10/2021

Course Plan

Program	PGDM, (C and D)
Course Code and Title	PGC202 and Human Resource Management
Course Credit	3
Academic Year	2021-2022
Batch	2021-2023
Trimester	II
Duration (Hrs)	20 hours
Name of the Faculty	Dr. Nitin Sharma
HOD	Dr. Caral D' Cunha

1. Course Objective

This course will enable students to understand & appreciate the basics of Human Resource Management. The course will help the students to understand how an HR function can ensure optimal utilization of human assests for achieving organizational objectives, and design interventions to achieve the same

Particularly, students will understand how manpower planning helps to recruit and select the best and fittest candidate for the organization.

Classroom activities involving lectures, discussions and case studies (topped up with role-play) will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to use right recruiting methods and selection process for successful staffing practice
CO2	To analyze and design appropriate training programs and evaluate the same to understand how beneficial training to the organization.
CO3	Apply right performance appraisals and develop performance-based compensation. Endeavour for good employer relation

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	M	H		
CO2	M	M	H		
CO3	H		M	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, 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	Introduction of HRM	2
2	Manpower Planning: Job analysis, Job design, Forecasting, Budgeting, Succession plans	2
3	Recruitment and Selection, Interview techniques, Selection procedure.	2
4	Learning and Development: Process, Trends, e-learning	2
5	Performance Management System: Concept, Methodology, Choosing a performance management approach, Counseling and coaching.	2
6	Compensation and Benefits: Rewards Employee engagement, Commitment & Motivation, Mentoring and Leadership style that impact the same	2
7	Career Management and Talent retention	1

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

Sr. No	Details
1	Pre reading from the reference book given: Human Resource Management – Ashwathapa, McGraw Hill, Personnel/Human Resource Management: DeCenzo& Robbins. Prentice Hall India Articles from HBR, People Matters, Human Capital, SHRM

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	Assignment: Students will summarize and discuss the article in class.	Individual	10	CO1
2	Case Study Discussion	Group	10	CO3
3	Presentations on Assignment- Students will be presenting on the topic assigned to them (One group comprises of six students)	Group	20	CO3
4	Class Test would be conducted covering basic concepts in Human Resource Management in the form of MCQs.	Individual	10	CO2
5	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of Human Resource Management	Individual	50	CO2, CO3

7. Session Plan (Each session of 75 minutes)

Session No	Topics	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapter s/Case etc	CO Attended
1	Introduction to HRM Definition of HRM, Evolution from Personnel to HR, Characteristics.	Video Lecture. Online interactive sessions. Self-study.	Demonstrate the importance of Human Resource in the workplace. Define <i>Human Resource Management</i> . To understand the employee lifecycle process	Chapter 1: Human Resource Management, Human Resource Management – Ashwathapa	CO2
2	Challenges of HR function in different industries, Employee lifecycle	Video Lecture. Online interactive	To understand the employee lifecycle process	Chapter 1: Human Resource	CO2

	processes	sessions. Self-study		Management, Human Resource Management – Ashwathapa	
3	Manpower Planning: Job analysis.	Video Lecture. Online interactive sessions. Self-study.	Identify the manpower planning process. Identify the different methods of job analysis.	Chapter 3: What Is Manpower planning Chapter 4: Job analysis, Job design, Human Resource Management – Ashwathapa, McGraw Hill,	CO3
4	Job design, Forecasting, Budgeting, Succession plans	Video Lecture. Online interactive sessions. Self-study.	Why job design is so important in an organization. How succession planning helps the organization to grow.	Chapter 3: What Is Manpower planning Chapter 4: Job analysis, Job design, Human Resource Management – Ashwathapa, McGraw Hill,	CO3
5	Recruitment & Selection	Video Lecture. Online interactive sessions. Self-study.	Identify the major techniques of recruitment and selection.	Chapter 5: Process of Recruitment and Selection Human Resource Management – Ashwathapa, McGraw Hill,	CO1
6	Interviewing	Video Lecture. Online interactive	To understand the different interview	Chapter 5: Types of	CO1

	techniques	sessions. Self-study.	techniques and its types..	Interview Human Resource Management – Ashwathapa, McGraw Hill,	
7	Learning and Development	Video Lecture. Online interactive sessions. Self-study. Online Case discussion	Differentiate between learning and development. Identify the different development process of employees.	Chapter 6: Development of Employees Human Resource Management – Ashwathapa, McGraw Hill.	CO3
8	E-learning, process and trends	Video Lecture. Online interactive sessions. Self-study.	Explain the factors that influence the E-learning process.	Chapter 6: Development of Employees Human Resource Management – Ashwathapa, McGraw Hill	CO1
9	Performance Management System, Choosing a performance measurement approach	Video Lecture. Online interactive sessions. Self-study.	Understand the concept of performance management system and how it is different from performance appraisal 'To understand, how to measure the performance in an organization	Chapter 7: Performance management, Human Resource Management – Ashwathapa, McGraw Hill Personnel/Human Resource Management: DeCenzo& Robbins. Prentice Hall India	CO3
10	Counseling and Coaching	Video Lecture. Online interactive sessions. Self-study.	To understand the concept of counseling and need of counseling, Difference between	Chapter 2: Personnel/Human Resource Management: DeCenzo&	CO3

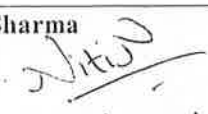
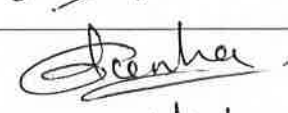
			counseling and coaching	Robbins. Prentice Hall India	
11	Compensation and benefits	Video Lecture. Online interactive sessions. Self-study.	How benefits are different from compensation, Fringe benefits, Perquisites.	Chapter 5: Compensation Policy and Benefits Personnel/Human Resource Management: DeCenzo & Robbins. Prentice Hall India	CO2
12	Employee engagement, Commitment and Motivation.	Video Lecture. Online interactive sessions	To understand the engagement policy for employees, How engagement leads to job satisfaction.	Chapter 9: Performance management, Human Resource Management – Ashwathapa, McGraw Hill Personnel/Human Resource Management: DeCenzo & Robbins. Prentice Hall India	CO3
13	Career management and talent retention	Video Lecture. Online interactive sessions. Self-study	Different stages of career management, Different techniques to retain the talent in an organization	Chapter 6 McGraw Hill Personnel/Human Resource Management: DeCenzo & Robbins. Prentice Hall India	CO2
14	Presentations by the students on the topics assigned	Presentation by the students	Application of the concepts and theories		CO1,CO2,CO3

8. Student Prep Activities (Total: 15/10 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case Study: Maruti Suzuki Manesar plant case
2	Case Study: Mc Donalds, Recruitment and Selection case
3	Case Study: Google, Performance case
4	Case Study: Tata, Training and Development Case.

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

Sr. No	Details
1	Human Resource Management – Ashwathapa, McGraw Hill
2	Personnel Management – C.B. Mammoria, Himalaya Publishing
3	Human Resource Management – Dessler, Prentice Hall India
4	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Prepared by:	Dr. Nitin Sharma 
Approved by:	 5/10/2021

Legal Aspects of Business Course Plan

Program	PGDM
Course Code and Title	Legal Aspects of Business
Course Credit	3
Academic Year	2021-2022
Batch	2021-2023
Trimester	2
Duration (Hrs)	30 hours
Name of the Faculty	Vaibhav Kulkarni
HOD	Dr. Vaishali Kulkarni

1. Course Objectives

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Through caselaws, know how legal practitioners apply knowledge of management theories and practices to solve business problems
CO2	Analyse and interpret laws for decision making
CO3	Understand the role of laws to preserve ethics and morals
CO4	Understand and analyse legal aspects of business
CO5	Use the legal knowledge gained by them for the benefit of the employers and employees of the company

3. Course Outcome and Program Outcome mapping

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

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	Contracts Laws Overview of establishing Contractual Relationships, Consideration and Legality of Object Competency of parties to contract, Free Consent, Void Agreement and Contingent Contract, Performance and Discharge of Contract, Remedies for Breach of Contract, Special Contracts – Indemnity and Guarantee, Agency	8
2	Salient Features of the Companies Act, 2013	2
3	Sale of Goods Act, 1930	2
4	Trade Marks Act, 1999 The Patents Act, 1970	2
5	Consumer Protection Act, 2019	1
6	Environment Protection Act, 1986	1

Sr. No	Details
1	Basic knowledge of interpreting sections of the law

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	Case study	Individual	20	CO1, CO2
2	Presentation	Individual	10	CO3
3	Projects	Individual	20	CO4, CO5
4	Trimester end Examination	Individual	50	CO1-CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 20 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/ Case etc)	CO Attended
1. 4/10 A & B 5/10 C & D	Overview of establishing Contractual Relationships,	PPT	Understand the meaning of contractual relationship	Legal Aspects of Business – Parul Gupta	CO1
2. 6/10 A & B 7/10 C 9/10 D	Consideration and Legality of Object Competency of parties to contract	PPT	Realize the importance of legality and competency of parties to enter into an agreement	Legal Aspects of Business – Parul Gupta	CO2
3. 11/10 A & B 12/10 C & D	Free Consent	PPT	Understand types of consents	Legal Aspects of Business – Parul Gupta	CO2
4. 13/10 A & B 14/10 C 16/10 D	Void Agreement and Contingent Contract	PPT	Understand Void Agreements and Contingent Contract	Legal Aspects of Business – Parul Gupta	CO2
5. 18/10 A & B 19/10 C & D	Performance and Discharge of	PPT	Understand the consequences of breach of	Legal Aspects of Business – Parul Gupta	CO3

	Contract		contract		
6. 20/10 A & B 21/10 C 23/10 D	Remedies for Breach of Contract	PPT	The students will understand the remedies for breach of contract	Legal Aspects of Business – Parul Gupta	CO2, CO3
7. 25/10 A & B 26/10 C & D	Indemnity and Guarantee	PPT	Learn the concepts of Indemnity, guarantee and pledge	Legal Aspects of Business – Parul Gupta	CO2
8. 28/10 A & B 29/10 C 31/10 D	Agency	PPT	To acquire a better understanding of agencies	Legal Aspects of Business – Parul Gupta	CO4
9. 02/11 A & B 03/11 C & D	Salient Features of the Companies Act, 2013	PPT	Students will understand the general features of company laws	Legal Aspects of Business – Parul Gupta	CO4
10. 04/11 A & B 05/11 C 07/11 D	Salient Features of the Companies Act, 2013	PPT	Students will understand the general features of company laws	Legal Aspects of Business – Parul Gupta	CO4
11. 09/11 A & B 10/11 C & D	Sale of Goods Act, 1930	PPT	Students will understand the general features of the Sale of Goods Act	Legal Aspects of Business – Akhileshwar Pathak	CO4
12. 11/11 A & B 12/11 C 14/11 D	Sale of Goods Act, 1930	PPT	Students will understand the general features of the Sale of Goods Act	Legal Aspects of Business – Akhileshwar Pathak	CO2
13. 16/11 A & B 17/11 C & D	Trade Marks Act, 1999	PPT	Students will understand the general features of the Trade Marks Act	Legal Aspects of Business – Akhileshwar Pathak	CO2
14. 18/11 A & B 19/11 C 21/11 D	The Patents Act, 1970	PPT	Students will understand the general features of the Patents Act	Legal Aspects of Business – Akhileshwar Pathak	CO1, CO2
15. 23/11 A & B 24/11 C & D	Consumer Protection Act, 2019	Case Study	Students will understand the general features of the Consumer Protection Act	Legal Aspects of Business – Akhileshwar Pathak	CO2


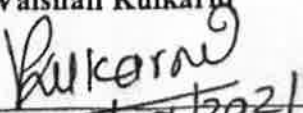
16. 25/11 A & B 26/11 C 28/11 D	Environment Protection Act, 1986	PPT	Students will understand the general features of the Environment Protection Act	Legal Aspects of Business – Akhileshwar Pathak	CO5.
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8. Student Prep Activities (Total :10 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Case studies Analysis – Individual - 20 marks
2	Presentation – Individual - 10 marks
3	Projects – Individual – 20 marks Analysis of any 2 cases related to Contract Act from indiankanoon.org

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

Sr. No	Details
1	Legal Aspects of Business - Akhileshwar Pathak, Tata McGraw Hill
2	Legal Aspects of Business – Parul Gupta

Prepared by: (Faculty name and signature with date)	Vaibhav Kulkarni  01/09/21
Approved by: HOD – Name and signature with date	Dr. Vaishali Kulkarni  01/09/2021

Course Plan

Program	PGDM Finance/ Marketing/HR
Course Code and Title	Business Economics-II
Course Credit	1.5
Academic Year	2021-22
Batch	2021-23
Trimester	I
Duration (Hrs)	15
Name of the Faculty	Dr. Durba Chakrabarty
HOD	Dr. Vaishali Kulkarni

1. Course Objective

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	To understand the various basic macroeconomic concepts
CO2	To understand the need for economic literacy in addressing the issues affecting Business, Society, Nation
CO3	To gain the knowledge of different systems, economic conditions, make analysis and its Business and Public Policy applications
CO4	To gain a basic understanding of the Indian economic system and realize the relevance of various Government Economic Policy such as Planning, Economic Reforms, Globalization and its impact, an analysis of key macroeconomic indicators, current economic problems and the merits of alternative public policies which influence business, social outcomes.

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Basics of Macroeconomics: Circular flow of Income, GDP, GNP, Components, National Income: Accounting, Methods, Uses	1-2
2	Inflation: Inflation: Definition, Types, Causes, Measurement Money: Definition, Function, Commercial Bank, Central Bank, Credit Creation	3-4
3	Taxation: Types, Burden , Deadweight Loss, Economic Impacts Role of Fiscal Policy and Monetary Policy: Types, Objectives, Instruments	4-5
4	Exim, Foreign Trade Policy, Recent Trends Exchange Rate: Meaning, Types, Regimes, Determination	6-7
5	International Institutions (IMF, World Bank, WTO): Objectives, Functions, Role in Indian Scenario	7-8

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

Sr. No	Details
1	Regular reading of business newspapers

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	Class Participation & Assignments	Individual	5	CO1, CO2, CO3
2	Project on Current Economy of Different Countries: Each group will have to look at key macroeconomic variables of the country chosen, explain its characteristics & features, how does it impact on the respective economy and what are the policy prescriptions taken to address the issues. The students will use the case study method by submitting an extensive report	Group (maximum of 6 students)	15	CO1, CO2, CO3, CO4
3	Trimester end Examination: It will cover the entire course and assess the students understanding on macroeconomics concepts & applications	Individual	30	CO1,CO2,CO3,CO4
	Total		50	

7. Session Plan (Each session of 75 minutes) Total: 10 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc	CO attended
1	Basics of Macroeconomics: Circular flow of Income, GDP, GNP, Components, National Income: Accounting, Methods, Uses	Class Discussion with real life applications	Student will be able to understand the basic macroeconomic concepts for foundation level	Macroeconomics: Policy & Practice by Mishkin Macroeconomic Policy Environment – Shyamal Roy	CO1
2	Inflation: Inflation: Definition, Types, Causes, Measurement	Lecture & Case Study	Student will be able to correlate the macroeconomic concepts with real economic scenario	Macroeconomics: Policy & Practice by Mishkin	CO1, CO2
3	Money: Definition, Function, Commercial Bank, Central Bank, Credit Creation	Class Discussion with Case Study	Student will be get a fair idea of operations of banking system	Macroeconomics: Policy & Practice by Mishkin	CO1
4	Taxation: Types,	Class Discussion	Students will understand the	Macroeconomics: Policy	CO1, CO2,

	Burden , Deadweight Loss, Economic Impacts	with real life applications	application of concepts of taxes	& Practice by Mishkin	CO3
5	Role of Fiscal Policy and Monetary Policy: Types, Objectives, Instruments	Class Discussion with real life applications	Students will get a fair overview of different types of policy undertaken by country	Macroecono mics: Policy & Practice by Mishkin Business Environment -B.N. Ghosh, Oxford University Press	CO1, CO2, CO4
6	Exim, Foreign Trade Policy, Recent Trends	Class Discussion with Case Study	Students will be exposed to real scenarios of strategies taken to face foreign competition	Macroecono mics: Policy & Practice by Mishkin	CO1, CO2, CO3
7	Exchange Rate: Meaning, Types, Regimes, Determination	Class Discussion with real life applications	Students will understand different exchange rate regimes	Macroecono mics: Policy & Practice by Mishkin Macroecono mics- Dorbusch, Fischer and Startz, Tata McGraw Hill	CO1, CO2
8	International Institutions (IMF, World Bank, WTO): Objectives, Functions, Role in Indian Scenario	Class Discussion with Case Study	Students will understand the importance and role of international organizations	Macroecono mics: Policy & Practice by Mishkin Pearson	CO1, CO2, CO3, CO4

8. Student Prep Activities (Total: 15/5 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Preparing a brief report on all current macroeconomic indicators
2	Assignments on National Income Accounting
3	Understanding the Exchange rate with the help of two country example
4	Explaining the relevance of current macroeconomic indicators from economy perspective

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

Sr. No	Details
1	Macroeconomics: Policy & Practice by Mishkin, Pearson
2	Economic Environment of Business – Veena Keshav Pailwar, PHI Learning Private Limited
3	Macroeconomic Policy Environment – Shyamal Roy
4	Macroeconomics-Dorbusch, Fischer and Startz, Tata McGraw Hill
5	Business Environment-B.N. Ghosh, Oxford University Press

Prepared by: (Faculty name and signature with date)	Dr. Durba Chakrabarty
Approved by: HOD – Name and signature with date	Dr. Vaishali Kulkarni <i>Vaishali Kulkarni</i> 01/09/2021

Course Plan

Program	PGDM
Course Code and Title	Quantitative Techniques II – Operations Research
Course Credit	3
Academic Year	2021-22
Batch	2021-2023
Trimester	IIInd
Duration (Hrs)	20 Hours, 16 sessions of 75 minutes, each.
Name of the Faculty	Prof Pradeep Pai
HOD	Dr. Vaishali Kularni

1. Course Objective: Equip students with the concepts of Optimizing Techniques and Sensitivity analysis of Business decisions.
2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Identify business problems and formulate Decision Making models using Operations Research techniques.
CO2	Appreciate Theoretical and Practical Knowledge of Operations Research concepts.
CO3	Use Analytical Skills to handle Business Decisions and Problems
CO4	Link different functional Areas of Business using optimization techniques.

3. Course Outcome and Program Outcome mapping

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

CO4				L	H
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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 Modules

Module No.	Topic	Sessions
1	Linear Programming, Introduction, Formulation, Graphical Solution, Simplex Solution, Post Optimality analysis, Sensitivity Analysis, Excel application.	5
2	Transportation Problems, Formulation & Excel Solution, Sensitivity Analysis.	2
3	Assignment Problems, Formulation & Excel Solution, Maximization solutions.	2
4	Decision Theory & Decision Trees.	3
5	Game Theory	4

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

Sr. No	Details
1	QT – I, Business Statistics

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	Quiz 1	Individual	15	CO 1, CO 4
2	Quiz 2	Individual	15	CO 2
3	Quiz 3	Individual	20	CO 3, CO 4
4	Term End Exam	Individual	50	CO 1, CO 2, CO 3, CO 4
	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 (Books/Chapters/Case etc)	CO attended
1	Linear Programming Introduction & Excel Solution	Lectures / Class Discussions	Understand Excel inputs & outputs		CO 1, CO 3
2	Linear Programming Formulation and Graphical solution	Lectures / Class Discussions	Understand Problem formulation.		CO 1, CO 3
3	Linear Programming Simplex and Excel Output comparison	Lectures / Class Discussions	Understand the solution methodology. Apply Graphical solutions learnings to more variables.		CO 1, CO 3
4	Linear Programming – Sensitivity and Post Optimality analysis	Lectures / Class Discussions	Business applications – Shadow price / Opportunity Cost		CO 1, CO 3
5	Linear Programming – Business Application	Lectures / Class Discussions	Post optimality analysis of Business Decisions		CO 1, CO 3
6	Transportation Formulation & Excel solution	Lectures / Class Discussions	Format for Excel input and output analysis		CO 3
7	Transportation – Post Optimality analysis.	Lectures / Class Discussions	Business decision due to changes in input parameters		CO 4
8	Assignment – Formulation and Excel Output	Lectures / Class Discussions	Using Excel to solve allocation problems		CO 3
9	Assignment – Maximization Problems	Lectures / Class Discussions	Changes required in solving Assignment Problems		CO 4
10	Decision Theory – Decision Making under Uncertainty	Lectures / Class Discussions	Five Principles of Decision Making		CLO 1

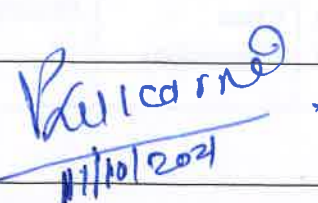
11	Decision Theory – Decision Making under Risk	Lectures / Class Discussions	Concept of EPPI, EVPI & EOL		CLO 2
12	Decision Theory – Decision Trees for Decision Making	Lectures / Class Discussions	Bayesian approach to decision making		CLO 1
13	Game theory – 2 player Zero sum game	Lectures / Class Discussions	Prisoner's Dilemma, Zero Sum game, Saddle point, Equilibrium point		CLO 3
14	Game Theory – Graphical Solution	Lectures / Class Discussions	Graphical solution to Zero sum game, Nash equilibrium		CLO 4
15	Game Theory – Excel output	Lectures / Class Discussions	Formulation & solution using Excel		CLO 2
16	Wrap up & Revision	Lectures / Class Discussions			

8. Student Prep Activities (Total: 15 hours)


Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	
2	

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

Sr. No	Details
1	Operations Research – Principles and Practice, Prof Pradeep Pai, Oxford University Press
2	

Prepared by: Prof. Pradeep Pao (Faculty name and signature with date)	
Approved by: Dr. Vaishali Kulkarni HOD – Name and signature with date	 11/10/2024

Course Plan

Program	PGDM Marketing
Course Code and Title	PGM201-Digital Marketing
Course Credit	3
Academic Year	2021-22
Batch	2021-23
Trimester	II
Duration (Hrs)	30Hrs
Name of the Faculty	Sourav Choudhury
HOD	Joyeeta Chatterjee 

1. Course Objective

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	To learn digital marketing tools like search engine optimization and associated analytics.
CO2	Apply practical tools to for designing and launching of the marketing campaign on social media,. Websites, and search engines.
CO3	Demonstrate competency related to launching, analyzing and taking corrective actions for better RoI
CO4	Develop critical thinking skills for developing and enhanced performance of digital marketing campaigns

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2	H	H		H	
CO3	H	H		H	H
CO4	H	H		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, 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 Modules

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	Customer behavior in digital media Customer consumption trends of digital media. Role of digital media in consumer decision making process. Behavioural and Contextual targeting.	1
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.	3
4	Display advertising Different forms of display advertising, Ad networks, click frauds detection and prevention.	1
5	Pricing methods Understanding CPC, PPC, CPA, CPM etc. Business goal and	1

	pricing method fitment.	
6	Social Media advertising Types of social media; targeting of social media; garnering earned media; strategizing, executing and analyzing social media campaign, WhatsApp Business.	2
7	Digital Analytics Understanding various KPIs; interpreting Google analytics and Facebook analytics	2
8	Email and Mobile Marketing Setting objectives, creating content, delivery to customers, monitoring and assessing performance	2
9	Sentiment Analysis Social listening, analysis of customer engagement, trend analysis	1
10	Content Marketing, Online Reputation Management Content Marketing Introduction, Content Marketing Strategy, Blogging, Video, eBooks, Presentations & Podcasts ORM, Review & Ratings, Web Mentions, Social Proof Importance, ORM Resources & Tools	2
	Total	16

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

Sr. No	Details
1	The students are expected to have sound understanding of core Marketing Management. The session will also include solving few cases along the course. The students will also be provided with video clips, PDF documents and other study materials

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	Attendance/Participation	Individual	10	CO1, CO2
2	Class Test/Quiz	Individual	20	CO1,CO2,CO3,CO4
3	Assignment & Case Study	Group	20	CO1,CO2,CO3,CO4
4	End Semester Examination- The end semester exam will cover the entire course and assess the students on their understanding, ability to apply and analyze the Digital Marketing elements	Individual	50	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25/20 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Cases etc)	CO attended
1	Understanding the Digital Landscape	Online Classroom session	Understand key components and application of Digital Marketing	Chapter 1 Book A	CO1
2	Customer behavior in digital media	Online Classroom session	Understand consumer behavior models, key attributes of online buying, behavior and the impact of digital technology on buying patterns	Chapter 3 Book A	CO1
3	Search Engines for marketing	Online Classroom session. Practical learning	Understand the activities that shape the communication mix across different digital marketing channels and learn how to develop and deliver communications message across them	Chapter 6 Book A/ Case Study: Indomie Noodles in Africa	CO1, CO2, CO3, CO4
4					
5					
6	Display advertising	Online Classroom session. Practical learning	Describe brand-based campaigns and learn the basics of display campaign management and inventory classification along-with gaining knowledge on emerging data-driven display models	Chapter 8 Book A	CO1, CO2, CO3, CO4
7	Pricing methods	Online Classroom session. Practical learning	Understanding CPC, PPC, CPA, CPM etc. Business goal and pricing method fitment.	Chapter 8 Book A	CO1, CO2, CO3, CO4
8	Social Media advertising	Online Classroom session. Practical learning	Understand Types of social media; targeting of social media; garnering earned media; strategizing, executing and analyzing social media campaign, WhatsApp Business	Chapter 6 & 8 Book A/Case Study: National Bank of Fujairah's digital platform-NBF Connect	CO1, CO2, CO3, CO4
9					
10	Digital Analytics	Online Classroom session. Practical learning	Understanding various KPIs; interpreting Google analytics and Facebook analytics	Chapter 8 Book A/Case Study: Startup on a budget	CO1, CO2, CO3, CO4
11					
12	Email and Mobile Marketing	Online Classroom session. Practical learning	Learn to Set objectives, creating content, delivery to customers, monitoring and assessing performance	PPT Kagan-Chapter 4 & 9 Case Study: Value communication Guru Ki Bani	CO1, CO2, CO3, CO4
13					
14	Sentiment Analysis	Online Classroom session. Practical learning	Understand sentiment analysis from a managers perspective. Social listening, analysis of customer engagement, trend analysis	Online resource: Keyhole.co; google trends, Google alert	CO1, CO2, CO3, CO4

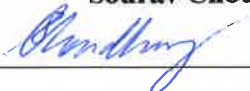
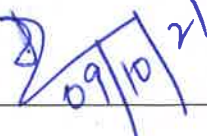
15	Content Marketing, Online Reputation Management Content Marketing Introduction, Content Marketing	Online Class-room session. Practical learning	Learn Content Marketing Introduction, Content Marketing Strategy, Blogging, Video, eBooks, Presentations & Podcasts, ORM, Review & Ratings, Web Mentions, Social Proof Importance, ORM Resources & Tools	PPT Kagan-Chapter 8/Case Study: Alagrand	CO1, CO2, CO3, CO4
16					

8. Student Prep Activities (Total: 15/10 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Video: How Google Search Works _Matt Cutts
2	Case Study: Indomie Noodles in Africa
3	Case Study: National Bank of Fujairah's digital platform-NBF Connect
4	Case Study: Startup on a budget
5	Case Study: Value communication Guru Ki Bani
6	Case Study: Alagrand
7	Case Study: Cape Union Mart
8	Assignment: Digital Strategy and Marketing audit for a company
9	Assignment: Google Search Ad and Facebook Ad campaign
10	Presentation: Social Media Marketing Plan

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

Sr. No	Details
A	Fundamentals of Digital Marketing by Puneet Singh Bhatia
B	The Art of Digital Marketing by Ion Dodson

Prepared by: (Faculty name and signature with date)	Sourav Choudhury 
Approved by: HOD – Name and signature with date	Joyeeta Chatterjee  09/10/21

Course Plan

Program	PGDM (Finance)
Course Code and Title	PGF201 Financial Markets and Services
Course Credit	03
Academic Year	2021-22
Batch	2021-23
Trimester	II
Duration (Hrs)	30
Name of the Faculty	Prof. Vijay Prabhu
HOD	Dr. Tarun Agarwal

1. Course Objectives

Financial markets and institutions continue to evolve, being driven by the forces of innovation, globalization and deregulation. These forces have: (i) led to the deepening of the integration of financial markets targeting towards a single financial service industry, (ii) improved the efficiency of the operation of global financial markets, and (iii) increased the institutionalization of the financial markets through a shift from the retail investor to domination by financial institutions such as mutual funds and commercial banks.

Financial markets and services course examines the various dimensions of the global financial markets in respect of its principal economic function of transferring investible funds between savers and borrowers, markets and across jurisdictions. This course provides an indepth knowledge of structure of the financial system including the regulation of financial institutions to minimize systemic failures. This course will also arm the students with understanding of different financial instruments globally and the complex organizing and efficiency roles financial institutions play in making financial markets work.

Financial markets and services course objective is to reward students with understanding of link between theoretical concepts and their real-world applications. It provides a road map and enhances the analytical abilities and concrete problem-solving skills and prepares the students for successful careers in the finance sector-(financial service, institutions etc)

1. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Outline the flow of investible funds between savers and borrowers, markets and across jurisdictions and further understand the operation, structure and services of Indian Financial System.
CO2	Illustrate the marketability, liquidity, volatility, maturity, and pricing of various financial instruments issued across domestic and foreign markets.
CO3	Appraise the working of financial regulators, financial intermediaries and financial markets in the financial system
CO4	Analyze all the risks faced by modern financial institutions, investors and savers and critique the strategies that are adopted for controlling and managing these risks.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H			M	
CO2	H	H			
CO3		H		H	
CO4	H	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, 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	Overview of Indian Financial System: Savings and investment, flow	3

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	of funds, components of Indian Financial System	
2	Financial Intermediaries: Indian Perspective: Banking Institutions, Non-Banking Financial Intermediaries, NBFC's, Financial Regulators, Development Finance Institutions, Mutual Funds. Global Perspective: IMF, World Bank, Federal Reserve System, European Central Bank, Tax havens.	5
3	Financial Services: Banking services- deposit and loan, Depositories Custodial, Credit Rating, Merchant Banking / Investment Banking, Underwriting, Guaranteeing, Portfolio Management / Wealth Management / Asset Mgt, Factoring, Forfaiting, Leasing, Hire Purchase	5
4	Capital Market: Primary and Secondary Equity Market, IPO's, Price Discovery, Derivatives, Futures, Option Contract	10
5	Money Market: Primary and Secondary Money Market, T-bills, Commercial Paper, Call money market, CBLO, Certificate of Deposit, Commercial Bills, Repo and Reverse Repo.	3
6	Fixed income securities/ Bond Market: Primary and Secondary Bond Market, Types of bonds, Bond Pricing, Bond valuation, Yield curves, Price-Yield Relationship	4
	Total	30

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

Sr. No	Details
1	Awareness regarding current affairs w.r.t finance and economics in the country and around the world
2	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	Intended CO to be assessed
1	Continuous Assessment		50	
1a	Quiz	Individual	20	CO1, CO2, CO3
1b	Project Report	Group	20	CO3, CO4
1c	Presentation	Group	10	CO1, CO3, CO4
2	Semester End Exams	Individual	50	CO1, CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 25/20 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc.)	CO attended
1	<p>Overview of Financial System</p> <p>Definitions of financial terms, Circular flow of funds, GDP, Equilibrium of Price and Interest Rates thru demand and supply of funds</p>	Online classroom discussion	Identify change in flow of funds and know how the equilibrium price is determined.	Self-Notes, PPTs	CO1
2	<p>Overview of Financial System</p> <p>Functions and Components/Structure of the Financial Systems, Theories on Savings and Investments</p>	Online classroom discussion	Explain how the financial markets and institutions enhance capital allocation; affect everyday life as well as how they create value	L.M. Bhole Ch.1	CO1
3	<p>Financial Intermediaries Regulators: Ministry of Finance, Ministry of Corporate Affairs, RBI, SEBI, PFRDA, IRDA,</p>	Online classroom discussion	Understand the role and workings of Financial Regulators	L.M. Bhole Ch. 6, 7 Pawan Jhabak Ch.4	CO3

4	Financial Intermediaries Banks, NBFCs, LIC, GIC, EXIM Bank, NABARD, SIDBI, NHB	Online classroom discussion	Understand the role and workings of Financial Intermediaries	Pawan Jhabak Ch.6 Case Study: Discuss recent financial scams - ILFS, PMC, YES Bank	CO3, CO4
5	Financial Intermediaries Mutual Funds, IMF, World Bank, ECB, Tax Havens	Online classroom discussion	Role and significance of Global Financial Institutions	Dr. Punithavathy Pandian Ch.8 MF: List the names of at least 5 existing schemes in each category using Value research website Case Study: Discuss Franklin Templeton case	CO4, CO3
6	Financial Services: Custodial, depository, merchant banking, hire purchase, leasing, factoring, forfaiting etc.	Discussion on Zoom & Interaction	To understand the various financial services offered by all financial institutions (insurance, banking, securities, mutual funds etc.)	Chap 3: L.M.Bhole And Self notes <u>Self-Study:</u> List the names of few institutions providing these financial services	CO3
7	Financial Services: Custodial, depository, merchant banking, hire purchase, leasing, factoring, forfaiting etc.	Discussion on Zoom & Interaction	To understand the various financial services offered by all financial institutions (insurance, banking, securities, mutual funds etc.)	Chap 3: L.M.Bhole and Self-notes <u>Self-Study:</u> List the names of few institutions providing these financial	CO3

				services	
8	Capital Markets: Primary Markets, features, benefits, Types of issues, Participants, Prospectus etc.	Discussion on Zoom & Interaction	Explain the procedure for Trading in the secondary market	Dr. Punithavathy Pandian Ch.17 Self-notes	CO3
9	Capital Markets: Secondary Markets Features, Participants, Clearing House, Types of order, Margin, Settlement, Circuit Breakers, Risk Management, etc.	Live scrip discussion	To understand the workings of the secondary markets	Dr. Punithavathy Pandian Ch.18 Self-notes	CO3
10	Capital Markets: Secondary Markets- Insider Trading, Corporate Actions	Discussion on Zoom & Interaction	To understand the workings of the secondary markets	Case Study: Pre read: Galleon Scam- Rajat Gupta	CO3
11	Derivatives- Forwards, Futures	Discussion on Zoom & Interaction	To understand the various types of derivative instruments and their utility	CFA Schweser Notes	CO4
12	Derivatives- Options	Discussion on Zoom & Interaction	Solve numerical problem	CFA Schweser Notes	CO4
13	Money Market instruments- T-bills, Commercial Paper, commercial bills, Certificate of Deposits,	Discussion using real time data of RBI Press Release	Compare all the Money market instruments & understand the link between money market & monetary policy in India	Dr. Punithavathy Pandian Ch.11,12,13,1 4,15 <u>Self-Study:</u> Track the T-bill yield of India and USA	CO2
14	Money Market instruments- Call Money Market, CBLO, Repo Agreement, Reverse Repo	Discussion using real time data of RBI Press Release	Compare all the Money market instruments & understand the link between money market & monetary policy in India	Dr. Punithavathy Pandian Ch.11,12,13,1 4,15 Track the money market operations	CO2

15	Fixed income securities/ Bond Market: Primary and Secondary Bond Market, Types of bonds, Yield curves, Price-Yield Relationship	Discussion on Zoom & Interaction	Understand different types of bonds, their Features, TVM, YTM	CFA Schweser Notes	CO2
16	Fixed income securities/ Bond Market: Bond Pricing, Bond valuation	Discussion on Zoom & Numerical examples	Pricing of bonds	CFA Schweser Notes	CO2

8. Student Prep Activities (Total: 10 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case Study: The ILFS Fiasco and the Lessons Learnt (NBFC)
2	Case Study: Infrastructure Leasing Financial Services Limited ilfs_ _The Crisis and Challenges Ahead (NBFC)
3	Case Study: Yes Bank Crisis- A Critical Analysis on Causes, Effects & Recommendations (Bank)
4	(Case Study):Yes bank: an untold story (Bank)
5	Case Study: Politics of Ethics – Poor corporate Governance at PMC Bank - (Bank)
6	Case Study: The subprime crisis and its role in the financial crisis - (World Financial Markets)
7	Case Study: The subprime crisis and its consequences - (World Financial Markets)
8	Case Study: HARD HIT INVESTORS: GOVERNANCE LAPSES OF NSEL SCAM – (Capital Markets)

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

Sr. No	Details
1	Financial Institutions and Markets-Madura-Mc Graw Hill -L M Bhole & Jitendra Mahakud
2	The Indian Financial System- Pearson-Bharati Pathak
3	Fixed Income Analysis – Wiley – CFA Institute

4	Financial Management - Mc Graw Hill – M Y Khan & P K Jain
5	Financial Markets and Institutions-Saunders and Cornett-Mc Graw Hill
6	Financial Markets and Institutions-Mishkin and Eakins-Pearson
7	Read Website / Press Release of RBI & SEBI.
8	https://zerodha.com/varsity/

Prepared by: (Faculty name and signature with date)	Prof. Vijay Prabhu Vijay . 1st Oct. 2021
Approved by: HOD – Name and signature with date	<i>[Signature]</i> 08/10/2021. 01/10/2021

Course Plan

Program	PGDM
Course Code and Title	PGH201 Labour Laws
Course Credit	3
Academic Year	2021-22
Batch	2021-2023
Trimester	II
Duration (Hrs)	30 Hrs.
Name of the Faculty	Dr. Bijal N. Pahade
HOD	Dr . Caral D'Cunha

1. Course Objective:

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	The course would be helpful to students in legal aspects of employment. It will help students in the field of recruitment, selection, compensation as well as performance appraisal.
CO2	It will help students to understand to take Disciplinary actions with in Labour related legal framework.
CO3	It will help students to understand statutory compliances & learn to deal with Legal agencies and unions.
CO4	Able to and understand the Past & Current Aspects of Business.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H		M		
CO2		M			
CO3	M		H		
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 organizational goals, contributing effectively to a team environment

4. Course Modules

Module No.	Topic	Sessions
1	Introduction of subject-- Labour Law	1
2	Laws related to Industrial Relations such as: -Trade Unions Act, 1926 - Industrial Disputes Act, 1947. - Industrial Employment Standing Order Act	4
3	Laws related to Wages such as: -Payment of Wages Act, 1936 -Minimum Wages Act, 1948	2
4	Laws related to Working Hours, Conditions of Service and Employment such as: -Factories Act, 1948. -Contract Labour (Regulation & Abolition) Act, 1970. - Shops & Establishment Act	3
5	Laws related to Equality and Empowerment of Women such as: -Maternity Benefit Act, 1961	1
6	Laws related to Social Security such as: -The provident Fund Act -Workmen's Compensation Act, 1923.	5

	-Employees' State Insurance Act, 1948. - Employees' Provident Fund & Miscellaneous Provisions Act, 1952. - Payment of Gratuity Act, 1972. - New Pension Schemes Of Government Of India - Maharashtra Labour Welfare Fund & Maharashtra Workman's Min HRA - Super Annuation Act & Separation - Collective Bargaining - Sexual harassment Act	
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5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019

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 Exam	Individual	20	CO3, CO 4
2	Assignment,	Individual	20	CO 2, CO 1
3	Viva based on assignments	Individual	10	CO2
4	End term Trimester Exam	Individual	50	CO1,CO2,CO3, CO4
	Total		100	

7. Session Plan (Each session of 75 minutes) Total: 20 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc	CO attended
1	Introduction of subject-- Labour Law	Lecture, Q & A and Case laws	-Creating awareness about Labour related Legal frame work.	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1 , CO2, CO3 ,CO4.
2	The provident Fund Act	Lecture, Q & A and Case laws - Jai Krishna Agarwal vs. Regional	_ Creating awareness about Labour related Legal frame work. -By discussing	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1 , CO2, CO3 ,CO4.

		Provident Fund Commissioner, 1987 etc	various Case studies creating application based knowledge.		
3	Employee state Insurance Act	Lecture, Q & A and Case laws Saraswat Films (M/s) vs. Regional Director, ESI Corporation, Trichur, 2002, etc	Creating awareness about Labour related Legal frame work.	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1, CO2, CO3, CO4.
4	Maternity Benefits Act & Employee compensation Act	Lecture, Q & A and Case laws -Municipal Corporation of Delhi vs. Female Workers(Muster Roll) & Anr. (2000 I CLR 879) Etc.	-By discussing various Case studies creating application based knowledge.	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1, CO2, CO3, CO4.
5	Factories Act	Lecture, Q & A and Case laws Gurudas Roy Chowdhary Vs. State of West Bengal, 2004 II CLR 125 (Cal. H.C.)	Creating awareness about Labour related Legal frame work.	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1, CO2, CO3, CO4.
6	Trade Union Act	Lecture, Q & A and Case laws - Government Tool Room Vs. Assistant Labour Commissioner, 2002 LIC 1034(Karn.H.C.)	By discussing various Case studies creating application based knowledge	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1, CO2, CO3, CO4.
7	Industrial Employment Standing Order Act	Lecture, Q & A and Case laws	Creating awareness about Labour related Legal frame work.	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1, CO2, CO3, CO4.
8	Shops &	Lecture, Q & A and	By discussing various Case	Labour Laws Ajay Garg –	CO1,

	Establishment Act	Case laws Hindu Jea Band , Jaipur vs. The Regional Directors , E.S.I.C , Jaipur,1987 I.C.L.R.228.	studies creating application based knowledge	Nabhi Publication – Publication Year -2019	CO2, CO3 ,CO4.
9	Contract Labour Act	Lecture, Q & A and Case laws Secretary , Haryana State Electricity Board Vs. Suresh & Ors.,1999 I CLR 959 (S.C.)	By discussing various Case studies creating application based knowledge		CO1 , CO2, CO3 ,CO4.
10	The Payment Of Gratuity Act - New Pension Schemes Of Government Of India	Lecture, Q & A and Case laws Junagadh District Panchayat vs. Surendrasinh dayabhai Rathod & ors.2007 I CLR71(Guj.H.C.)	By discussing various Case studies creating application based knowledge		CO1 , CO2, CO3 ,CO4.
11	Industrial Disputes Act	Lecture, Q & A and Case laws Dimkhushi Tea Estate vs. workmen of Dimkhushi Tea Estate. - Banglore Water Supply & Sewerage Board Vs. A. Rajappa ,1978 II LJ 73 (S.C.)	By discussing various Case studies creating application based knowledge	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1 , CO2, CO3 ,CO4.
12	The Payment Of Wages Act - Minimum Wages Act	Lecture, Q & A and Case laws L.I.C. of India vs. Anwar Khan, 2007 II CLR 707 (S.C.) - Haryana Unrecognised Schools Association Vs. State of Haryana ,1996 I CLR 1000.	Creating awareness about Labour related Legal frame work.	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1 , CO2, CO3 ,CO4.

13	Maharashtra Labour Welfare Fund & Maharashtra Workman's Min HRA	Lecture, Q & A and Case laws C.J. Patel Tobacco Products Pvt. ... vs State Of Maharashtra And Anr. on 27 July, 2004	By discussing various Case studies creating application based knowledge	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1 , CO2, CO3 ,CO4.
14	-Super Annuation Act & Separation -sexual harassment Act	Lecture, Q & A and C - Samuel Tennyson vs The Principal & Secretary on 13 August, 2019 - Soumen Sen vs National Commission For Women ... on 17 October, 2018, Etc.	Creating awareness about Labour related Legal frame work.	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1 , CO2, CO3 ,CO4.
15	Important Legislation with Emphasis on its Practical Usage in Industry.	Lecture, Q & A and Case laws	Creating awareness about Labour related Legal frame work	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1 , CO2, CO3 ,CO4.
16	-Collective Bargaining - International Labour Organizations.	Lecture, Q & A and Case laws. Ram Prasad Vishwakarma vs industrial tribunal,	Creating awareness about Labour related Legal frame work.	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019	CO1 , CO2, CO3 ,CO4.


8. Student Prep Activities (Total: 10 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Charts , Diagrams and Notes
2	Individual Assignment
3	Discussion of latest Case Studies: -Air India vs. Union of India 1991(78) FJR 137 -Ahemdabad Mills Owners' Association Vs. I.G. Thakore AIR 1967 SC1091 - Assistant R.P.F Commissioner Vs. Employees' Provident Funds appellate Tribunal 2006 II LLJ 388(Del.H.C.)

	<ul style="list-style-type: none"> - Bank of India vs. Bank Of India Worker's Organization & Anr. 2002 I CLR 630 (Bom.) - Bangalore Water Supply & Sewerage Board Vs. A. Rajappa, 1978 II LJ 73 (S.C.) - Central Bank of India Vs. O.P. Singla & Ors. 2003 III CLR 686 (Del.) Etc - Jai Krishna Agarwal vs. Regional Provident Fund Commissioner, 1987 etc - Saraswat Films (M/s) vs. Regional Director, ESI Corporation, Trichur, 2002 --Municipal Corporation of Delhi vs. Female Workers (Muster Roll) & Anr. (2000 I CLR 879) - Gurudas Roy Chowdhary Vs. State of West Bengal, 2004 II CLR 125 (Cal. H.C.) - Junagadh District Panchayat vs. Surendrasinh dayabhai Rathod & ors. 2007 I CLR 71 (Guj. H.C.) - Government Tool Room Vs. Assistant Labour Commissioner, 2002 LIC 1034 (Karn. H.C.) Secretary, Haryana State Electricity Board Vs. Suresh & Ors., 1999 I CLR 959 (S.C.) - Hindu Jea Band, Jaipur vs. The Regional Directors, E.S.I.C, Jaipur, 1987 I.C.L.R. 228. - L.I.C. of India vs. Anwar Khan, 2007 II CLR 707 (S.C.)
4	Videos on Working Condition of Labours in different Industries, Factories etc.

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

Sr. No	Details
1.	Labour Laws Ajay Garg – Nabhi Publication – Publication Year -2019
2	Labour Laws H L Kumar- Universal Law Publishing - 1 July 2016
3	Current Labour Report
4	S.R Samant's Employer's Guide to Labour Laws revised by S.L Dwivedi- Labour Law Agency, Mumbai – 14 th Edition - 2012

Prepared by: (Faculty name and signature with date)	Dr. Bijal N. Pahade
Approved by: HOD – Name and signature with date	Dr. Caral D' Cunha  08/10/2021



N. L. Dalmia

Institute of Management Studies and Research

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

Course Plan

Program	PGDM –Finance
Course Code and Title	Analysis of Financial Statements
Course Credit	1.5
Academic Year	2021-22
Batch	2021-23
Trimester	III
Duration (Hrs)	15
Name of the Faculty	Prof. Vimmy Bajaj
HOD	Dr Tarun Agarwal

1.Course Objectives

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

2.Course Outcomes (CO)

Sr. No.	Course Outcome
CO1	Understand the Financial Statements and need to analyze financial statements
CO2	Apply various tools for financial statement analysis i.e. common size statements, comparative statements and ratio analysis, for comprehensive analysis the financial statements
CO3	Evaluate important components of a business and impact of their changes on company's performance, position and valuation
CO4	Interpret the financial statements of a company for taking effective decisions with respect to company's profitability, liquidity, solvency and efficiency

3. Course Outcome and Program Outcome mapping

Course Outcomes (CO)	PO1	PO2	PO3	PO4	PO5
CO 1	H	L	L	L	M
CO 2	H	M	L	M	H
CO 3	H	H	H	H	H
CO 4	H	H	H	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 databased 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	Session
1	Introduction to Financial Statements Analysis Overview of Financial Statements, impact of accounting standards on financial information	1
2	Tools for analysis Common size analysis, comparative analysis, trend analysis and ratios analysis	2
3	Business analysis through ratios Profitability and Return analysis, analysing investing activities, analysing financing activities, Analysing solvency, DuPont Analysis, Credit analysis, Prospective analysis	9
4	Cash Flow Analysis: Understanding Cashflow statement, Interpreting cashflows from different activities and its analysis	3

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

Sr. No	Details
1.	Understanding of Financial Statements, basic understanding of excel

6. Detailed Assessment Plan

Sr. No	Components	Individual/Group	Marks	Intended CO to be assessed
1.	Class Test/Quiz	Individual	10	CO1, CO2, CO3, CO4
2.	Project	Individual	15	CO1, CO2, CO3, CO4
3.	Trimester end Examination	Individual	25	CO1, CO2, CO3, CO4
	Total		50	

7. Session Plan (Each session of 90 minutes)

Session Number	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc.	CO Attended
1	Introduction to Financial Statements Analysis	Discussion and Annual Report	Understanding Financial Statements and need to analyze them	Text book: Chapter 1 Pages: 4 to 27	CO1
2	Tools for Financial Statement Analysis	Annual Report, Excel, Discussion	Understanding Common size analysis, comparative analysis, trend analysis and ratios analysis	Text book: Chapter 1; Pages: 28 to 39	CO1 and CO2
3	Tools for Financial Statement Analysis	Annual Report, Excel, Discussion	Understanding Common size analysis, comparative analysis, trend analysis and ratios analysis	Text book: Chapter 1; Pages: 28 to 39	CO1 and CO2
4	Business analysis through ratios	PPT, Annual Report, Excel, Discussion	Analysis and Interpretation of company's position through ratios, Dupont analysis, credit analysis and prospective analysis to facilitate decision making	Text book: Chapter 1; Pages: 28 to 39 Chapter 8; Pages: 462 to 488 Chapter 9; Pages: 507 to 533 Chapter 10; Pages: 544 to 585	CO2, CO3 and CO4
5	Business analysis through ratios	PPT, Annual Report, Excel, Discussion	Analysis and Interpretation of company's position through ratios, Dupont	Text book: Chapter 1; Pages: 28 to 39 Chapter 8; Pages: 462	CO2, CO3 and CO4

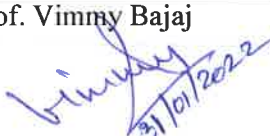
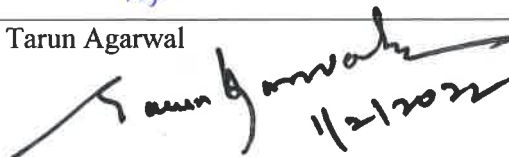
			analysis, credit analysis and prospective analysis to facilitate decision making	to 488 Chapter 9; Pages: 507 to 533 Chapter 10; Pages:544 to 585	
6	Business analysis through ratios analysis	PPT, Annual Report, Excel, Discussion	Analysis and Interpretation of company's position through ratios, Dupont analysis, credit analysis and prospective analysis to facilitate decision making	Text book: Chapter 1; Pages: 28 to 39 Chapter 8; Pages: 462 to 488 Chapter 9; Pages: 507 to 533 Chapter 10; Pages:544 to 585	CO2, CO3 and CO4
7	Cash Flow Analysis	Annual Report, Excel, Discussion	Facilitating decision making by understanding investing, financing and operating activities	Text book: Chapter 7 Pages:418 to 457	CO2, CO3 and CO4
8	Cash Flow Analysis	Annual Report, Excel, Discussion	Facilitating decision making by understanding investing, financing and operating activities	Text book: Chapter 7 Pages:418 to 457	CO2, CO3 and CO4

8. Student Prep Activities (Total: 10 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc.)
1	Assignment: Practical problems
2	Live Company Analysis: Application of all tools on the financial statements of a listed company
3	Equity Research Report Discussions

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

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

Prepared by: (Faculty name and signature with date)	Prof. Vimmy Bajaj  31/01/2022
Approved by: HOD – Name and signature with date	Dr Tarun Agarwal  1/2/2022

PGDM

Course Plan

Program	PGDM
Course Title	BASICS OF DERIVATIVES
Course Credit	1.5
Academic Year	2021-22
Batch	2021-23
Trimester	3
Duration (hrs)	15
Name of the Faculty	Dr. Neeraj Gupta

1. Course Overview

This course aims to familiarize the students with the derivatives markets. It will enable them to comprehend the difference between Forwards, Futures and Options and its application in hedging, speculation and arbitrage. The course will give them an in-depth understanding about option properties and pricing.

Course Outcomes (CO) (refer attached guidelines)

Sr. No	At the end of the course students will be able to :
CO1	Explain the basic characteristics of derivatives market
CO2	Option Pricing valuation models
CO3	Explain Swap
CO4	Examine Greeks of the derivatives.

3. Course Outcome and Program Outcome mapping

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

Sr. No	Topic	No of sessions of 90 minutes each
1.	Introduction to Financial derivatives Derivative Markets, Derivative Instruments – Concepts and Definitions, Market Participants – Hedgers, Arbitrageurs and Speculators.	2
2.	Option pricing models Binomial model	2
3.	Option pricing models Black Scholes Model	2
4.	Put Call Parity	1
5.	Swap	2
6.	Option Greeks Theta, Delta, Gamma, Rho, vega	1
Total		10

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

Sr. No	Details
1	Good understanding of Financial Markets.
2	Good Quantitative Aptitude.

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	Class Presentations	Group	10	2,3,4
2	Quiz	Individual	20	2,3,4
3.	Project	Group	20	2,3,4
4	Written Examination	Individual	50	1,2,3,4
	Total		100	

7. Session Plan (Each session of 75 minutes)


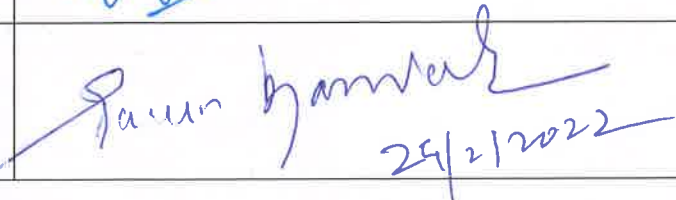
Sessions	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc)
1	Introduction to Derivatives	Online Lectures with PPT	Forward and Futures	Sundaram Janakiramanan Chapter 1,2 CO1
2	Introduction to Derivatives	Online Lectures with PPT	Options and Swap	Sundaram Janakiramanan Chapter 1,2 CO1
3	Binomial model	Online Lectures with PPT	One period Binomial model	Sundaram Janakiramanan Chapter 15 CO2
4	Binomial model	Online Lectures with PPT.	Two period Binomial model	Sundaram Janakiramanan Chapter 15 CO2
5	Black Scholes Model	Online Lectures with PPT.	Black Scholes Model	Chapter 16 Sundaram Janakiramanan CO2
6	Black Scholes Model	Online Lectures with PPT.	Black Scholes Model	Sundaram Janakiramana Chapter 16 CO2
7	Put Call Parity	Online Lectures with PPT.	Put Call Parity	Sundaram Janakiramanan Chapter 14 CO2
8	Swap	Online Lectures with PPT.	Swap	Sundaram Janakiramanan Chapter 10 CO3
9	Swap	Online Lectures with PPT.	Swap	Sundaram Janakiramanan Chapter 10 CO3
10	Option Greeks	Online Lectures with PPT.	Option greeks	Sundaram Janakiramana Chapter 18 CO4

8. Student Prep Activities (Total: hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Case 1: Derivatives Losses for Metallgesellschaft AG
2	Case 2: LTCM and Interest Rate Swap

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

Sr. No	Details
1	Derivatives and Risk Management by Rajiv Srivastava.
2	Derivatives and Risk Management by Sundaram Janakiramanan
3	Options, Futures and Other Derivatives by John C. Hull and Sankarshan Basu.
4	FRM Level 1 Book 3 : Schweser Notes

Prepared by: (Faculty name and signature with date)	DR. NEERAJ GUPTA 
Approved by: HOD - Name and signature with date	 25/2/2022

Course Completed as per Plan**Faculty****Class Representative****HOD****Program Head/ Director**

Course Plan

Program	PGDM Finance/ Marketing/HR Div A & Div C
Course Code and Title	PGC301 Business Research Methods
Course Credit	3
Academic Year	2021-22
Batch	2021-23
Trimester	III
Duration (Hrs)	30
Name of the Faculty	Dr. Durba Chakrabarty
HOD	Dr. Vaishali Kulkarni

1. Course Objective

Business Research Methods is the backbone of any research conducted in the field of business. This subject comes handy to the students during their summer internship where they have to conduct research for the company they work for. The subject is also helpful for writing research reports during their summer and final year project. The entire subject is divided into 3 phases: a. Fundamentals of research which includes research design b. Various data collection methods c. Data analysis using statistical techniques, both Descriptive as well as Inferential.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the business research process – its importance and perspective
CO2	Understand and interpret the various tools and techniques in business research for better decision making.
CO3	Analyze and interpret data to make meaningful decisions
CO4	Equip themselves in applying the concepts in the industry to solve business problems

3. Course Outcome and Program Outcome mapping

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

Module Number	Topic	Sessions
BUSINESS RESEARCH METHODS		
1.	Fundamentals & Scope of Business Research: Types of Research, Literature review, Research process flowchart	1 – 2
2.	Understanding Management problems, Management objectives, Research Questions, Research problem statement formulation, Research objectives, Case analysis	3-5
3.	Research Design: Understanding the Nature/Purpose of Research, Data Collection source, data collection methods	6-8
4.	Sampling Design: Defining Target Population, Defining a Sampling Frame, Sampling Techniques	19-11
5.	Art of Questionnaire design	12-13
6.	Introduction to Measurement Scales: Nominal, Ordinal, Ratio, Interval	14-15
7.	Qualitative Research Methods- Types of Observations, FGD, Types of Interviews, Projective Techniques	16-18

Introduction to SPSS & Data entry in SPSS, Descriptive & Hypothesis testing using SPSS : Workshops
Art of research report writing: Case studies & videos

Research Project presentation: Done by each groups

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

Sr. No	Details
1	Basics of Descriptive and Inferential statistics

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	Internal Assessment <ul style="list-style-type: none"> • Assignments – 20 marks • Project – 20 marks (Framing R.P & R.Os – 05 marks Research Design– 05 marks Questionnaire Design – 05 marks Data Analysis & Intrep - 05 marks)	Individual Group	40	CO1, CO2, CO3, CO4
2	Trimester End Exams (Written) – 60 marks	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.)	CO Addressed
			Unit 1: Research Fundamentals		
1	Fundamentals & Scope of Business Research	PPT & Class discussion	To understand the Fundamentals & Scope of Business Research and get an overall picture	Ppt+ Lecture notes+ Pg 3 to 5, Research Methodology by Needha Sondhi & Deepak Chawla	CO1

			of Research		
2	Types of Research, Literature review	PPT & Class discussion	To understand the types of research and the importance of Literature review	Ppt+ Lecture notes+ Pg 6 to 7, Research Methodology by Needha Sondhi & Deepak Chawla	CO1
3	Research process flowchart	PPT & Class discussion	To get an overall picture of Research and its various elements	Ppt+ Lecture notes+ Pg 8 to 10, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
4	Management problems, Management objectives	PPT & Class discussion	Understanding Management problems & Management objectives	Ppt+ Lecture notes	CO1
5	Framing Research Problem Statement & Research Objectives	PPT & Class discussion	Able to differentiate between Management problem & research problem as well as Golden rules in writing ROs	Ppt+ Lecture notes	CO1 & CO4
6	Case Discussion on MP,MO, RQ, RPS, RO	PPT & Class discussion + Exercise	Should be able to frame research problem statement and crystal clear research objectives.	Case discussion on Parachute Hair Oil	CO4
Unit 2: Research Design					
7	Research Design: Understanding the importance of Research Design, Nature/Purpose of Research: Exploratory, Descriptive,	PPT & Class discussion		Ppt+ Lecture notes+ Page 51-55, Research Methodology by Needha Sondhi & Deepak Chawla	CO1

	Causal Importance of Experimental Design to establish Causality				
8	<p>Data Collection source- Primary Vs Secondary & its types</p> <p>Methodology for Primary Data Collection – Qualitative Vs Quantitative</p> <p>Various Data collection methods- QNR, Obsv, Interview, FGD</p>		<p>Get familiarize with the basic difference between Primary & Secondary Research and knowing the different types of Secondary research.</p> <p>Able to differentiate wrt when to go for Qualitative & Quantitative approach and a gist of various Data collection methods</p>	<p>Ppt+ Lecture notes+ Page 56-59, Research Methodology by Needha Sondhi & Deepak Chawla</p>	CO1 & CO2
9	Case discussion on Research Design	Case Analysis & Class Discussion	<p>Identify the research design path looking at the research objectives. Should be able to formulate a clear design path and need to know which DCM to use where</p>	Case discussion on Vijay Builders	CO4
	Unit 3: Sampling Design				

10	Sampling Design: Importance of Sampling, Defining Target Population, Defining a Sampling Frame, Probability Vs Non Probability Sampling Techniques	PPT & Class discussion	Should be able to know the steps in a Sampling Design, identify the Target Population, formulate a sampling frame, able to differentiate between Probability Vs Non Probability Technique	Ppt+ Lecture notes+ Page 249-252, Research Methodology by Needha Sondhi & Deepak Chawla	CO1
11	Introduction to various Probability Sampling Techniques	PPT & Class discussion		Ppt+ Lecture notes+ Page 253-258, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2 & CO4
12	Introduction to various Probability Sampling Techniques	PPT & Class discussion		Ppt+ Lecture notes+ Page 258-262, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2 & CO4
Unit 4: Questionnaire Design					
13	Art of Questionnaire design: Types of Questions & Importance of Pilot Study	PPT & Class discussion	Understand the 10 commandments in a Questionnaire Design and types of Questions in a QNR And understand the importance of pilot testing	Ppt+ Lecture notes	CO1 & CO2
14	Different types of Scales & Importance of Reliability & Validity of Scales	PPT & Class discussion	Understand the different types of Scales & the importance of Reliability &	Ppt+ Lecture notes	CO1

			Validity of Scales		
15	Exercise on Questionnaire design	Case Analysis & Class Discussion	Should be able to design a professionally looking questionnaire	Case on Soft drink concentrate manufacturer (Mktg) /Mutual Fund (Fin) /Employee Satisfaction (HR)	CO1 & CO4
Unit 5: Quantitative Data Analysis					
16	Introduction to Measurement Scales: Nominal, Ordinal	PPT & Class discussion	Understand the importance and application of scales of measurement	Page 167-170, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
17	Introduction to Measurement Scales: Ratio, Interval	PPT & Class discussion	Understand the importance and application of scales of measurement	Page 171-175, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
18	Introduction to SPSS & Data entry in SPSS	Use of SPSS 22.0	Should get a hands-on experience on SPSS	Comp Lab SPSS 22.0	CO1 & CO4
19	Descriptive Statistics in SPSS	Use of SPSS 22.0	Able to understand and use basic descriptive stats – Measures of Central Tendency	Comp Lab SPSS 22.0	CO1 & CO4
20	Importance of Hypothesis, Levels of Significance, Type I & II error	Case Analysis & Class Discussion	Understand the importance of Hypothesis and the Levels of Significance as well as Type I & Type II Error	Ppt+ Lecture notes	CO1 & CO4
21	Introduction to Hypothesis Tests –I	Statistical cases discussion - Use of SPSS 22.0	Should be able to understand which Hypothesis test to be used when in real life	Comp Lab SPSS 22.0	CO1 & CO4
22	Introduction to Hypothesis Tests-II	Statistical cases discussion	Should be able to understand which Hypothesis test to be used	Comp Lab SPSS 22.0	CO1 & CO4

		- Use of SPSS 22.0	when in real life		
Unit 6- Qualitative Methods					
23	Qualitative Research Methods- Relevance & Types	PPT & Class discussion	Able to know the relevance of Qualitative research methods along with its advantages and disadvantages	Ppt+ Lecture notes+ Chapter 6, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
24	Observational Techniques	PPT & Class discussion	Understand the different types of Observational Techniques along with the Advantages and disadvantages	Ppt+ Lecture notes+ Chapter 6, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
25	Interview Techniques & FGD	PPT & Class discussion	Understand the different types of Interview Techniques & Focus Group Discussion along with the Advantages and disadvantages	Ppt+ Lecture notes+ Chapter 6, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
Unit 7: Research report writing					
26	Art of research report writing	Class discussion	Able to write a research report/proposal	Ppt+ Lecture notes	CO1 & CO4
Unit 8: Presentations					
27-29	Research Project Presentation	PPT & Class discussion	Should be able to implement what the student has learnt in business research methods		CO4

8. Student Prep Activities (Total:)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Vijay Group Case Study: Working through MP, MOs, RP & ROs
2	Applications on Research Design
3	Applications on Sampling Design
4	Applications on Questionnaire Design

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

Sr. No	Details
1	Research Methodology by Needha Sondhi & Deepak Chawla, Vikas Publication, 2 nd Edition
2	Business Research Methods: A South-Asian Perspective by William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Cengage (8 th Edition)
3	Business Research Methods by Cooper, Schindler, Sharma, Mc Graw Hill Publication, 12 th Edition
4	Research Methods for Business by Uma Sekaran & Roger Bougie by Wiley Publication, 6 th Edition

Prepared by: (Faculty name and signature with date)	Dr. Durba Chakrabarty
Approved by: HOD – Name and signature with date	Dr. Vaishali Kulkarni

Course Plan

Program	PGDM Finance/ Marketing/HR Div A & Div C
Course Code and Title	PGC301 Business Research Methods
Course Credit	3
Academic Year	2021-22
Batch	2021-23
Trimester	I
Duration (Hrs)	30
Name of the Faculty	Dr. Durba Chakrabarty
HOD	Dr. Vaishali Kulkarni

1. Course Objective

Business Research Methods is the backbone of any research conducted in the field of business. This subject comes handy to the students during their summer internship where they have to conduct research for the company they work for. The subject is also helpful for writing research reports during their summer and final year project. The entire subject is divided into 3 phases: a. Fundamentals of research which includes research design b. Various data collection methods c. Data analysis using statistical techniques, both Descriptive as well as Inferential.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the business research process – its importance and perspective
CO2	Understand and interpret the various tools and techniques in business research for better decision making.
CO3	Analyze and interpret data to make meaningful decisions
CO4	Equip themselves in applying the concepts in the industry to solve business problems

3. Course Outcome and Program Outcome mapping

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

Module Number	Topic	Sessions
BUSINESS RESEARCH METHODS		
1.	Fundamentals & Scope of Business Research: Types of Research, Literature review, Research process flowchart	1 – 2
2.	Understanding Management problems, Management objectives, Research Questions, Research problem statement formulation, Research objectives, Case analysis	3-5
3.	Research Design: Understanding the Nature/Purpose of Research, Data Collection source, data collection methods	6-8
4.	Sampling Design: Defining Target Population, Defining a Sampling Frame, Sampling Techniques	19-11
5.	Art of Questionnaire design	12-13
6.	Introduction to Measurement Scales: Nominal, Ordinal, Ratio, Interval	14-15
7.	Qualitative Research Methods- Types of Observations, FGD, Types of Interviews, Projective Techniques	16-18

Introduction to SPSS & Data entry in SPSS, Descriptive & Hypothesis testing using SPSS : Workshops

Art of research report writing: Case studies & videos

Research Project presentation: Done by each groups

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

Sr. No	Details
1	Basics of Descriptive and Inferential statistics

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	Internal Assessment <ul style="list-style-type: none"> • Assignments – 20 marks • Project – 20 marks (Framing R.P & R.Os – 05 marks Research Design– 05 marks Questionnaire Design – 05 marks Data Analysis & Intrep - 05 marks)	Individual Group	40	CO1, CO2, CO3, CO4
2	Trimester End Exams (Written) – 60 marks	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.)	CO Addressed
			Unit 1: Research Fundamentals		
1	Fundamentals & Scope of Business Research	PPT & Class discussion	To understand the Fundamentals & Scope of Business Research and get an overall picture	Ppt+ Lecture notes+ Pg 3 to 5, Research Methodology by Needha Sondhi & Deepak Chawla	CO1

			of Research		
2	Types of Research, Literature review	PPT & Class discussion	To understand the types of research and the importance of Literature review	Ppt+ Lecture notes+ Pg 6 to 7, Research Methodology by Needha Sondhi & Deepak Chawla	CO1
3	Research process flowchart	PPT & Class discussion	To get an overall picture of Research and its various elements	Ppt+ Lecture notes+ Pg 8 to 10, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
4	Management problems, Management objectives	PPT & Class discussion	Understanding Management problems & Management objectives	Ppt+ Lecture notes	CO1
5	Framing Research Problem Statement & Research Objectives	PPT & Class discussion	Able to differentiate between Management problem & research problem as well as Golden rules in writing ROs	Ppt+ Lecture notes	CO1 & CO4
6	Case Discussion on MP, MO, RQ, RPS, RO	PPT & Class discussion + Exercise	Should be able to frame research problem statement and crystal clear research objectives.	Case discussion on Parachute Hair Oil	CO4
Unit 2: Research Design					
7	Research Design: Understanding the importance of Research Design, Nature/Purpose of Research: Exploratory, Descriptive,	PPT & Class discussion		Ppt+ Lecture notes+ Page 51-55, Research Methodology by Needha Sondhi & Deepak Chawla	CO1

	Causal Importance of Experimental Design to establish Causality				
8	<p>Data Collection source- Primary Vs Secondary & its types Methodology for Primary Data Collection – Qualitative Vs Quantitative</p> <p>Various Data collection methods- QNR, Obsv, Interview, FGD</p>		<p>Get familiarize with the basic difference between Primary & Secondary Research and knowing the different types of Secondary research.</p> <p>Able to differentiate wrt when to go for Qualitative & Quantitative approach and a gist of various Data collection methods</p>	<p>Ppt+ Lecture notes+ Page 56-59, Research Methodology by Needha Sondhi & Deepak Chawla</p>	CO1 & CO2
9	Case discussion on Research Design	Case Analysis & Class Discussion	<p>Identify the research design path looking at the research objectives. Should be able to formulate a clear design path and need to know which DCM to use where</p>	Case discussion on Vijay Builders	CO4
	U nit 3: Sampling Design				

10	Sampling Design: Importance of Sampling, Defining Target Population, Defining a Sampling Frame, Probability Vs Non Probability Sampling Techniques	PPT & Class discussion	Should be able to know the steps in a Sampling Design, identify the Target Population, formulate a sampling frame, able to differentiate between Probability Vs Non Probability Technique	Ppt+ Lecture notes+ Page 249-252, Research Methodology by Needha Sondhi & Deepak Chawla	CO1
11	Introduction to various Probability Sampling Techniques	PPT & Class discussion		Ppt+ Lecture notes+ Page 253-258, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2 & CO4
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Unit 4: Questionnaire Design					
13	Art of Questionnaire design: Types of Questions & Importance of Pilot Study	PPT & Class discussion	Understand the 10 commandments in a Questionnaire Design and types of Questions in a QNR And understand the importance of pilot testing	Ppt+ Lecture notes	CO1 & CO2
14	Different types of Scales & Importance of Reliability & Validity of Scales	PPT & Class discussion	Understand the different types of Scales & the importance of Reliability &	Ppt+ Lecture notes	CO1

			Validity of Scales		
15	Exercise on Questionnaire design	Case Analysis & Class Discussion	Should be able to design a professionally looking questionnaire	Case on Soft drink concentrate manufacturer (Mktg) /Mutual Fund (Fin) /Employee Satisfaction (HR)	CO1 & CO4
Unit 5: Quantitative Data Analysis					
16	Introduction to Measurement Scales: Nominal, Ordinal	PPT & Class discussion	Understand the importance and application of scales of measurement	Page 167-170, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
17	Introduction to Measurement Scales: Ratio, Interval	PPT & Class discussion	Understand the importance and application of scales of measurement	Page 171-175, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
18	Introduction to SPSS & Data entry in SPSS	Use of SPSS 22.0	Should get a hands-on experience on SPSS	Comp Lab SPSS 22.0	CO1 & CO4
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20	Importance of Hypothesis, Levels of Significance, Type I & II error	Case Analysis & Class Discussion	Understand the importance of Hypothesis and the Levels of Significance as well as Type I & Type II Error	Ppt+ Lecture notes	CO1 & CO4
21	Introduction to Hypothesis Tests –I	Statistical cases discussion - Use of SPSS 22.0	Should be able to understand which Hypothesis test to be used when in real life	Comp Lab SPSS 22.0	CO1 & CO4
22	Introduction to Hypothesis Tests-II	Statistical cases discussion	Should be able to understand which Hypothesis test to be used	Comp Lab SPSS 22.0	CO1 & CO4

		- Use of SPSS 22.0	when in real life		
Unit 6- Q ualitati ve Method s					
23	Qualitative Research Methods- Relevance & Types	PPT & Class discussion	Able to know the relevance of Qualitative research methods along with its advantages and disadvantages	Ppt+ Lecture notes+ Chapter 6, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
24	Observational Techniques	PPT & Class discussion	Understand the different types of Observational Techniques along with the Advantages and disadvantages	Ppt+ Lecture notes+ Chapter 6, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
25	Interview Techniques & FGD	PPT & Class discussion	Understand the different types of Interview Techniques & Focus Group Discussion along with the Advantages and disadvantages	Ppt+ Lecture notes+ Chapter 6, Research Methodology by Needha Sondhi & Deepak Chawla	CO1 & CO2
Unit 7: Res earch report writing					
26	Art of research report writing	Class discussion	Able to write a research report/proposal	Ppt+ Lecture notes	CO1 & CO4
Unit 8: Presentations					
27-29	Research Project Presentation	PPT & Class discussion	Should be able to implement what the student has learnt in business research methods		CO4

8. Student Prep Activities (Total:)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Vijay Group Case Study: Working through MP, MOs, RP & ROs
2	Applications on Research Design
3	Applications on Sampling Design
4	Applications on Questionnaire Design

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

Sr. No	Details
1	Research Methodology by Needha Sondhi & Deepak Chawla, Vikas Publication, 2 nd Edition
2	Business Research Methods: A South-Asian Perspective by William G. Zikmund, Barry J. Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Cengage (8 th Edition)
3	Business Research Methods by Cooper, Schindler, Sharma, Mc Graw Hill Publication, 12 th Edition
4	Research Methods for Business by Uma Sekaran & Roger Bougie by Wiley Publication, 6 th Edition

Prepared by: (Faculty name and signature with date)	Dr. Durba Chakrabarty <i>Durba Chakrabarty</i> 14/1/2022
Approved by: HOD – Name and signature with date	Dr. Vaishali Kulkarni <i>Vaishali Kulkarni</i>

Course Plan

Program	PGDM Marketing
Course Code & Title	Consumer Buying Behaviour (PGM 301)
Course Credit	03
Academic Year	2022-2023
Batch	2021-2023
Trimester	III
Duration (Hrs)	30
Name of the Faculty	Dr.Baisakhi Mitra Mustaphi
HOD	Dr.Joyeeta Chatterjee

1. Course Overview

Consumer Behaviour analysis is a significant marketing function that aims at analyzing and satisfying the needs and wants of the consumer efficiently and effectively. This course aims to enable students understand the various external and internal influences impacting consumer decision making, the pre and post purchase consumer behaviour and develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the various Consumer Behaviour concepts
CO2	Analyze the various factors influencing Consumer Behaviour
CO3	Analyze the impact of Culture and Subculture in influencing Consumer Behaviour
CO4	Apply the Consumer Behaviour strategies in real life marketing scenario

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	H	-	H	-
CO2	H	M	-	H	
CO3	M	H	-	-	-
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, analyze 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 Modules

Module No.	Topic	Sessions
1	Introduction to Consumer Behaviour	1
2	Motivation	2
3	Perception	2
4	Learning & Information Processing	2
5	Attitude	2
6	Personality	2

7	Social Class	1
8	Culture and Subculture	1
9	Group Behaviour	1
10	Post Purchase Behaviour	1
11	Organization Buying Process	1

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

Sr. No	Details
1	Students should have the basic understanding of Marketing Management

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	Project Report on application of Consumer Buying Behaviour strategies in real life marketing scenario	Team of 4 students	20	CO1,CO2, CO3,CO4
2	Assignment on influence of Culture and Subculture in influencing Consumer Behaviour	Team of 4 Students	20	CO1,CO2,CO3
3	Presentation on various concepts of Consumer Buying Behaviour and its applications	Individual	10	CO1, CO2, CO4
4	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on Consumer Buying Behaviour	Individual	50	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 90 minutes) Total: 24 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc	CO Attende
1	<p>Introduction to Consumer Buying Behaviour</p> <p>Definition of Consumer Behaviour and impact of digital revolution and importance to marketing.</p>	<p>Mix of blended teaching and Case Study discussion</p>	<p>Comprehensive understanding of the basic concepts of Consumer Behaviour</p>	<p>Consumer Behaviour by Schiffman & Kanuk, Tenth Edition, Chapter 1, PP-5-20</p> <p>Case:</p> <p>“The Whole Foods Effect” Schiffman & Kanuk, Tenth Edition</p> <p>Changing consumer behaviour and responsive marketing as a tool</p> <p>https://brandequity.economictimes.indiatimes.com/news/marketing/changing-consumer-behaviour-and-responsive-marketing-as-a-tool/73093442</p>	CO1
2	<p>Motivation</p> <p>Definition, types of motives, (Positive and Negative Goal, , Rational versus Emotional Motives)</p>	<p>Mix of blended teaching and Case Study discussion</p>	<p>Acquaint the students with the basic aspects of Consumer Motivation and how it acts as</p>	<p>Consumer Behaviour by Schiffman & Kanuk, Tenth Edition, Chapter 4. PP- 90-116</p>	CO1, CO2

			an important tool in Marketing	<p>Case:</p> <p>“Need-Focused Definition of Business”, Schiffman & Kanuk, Tenth Edition</p>	
3	<p>Motivation</p> <p>Discovering Purchase Motives, Theories of Motivation- Maslow’s hierarchy of needs and its relevance to consumer behaviour and marketing strategy; the physiology of technology on consumer behaviour.</p>	Mix of blended teaching and Activity	<p>Acquaint the students with the basic aspects of Purchase Motives and application of Maslow’s Hierarchy of Needs in Consumer Behaviour</p>	<p>Consumer Behaviour by Schiffman & Kanuk, Tenth Edition, Chapter 4. PP- 90-116</p> <p>Consumers are anxious about returning to the 'old' normal: Kantar report</p> <p>https://brandequity.economictimes.indiatimes.com/news/marketing/consumers-are-anxious-about-returning-to-the-old-normal-kantar-report/79645255</p> <p>Activity:</p> <p>In small groups, students are have to find advertisements that appeal to Maslow’s Hierarchy of Need and discuss their effectiveness</p>	CO1, CO2

4	<p>Perception Definition, Absolute and differential threshold</p>	<p>Mix of blended teaching and Case Study discussion</p>	<p>Explain the importance of Sensory Dynamics of Perception in Consumer Behaviour</p>	<p>Consumer Behaviour by Schiffman & Kanuk, Tenth Edition, Chapter 6, PP-161-191</p> <p>Case:</p> <p>“ Packaging and the J.N.D”, Schiffman & Kanuk, Tenth Edition</p>	CO1, CO2
5	<p>Perception Elements of Perception, subliminal perception, Consumer Imagery</p>	<p>Mix of blended teaching and Activity</p>	<p>Explain the importance of the various elements of Consumer Perception and its application in Consumer Behaviour</p>	<p>Consumer Behaviour by Schiffman & Kanuk, Tenth Edition, Chapter 6, PP-161-191</p> <p>Consumer wallets shrink leading to changed product preferences: Report</p> <p>https://brandequity.economictimes.indiatimes.com/news/industry/consumer-wallets-shrink-leading-to-changed-product-preferences-report/79427848</p> <p>Activity</p> <p>Discuss the roles of extrinsic and intrinsic cues in the perceived quality of:</p> <p>a) Restaurants</p>	CO1, CO2

				<p>b) Cell Phones</p> <p>c) Post-Graduate Education</p>	
6	<p>Learning and Information Processing Cognitive and Non- cognitive Learning theories</p>	<p>Mix of blended teaching and Case Study discussion</p>	<p>Students to gain an overall insight about the various theories of Learning</p>	<p>Consumer Behaviour by Schiffman & Kanuk , Tenth Edition, Chapter 7, PP 198-227</p> <p>Case: HSBC's "Different Values" Campaign", Schiffman & Kanuk, Tenth Edition GD on " Role of Learning in shaping Consumer Behaviour"</p>	CO1, CO2
7	<p>Learning and Information Processing Consumer Involvement and Outcomes and Measures of Consumer Learning</p>	<p>Mix of blended teaching and Activity</p>	<p>Students to gain an overall insight about Learning and the Outcomes and Measures of Consumer</p>	<p>Consumer Behaviour by Schiffman & Kanuk , Tenth Edition, Chapter 7, PP 198-227</p>	CO1, CO2

			Learning	<p>Festive marketing: From celebrating responsibly to taking up the responsibility of celebration</p> <p>https://brandequity.economictimes.indiatimes.com/news/marketing/festive-marketing-from-celebrating-responsibly-to-taking-up-the-responsibility-of-celebration/79306515</p> <p>Activity:</p> <p>Which form of learning best explains the following consumption behaviours;</p> <p>a) buying a six-pack of Gatorade b) Buying a new car c) Switching from one cell phone service to another? Explain your choices</p>	
8	<p>Attitude Concepts and Models- Cognitive Dissonance, Tricomponent Theory</p>	<p>Mix of blended teaching and Case Study discussion</p>	<p>Explain the various concepts and models of Attitude and the various attitude change strategies</p>	<p>Consumer Behaviour by Schiffman & Kanuk , Tenth Edition,Chapter 8, PP 234-257</p> <p>Case</p> <p>“New Product Categories, Attitudes, and Aftershower”,</p>	CO1, CO2

				<p>Schiffman & Kanuk, Tenth Edition</p> <p>Case: Why we buy Products connected to Place, People & Past?</p> <p>https://hbr.org/2021/11/why-we-buy-products-connected-to-place-people-and-past</p>	
9	<p>Attitude Multi attribute model, Attitude and market segmentation, product development strategies and attitude change strategies</p>	<p>Mix of blended teaching and Activity</p>	<p>Explain the various attitude change strategies</p>	<p>Consumer Behaviour by Schiffman & Kanuk , Tenth Edition,Chapter 8, PP 234-257</p> <p>OTT: 60% people use social media to discover new content</p> <p>https://brandequity.economictimes.indiatimes.com/news/digital/ott-60-people-use-social-media-to-discover-new-content/79558084</p> <p>Activity:</p> <p>Find two print ads, one illustrating the use of the affective component and the other illustrating the cognitive component.</p>	CO1, CO2

				<p>Discuss each ad in the context of the tri-component model. In your view, why has each marketer taken the approach it did in each of these ads?</p>	
<p>10</p>	<p>Personality and Consumer Behaviour Meaning, nature, definition and characteristics</p>	<p>Mix of blended teaching and Case Study discussion</p>	<p>Develop an understanding of the importance of analyzing Consumer Personality in Marketing</p>	<p>Consumer Behaviour by Schiffman & Kanuk, Tenth Edition Chapter 5, PP 120-153</p> <p>Case</p> <p>“Hello Starbucks”, Schiffman & Kanuk, Tenth Edition</p> <p>Nielsen report: Consumers seek value proposition as wallets shrink</p> <p>https://brandequity.economictimes.indiatimes.com/news/marketing/nielsen-report-consumers-look-for-value-proposition-as-wallets-shrink/78330533</p>	<p>CO1, CO2</p>

11	<p>Personality and Consumer Behaviour Theories of Personality (Freudian theory, Trait Theory, Jungian Theory) Self-image and selfconcept</p>	Mix of blended teaching and Activity	Understand the implications of various theories of Personality in Consumer Behaviour	<p>Consumer Behaviour by Schiffman & Kanuk, Tenth Edition Chapter 5, PP 120-155</p> <p>The impact of brand personality on consumer behavior: the role of brand love</p> <p>https://www.emerald.com/insight/content/doi/10.1108/JFM-M-07-2018-0091/full/html</p> <p>Activity:</p> <p>Describe the type of promotional message that would be most suitable for each of the following personality market segments and give an example of each: a) highly dogmatic consumers b) inner-directed consumers c) consumers who are visualizers versus consumers who are verbalizers</p>	CO1, CO2
12	<p>Social Class Concept of social class, homogeneity of needs in social class, social class stratification in India New SEC/ NCCS, classification of the society, Influence of social class on purchase behaviour</p>	Classroom Teaching with Discussion	Explain the influence of Social Class on Purchase Behaviour	<p>Consumer Behaviour by Schiffman & Kanuk, Tenth Edition, Chapter 10, PP 314-336</p>	CO1, CO3

				<p>Debate on whether Social Class helps in influencing Consumer Decision Making</p> <p>Exercise</p> <p>You are the owner of two furniture stores, one catering to upper-middle class consumers and the other to lower-class consumers. How do social-class differences influence each store's a) Product line and styles b) advertising media selection c) the copy and communication style used in the ads and d) payment policies</p>	
13	<p>Culture and Subcultures Understanding the influence of culture, norms and their role, traditions and value system, Indian core values, cultural aspects of emerging Indian markets</p>	<p>Classroom Teaching with Discussion, Case Study and Activity</p>	<p>Explain the importance of Culture and Subculture in shaping Consumer Behaviour</p>	<p>Consumer Behaviour by Schiffman & Kanuk, Tenth Edition, Chapter 11, PP 342-367</p> <p>Case: "Cultural Dimension and Celebrities", Schiffman & Kanuk, Tenth Edition</p> <p>Activity:</p> <p>The students have to visit the websites of some of the multinational companies on the</p>	CO1, CO3

				<p>Internet, to understand the global operations of the companies in different countries. The students will then discuss the cultures of these countries in the class</p> <p>How Culture Influences Consumer Purchasing Decisions</p> <p>https://www.translatemedia.com/translation-blog/culture-influences-consumer-purchasing-decisions/</p>	
14	<p>Group Behaviour Reference Groups and its influence on consumption, Diffusion of innovation process, Consumer Adoption of new products, Impact of social media on formulating opinions on products and brands. Family: Role of family in decision making and consumption process</p>	<p>Classroom teaching with Case Activity and</p>	<p>Explain the importance of Group and Family in shaping Consumer Behaviour</p>	<p>Consumer Behaviour by Schiffman & Kanuk Chapter 13, PP 396-418, and Chapter 10-Page 314-326</p> <p>Case: Adapting the New Normal post – pandemic Consumer Behaviour- Emerald Publishing</p> <p>Activity:</p> <p>:Group interaction helps the individual buyer in his/her decision making process, so marketers cannot afford to ignore the</p>	CO1, CO4

				correlation between group influence and consumer buying behavior". In the light of this statement, the students have to bring out the influence of a group in helping a young house wife to purchase a washing machine	
15	Post purchase behaviour Post purchase evaluation and disposition towards the product, Post purchase satisfaction measures	Classroom teaching with Discussion	Explain the importance of Post-Purchase Behaviour in Marketing	Consumer Behaviour by Hawkins, Best, Coney Mookerjee- Pages-689-715 Discussion: How do consumers reduce postpurchase dissonance? How can marketers provide positive reinforcement to consumers after the purchase to reduce their dissonance?	CO1,CO4
16	Organization buying process Nested segmentation, Role & Power of Buying centres (Initiators, Influencers, Deciders, Buyer & Gatekeepers).	Classroom teaching with Discussion	Explain the importance and stages of Organization Buying Process	Consumer Behaviour by Hawkins, Best, Coney Mookerjee- Pg 763- 791	CO1,CO4

8. Student Prep Activities (Total : 6 hours)

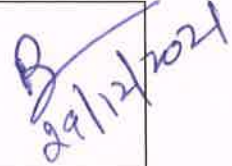
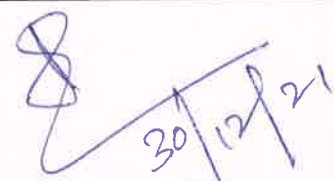
Activity	Details
	(Reading Material, Assignment, Case Project, Videos etc)

1	<p>Case:</p> <p>“The Whole Foods Effect” Schiffman & Kanuk, Tenth Edition</p> <p>Reading: Changing consumer behaviour and responsive marketing as a tool</p> <p>https://brandequity.economictimes.indiatimes.com/news/marketing/changing-consumer-behaviour-and-responsive-marketing-as-a-tool/73093442</p>
2	<p>Case:</p> <p>“Need-Focused Definition of Business”, Schiffman & Kanuk, Tenth Edition</p> <p>Reading: Consumers are anxious about returning to the 'old' normal: Kantar report</p> <p>https://brandequity.economictimes.indiatimes.com/news/marketing/consumers-are-anxious-about-returning-to-the-old-normal-kantar-report/79645255</p>
3	<p>Case:</p> <p>“ Packaging and the J.N.D”, Schiffman & Kanuk, Tenth Edition</p> <p>Reading: Consumer wallets shrink leading to changed product preferences: Report</p> <p>https://brandequity.economictimes.indiatimes.com/news/industry/consumer-wallets-shrink-leading-to-changed-product-preferences-report/79427848</p>
4	<p>Case:</p> <p>HSBC’s “Different Values” Campaign”, Schiffman & Kanuk, Tenth Edition</p> <p>Reading: Festive marketing: From celebrating responsibly to taking up the responsibility of celebration</p> <p>https://brandequity.economictimes.indiatimes.com/news/marketing/festive-marketing-from-celebrating-responsibly-to-taking-up-the-responsibility-of-celebration/79306515</p>
5	<p>Case: Why we buy Products connected to Place, People & Past?</p> <p>https://hbr.org/2021/11/why-we-buy-products-connected-to-place-people-and-past</p>

	<p>Reading: OTT: 60% people use social media to discover new content</p> <p>https://brandequity.economictimes.indiatimes.com/news/digital/ott-60-people-use-social-media-to-discover-new-content/79558084</p>
6	<p>Case</p> <p>“Hello Starbucks”, Schiffman & Kanuk, Tenth Edition</p> <p>Reading: The impact of brand personality on consumer behavior: the role of brand love</p> <p>https://www.emerald.com/insight/content/doi/10.1108/JFMM-07-2018-0091/full/html</p>
7	<p>Case: “Cultural Dimension and Celebrities”, Schiffman & Kanuk, Tenth Edition</p> <p>Reading: How Culture Influences Consumer Purchasing Decisions</p> <p>https://www.translatemedia.com/translation-blog/culture-influences-consumer-purchasing-decisions/</p>
8	<p>Case: Adapting the New Normal post – pandemic Consumer Behaviour- Emerald Publishing</p> <p>Reading: Nielsen report: Consumers seek value proposition as wallets shrink</p> <p>https://brandequity.economictimes.indiatimes.com/news/marketing/nielsen-report-consumers-seek-value-proposition-as-wallets-shrink/78330533</p>

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

Sr. No	Details
1	Consumer Behaviour- Leon Schiffman, Lesslie Lazar Kanuk & S Ramesh Kumar-Pearson, Tenth Edition
2	Consumer Behaviour- Building marketing Strategy-Del I. Hawkins & Others, 11/e TMH
3	Consumer behavior - Babin/ Harris/Mohan, Cengage
4	Consumer Behaviour- Loudon & Della Bitta, McGrawHill
5	Consumer Behaviour-Jay D, Lindquist, Joseph Sirgy, 1/e, Cengage Learning
6	Consumer Behaviour- Raju M.S & Dominique Xardel, Vikas Publishing House
7	Adapt your Marketing Strategy for COVID 19 https://www.gartner.com/en/marketing/insights/articles/adapt-the-marketing-strategy-for-covid-19?utm_expid=.GaG1sokbRc-WF4aEA8Di5Q.0&utm_referrer=https%3A%2F%2Fwww.google.com%2F
8	Decoding consumer behavior during pandemic https://brandequity.economictimes.indiatimes.com/news/industry/decoding-consumer-behavior-during-pandemic/78098256
9	Consumers are anxious about returning to the 'old' normal: Kantar report https://brandequity.economictimes.indiatimes.com/news/marketing/consumers-are-anxious-about-returning-to-the-old-normal-kantar-report/79645255
10	Big FMCG firms using own sites instead of third party to gather consumer data https://brandequity.economictimes.indiatimes.com/news/digital/big-fmcg-firms-using-own-sites-instead-of-third-party-to-gather-consumer-data/78162507

Prepared by: Faculty name and signature with date	Dr. Baisakhi Mitra Mustaphi, 29/12/2021 
Approved by: HOD – Name and signature with date	Dr. Joyeeta Chatterjee 



Course Plan

Program	Post Graduate Diploma in Management (PGDM)
Course Code and Title	Corporate Finance
Course Credit	3
Academic Year	2021-2022
Batch	2021-2023
Trimester	III
Duration (Hrs.)	30
Name of the Faculty	Tapas Mitra
HOD	Tarun Agarwal

1. Course Objective

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to:
CO1	Understand functions of corporate finance aligned to the overall company objective of creation of value for shareholders and other stakeholders;
CO2	Understand and apply important principles and tools of Corporate Finance (investment, financing and dividend decisions) for performing the functions;

CO3	Understand and apply the concepts of (i) strategic (short-term and long-term) financing and (ii) cost of money; on different decisions of corporate finance in its day-to-day operations management in keeping with the objective of maintaining sustainable liquidity position; and
CO4	Understand, apply and guide the management with the principles of working capital management in its day-to-day operations.

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions of 90 mins each
1	Evaluating firm's Financial Performance – performance management system – Management reporting system	2
2	Liquidity, Cash, and Marketable Securities – liquidity and its role, cash management and planning, investments in marketable securities.	1
3	Working Capital Management – receivables management, inventory management, managing liabilities, short term financing plans.	2

Module No.	Topic	Sessions of 90 mins each
4	Capital budgeting in practice and under risk & uncertainty – cashflows & others, cost of capital, financing mix, post project appraisal	3
5	Financing and Dividend policies – optimal capital structure, making capital structure decisions, internal financing.	2
6	Long term financial plans – operating cost model.	2
7	Long term financing - foundations, lease financing, public offering of securities, debt financing, debt restructuring, private placements, foreign loans vs domestic currency loans, hybrid financing through equity-linked securities	3
8	Investor relations – quarterly earnings call, investor meets, discussions with research analysts, meeting banks & FIs	1
	Total	16

Note: Students' preparation includes case studies, assignments & discussions, etc.

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

Sr. No	Details
1	Sound knowledge of financial management, analysis of financial statements and clear understanding of application of economic principles in business.

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	Assignment / Class Test / Quiz / Case Study, etc.	Individual/ Group	20	CO1 & CO2
2	Presentation / Viva Voce / Role Play / Class Participation, etc.	Group	10	CO2 & CO3
3	Projects / Field Work / Research / Live Project, etc.	Group	20	CO2, CO3 & CO4
4	Trimester-end Examination	Individual	50	CO1, CO2, CO3 & CO4
	Total		100	

7. Session Plan (Each session of 90 minutes) Total: 24 hours

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc.	CO Attended
1	Evaluating firm's Financial Performance	Classroom lectures & discussions	Understand the need and environment	Textbook – Chapter 2 – pages 53 to 78	CO1
2	Evaluating firm's Financial Performance	Classroom lectures & discussions	Understand the different concepts and tools to evaluate	Textbook – Chapter 2 – pages 79 to 85.	CO1 and CO2
3	Liquidity, Cash, and Marketable Securities	Classroom lectures & discussions	Understand liquidity and its role and the tools to maintain liquidity	Textbook – Chapter 19 – pages 613 to 616 & 630 to 634	CO2 and CO3
4	Working Capital Management	Classroom lectures & discussions	Understand the strategies of receivables management & inventory management	Textbook – Chapter 19 – pages 622 to 626 & 628 to 629	CO3 and CO4
5	Working Capital Management	Classroom lectures & discussions	Understand the strategies of managing liabilities & short-term financing	Textbook – Chapter 19 – pages 626 to 628	CO2 and CO3
6	Capital budgeting in practice and under risk & uncertainty	Classroom lectures & discussions	Understand risk and the concepts of appraising such risks, total risks for multiple investments	PPT in class	CO1, CO2 and CO3
7	Capital budgeting in practice and under risk & uncertainty	Classroom lectures & discussions	Understanding real options in capital investments	Textbook – Chapter 9 – pages 313 to 325	CO2 and CO3
8	Capital budgeting in practice and under risk & uncertainty	Classroom lectures & discussions	Creating value through required returns	PPT in class	CO1, CO2 and CO3
9	Financing and Dividend policies	Classroom lectures & discussions	Understand the concepts of optimal capital structure, making capital structure decisions	Textbook – Chapter 16 – pages 509 to 539	CO1 and CO2

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc.	CO Attended
10	Financing and Dividend policies	Classroom lectures & discussions	Making internal financing decisions	Textbook – Chapter 17 – pages 547 to 568	CO1, CO2 and CO3
11	Long term financial plans	Classroom lectures & discussions	Understand the need and use for long-term financial plans	PPT in class and Textbook – Chapter 18 – pages 583 to 585	CO1, CO2 and CO3
12	Long term financial plans	Classroom lectures & discussions	Developing a long-term financial plan	PPT in class and Textbook – Chapter 18 – pages 585 to 599	CO1 and CO2
13	Long term financing	Classroom lectures & discussions	Understanding the foundations of longer-term financing	PPT in class	CO1, CO2 and CO3
14	Long term financing	Classroom lectures & discussions	Lease financing, issuing securities	PPT in class and Textbook – Chapter 14 – pages 458 to 476	CO2 and CO3
15	Long term financing	Classroom lectures & discussions	Fixed-Income and Hybrid financing through equity-linked securities	Textbook – Chapter – 15 – pages 487 to 499	CO2 and CO3
16	Investor relations	Classroom lectures & discussions	Understand the need and purpose	PPT in class	CO1


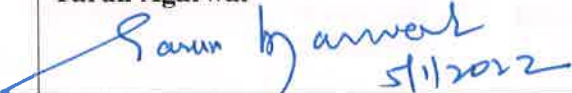
8. Student Prep Activities (Total: 6 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Case: Morley Industries, Inc.
2	Case: National Foods Corporation
3	Case: Douglas & Gilligan Global Agency
4	Assignments / Projects – on listed companies on performance evaluation, liquidity and working capital management, capital budgeting, internal financing, long-term financing, investor relations.

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

Sr. No	Details
1	Fundamentals of Corporate Finance by Jonathan Berk, Peter Demarzo, and Jarrad Harford, 3 rd edition – Pearson – Textbook.
2	Corporate Finance by Robert Parrino, David S. Kidwell, Thomas W. Bates, and Peter Moles, 3 rd edition – Wiley.

Sr. No	Details
3	Financial Management and Policy by James C. Van Horne, 12 th edition, - Pearson.
4	Corporate Finance by Stephen A. Ross, Radolph W. Westerfield, Jeffrey Jaffe, Bradford D. Jordan, and Ram Kumar Kakani, 12 th edition – McGraw Hill.

Prepared by: (Faculty name and signature with date)	Tapas Mitra  5/1/2022
Approved by: HOD – Name and signature with date	Tarun Agarwal  5/1/2022



N. L. Dalmia
Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Course Plan

Program	PGDM –Marketing/Finance/Human Resource
Course Code and Title	Cost and Management Accounting
Course Credit	03
Academic Year	2021-22
Batch	2021-23
Trimester	III
Duration (Hrs)	30
Name of the Faculty	Dr. Chitra Gounder and Prof CA Jai
HOD	Dr Tarun Agarwal

1.Course Objectives

This course will enable students understand cost accounting concepts and aims at equipping students with skills and knowledge to identify and calculate different types of costs. It will enable the students to apply cost accounting concepts & control techniques to evaluate performance of operations, activities, personnel etc.

2.Course Outcomes (CO)

Sr. No.	Course Outcome
CO1	Understand ,Examine, show and employ cost accounting theories for cost problems
CO2	Develop, restructure and apply cost accounting approaches to solve practical problems
CO3	Critically analyze and provide recommendations to improve the operations of organizations through the application of Cost and Management accounting techniques
CO4	Interpret cost and management accounting opportunities and threats

3. Course Outcome and Program Outcome mapping

Course Outcomes (CO)	PO1	PO2	PO3	PO4	PO5
CO 1	H	M	M	M	H
CO 2	H	H	L	M	M
CO 3	M	M	M	M	H
CO 4	M	M	M	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 databased 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	Session
1	Introduction to Cost accounting Objectives ,Classification of Costs, Costing methods , Difference between Financial, Cost and Management Accounting,	1-2
2	Preparation of Cost Sheet Format of Cost Sheet, Elements of cost sheet	3-7
3	Service Costing List of different types of services, Determining the unit of service costing	8-12
4	Standard Costing	13-17
5	Activity Based Costing (ABC) Traditional overhead allocation and its drawbacks, cost drivers and classification of activities, Implications of ABC	18-20
6	Cost Volume Profit Analysis Marginal Cost Analysis, Breakeven Analysis, Profit Volume Analysis, Key Factor Analysis	21-25
7	Budgetary Controls Types of Budget- Fixed and Flexible, Budgetary control methods	26-30

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

Sr. No	Details
1.	Regular reading of topics covered in the class from the referred course material.

6. Detailed Assessment Plan

Sr. No	Components	Individual/Group	Marks	Intended CO to be assessed
1.	Assignment & Class Test	Individual	20	CO1, CO2, CO3, CO4
2.	Presentation	Individual	10	CO1, CO2, CO3, CO4
3.	Projects	Group	20	CO1, CO2, CO4
4	Trimester end Examination	Individual	50	CO1, CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 90 minutes)

Session Number	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc.)
1	Accounting and Cost Concepts Difference between Financial, Cost and Management Accounting, Classification of Costs	PPT, Videos, Class interaction, and exercises	Explain the concept and role of cost accounting in the business management of manufacturing and non-manufacturing companies.	Management Accounting: Concepts and Strategic Costing Decisions- Singh Kanhaiya, Publisher-Wiley India Pvt Ltd.
2	Accounting and Cost Concepts Difference between Financial, Cost and Management Accounting, Classification of Costs	PPT, Videos, Class interaction, and exercises	Define the costs and their impact on value creation in the manufacturing and non-manufacturing companies.	Management Accounting: Concepts and Strategic Costing Decisions- Singh Kanhaiya, Publisher-Wiley India Pvt Ltd.
3	Preparation of Cost Sheet Format of Cost Sheet, Elements of cost sheet	PPT, Videos, Class interaction, and	Classification of cost sheet	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.

		exercises		
4	Preparation of Cost Sheet Format of Cost Sheet, Elements of cost sheet	PPT, Videos, Class interaction, and exercises	Ability to prepare the cost sheet	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.
5	Preparation of Cost Sheet Format of Cost Sheet, Elements of cost sheet	PPT, Videos, Class interaction, and exercises	Ability to prepare the cost sheet	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.
6	Service Costing List of different types of services, Determining the unit of service costing	PPT, Videos, Class interaction, and exercises	Understanding the computation methods of cost under various costing methods	Management Accounting: Text, Problems and Cases 7E- Khan M. Y., Jain P. K., Publisher- McGraw Hill Education (India) Pvt Ltd
7	Service Costing List of different types of services, Determining the unit of service costing	PPT, Videos, Class interaction, and exercises	Ability to set up a cost sheet for service industry.	Management Accounting: Text, Problems and Cases 7E- Khan M. Y., Jain P. K., Publisher- McGraw Hill Education (India) Pvt Ltd
8	Service Costing List of different types of services, Determining the unit of service costing	PPT, Videos, Class interaction, and exercises	Ability to set up a cost sheet for service industry.	Management Accounting: Text, Problems and Cases 7E- Khan M. Y., Jain P. K., Publisher- McGraw Hill Education (India) Pvt Ltd
9	Standard Costing Computation of Material, Labour, Overhead and Sales Variances, Analysis of variances and their impact on profit	PPT, Videos, Class interaction, and exercises	Ability to set a benchmark and calculate and analyze variances	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.
10	Standard Costing Computation of Material, Labour, Overhead and Sales Variances, Analysis of variances and their impact on profit	PPT, Videos, Class interaction, and exercises	Ability to set a benchmark and calculate and analyze variances	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.

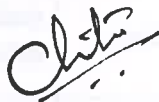

11	Activity Based Costing (ABC) Traditional overhead allocation and its drawbacks, cost drivers and classification of activities, Implications of ABC	PPT, Videos, Class interaction Case study	Understanding the concepts and application of activity based costing	Management Accounting: Concepts and Strategic Costing Decisions- Singh Kanhaiya, Publisher-Wiley India Pvt Ltd.
12	Cost Volume Profit Analysis Marginal Cost Analysis, Breakeven Analysis, Profit Volume Analysis, Key Factor Analysis	PPT, Videos, Class interaction, and exercises	Ability to make decisions using marginal cost concept and calculate BEP and Margin of safety	Management Accounting: Text, Problems and Cases 7E- Khan M. Y., Jain P. K., Publisher- McGraw Hill Education (India) Pvt Ltd
13	Cost Volume Profit Analysis Marginal Cost Analysis, Breakeven Analysis, Profit Volume Analysis, Key Factor Analysis	PPT, Videos, Class interaction, and exercises	Ability to make decisions using marginal cost concept and calculate BEP and Margin of safety	Management Accounting: Text, Problems and Cases 7E- Khan M. Y., Jain P. K., Publisher- McGraw Hill Education (India) Pvt Ltd
14	Cost Volume Profit Analysis Marginal Cost Analysis, Breakeven Analysis, Profit Volume Analysis, Key Factor Analysis	PPT, Videos, Class interaction, and exercises	Ability to make decisions using marginal cost concept and calculate BEP and Margin of safety	Management Accounting: Text, Problems and Cases 7E- Khan M. Y., Jain P. K., Publisher- McGraw Hill Education (India) Pvt Ltd
15	Budgetary Controls Types of Budget- Fixed and Flexible, Budgetary control methods	PPT, Videos, Class interaction, and exercises	Ability to prepare various types of budgets and analyze it	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.
16	Budgetary Controls Types of Budget- Fixed and Flexible, Budgetary control methods	Case Study	Ability to prepare various types of budgets and analyze it	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.

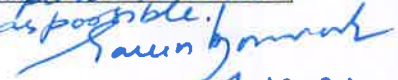
8. Student Prep Activities (Total: 10 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc.)
1	Assignment: Practical problems
2	Case studies and caslets

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

Sr. No	Details
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.

Prepared by: (Faculty name and signature with date)	Dr. Chitra Gounder and Prof .CA Jai 
Approved by: HOD - Name and signature with date	Dr Tarun Agarwal  28/11/2022

Please use cases/caselets and sections for completion, as far as possible.
 28/11/2022

Course Plan

Program	PGDM- Finance/Marketing / HR
Course Code and Title	Direct and Indirect Taxes –PGC-303
Course Credit	03
Academic Year	2021-22
Batch	2021-23
Trimester	III
Duration (Hrs)	30
Name of the Faculty	Dr. Jyoti Nair
HOD	Dr. Tarun Agarwal

1. Course Overview

Knowledge of important tax provisions is a key requisite for business decisions. Direct and Indirect taxation exposes the students to important Income Tax and Indirect tax provisions applicable in India. It will help students to apply the provisions of Income Tax to compute income and tax liability of individuals and business. The students will be made aware of the important indirect tax provisions also. The course will enable the students to understand the implication of tax on business decisions.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the important provisions of Income Tax and GST and its implication in business
CO2	Calculate income under different heads of income
CO3	Compute total income and tax liability

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	M			H	
CO2		H			
CO3		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, 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 Indian Tax system and basic concepts and definitions under Income Tax	1-3
2	Computation of Income under different heads of income	4-11
3	Computation of Total Income and Tax	12-14
4	Indirect Tax Provisions - GST	15-16

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

Sr. No	Details
1	None

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	Class Test covering the provisions income tax. The students will be assessed on their understanding of tax provisions	Individual	20	CO1,CO2
2	Case study on Computation of total income and tax liability to assess the students ability to apply the provisions in computation of income tax liability	Individual	20	CO1,CO2,CO3

3	Presentation on assigned topics	Group	10	CO1
3	Semester end written examination covering the syllabus to assess the students understanding of important provisions and its application for determining income and tax	Individual	50	CO1,CO2,CO3
	Total		100	

7. Session Plan (Each session of 90 minutes): 24 Hours

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc	CO attended
1	Overview of tax system in India, meaning of direct and indirect taxes.	Class Discussion	Understand the taxation system India and types of direct and indirect taxes prevailing as a base for tax computation	Students Guide to Income Tax – Singhania , AY 2022-23	CO1
2	Introduction to Income Tax – Basic concepts , definitions, residential status, assessment year, previous year, exempt incomes	Class Discussion	Understand basic concepts and definitions under Income Tax	Students Guide to Income Tax – Singhania , AY 2022-23	CO1
3	Introduction to Income Tax – Basic concepts , definitions, residential status, assessment year, previous year, exempt incomes	Class Discussion	Understand basic concepts and definitions in Income Tax and determine residential status for tax liability	Students Guide to Income Tax – Singhania , AY 2022-23	CO1
4	Computation of income under various heads – Salaries	Class Discussion and class exercises	Apply the provisions of income tax to compute income under head	Students Guide to Income Tax – Singhania , AY 2022-23	CO1, CO2

			Salaries'		
5	Salaries	Class Discussion and class exercises	Apply the provisions of income tax to compute income under the head 'Salaries'		CO1,CO2
6	House property income	Class Discussion and class exercises	Apply the provisions of income tax to compute income under the head 'House Property'	Students Guide to Income Tax – Singhania , AY 2022-23	CO1,CO2
7	House property income	Class Discussion and class exercises	Apply the provisions of income tax to compute income under head 'House Property'	Exercises on computation of HP income	CO1,CO2
8	Business/Profession	Class Discussion and class exercises	Apply the provisions of income tax to compute income under head 'Business Income'	Students Guide to Income Tax – Singhania , AY 2022-23	CO1,CO2
9	Business/Profession	Class Discussion and class exercises	Apply the provisions of income tax to compute income under head 'Business Income'	Exercises on computation of BI	CO1,CO2
10	Capital Gains	Class Discussion and class exercises	Apply the provisions of income tax to compute income under head 'Capital	Students Guide to Income Tax – Singhania , AY 2022-23	CO1,CO2

			Gain'		
11	Capital Gains	Class Discussion and class exercises	Apply the provisions of income tax to compute income under head 'Capital Gain'	Exercises on computation of CG	CO1,CO2
12	Income from other sources.	Class Discussion and class exercises	Apply the provisions of income tax to compute income under head 'Other sources'		CO1,CO2
13	Deductions from Total Income and computation of total income and tax	Class Discussion and class exercises	Apply the provisions of income tax to compute total income and calculate tax liability	Students Guide to Income Tax – Singhanian , AY 2022-23	CO2,CO3
14	Deductions from Total Income and computation of total income and tax	Class Discussion and class exercises	Apply the provisions of income tax to compute total income and calculate tax liability	Exercises on computation of Deductions	CO2,CO3
15	Goods and Services Tax- definitions, rates of GST, provisions related to input tax credit and determination of GST liability.	Class Discussion	Understand the important provisions of GST to be able to determine the impact of GST on business	Students Guide to Income Tax – Singhanian , AY 2022-23	CO1
16	Goods and Services Tax- definitions, rates of GST, provisions related to input tax credit and determination	Class Discussion	Understand the important provisions of GST to be able to determine the impact of GST on	Students Guide to Income Tax – Singhanian , AY 2022-23	CO1

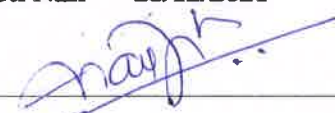

	of GST liability		business		
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8. Student Prep Activities (Total: 6 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Discussion and presentation on Assigned Topics (4 hrs)
2	Filing of IT Return – Demo (2 hrs)

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

Sr. No	Details
1	Reference Book – Students Guide to Income Tax – Singhania – AY 2021-22. Taxmann
2	Taxation – T.N. Manoharan - AY 2021-22. Taxmann

Prepared by: (Faculty name and signature with date)	Jyoti Nair 28/12/2021 
Approved by: HOD – Name and signature with date	 28/1/2022

Suggest - using
Case/cer/dets
wherever possible
as per the decision
of Director Sir,
please.

28/1/2022

Course Plan

Program	PGDM
Course Code and Title	Entrepreneurship Management (PGC305)
Course Credit	1.5
Academic Year	2021-22
Batch	2021-23
Trimester	3
Duration (Hrs)	15
Name of the Faculty	Prof. Anand Dhutraj / Dr. Nazia Ansari
HOD	Dr. Vaishali Kulkarni

1. Course Objective

To acquaint the students with the concept of entrepreneurship development, the theories of entrepreneurship and the relationship between theory and practice. So as to comprehend the process of creating an entrepreneurial venture. Developing analytical skills for evaluating new venture ideas and understanding both the opportunities and constraints faced by entrepreneurs. Thereby developing an entrepreneurial spirit and have feasible ideas for ventures

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concepts of entrepreneurship development, the theories of entrepreneurship and the relationship between theory and practice.
CO2	Comprehend the process of creating an entrepreneurial venture.
CO3	Develop analytical skills for evaluating new venture ideas and understanding both the opportunities and constraints faced by entrepreneurs.
CO4	Develop an entrepreneurial spirit and have feasible ideas for ventures.

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Concept of entrepreneur , Entrepreneurship, advantages, types of entrepreneurs, Qualities and characteristics of entrepreneurs. Innovation and creativity	1
2	Identification and Analysis of business opportunities using tools and techniques	2-3
3	Legal framework for Entrepreneurship	4
4	Financial support and options to start a business	5
5	Business model & Plan Preparation	6-7
6	Women Entrepreneurship - Challenges and opportunities	8
7	Social Entrepreneurship	9
8	Quick start routes to establish business: Franchise Business	10

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

Sr. No	Details
1	Basic knowledge of functions- Marketing, Management, HR, Finance

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	Student presentations on Assignment	Group	15	CO1, CO2
2	Performance and Project Report on Assignment	Group	10	CO1, CO2
3	End Trimester Examination- The end semester exam will cover the entire course and assess the students understanding on strategic management.	Individual	25	CO1, CO2, CO3, CO4
	Total		50	

7. Session Plan (Each session of 90 minutes) Total: 15 hours

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters /Case etc)	CO
1	Concept of entrepreneur, Entrepreneurship, advantages, types of entrepreneurs, Qualities and characteristics of entrepreneurs. Innovation and creativity	Presentations , classroom exercises and assignments	Understand the concept of Entrepreneur & Entrepreneurship, Characteristics & types of Entrepreneurs, Innovation & Creativity.	Class notes & Entrepreneurship- Bruce Barringer and R. Duane Ireland	CO1
2 - 3	Identification and Analysis of business opportunities using tools and techniques	Presentations , classroom exercises and assignments	Analysis of Business of opportunities and idea generation	Class notes & Entrepreneurship- Bruce Barringer and R. Duane Ireland	CO2
4	Legal framework for Entrepreneurship	Presentations , classroom exercises and assignments	Understanding the legal requirements and process in Indian context	Class notes & Entrepreneurship- Bruce Barringer and R. Duane Ireland	CO3
5	Financial support and options to start a business	Presentations , classroom exercises and assignments	Understanding the financial avenues available for funding of the venture	Class notes & Entrepreneurship- Bruce Barringer and R. Duane Ireland	CO3
6 - 7	Business model & Plan Preparation	Presentations , classroom exercises and assignments	Critical analyses of idea and guidelines for preparing B-plan	Class notes & Entrepreneurship- Bruce Barringer and R. Duane Ireland	CO2, CO3
8	Women Entrepreneurship Challenges and opportunities	Presentations , classroom exercises and assignments	Role of Women Entrepreneurs towards economic development	Class notes & Entrepreneurship- Bruce Barringer	CO4

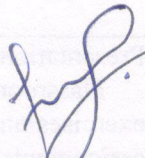
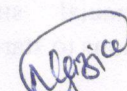
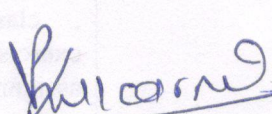
		assignments	& challenges faced	and R. Duane Ireland	
9	Social Entrepreneurship	Presentations , classroom exercises and assignments	Understanding the social responsibility and accomplishing sustainable development without compromising eco-system	Class notes & Entrepreneurship- Bruce Barringer and R. Duane Ireland	CO4
10	Quick start routes to establish business: Franchise Business	Presentations , classroom exercises and assignments	Understanding of Franchise as a business form and its working	Class notes & Entrepreneurship- Bruce Barringer and R. Duane Ireland	CO4

8. Student Prep Activities

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Entrepreneurship Case studies for Discussions

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

Sr. No	Details
1	Entrepreneurship- Bruce Barringer and R. Duane Ireland 6th Ed Pearson (Textbook)
2	Entrepreneurship- Rajiv Roy
3	The New age entrepreneurs- Mint Publications
4	Entrepreneurship- Texts and Cases- P. Narayana Reddy
5	Entrepreneurship- A South Asian Perspective – D F Kuratco & T. V. Rao
6	Dynamics of Entrepreneurship- Vasant Desai

Prepared by: Faculty name and signature with date	  Prof. Anand Dhutraj / Dr. Nazia Ansari
Approved by: HOD – Name and signature with date	 Dr. Vaishali Kulkarni



N. L. Dalmia

Institute of Management Studies and Research

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

Course Plan

Program	PGDM
Course Code and Title	PGC208 and Human Resource Planning and Acquisition
Course Credit	3
Academic Year	2021-2022
Batch	2021-2023
Semester	III
Duration (Hrs)	30 hours
Name of the Faculty	Dr. Chandrakant Varma
HOD	Caral D' Cunha

1. Course Overview

This course will enable students to understand the concept of HR Planning and appreciate the basics of Manpower planning and forecasting. It will also help students understand how to acquire suitable candidate using various acquisition techniques. Particularly, students will understand how manpower planning helps to recruit and select the best and fittest candidate for the organization. Classroom activities involving lectures, discussions and case studies will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to understand the human resource planning process and framework
CO2	Students will be able to understand talent acquisition process and challenges faced
CO3	Students will be able to apply all HR planning and talent acquisition practices in the organization.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2	H				
CO3	M	H	M	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, 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	Human Resource Planning. Meaning, of HRP. Planning process. Importance of HRP and its impact on the Organization.	2
2	Assessment of demand and supply of Human Resource requirement.	2
3	Forecasting Techniques of human resource requirement. Assessment of internal and external supply and requirement. Linking HRP with SHRM	3
4	Job Analysis HR Planning and Selection. Job Analysis and design. Alignment of job analysis to selection.	3
5	Employment Tests Concept of testing. Types of Tests. Executive Talent Search. Impact of employment test on the organization. Benefits of employment test.	2
6	Analysis of work load factor Classification of work, forecasting nos. of jobs, conversion of job into manpower, Conversion of man hours into manpower requirement.	2
7	Introduction to Talent Acquisition Overview of Talent Acquisition – History, the Scope of Talent Acquisition, Need of Talent Acquisition, Key Processes of Talent Acquisition, Talent vs knowledge people, Source of Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions	3
8	Competency based Interview techniques: STAR & SBO Approach , BARS	3

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

Sr. No	Details
1	Pre reading from the reference book given: Human Resource Management – Ashwathapa, McGraw Hill, Personnel/Human Resource Management: DeCenzo& Robbins. Prentice Hall India Articles from HBR, People Matters, Human Capital, SHRM

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	Presentations- Students will be presenting on the HR practices of various organizations.	Group	10	CO2, CO3
2	Article and case study Assignment	Individual	20	CO1,CO2
3	Mid-term test – MCQ & Situation based	Individual	20	CO1, CO2
	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of Human Resource Management	Individual	50	CO1, CO2, CO3,

7. Session Plan (Sixteen session of 90 minutes – 24 hours)

Ses sion No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc	CO Attended
1	Human Resource Planning. Meaning, of HRP. Planning process. Importance of HRP and its impact on the Organization.	Online interactive sessions.	Familiarize the students with the key concepts of Human Resource Planning, How to forecast the demand and supply of Human Resource	D.K.Bhattacharjee, Excel Books chapter 01 & 02 Human Resource Management – Ashwathapa chap 4	CO1, CO3
2	Human Resource Planning. Meaning, of HRP. Planning process.	Online interactive sessions.	Familiarize the students with the key concepts of Human Resource Planning, How to	D.K.Bhattacharjee, Excel Books chapter	CO1, CO3

	Importance of HRP and its impact on the Organization.		forecast the demand and supply of Human Resource	01 & 02 Human Resource Management – Ashwathapa chap 4	
3	Assessment of demand and supply of Human Resource requirement	Online interactive sessions.	Students will understand demand and supply relationship / assessment	Human Resource Management – Ashwathapa chap 4	CO1, CO3
4	Assessment of demand and supply of Human Resource requirement	Online interactive sessions.	Students will understand demand and supply relationship / assessment	Human Resource Management – Ashwathapa chap 4	CO1, CO3
5	Forecasting Techniques of human resource requirement.	Online interactive sessions.	Understand the different techniques of forecasting, find out the link between HRP and Strategic human resource planning	D.K.Bhattacharjee, Excel Books 05 & 06 Human Resource Management – Ashwathapa chap - 4	CO2, CO3
6	Assessment of internal and external supply and requirement. Linking HRP with SHRM	Online interactive sessions.	Understand the different techniques of forecasting, find out the link between HRP and Strategic human resource planning	D.K.Bhattacharjee, Excel Books 05 & 06 Human Resource Management – Ashwathapa chap - 4	CO2, CO3
7	Job Analysis HR Planning and Selection. Job Analysis and design. A link of job analysis to selection.	Online interactive sessions.	Differentiate the Human Resource planning and selection, How job analysis and job rotation helps on job design	Michalle E.Moe Barak Human Resource Management – Ashwathapa chap - 5	CO1, CO2
8	Job Analysis HR Planning and	Online interactive	Differentiate the Human Resource	Michalle E.Moe Barak	CO1, CO2

	Selection. Job Analysis and design. A alignment of job analysis to selection.	sessions.	planning and selection, How job analysis and job rotation helps on job design	Human Resource Management – Ashwathapa chap - 5	
9	Employment Tests Concept of testing. Types of Tests. Executive Talent Search. Impact of employment test on the organization. Benefits of employment test.	Online interactive sessions.	It helps to understand the different types of employment test, How these test impact on organization.	Uday Kr. Halsar & Juthika Sarkar, Oxford University Press Human Resource Management – Ashwathapa chap – 6 and 7	CO2
10	Analysis of work load factor Classification of work, forecasting nos. of jobs, conversion of job into manpower, Conversion of man hours into manpower requirement.	Online interactive sessions.	Enables the students to understand Conversion of man hours into manpower requirement.	Uday Kr. Halsar & Juthika Sarkar, Oxford University Press Human Resource Management – Ashwathapa chap – 6 and 7	CO3
11	Introduction to Talent Acquisition Overview of Talent Acquisition – History, the Scope of Talent Acquisition,	Online interactive sessions.	Understand Talent acquisition scope and history	Paul Turner, CIPD Publishing Human Resource Management – Ashwathapa chap – 6 and 7	CO4

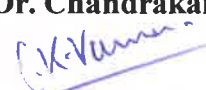
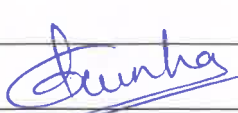
12	Need of Talent Acquisition, Key Processes of Talent Acquisition	Online interactive sessions.	Understand Talent acquisition need and importance.	Paul Turner, CIPD Publishing Human Resource Management – Ashwathapa chap – 6 and 7	CO4
13	Talent vs knowledge people, Source of Talent Acquisition, Recruiting Process, Strategic	Online interactive sessions.	Understand Talent acquisition need and importance.	Paul Turner, CIPD Publishing Human Resource Management – Ashwathapa chap – 6 and 7	CO2, CO3
14	Trends in Talent Acquisition, Talent acquisition management solutions, Trends in Talent Acquisition, Talent acquisition management solutions	Online interactive sessions.	Students will understand Talent acquisition trends	Paul Turner, CIPD Publishing Human Resource Management – Ashwathapa chap – 6 and 7	CO2, CO3
15	Competency based Interview techniques: STAR & SBO Approach , BARS	Online interactive sessions.	Students will understand competency based approaches in HRM.	D.K.Bhattacharjee, Excel Books Human Resource Management – Ashwathapa chap – 6 and 7	CO2
16	Presentations / Case	Presentation by the students	Application of the concepts and theories	Presentations by the students on the topics assigned	CO1, CO2, CO3

8. Student Prep Activities (Total: 6 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Case study – Importance of Workforce planning Practices
2	Research Paper - Human Resource Planning and Talent Acquisition practices in different Industry
3	HBR - Managing Human Resources

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

Sr. No	Details
1	D.K.Bhattacharjee, Excel Books (2006) Human Resource planning
2	Paul Turner, CIPD Publishing (2014) Human Resource Forecasting & planning (2014)
3	MichalleE.Moe Barak (2002) Managing Diversity
4	Uday Kr. Halsar&Juthika Sarkar, (2009) Oxford University Press Human Resource Management
5	HBR Articles, Emerald Insight – Research papers and Case study (Remote Library)

Prepared by:	Dr. Chandrakant Varma 
Approved by:	Caral D'Cunha 

Course Plan

Program	PGDM-HR
Course Code and Title	PGH203 Learning & Development
Course Credit	3
Academic Year	2021 - 2022
Batch	2021-2023
Trimester	III
Duration (Hrs)	30 hours
Name of the Faculty	Dr. Caral D'Cunha
HOD	Dr. Caral D'Cunha

1. Course Overview

This course provides students with an overview of the Learning and Development. The objectives of the course are as below:

- To understand the importance of learning & development in today's business environment.
- To be able to design an effective training module applying conceptual knowledge and execute the training program.
- To develop the skills required to be an effective trainer

The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counseling, training techniques, budgeting and trends in training.

Classroom activities involving lectures, discussions and case studies will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concepts and fundamentals of the function of Learning & Development.
CO2	Design an effective training module applying conceptual knowledge and execute the training program.
CO3	Aware of the various training practice used by the organizations across the globe.
CO4	Evaluate the effectiveness of the training program

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H		M	M
CO3	H			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, 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 Learning and Development: This introductory Module discusses why training is important to help companies successfully compete in today's business environment. The chapter provides an overview of training practices, the training profession, forces impacting training & Strategic training, Learning Theories.	1-5
2	Designing Training: this module includes needs assessment, Learning & Transfer of training, Program design, and Training evaluation	6-
3	Learning and Development methods: This module includes	7

	traditional training methods, technology based training methods and employee development and career management	
4	Future of Learning and Development and challenges faced in Learning and Development	3

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

Sr. No	Details
1	Pre reading from text book given: Employee Training & Development – Raymond Noe -7 th Edition- McGraw Hill Publication

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	Assignment - Students will be submitting the assignment on Learning and Development practices of any two companies.	Individual	10	CO1, CO3
2	News Paper article analysis: Each student will be discussing two current news articles from the newspaper related to the Learning and development practices or HR domain.	Individual	10	CO1, CO3
3	Presentation on Designing the Training Module and demonstrating that training module in the class	Group	20	CO2, CO4
4	Case based Assignments	Individual	10	CO1, CO4
5	End Semester Examination- The end semester exam will cover the entire course and assess the students understanding on concepts of organization behaviour	Individual	50	CO1, CO2, CO3, CO4

7. Session Plan (Each session of 90 minutes)

Session No	Topics	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/ Case etc)	CO Attended
1	Overview of Course Plan Introduction to HRD	Lecture with interaction	Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces. Draw a figure or	Module 1: Effective human resources training & development strategy(Effective HR training & development strategy – Dr. B.	CO1

			<p>diagram and explain how training, development, informal learning, and knowledge management contribute to business success.</p>	<p>Rathan Reddy) Chapter 1: Introduction to Employee T & D(Employee Training & Development – Raymond Noe)</p>	
2	<p>Overview of training in organizations, Structure of training department</p>	<p>Case study based</p>	<p>Discuss the key roles for training professionals. Discuss different structures of training department</p>	<p>Module 1: Effective human resources training & development strategy(Effective HR training & development strategy – Dr. B. Rathan Reddy) Chapter 1: Introduction to Employee T & D(Employee Training & Development – Raymond Noe) Case study: Siemens Training & Development, Aditya Gyanodya</p>	<p>CO1</p>
3	<p>Training process</p>	<p>Lecture with interaction</p>	<p>Discuss various aspects of the training design process</p>	<p>Module 1: Effective human resources training & development strategy (Effective HR training & development strategy – Dr. B. Rathan Reddy) Chapter 1: Introduction to Employee T & D(Employee Training & Development – Raymond Noe)</p>	<p>CO1</p>
4	<p>Principles of adult learning, motivation & performance</p>	<p>Lecture with interaction</p>	<p>Understand principles of adult learning and motivation.</p>	<p>Module 6: Training & Learning Effective HR training & development strategy – Dr. B. Rathan Reddy) Chapter 4: Learning & Transfer of</p>	<p>CO1</p>

				training (Employee Training & Development – Raymond Noe)	
5	Learning theories, Learning organization	Case study based, AVs	Discuss learning and motivation theories. Explain the implications of learning theory for instructional design. Understand the concept of learning organization.	Module 6: Training & Learning (Effective HR training & development strategy – Dr. B. Rathana Reddy) Chapter 4: Learning & Transfer of training (Employee Training & Development – Raymond Noe)	CO1
6	Training need assessment: organizational analysis, task analysis, person analysis	Lecture with interaction	Discuss the role of organization analysis, person analysis, and task analysis in needs assessment. Identify different methods used in needs assessment and identify the advantages and disadvantages of each method. Discuss the concerns of upper- and mid-level managers and trainers in needs assessment.	Module 2: Training Needs Analysis (Effective HR training & development strategy – Dr. B. Rathana Reddy) Chapter 3: Needs Assessment (Employee Training & Development – Raymond Noe)	CO1, CO2
7	Training need assessment: Approaches, outcome of TNA	Lecture with interaction	Discuss the steps involved in conducting a task analysis. Analyze task analysis data to determine the tasks in which people need to be trained. Explain competency models and the process used to develop them	Module 2: Training Needs Analysis (Effective HR training & development strategy – Dr. B. Rathana Reddy) Chapter 3: Needs Assessment (Employee Training & Development – Raymond Noe)	CO1, CO2
8	Training need assessment : Case	Casestudy	Discussion on case study: Fabric Inc.	Module 2: Training Needs	CO1, CO2

	study & analysis	based		<p>Analysis (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 3: Needs Assessment (Employee Training & Development – Raymond Noe)</p> <p>Case Study: Alliance Case study</p>	
9	Traditional training methods: Off the job training methods	Lecture with interaction, Role plays, exercises	<p>Discuss the strengths and weaknesses of presentations, hands-on, and group building training methods.</p> <p>Provide recommendations for effective on-the-job training (OJT).</p> <p>Discuss the key components of behavior modeling training.</p>	<p>Module 4: Training method techniques & audio visual aids (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 7: Traditional training methods</p> <p>Chapter 8: technology based training methods (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
10	Traditional training methods: On the job training methods	Lecture with interaction	<p>Explain the conditions necessary for adventure learning to be effective.</p> <p>Discuss what team training should focus on to improve team performance.</p>	<p>Module 4: Training method techniques & audio visual aids (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 7: Traditional training methods</p> <p>Chapter 8: technology based training methods (Employee Training & Development – Raymond Noe)</p>	CO1, CO2

11	E-learning & use of technology in training: technologies to support & administer training	Lecture with interaction	<p>Explain the different types of social media and the conditions conducive to their use for training.</p> <p>Compare and contrast the strengths and weaknesses of traditional training methods versus those of technology-based training methods.</p> <p>Identify and explain the benefits of learning management systems.</p> <p>Develop a self-directed learning module.</p>	<p>Module 4: Training method techniques & audio visual aids (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 7: Traditional training methods</p> <p>Chapter 8: technology based training methods (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
12	Designing training modules: Developing objectives, content	Lecture with interaction	<p>Be able to choose and prepare a training site based on how trainees will be involved and interact with the content and each other in the course.</p> <p>Prepare for instruction using a curriculum road map, lesson plan, design document, and concept map.</p> <p>Explain how trainees' age, generational differences, and personality might influence how programs are designed.</p>	<p>Module 3: Training Design (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 5: Program Design (Employee Training & Development – Raymond Noe)</p>	CO1, CO2
13	Training administration (designing training calendar)	Lecture with interaction	Design the training calendar	<p>Module 3: Training Design (Effective HR training & development strategy – Dr. B. Rathan Reddy)</p> <p>Chapter 5: Program Design (Employee Training & Development – Raymond Noe)</p>	CO1, CO2

14	Development & Implementation of training	Lecture with interaction, Casestudy	To understand the process of pilot run and dry run.	Module 3: Training Design (Effective HR training & development strategy – Dr. B. Rathan Reddy) Chapter 5: Program Design (Employee Training & Development – Raymond Noe) based- Raymond Noe textbook	CO1, CO2
15	Training evaluation Process, Evaluation Designs, Kirkpatrick's model, Cost Benefit Analysis and ROI, outcomes used in evaluation	Lecture with interaction	Identify and choose outcomes to evaluate a training program. Discuss the process used to plan and implement a good training evaluation. Discuss the strengths and weaknesses of different evaluation designs. Conduct a cost-benefit analysis for a training program. Choose the appropriate evaluation design based on the characteristics of the company and the importance and purpose of the training.	Module 8: Evaluation of Training (Effective HR training & development strategy – Dr. B. Rathan Reddy) Chapter 6: Training Evaluation (Employee Training & Development – Raymond Noe)	CO1, CO3
16	Special issues in training & development, Training Trends Worldwide	Lecture with interaction	Discuss the role of training partnerships in developing skills and contributing to local communities. Develop a program for effectively managing diversity. Design a program for preparing for cross-cultural assignments. Discuss the importance of career paths and dual career paths for employees and	Chapter 11: The future of training & development (Employee Training & Development – Raymond Noe)	CO1, CO3



			companies. Discuss new trends in learning and development		
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8. Student Prep Activities (Total :15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Where Companies go wrong with L & D? HBR article
2	The Transformer CLO, HBR article
3	Case study: A study on Return & Investment, Vikalpa Journal
4	Case Study: Fabric Inc, Thakker & Blanchard
5	Case study: Training & Development at Godrej
6	Case study: Leadership training at P & G

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

Sr. No	Details
1	Employee Training & Development – Raymond Noe -7 th Edition- McGraw Hill Publication
2	Effective HR training & development strategy, Dr. B. Rathan Reddy, 3 rd edition, Himalaya Publishing House
3	Effective Training, System, Strategies & Practices- P. Nick Blanchard & James Thacker, 3 rd edition, Pearson Education
4	Human Capital magazine, HRM Review

Prepared by: (Faculty name and signature with date)	Dr. Caral D'Cunha 
Approved by: HOD – Name and signature with date	

Course Plan

Program	PGDM – Marketing/ Finance/ HR
Course Code and Title	Operations Management
Course Credit	3
Academic Year	2022-23
Batch	2022-24
Trimester	III
Duration (Iirs)	30
Name of the Faculty	Dr. Col Venkat Raman
HOD	Dr Vaishali Kulkarni

1. Course Objectives (*refer Syllabus*)

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the basic concepts of Operations Management as a Course of Study and its Applications in the Industry with emphasis on Managing Operations
CO2	Understand the relationship among the interlinked areas of Operations like Process Planning, Layout Planning, Inventory Planning, Product Development and Forecasting
CO3	Apply and analyze the detailed aspects of Operations Management by deeper Research on the subject

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Introduction to Operation Management Nature, issues and scope of OM, Operations Strategy	2
2	Product Process Product process analysis & types of Production Systems	2
3	Product development New product development, product design, robust design, quality function deployment	3
4	Capacity Planning Measure of capacity, alternative for capacity augmentation / Facility Location, factors affecting location decisions, location planning methods	3
5	Facility Layout planning Laayout Planning, Types of layout, designing Product layouts, designing process layout	4
6	Inventory planning and control Types of inventory, inventory costs, inventory control systems.	4

7	Outsourcing and offshoring	4
8	Forecasting and Demand Planning	4
9	Aggregate Production Planning	4

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

Sr. No	Details
1	Basic knowledge of Scientific and Operational Principles

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	Assignment/ Class Test / Quiz/ Case study etc	Individual	20	CO1, CO2
2	Presentation/viva voce/ role play/ class participation etc	Group	10	CO3
3	Projects / Field work/ Research/ Live Project etc	Group	20	CO3
4	Trimester end Examination	Individual	50	CO1, CO2, CO3
	Total		100	

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

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/ Case etc.
1	Introduction to Operations Management. Nature, issues and Scope of Operations Management	Class room Lecture	Basic concepts of Operations Management	Operations Management by Reid & Sanders Chapter 1
2	Operations Strategy	Class room Lecture and small case study	Understanding the use of Strategy and Analysis in Operations	Operations Management by Reid & Sanders Chapter 2
3	Product and Process Analysis	Class room Lecture and	Learning the Concepts of Analysis of	Operations Management by Reid & Sanders

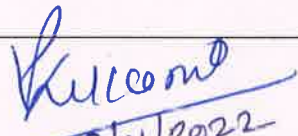
		small case study	Products and Processes	Chapter 3
4	Types of Production Systems	Class room Lecture and small case study	Understanding basics of Production Systems and their Applications	Operations Management by Reid & Sanders Chapter 3
5	New Product Development	Class room Lecture and small case study/group discussion	Understanding how to develop New Products	Operations Management by Reid & Sanders Chapter 3
6	Product Design, Robust Design	Class room Lecture and small case study/group discussion	Concepts in Product Design and their Applications	Operations Management by Reid & Sanders Chapter 3
7	Quality Function Development	Class room Lecture, assignment / video	Understanding and Development of Functions of Quality	Operations Management by Reid & Sanders Chapter 9
8	Measurement of Capacity / Alternative for Augmentation of Capacity	Class room Lecture, assignment	Concepts in Measuring Capacity / Augmenting Capacity of Operations	Operations Management by Reid & Sanders Chapter 9
9	Facility Location / Factors affecting Location	Class room Lecture, assignment	Learning concepts of Locating Facility and factors affecting the same	Operations Management by Reid & Sanders Chapter 9
10	Location Planning Methods	Class room Lecture and case study	Concepts of the Choice of a Location for Operations	Operations Management by Reid & Sanders Chapter 9
11	Laayout Planning	Class room Lecture and case study	Understanding concepts in Layout Planning	Operations Management by Reid & Sanders Chapter 10
12	Types of layout	Class room Lecture and case study	Learning types of Layouts in Operations	Operations Management by Reid & Sanders Chapter 10
13	Designing Product layouts	Class room Lecture and	Concepts in designing Product Layouts	Operations Management by Reid & Sanders

		case study		Chapter 10
14	Designing process layout	Class room Lecture and case study	Concepts in Designing Process Layouts	Operations Management by Reid & Sanders Chapter 10
15	Types of Inventories	Class room Lecture and case study	Understanding different types of Inventories	Operations Management by Reid & Sanders Chapter 12
16	Inventory Planning	Class room Lecture and case study	Concepts in Inventory Planning	Operations Management by Reid & Sanders Chapter 13
17	Inventory Costs	Class room Lecture and case study	Understanding Inventory Costs in Operations	Operations Management by Reid & Sanders Chapter 14
18	Inventory Control Systems	Class room Lecture and case study	Learning various Inventory Control Systems	Operations Management by Reid & Sanders Chapter 15
19	Outsourcing and Offshoring in Operations	Class room Lecture and case study, field work	Understanding the concepts of Outsourcing and Offshoring	The Outsourcing Handbook of Deloitte
20	Make or Buy Decisions - Analysis	Class room Lecture and case study	Learning how to analyze Make or by decisions in Operations	The Outsourcing Handbook of Deloitte
21	Request for Proposal	Class room Lecture and case study	Understanding the concepts of Request for Proposal	The Outsourcing Handbook of Deloitte
22	Understanding implications of Outsourcing in Industry	Case Study	Discussing the implications of Outsourcing using a Case Study from Industry	The Outsourcing Handbook of Deloitte
23	Principles of Forecasting	Class room Lecture and case study	Learning the Principles of Forecasting	Operations Management by Reid & Sanders Chapter 8
24	Steps in the Forecasting Process	Class room Lecture and case study, field work	Understanding the Steps in the Forecasting Process	Operations Management by Reid & Sanders Chapter 8
25	Forecasting Models	Class room Lecture and	Learning some Forecasting	Operations Management by

		case study	Models	Reid & Sanders Chapter 8
26	Collaborative Planning	Class room Lecture and case study	Understanding the concept of Collaborative Planning in Forecasting	Operations Management by Reid & Sanders Chapter 8
27	Types of Strategies Planning Layout	Class room Lecture and case study, field work	Concepts of Layout Planning and Strategies	Operations Management by Heizer & Render Chapter 13
28	Aggregate Planning	Class room Lecture and case study	Understanding Aggregate Planning in Operations	Operations Management by Heizer & Render Chapter 13
29	Production Planning Strategies	Class room Lecture and case study	Learning Production Planning Strategies	Operations Management by Heizer & Render Chapter 13
30	Disaggregating the Aggregate Plan	Class room Lecture and case study, field work	Concepts in Disaggregation	Operations Management by Heizer & Render Chapter 13

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

Sr. No	Details
1	Operations Management by Reid & Sanders; Wiley Publications
2	Operations Management by Mahadevan Pearson Publications
3	Operations Management by Russel & Taylor Wiley Publications

Prepared by: (Faculty name and signature with date)	Col Venkat Raman
Approved by: Dr Vaishali Kulkarni HOD – Name and signature with date	 18/01/2022



N. L. Dalmia[®]
Institute of Management Studies and Research
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Course Plan

Program	PGDM- Marketing
Course Code and Title	Sales and Distribution Management
Course Credit	3
Academic Year	22-23
Batch	21-23
Semester	III
Duration (Hrs)	30
Name of the Faculty	Dr. Joyeeta Chatterjee & Prof. Sourav Choudhury
HOD	Dr. Joyeeta Chatterjee

1. Course Overview

The course of Sales and Distribution Management shall provide the students of marketing with the fundamental knowledge of sales management, with a focus on the management of sales force management. It will enable the students to develop their selling skills required to sell goods and services. The course investigates factors influencing optimal design and management of distribution channels thereby enabling the students to understand the efficiency. It is the quality and effectiveness of Sales and Distribution Management that drives and delivers actual results for any commercial organization.

Course Outcome (CO)

Sr. No	At the end of the course students will be able to:
CO1	To be aware of selling skills/processes required to sell goods or services and comprehend its importance in any organization
CO2	To be able to identify issues related to design and implementation of sales strategy and manage sales force
CO3	Analyze roles and apply concepts related to improving performance of sales team
CO4	Design and implement channel strategies

2. Course Outcome and Program Outcome mapping

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

1. Course Modules

Module No.	Topic	Sessions
1	Introduction to Sales Management, Sales Organization and Structures. Theories of selling	1-2
2	Sales Process- Preparation, prospecting, pre-approach, sales presentation, closing of sales – sales resistance – objections and obstacles – buyer dissonance –reducing buyer dissonance	3-4
3	Class Test / Activity	5
4	Personal Selling - Its objectives; Formulation Sales policies.	6-7
5	Negotiation Process- Importance of communication in negotiation, Bargaining styles and Personality styles, Difference between Position and Interests, Stages of Negotiation – Negotiation Cycle	8-9
6	Management of Sales Force- Sales planning: Market potential, Market identification–sales forecasting – qualitative and quantitative methods (Exercises)	10-11
7	Organizing Sales Force; Selection and recruitment of Sales Personnel; Motivation of Sales force Designing compensation plans; Controlling of sales force.	12-13
7	Developing Sales Training Programs, Executing and Evaluating sales training programs;	14-15

8	Overview of Marketing Channels, Distribution and Supply Chain; Channel Intermediaries, Wholesaling and Retailing, Logistics of Distribution. Monitoring Distribution; Assessing Performance of Marketing Channels.	16-17
9	Designing and Assigning Sales Territories; Objectives and procedure of setting sales territories. Sales Quotas – Types of Quota and Administration.	18-19
10	Class Activity	20

5. Prerequisites /co-requisites (if any) from students

Sr. No	Details
1	The students are expected to have sound understanding of core Marketing Management. The session will also include solving few cases along the course. The students will also be provided with video clips, PDF documents and other study materials.

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/Participation	Individual	10	CO1, CO2
2	Class Test/Quiz	Individual	20	CO1, CO2, CO3, CO4
3	Assignment & Case Study	Group	20	CO1, CO2, CO3, CO4
4	End Semester Examination	Individual	50	CO1, CO2, CO3, CO4
	Total		100	

7. Session Plan (Each session of 90 minutes) Total: 30 Hrs

Session No	Topics	Teaching Pedagogy	Session Learning Outcome: The student will be able to	Activity/Resources (Books/Chapters/Case etc
1-2	Introduction to Sales Management, Sales Organization and Structures. Theories of selling	Classroom Teaching JC	Understand the role and objectives of sales management.	Chapter 1 Still, Cundiff, Govani- Sales Management- Decision, Strategy and Cases. Readings: The New Sales Imperative, Nicholas Toman et al.
3-4	Sales Process- Preparation, prospecting, pre-approach, sales presentation Sales Process- closing of sales – sales resistance – objections and obstacles – buyer dissonance –reducing buyer dissonance	Classroom Discussion; Video Talks and Role Play JC	Understand the diversity of personal-selling situations	Chapter 2 Still, Cundiff, Govani - Sales Management- Decision, Strategy and Cases. Case Study: Customer Lifetime Valuation: Sotarg Inkjet Printers - A Brief Exercise, <u>Wolfgang Ulaga, Anna Eckardt</u> ; https://hbsp.harvard.edu/product/IMD737-PDF-ENG?
5	Class Test / Activity/ Assignment	JC		

6-7	Personal Selling - Its objectives; Formulation Sales policies.	Classroom Discussion JC	<p>Understand the personal selling objectives and achieve sales volume.</p> <p>Gauge the market potential and sales potential and</p>	<p>Chapter 3, 4 & 5 Still, Cundiff, Giovanni – Sales Management- Decision, Strategy and Cases</p> <p>Reading:</p> <p>What Makes a Good Salesman (HBR Classic) By: David Mayer, Herbert M. Greenberg; https://hbsp.harvard.edu/product/R0607N-PDF-ENG?</p> <p>Assessing Productivity of Personal Selling Effort in India: An Econometric Approach, Mehir Baidya et al, Asian Journal of Business Research Volume 1 Number 1 2011, DOI, 10.14707/ajbr.110003</p>
8	Negotiation Process- Importance of communication in negotiation, Bargaining styles and Personality styles, Difference between Position and Interests, Stages of Negotiation – Negotiation Cycle	Class discussion & Practice SC	Understand Communication in Negotiation, Bargaining styles and Personality styles,	Chapter 1,2,3 &7 - Essentials of Negotiation - Roy J Lewicki, Bruce Barry, David M Saunders.
9	Negotiation Process- Importance of communication in negotiation, Bargaining styles and Personality styles, Difference between Position and Interests, Stages of Negotiation – Negotiation Cycle	Class discussion & Practice SC	Able to differentiate between Position and Interests, Stages of Negotiation	Chapter 1,2,3 &7 - Essentials of Negotiation - Roy J Lewicki, Bruce Barry, David M Saunders.

10	Organizing Sales Force; Selection and recruitment of Sales Personnel; Motivation of Sales force, Designing compensation plans; Controlling of sales force.	Class discussion SC		Chapter 10, 12, 13,14 Still, Cundiff, Govani – Sales Management- Decision, Strategy and Cases
11	Organizing Sales Force; Selection and recruitment of Sales Personnel; Motivation of Sales force, Designing compensation plans; Controlling of sales force.	Class discussion SC	Understand selection & recruitment process, theories of motivation, devising of effective compensation plan, Methods of controlling of sales force	Chapter 10, 12, 13,14 Still, Cundiff, Giovanni – Sales Management- Decision, Strategy and Cases Case Study HBR-Sales Force Management at Noblel Ilac https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2F519067-PDF-ENG%2Fcontent&metadata=e30%3D
12	Management of Sales Force- Sales planning: Market potential, Market identification–sales forecasting – qualitative and quantitative methods (Exercises)	Class Discussion and assignment SC	Identify Principles of Forecasting Explain the steps in the forecasting process Identify types of forecasting methods and their characteristics	Chapter 18- Still, Cundiff, Giovanni – Sales Management- Decision, Strategy and Cases
13	Management of Sales Force- Sales planning: Market potential, Market identification–sales forecasting – qualitative and quantitative methods (Exercises)	Class Discussion and assignment SC	Describe time series forecasting Moving Average Data Resource of forecasting	Practice session on Sales Forecasting with company data

			Calculate the accuracy of a forecast	
14-15	Developing Sales Training Programs, Executing and Evaluating sales training programs;	Classroom Discussion, Video Talks, Sales Training Manuals JC	Realize the Significance of Sales Training Understand the process to build sales training programs	Chapter 11 Still, Cundiff, Govanni – Sales Management- Decision, Strategy and Cases
16	Overview of Marketing Channels, Distribution and Supply Chain; Channel Intermediaries, Wholesaling and Retailing, Logistics of Distribution. Monitoring Distribution; Assessing Performance of Marketing Channels. Distributor ROI	Class Discussion SC	Gaining practical knowledge on Retailing, wholesaling, Logistics & Distribution.	Chapter 11, 12,14, 15- Ramendra Singh-Sales & Distribution Management Assignment: Stank Corporation ROI
17	Overview of Marketing Channels, Distribution and Supply Chain; Channel Intermediaries, Wholesaling and Retailing, Logistics of Distribution. Monitoring Distribution; Assessing Performance of Marketing Channels. Distributor ROI	Class Discussion SC	Comprehending the functioning and monitoring of Channel Management	Chapter 11, 12,14, 15- Ramendra Singh-Sales & Distribution Management Case Study: https://www.emerald.com/insight/content/doi/10.1108/20450621111123452/full/html
18	Designing and Assigning Sales Territories; Objectives and procedure of setting sales territories. Sales Quotas – Types of Quota and Administration.	Class Discussion SC	Understand the structure of sales territory, sales quota and ways to assign quotas	Chapter 5- Ramendra Singh-Sales & Distribution Management
19	Designing and Assigning Sales Territories; Objectives and procedure of setting sales territories. Sales Quotas – Types of Quota and Administration.	Class Discussion SC		Chapter 5- Ramendra Singh-Sales & Distribution Management



20	Class Activity	JC / SC		
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8. Student Activities

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Practice sessions on selling skills
2	Class Test / Quiz / Assignment
3	Case Study Discussion
3	Practice case lets on Negotiation Skills
4	Exercise on Forecasting

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

Sr. No	Details
1	Still, Cundiff and Giovanni - Sales Management- Decision, Strategy and Cases
2	Ramendra Singh- Sales and Distribution Management
3	Essentials of Negotiation - Roy J Lewicki, Bruce Barry, David M Saunders. McGraw Hill
4	You can negotiate anything - Herb Cohen, Penguin
5	How Harley-Davidson Used Artificial Intelligence to Increase New York Sales Leads by 2,930 by Brad Power.

Prepared by: (Faculty name and signature with date)	Dr Joyeeta Chatterjee / Prof. Sourav Choudhury 
Approved by: Dr Joyeeta Chatterjee HOD – Name and signature with date	 30/12/21

Course Plan

Program	PGDM- Marketing
Course Code and Title	Story Telling with Data
Course Credit	1.5
Academic Year	22-23
Batch	21-23
Trimester	III
Duration (Hrs)	15 Hrs
Name of the Faculty	Prof.Sourav Choudhury & Rahul Sharma (Visiting Faculty)
HOD	Dr Joyeeta Chatterjee

1. Course Objectives (*refer Syllabus*)

Students will learn how to communicate business-relevant implications of data analyses. By the end of this course, Students will know how to structure data analysis projects to ensure the fruits of hard labor yield results for stakeholders. Students will also learn how to streamline analyses and highlight their implications efficiently using visualizations in Tableau, the most popular visualization program in the business world. Using other Tableau features, Students will be able to make effective visualizations that harness the human brain's innate perceptual and cognitive tendencies to convey conclusions directly and clearly. Finally, Students will practice designing and persuasively presenting business "data stories" that use these visualizations, capitalizing on business-tested methods and design principles.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the importance of Storytelling with Data and learn to identify the story out of data
CO2	Understand to spin the storyline by using available data visualization tools
CO3	Conversant with Tableau and apply the tools to story scenarios.

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Introduction to Story Telling with Data Importance of Stories, Human brain's perceptual and cognitive tendencies, story telling arc, understanding your audience, visual components of data stories, importance of data visualization	2
2	Tableau Introduction: Overview, Environment Setup, Navigation, Design flow, file types and data types.	1
3	Tableau Data Sources: Extracting Data, Field Operations, Editing Metadata, Data Blending, Data Joining	2
4	Tableau Worksheets and Calculations : Add, Rename, Reorder, Save, Delete, Paged, Calculations Numeric , String, Date, Table	1
5	Tableau Sort and Filter: Basic Sorting, Basic Filters, Quick Filters, Context Filters, Condition Filters, Tableau Charts: Bar Chart, Line Chart, Pie Chart, Crosstab, Scatter plot, Bubble chart.	1
6	Tableau Advanced: Tableau Dashboards, Formatting, Forecasting, Trend Lines.	1
	Total	8

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

Sr. No	Details
1	A laptop/ computer to download and practice Tableau

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	Assignment	Group	10	CO1, CO2, CO3
2	Class Test	Individual	10	CO1, CO2, CO3
3	Attendance & class participation etc	Individual	5	CO1, CO2, CO3
4	Trimester end Examination	Individual	25	CO1, CO2, CO3
	Total		50	

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

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc
1	Importance of Stories, Human brain's perceptual and cognitive tendencies, storytelling arc, understanding your audience.	Classroom Discussion/ Video Clip Sourav Choudhury	Understanding the importance of storytelling with data.	https://www.youtube.com/watch?v=9w4lxAjleTU https://www.youtube.com/watch?v=hlb1uM_SOcE Minard's Famous "Napoleon's March" Chart
2	Visual components of data stories, importance of data visualization	Classroom Discussion/ Video Clip Sourav Choudhury	Introducing the world of Data visualization	https://www.nature.com/articles/s41467-017-02036-8 https://www.youtube.com/watch?v=8EMW7io4rSI
3	Tableau Introduction: Overview, Environment Setup, Navigation, Design flow, file types and data	Online Classroom session. Practical	Learn to setup Tableau	Tableau Public Software

	types.	learning Rahul Sharma		
4	Tableau Data Sources: Extracting Data, Field Operations, Editing Metadata, Data Blending, Data Joining	Online Class- room session. Practical learning Rahul Sharma	Learn to extract data as well as blend and join data	Tableau Public Software
5	Tableau Data Sources: Extracting Data, Field Operations, Editing Metadata, Data Blending, Data Joining	Online Class- room session. Practical learning Rahul Sharma		Tableau Public Software
6	Tableau Worksheets and Calculations : Add, Rename, Reorder, Save, Delete, Paged, Calculations Numeric , String, Date, Table	Online Class- room session. Practical learning Rahul Sharma	Learn Worksheet Calculation	Tableau Public Software
7	Tableau Sort and Filter: Basic Sorting, Basic Filters, Quick Filters, Context Filters, Condition Filters, Tableau Charts: Bar Chart, Line Chart, Pie Chart, Crosstab, Scatter plot, Bubble chart, hierarchies, maps & clustering,	Online Class- room session. Practical learning Rahul Sharma	Learn to make charts and use filters	Tableau Public Software
8	Tableau Advanced: Tableau Dashboards, Formatting, Forecasting, Trend Lines.	Online Class- room session. Practical learning Rahul Sharma	Learn Dashboard Formatting, forecasting and trend lines.	Tableau Public Software



8.'Student Prep Activities (Total : 5 hours)

Activity	Details
	(Assignment, Case, Project, Field work, Research work etc)

1	Story telling presentation assignment on Olympic Athletes
2	Story telling presentation assignment on Office Supplies
3	Story telling presentation assignment on Sales Order
4	Story telling presentation assignment on Long-term unemployment statistics

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

Sr. No	Details
1	The power of Data Storytelling by Sejal Vora
2	Storytelling with data by Cole Nussbaumer Knaflic
3	https://www.nationalgeographic.com/news/2017/03/charles-minard-cartography-infographics-history/
4	https://public.tableau.com/en-us/s/resources

Prepared by: (Faculty name and signature with date)	Prof. Sourav Choudhury 
Approved by: HOD – Name and signature with date	Dr Joyeeta Chaterjee  30/12/21



N. L. Dalmia
Institute of Management Studies and Research
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Course Plan

Program	PGDM- Marketing
Course Code and Title	B2B Marketing
Course Credit	03
Academic Year	2022 – 23
Batch	2021-23
Trimester	4 (Elective)
Duration (Hrs)	30 hours
Name of the Faculty	Dr M R Koshti
HOD	Dr Prof Joyeeta Chatterjee

1. Course Overview

This course is designed primarily for students seeking a career in marketing organizations that market products and services to other organizations as well as for those seeking careers in consulting, manufacturing, and in other functional areas of B2B firms. The course focuses on the tactical aspects of business marketing as well as the conceptual and strategic elements with major emphasis on business buyer behavior and business marketing environment as key factors shaping business marketing strategy development, planning, implementation, and control.

2. Course Outcome (CO)

Sr. No	At the end of the course students will....
CO1	have advanced knowledge and skills to compete effectively in B2B context
CO2	Have increased self-belief to navigate successfully across clients and partners
CO3	Have improved ability to develop and/or strengthen relationship with their customers and suppliers

CO4	be able to apply B2B marketing concepts and tools in a stable as well as a tumultuous environment.
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3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1 (advanced knowledge)	H	H		L	M
CO2 (navigate)	H	H			H
CO3 (relationship)			M		H
CO4 (apply)	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 Modules

Module No.	Topic	Sessions/ Hrs
1	Overview of B2B Marketing- Introduction to B2B Marketing, B2B Segmenting, Targeting, and Positioning	2
2	Organizational Buying and Buyer Behavior- Government as a customer - Commercial enterprises - Commercial and institutional customers; Changing the Value-Added Component of the Product Offering, Market Entry Strategies, Social Media in the B2B Space	5
3	The Interface of Sales and Marketing- Organizing the Marketing	6

	Function, Managing Large Accounts. B2B Logistics and Supply Chain, Leveraging Sales and Marketing Channels for Competitive Advantage, Competitive Analysis, Value Chain Leadership;	
4	Managing Customer Relationships- B2B Selling and CRM; Managing Complex Consumer Relationships; Managing Complex Systems/National Accounts, Customer Insights in B2B Marketing;	5
5	B2B Marketing Strategy- Product and Service Designing; Value Pricing; Branding and Brand Metrics in B2B; Communicating with the Market. Developing a B2B Marketing Strategy; Expansion into Adjacent Markets, Building a Marketing Plan; Branding and the Customer Experience	6
6	Digital B2B Rise of Digital B2B; B2B Social Media; Marketing Analytics in B2B	4
7	Business Transformation- Transformation of Business and Bringing About Strategic Change; B2B Marketing in a Global Context.	2
	Total Teaching Hours	30

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

Sr. No	Details
1	Completion of General Marketing Management course in the first year
2	Good communication skill

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	Term End Examination	Individual	50	CO1-4

2	Ongoing internal assessment Class participation -10 (individual) Surprise Quizzes in class based on that day's portion -20 (individual) Presentations – 20 (Group)	Individual & Group	50	CO1-4
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7. Session Plan (Each session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Cases etc)	CO to be achieved
1	Introduction to B2B Marketing and Markets	Class discussion on concepts & Caselet discussion	Students will understand the difference between consumer marketing and B2B Marketing	Chapter 1 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 1.2 Peninsula Engineering Ltd. – Intricacies of B2B Marketing	1, 4
2	Understanding Business Markets and the Environment	Class discussion on concepts & Caselet discussion	Students will understand different types of Business customers	Chapter 2 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 2.2 Star Material Handling Co. Ltd. – Managing external environment	1, 4
3	Organizational Buying Behaviour	Class discussion on concepts & Caselet discussion	Students will become aware of different buying centres in the organization	Chapter 3 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 3.1 India Textiles Ltd. – Fulfilling customer's requirements	1, 2, 4
4	Managing B2B Customer relationships	Class discussion on concepts & Caselet discussion	Students will realize the importance of relationships in B2B Marketing	Chapter 4 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 4.5 Cyberwatch Solutions – Retaining customers	1, 3, 4
5	Researching B2B Markets	Class discussion on concepts & Caselet discussion	Students will get to know how to forecast demand	Chapter 5 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 5.2 Telecom	1, 4

				Components Ltd – Need for Marketing research	
6	Segmenting, targeting and positioning in Business Markets	Class discussion on concepts & Caselet discussion	Students become familiar with the bases for segmenting B2B markets	Chapter 6 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 6.2 A.M. Packaging Ltd- Segmenting, Targeting, and Positioning	1, 4
7	Managing Products and Brands for business markets	Class discussion on concepts & Caselet discussion	Students will understand how to build a strong brand in the industrial markets	Chapter 7 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 7.2 AB Pallets Pvt Ltd- Need for Branding	1, 4
8	Managing new industrial product development, innovation, competition and technology adoption life cycle	Class discussion on concepts & Caselet discussion	The students will understand new product development process	Chapter 8 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 8.1 Air-Flow Pvt. Ltd. – Launching a new and innovative product	1, 4
9	Managing services for business markets	Class discussion on concepts & Caselet discussion	Students will appreciate the importance of service quality in B2B markets	Chapter 9 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 9.2 K S Consulting Services – Marketing strategies for M.R.Services	1, 4
10	Managing business marketing channels and supply chains	Class discussion on concepts & Caselet discussion	Students will understand different members in business marketing channels	Chapter 10 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 10.2 Pinnacle Software – Managing channel conflict	1, 4
11	Managing personal selling function for business markets	Class discussion on concepts & Caselet	Students will understand importance of personal selling in	Chapter 11 B2B Marketing – Krishna Hawaldar &	1, 4

		discussion	B2B markets	Shailendra Dasari Case 11.2 RS Switchgear Ltd – Ethical issue	
12	Communication with B2B Markets	Class discussion on concepts & Caselet discussion	Students will learn how to develop an effective business market communications programme	Chapter 12 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 12.1 Nepal Boards Ltd – Effective communications programme	1, 4
13	Pricing for Business markets	Class discussion on concepts & Caselet discussion	Students will understand pricing across product life cycle	Chapter 13 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 13.1 SL Business Systems (India) Ltd – Pricing a high quality product	1, 4
14	Planning, Implementation, and control for a B2B marketing company	Class discussion on concepts & Caselet discussion	Students will know how to develop a business marketing plan	Chapter 14 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 14.2 Information Solutions, Inc – Achieving sales goals	1, 4
15	Technology enabled B2B Marketing	Class discussion on concepts & Caselet discussion	Students will understand the effects of technology on B2B Marketing	Chapter 15 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 15.1 Tundra Sports Enterprise – Trends and factors in technology automation	1, 4
16	International B2B Marketing	Class discussion on concepts & Caselet discussion	Students will know different entry strategies for international markets	Chapter 16 B2B Marketing – Krishna Hawaldar & Shailendra Dasari Case 16.4 Hindustan Engineering and Automotive Products Ltd – Transition	1, 4


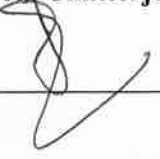
				from a JV	
17	Case study (Integrated case)				1, 2, 3, 4
18	Case study (Integrated case)				1, 2, 3, 4
19	Student presentations	5 groups (3 students in a group)			1, 2, 3, 4
20	Students presentations	5 groups (3 students in a group)			1, 2, 3, 4

8. Students Prep Activities (Total: 10 hours)

Activity	Details
	(Assignment, Case, Project, Field work, Research work etc.)
Field work (Group of 3)	Identify a company in the Tiny/SME/Large category manufacturing and marketing industrial products. Talk to the company sales / marketing professionals. Group presentation on any aspect/s of B2B marketing using the information about this company.

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

Sr. No	Details
1	B2B Marketing, Text and Cases- Krishna Hawaldar & Shailendra Dasari ...Text Book
2	Innovative B2B Marketing: New Models, Processes and Theory- Simon Hall, Edition 1 st , Kogan Page Publishing
3	Driving Demand: Transforming B2B Marketing to Meet the Needs of the Modern Buyer- Carlos Hidalgo, Edition 1 st , Palgrave Macmillan Publishing
4	https://www.mckinsey.com/business-functions/growth-marketing-and-sales/our-insights/the-new-b2b-growth-equation "The new B2B growth equation", B2B Pulse-Global Edition, February 23, 2011, Article, McKensy & Company

Prepared by: (Faculty name and signature with date)	Associate Professor Dr M R Koshti 
Approved by: HOD – Name and signature with date	Prof Dr Joyeeta Chatterjee 



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Course Plan

Program	PGDM
Course Code and Title	Building Learning Organization
Course Credit	3
Academic Year	2022-23
Batch	2021-2023
Semester	IV
Duration (Hrs)	30 hours
Name of the Faculty	Dr. Chandrakant Varma
HOD	Dr. Chandrakant Varma

1. Course Overview

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to understand Learning organization practices and approaches
CO2	Students will be able to design and develop learning organization practices and identify and value based approaches
CO3	Students will be able to implement and asses learning organization framework

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H			M	
CO2	H		H	M	
CO3		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, 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	Emerging Business Realities– Introduction to current business scenario, business in the past, shifts in the nature of current Indian Business, forces leading to change	3
2	Organizational learning, learning organization, subsystems in learning organization, A capabilities – based view, learning tools and techniques of learning organizations, Guidelines for loops and diagrams, loops and systems archetype	2
3	Why become a learning Organization, Key Changes, learning need and advantages, Developing Learning Culture – How to recognize and build Learning culture, developing framework for Building learning Organization	3
4	Learning Tools and Techniques– Systems thinking,	2
5	Benchmarking and Process Mapping, Personal Mastery ways and means	2
6	Mental Models- Ladder of Inference, Right Hand and Left Hand Column, Leaps of Abstraction, Shared Vision and Team Building- Vision, Mission, shared values, importance of high performance teams	2
7	Measuring and Architecting Learning Organization- The Intellectual Capital, 4 R framework, Challenges	2

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

Sr. No	Details
1	Basic understanding of learning and development and its need and importance.

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 – objective & Scenario based	Individual	20	CO1, CO2
2	Assignment on case study and the research paper / Research Assignment	Individual	10	CO2, CO3
3	Projects report and PPT Presentation	Group	20	CO2, CO3
4	Trimester end Examination	Individual	50	CO1, CO2, CO3
	Total		100	

7. Session Plan (Twenty session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources	CO Attended
				(Books/Chapters/Case etc)	
1	PO & Session plan discussion, Emerging Business Realities	PPT/ Lecture Class discussion	Students will learn emerging trends in business environment	Building An Innovative Learning Organization chap -1	CO1
2	Introduction to current business scenario, business in the past	PPT/ Lecture Class discussion - Video	Students will understand current business environment	Building An Innovative Learning Organization chap -1 Video- The 10 Biggest Business Trends For 2021	CO1
3	Shifts in the nature of current Indian Business, forces leading to change	PPT/ Lecture Class discussion Article	Students will understand forces directing changes in business environment	Building An Innovative Learning Organization chap -1- Article - Recent Trends in Business Environment in India	CO1

4	Organizational learning, learning organization, subsystems in learning organization	PPT/ Lecture Class discussio n	Students will learn about Organization s Learning	Building An Innovative Learning Organization chap -3 and 4	CO1
5	A capabilities – based view, learning tools and techniques of learning organizations, Guidelines for loops and diagrams, loops and systems archetype	PPT/ Lecture Class discussio n - Video	Students will learn about Organization s Learning techniques	Building An Innovative Learning Organization chap -1 & 2 Video - Peter Senge Organizational Learning	CO1
6	Why become a learning Organization, Key Changes	PPT/ Lecture Class discussio n - Video	Students will learn need and importance of Organization s Learning	Building An Innovative Learning Organization chap -1 & 2 Video - Peter Senge Organizational Learning	CO1, CO3
7	learning need and advantages, Developing Learning Culture	PPT/ Lecture Class discussio n	Students will learn need and importance of Organization s Learning	Building An Innovative Learning Organization chap -1 & 2	CO1, CO3
8	How to recognize and build Learning culture, developing framework for Building learning Organization	PPT/ Lecture Class discussio n	Students will learn Organization s Learning framework	Building An Innovative Learning Organization chap -1 & 2	CO1, CO3
9	Learning Tools and Techniques– Systems thinking,	PPT/ Lecture Class discussio n - Video	Students will learn Organization s Learning framework	Building An Innovative Learning Organization chap 3 & Fifth Discipline Video - Systems Thinking!	CO2
10	Learning Tools and Techniques– Systems thinking,	PPT/ Lecture Class discussio n - Video	Students will learn Organization s Learning framework	Building An Innovative Learning Organization chap 3 & Fifth Decipline Video - Systems Thinking!	CO2
11	Benchmarking and Process Mapping	PPT/ Lecture Class	Students will learn Organization s Learning	Building An Innovative Learning Organization chap -4 & 5	CO2

		discussion	framework		
12	Personal Mastery ways and means	PPT/ Lecture Class discussion - Video	Students will learn Organization's Learning framework	Building An Innovative Learning Organization chap -5 – Video Personal Mastery - The First Discipline of Learning Organizations	CO2
13	Mental Models- Ladder of Inference, Right Hand and Left Hand Column, Leaps of Abstraction	PPT/ Lecture Class discussion	Students will learn Organization's Learning framework	Building An Innovative Learning Organization chap -5 - Mental Models – Ladder of Inference – Art of Leadership	CO2, CO3
14	Mental Models- Ladder of Inference, Right Hand and Left Hand Column, Leaps of Abstraction	PPT/ Lecture Class discussion	Students will learn Organization's Learning framework	Building An Innovative Learning Organization chap -5	CO2, CO3
15	Shared Vision and Team Building- Vision, Mission, shared values, importance of high performance teams	PPT/ Lecture Class discussion	Students will learn Organization's Learning framework	Building An Innovative Learning Organization chap -5	CO2, CO3
16	Shared Vision and Team Building- Vision, Mission, shared values, importance of high performance teams	PPT/ Lecture Class discussion – HBR Article	Students will learn Organization's Learning framework	Building An Innovative Learning Organization chap -5 – HBR - To Lead, Create a Shared Vision	CO2, CO3
17	Measuring and Architecting Learning Organization	PPT/ Lecture Class discussion - Video	Students will learn how to develop learning organization	Building An Innovative Learning Organization chap -6, 7 & 8, Video - The Learning Organization_ Is Your Company Ready for the Future	CO2, CO3
18	The Intellectual Capital, 4 R framework, Challenges	PPT/ Lecture Class discussion	Students will learn learning organization challenges and	Building An Innovative Learning Organization chap -6, 7 & 8	CO2, CO3



			opportunities		
19	Case study/ Presentation				CO1, CO2, CO3
20	Case study/ Presentation				CO1, CO2, CO3

8. Student Prep Activities

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	HBR - Building a Learning Organization https://hbr.org/1993/07/building-a-learning-organization
2	A Look into Toyota's Learning Organization https://www.reliableplant.com/Read/13439/toyota-learning-organization
3	SHRM - How to Create a Learning Culture https://www.shrm.org/hr-today/news/hr-magazine/pages/0515-learning-culture.aspx

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

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

Prepared by: (Faculty name and signature with date)	Dr. Chandrakant Varma 
Approved by: HOD – Name and signature with date	Dr. Chandrakant Varma 

Course Plan

Program	PGDM
Course Code and Title	Commercial Banking- Corporate and Retail Banking
Course Credit	3
Academic Year	2022-23
Batch	2021-23
Trimester	4
Duration (Hrs)	30
Name of the Faculty	Karthikeyan Ramanathan
HOD	Dr. Jyoti Nair

1. Course Objective:

To learn about the Indian Banking System and the changing role of the Commercial Banks in India's growth story, how technology has impacted the Banking Sector, their products, service delivery etc., and get an understanding of the working of Commercial Banks and the challenges faced by them today in order to prepare our students to face the real-life situations in meeting them.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the structure of Indian Banking System, different types of Banks and the role of Commercial Banks as a financial intermediary vis-a-vis other competitors such as NBFCs, and other institutions like Mutual Funds & Insurance Companies.
CO2	Study the regulatory framework of Indian Banking and functions of RBI as a Central bank, and Compliance issues Impact of technology in Banking and its challenges for Marketing the Products and Services
CO3	Know about the various Banking Products & Services associated with Corporate Banking & Retail Banking.
CO4	Appreciate the risks in Banking and how it is managed by Banks in the light of the international norms. Management of Stressed Assets/ Methods of recovery of NPAs

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Evolution of Banking and Introduction to Indian Financial Market and Role of Commercial Banks	1,2,3,4
2	Commercial Bank : Functions and Operations	5,6,7,
3	Products and Services: Retail/ Corporate	8,9,10, 11
4	Risk Management, Prudential Norms, NPA, Recovery	12,13,14
5	Commercial Banks in Specified Markets, Changing role due to impact of Technology, Competition, other issues.	15,16,17, 18,19,20

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

Sr. No	Details
1.	Come prepared with the topic announced in advance as per CO/ Session Program from the Books given in reference, and to get their doubts if any, clarified in the class, so as to get full understanding of the topics covered and discussed in the class.
2.	Read the Financial Daily, to keep pace with the recent developments in the Banking Sector, and raise any doubts /queries if any, in the class. Also bring up any news related to Banking which might be of special interest to the class.

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	Attendance & Class Participation	Individual	20	1,2,3
2	Online /Offline Quiz	Individual	30	1 to 3
3	Trimester End Examination	Individual	50	1 to 4
	Total		100	

7. Session Plan (Each session of 90 minutes x 20 Sessions) Total: 30 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/ Resources (Books/ Chapters /Case etc	CO attended
1	Introduction to Commercial Banking: Corporate & Retail , Overview of Indian Financial Markets, Commercial Banks as an intermediary and player in various segments of the Financial Markets	Lecture Use of Board	History and emergence of banks	PPB	1
2	Evolution of Banking and Structure of I Classification of Banks: Commercial Banks, Co-op banks, PSB, F	Lecture, PPT and Discussion	Types of Banks	MBFS	1

	Role of Central Bank, Universal Banks, R s Payment Banks				
3	Meaning of Banks & Principles of Bank Statutes governing banks: BR Act 1949, RBI Act 1934, Contract Act 1872, Negotiable Instruments Act 1881, PMLA 2002, Payment & Settlement Act 2007, CIC Act, DICGCI,	Lecture, PPT and Discussion s	Principle s of Banking	Basics PPB	2
4	RBI: Role and Functions, Reserve Requirements, SLR & CRR	Lecture, PPT and Discussion	Central Bank's role	PPB	2
5	Functions of a Bank: Typical Structure, Banker –Customer Relationship, Payment and collection, P Operations, Rights & Lien etc.	Lecture, PPT and Discussion	Working of a Bank	Basics/ BPO	1,2,3
6	Bank Financial Management: Funds acquisition and Deployment, ALM & Treasury Management, SLR and CRR, Revenue & Expenditure, Profitability of Banks	Lecture, PPT and Discussion	Funds Manage ment in Banks	PPB	2,3,4
7	KYC & AML guidelines BSBDA, Jan Dhan, and Financial Inclusion, Financial Literacy	Lecture, PPT and Discussion	Financial Inclusion	PPB	2
8	New Channels, Third Party Products & Services, Fee based income: Insurance Products , Banc assurance, mutual funds, wealth management,	Lecture, PPT and Discussion	Alternat e Channels and Insuranc e/ Other party products	BPO	2, 3

9	Retail liability products: demand deposits, term deposits, NRI accounts, EEFC account, (Operational Aspects like rules of nomination of a/cs, cheques, Debit and Credit Cards, AWB	Lecture, PPT and Videos	Retail Liability	PPB	3
10	Retail loan products: secured, unsecured loan, collateral securities, personal loan, consumer loan, educational loan, housing loan, loan agt Gold/Collaterals	Lecture, PPT and Videos Discussion	Retail Assets	BPO	3
11	Corporate Banking & Credit delivery: Working capital (WC) assessment and Term finance. Non-Fund Based Credit like BGs, LCs etc. Asset Based Lending	Lecture, PPT and Discussion	Corporate Lending	PPB/MBFS	3,4
12	Risk Management in Banks Operational risk, Credit Risk, Market Risk, Treasury, Forex Risk Basel committee norms, capital adequacy	Lecture with examples from real life, PPTs	Types of Risks and its management	MBFS, PPB	4
13	Financial sector reforms: Prudential guidelines, Income recognition, asset classification and provisioning	Lecture, PPT and Discussions	International Financial Norms	PPB	4
14	Introduction to Stressed Assets, NPA management, DRT, SARFAESI Act, IBC	Lecture, PPT and discussion on Real Cases	Recovery of Loans		4
15	Commercial Banks Services to Capital Market	Lecture, PPT and Discussions	Investment Banking Services	PPB	2,3, 4
16	Introduction to Trade Finance, Commodity Market	Lecture, PPT	Import /Export Trade	PPB	2.3.4
17	Recent Changes in Banking: Impact of	Lecture,	Disruption by	MPFS	1,2,3,4



	Technology,	Ppt and Discussion s	Technolo gy		
18	Competitors to Commercial Banks: NBFCs: Types of NBFCs RBI and NBFCs: Deposit Taking and Non- Deposit Taking NBFCs and Banks: Difference from MFIs	Lecture, Ppt and Q & A	Dealing with Competi tion	MPFS	3,4
19	Other issues in Commercial Banking: Audit, M&A, etc.	Lecture, Live cases	Internal Control		4
20	Issues Facing the Banks in Marketing, recovery, etc. Q & A, Winding up	Lecture, Q & A	Other issues		3,4

(*) Name of the Book as per the Code is given in Sec 8.

8. Student Prep Activities:

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

Sr. No	Details
1	Basics of Banking, IIBF Publication (Basic)
2	Principles & Practices of Banking, IIBF, Macmillan Education (PPB)
3	Banking Principles and Operations, M N Gopinath, Snow white publications (BPO):
4	Management of Banking and Financial Services, Padmalatha Suresh and J Paul Published by Pearson, especially for recent developments , Technology, NBFCs etc (MBFS)
5	Daily at least one Economic Newspaper like Economic Times, Mint etc.
6	Periodic visit to RBI/IBA/NSE/BSE Sites for important data, changes, and read RBI Governor's speeches

Prepared by: (Faculty name and signature with date)	 17/8/22
Approved by: HOD – Name and signature with date	 17/8/22

Course Plan

Program	PGDM (Finance)
Course Code and Title	Corporate Valuation (PGF 402)
Course Credit	3
Academic Year	2022-23
Batch	2021-23
Trimester	4
Duration (Hrs)	30
Name of the Faculty	Dr. Jyoti Nair
HOD	Dr. Jyoti Nair

1. Course Objective

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concept of value and different approaches to corporate valuation
CO2	Critically analyse financial statements of company leading to business performance evaluation
CO3	Use information to forecast and model financial statements
CO4	Use different valuation methods and determine value of business and equity

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Overview of concept of Corporate Valuation: Defining Corporate Value, corporate valuation approaches, information needed for valuation, Guidelines to corporate valuation limitations to corporate valuation, Important financial management concepts affecting value	1-4
2	Discounted Cash flow approach to Valuation : Free Cash Flow and Dividend Discount model determining free cash flow, estimating cost of capital, forecasting performance, continuing value, Free Cash flow to Firm Free Cash flow to Equity model, Two stage and Three stage DCF models	5-11
3	Relative Valuation method: Valuation using Equity and Enterprise Multiples, Transaction method of Valuation, Critical evaluation of relative valuation approach	12-13
4	Other methods of valuation: Economic Profit Method, Adjusted present value methods, Maintainable Profits method , Non – DCF method like Book Value method, stock and debt method	14-15
5	Valuation in special cases and challenges to corporate valuation:	16-19

	Valuation of intangibles, valuation of real estate companies, valuation of e-commerce companies, valuation of private companies. Challenges to corporate valuation	
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5. Pre requisites /co requisites (if any) from students

Sr. No	Details
1	The students are expected to be able to read and interpret financial statements and be through with. Financial management concepts.

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 Evaluation- Class Test would be conducted covering basics of valuation concepts and calculation of FCFE/FCFE	Individual	20	CO1, CO2, CO3
2	Project on Company Valuation-Each team will select two companies, analyse the financials and prepare a forecast. Students will use DCF, RV and EP methods to value the selected company and submit a detailed report on the same	Team of 4 students	20	CO1,CO2,CO3,CO4
3	Viva –voce on Valuation	Team of 4 students	10	
3	End Trimester Examination- The end trimester exam will cover the entire course and assess the students understanding on financial analysis and valuation	Individual	50	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 90 minutes) Total: 30 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Cases etc	CO attended
1	Overview of concept of Corporate Valuation- Defining Corporate Value, corporate valuation approaches, information needed for	Class Discussion	Student will be able to understand the concept of value and its application in Corporate Valuation	Corporate Valuation- Text and Cases Prasannachandra Chapter 1	CO1

	valuation. Discussion of Course Plan				
2	Understanding financial; statements and its interpretation	Class Discussion with Case	Student will be able to read and interpret financial statements for its applicability in valuation	Activity 1 Case Study 1 (Identify the industry)	CO2
3	Understanding financial; statements and its interpretation	Class Discussion with Case	Student will be able to read and interpret financial statements for its applicability in valuation	Activity 1 Case Study 2 (Coco Cola FS)	CO2
4	Understanding financial; statements and mechanics of forecasting	Class Discussion with case	Student will be able to understand and apply basic rules of forecasting	Activity 2 Case: Cool Décor Ltd.	CO2
5	Approaches to Valuation	Class Discussion	Student will be able to get an overview of different approaches to valuation	Corporate Valuation-Text and Cases Prasannachandra Chapter 1	CO1
6	DCF approach to Valuation - concept of FCFE / FCFE and its computation	Class Discussion	Student will be able to understand DCF method and determine FCFE and FCFE	Corporate Valuation-Text and Cases Prasannachandra Chapter 2	CO1
7	DCF approach to Valuation - Estimating Inputs to Valuation - Discount rates, growth rates, Revenues and Costs	Case Study	Student will be able to estimate inputs for valuation	Corporate Valuation-Text and Cases Prasannachandra Chapter 3 Activity 3	CO1, CO3
					CO1,CO2,

8	DCF approach to Valuation Estimating Cash flows – forecasted period and terminal	Case study	Student will be able to forecast Free Cash flows	Activity 4 and 5 Corporate Valuation-Text and Cases Prasannachandra Chapter	CO3
9	DCF approach to Valuation Applying DCF model for valuation of selected company.	Case study	Student will be able to apply DCF model to calculate value.	Corporate Valuation-Text and Cases Prasannachandra Chapter 1 Activity 6	CO3, CO4
10	Two Stage/ Three Stage Growth Model	Class Discussion	Student will be able to understand Two Stage/ Three Stage Growth Model	Corporate Valuation-Text and Cases Prasannachandra Chapters 2 , 4	CO3,CO4
11	Dividend Discount Model - Constant growth / zero growth/ Two Stage/ Three Stage/ H Model	Class Discussion with Examples	Student will be able to understand and apply DDM of valuation	Corporate Valuation-Text and Cases Prasannachandra Chapter 4	CO3,CO4
12	Relative Valuation Approach Equity and Enterprise Multiples	Class Discussion	Student will be able to understand calculation of multiples	Corporate Valuation-Text and Cases Prasannachandra Chapter 5	CO1,CO2, CO3,CO4

13	Relative Valuation Approach	Case study	Student will be able to understand and apply Relative Valuation method	Activity 7 and 8 Corporate Valuation-Text and Cases Prasannachandra Chapter 5	CO1,CO2, CO3,CO4
14	EP model, Book value approach/ Stock and Debt Approach/ Earnings capitalisation approach	Class Discussion with Example	Student will be able to understand and use other theoretical methods of valuation	Corporate Valuation-Text and Cases Prasannachandra Chapter 4,6	CO4
15	EP model, Book value approach/ Stock and Debt Approach/ Earnings capitalisation approach	Class Discussion with Examples	Student will be able to understand and use other theoretical methods of valuation	Corporate Valuation-Prasannachandra Chapter 6	CO4
16	Special cases in Valuation - Valuation of intangibles Valuation of Real Estate firms, Valuation of e-commerce firms, private firms	Class Discussion with Examples	Student will be able to understand valuation methods for real estate firms start ups	Corporate Valuation-Text and Cases Prasannachandra Chapter 9	CO1,CO4
17	Special cases in Valuation - Valuation of intangibles Valuation of Real Estate firms, Valuation of e-commerce firms, private firms	Class Discussion with Examples	Student will be able to understand challenges in valuation in cases of negative earnings, distressed companies	Damodaran on Valuation Chapter 17 Solved Examples	CO1,CO4
18	Valuation of Financial company	Guest session by industry	Student will be able to understand the technique of		CO1, CO2,



		expert/alumni	valuation of financial companies		CO3,CO4
19	Investment Banking Perspective to Business Valuation	Guest session by industry expert/alumni	Student will be able to understand industry perspective to corporate valuation		CO1,CO2, CO3,CO4
20	Summarization of the course	Class Discussion	Student will be able to acquire an overview of different valuation approaches, inputs for valuation and challenges in valuation		

8. Student Prep Activities

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Coca Cola's financial Statements with questions on Balance sheet and Income Statement. (Ref: Investment Valuations – Tools and Techniques – Aswath Damodaran – Chapter3)
2	HBPE Case Study- Identify the industry
3	Caselet: Cool Décor Ltd – Analysing historical data, forecasting financials
4	Case BHEL Ltd – Forecasting financials and FCFF
5	Case: Sasken Communication - FCFF and Valuation
6	Case Study: Dabur India Ltd- Analysing historical data, preparing inputs for Valuation, forecasting Cash flows
7	Mini Case: Sundaram Paints – Relative Valuation
8	Case Study: Dabur India Ltd – Identifying peer companies, calculating industry average multiples

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

Sr. No	Details
1	Corporate Valuation- Text and Cases- Prasanna Chandra 2e, Tata McGrawHill (Textbook)
2	Damodaran on Valuation- Wiley, 2e
4	Financial Management – Khan and Jain, McGrawHill, 7e
5	Bloomberg, Company Annual Report (financial data)

Prepared by: (Faculty name and signature with date)	Dr. Jyoti Nair  15/7/22
Approved by: HOD – Name and signature with date	 15/7/22

PGDM

Course Plan

Program	PGDM
Course Title	DERIVATIVES AND RISK MANAGEMENT
Course Credit	3
Academic Year	2022-23
Batch	2021-23
Trimester	IV
Duration (hrs)	30
Name of the Faculty	Dr. Neeraj Gupta
HOD	Dr. Joti Nair

1. Course Overview

This course aims to familiarize the students with the derivatives markets and risk management. It will enable them to comprehend the difference between Forwards, Futures, and Interest Rate Options and their application in hedging, speculation, and arbitrage. The course will give them an in-depth understanding of the forward and futures market, credit derivatives, etc.

Course Outcomes (CO) (refer to attached guidelines)

Sr. No	At the end of the course students will be able to :
CO1	Describe basic features of derivatives instruments including Forwards and Futures, and Interest rate options
CO2	Have an understanding of Interest rate derivatives
CO3	Have an understanding of Currency derivatives

3. Course Outcome and Program Outcome mapping

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

Sr. No	Topic	No of the sessions of 90 minutes each
1.	Introduction to Financial derivatives Derivative Markets, Derivative Instruments – Concepts and Definitions, Market Participants – Hedgers, Arbitrageurs and Speculators	1
2.	Forwards Market Different asset classes for forwards contracts traded, Valuation of a forward contract, Hedging using forward contract, Risks in Forward contracts	2
3	Futures Market and Products Concept, Characteristics and definitions, Futures vs Forwards, Concept of Margins – Initial & Mark to Market, Valuation of Futures, Risk Management in Futures, Daily settlement and final settlement Prices , Basis risk, Perfect and imperfect hedge, How to speculate and arbitrage with commodity futures	4
4	Interest rate futures, Interest rate forwards, Pricing of T-bills, Conversion factor, CTD, Duration and modified duration, FRA, Settlement of FRA, pricing FRA,	3
5	Currency futures, currency forwards Foreign exchange rates, markets, and transactions hedging foreign currency exposure, Currency futures, hedging with currency futures,	3
6	VAR(Value at Risk)	1
7	Interest Rate options Cap, Hedging with Cap, Floor, Collar	2
8	Derivatives Disasters Metallgesellschaft AG, LTCM Case, Barings bank	3
	Total	20

5. Prerequisites /co-requisites (if any) from students

Sr. No	Details
1	Good understanding of the Financial Markets and Basics of derivatives
2	Good Quantitative Aptitude.

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	Class Presentations, On the case study	Group	10	2,3
2	Quiz	Individual	20	2,3
3.	Project/ Assignment	Group	20	2,3
4	End term Examination	Individual	50	1,2,3
	Total		100	

7. Session Plan (Each session of 90 minutes)

Sessions	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc)	CO attended
1	Introduction to Derivatives;	Discussion with case lets	What are derivatives and what are the main uses of derivatives?; Interest rates	R.M. Srivastava Chapter 1	CO1
2	Forward and Futures	Discussion with case lets	Forward contracts and their operational mechanism, Counterparty risk, open interest, volume	R.M. Srivastava Chapter 2	CO1
3	Forward and Futures	Discussion with case lets	Margins and Marking to market, cash and carry arbitrage, pricing of forward and futures contract	R.M. Srivastava Chapter 2	CO1
4	Interest Rate forward	Discussion with case lets	FRA, Settlement of FRA, pricing FRA,	R.M. Srivastava Chapter 6	CO2
5	Interest Rate forward	Discussion with case lets	FRA, Settlement of FRA, pricing FRA, hedging with FRA	R.M. Srivastava Chapter 6	CO2
6	Interest Rate Futures	Discussion with case lets	Pricing of T-bills, Conversion factor, CTD, Duration and modified duration	R.M. Srivastava Chapter 7	CO2
7	Interest Rate Futures	Discussion with case lets	Pricing of T-bills,	R.M. Srivastava Chapter 7	CO2

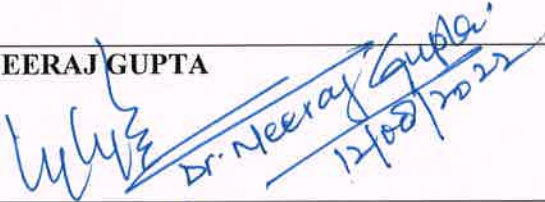
			Conversion factor, CTD, Duration and modified duration		
8	Interest Rate Futures	Discussion with case lets	Pricing of T-bills, Conversion factor, CTD, Duration and modified duration	R.M. Srivastava Chapter 7	CO2
9	Interest rate on options	Discussion with case lets	Cap, Hedging with Cap	R.M. Srivastava Chapter 18	CO2
10	Interest rate on options	Discussion with case lets	Floor, Collar	R.M. Srivastava Chapter 18	CO2
11	Derivatives Disasters	Discussion with case (presentation)	Derivatives Losses for Metallgesellschaft AG	Metallgesellschaft AG Case	CO2
12	Currency forward	Discussion with case lets	Foreign exchange rates, markets, and transactions hedging foreign currency exposure	R.M. Srivastava Chapter 5	CO3
13	Currency forward	Discussion with case lets	Foreign exchange rates, markets, and transactions hedging foreign currency exposure	R.M. Srivastava Chapter 5	CO3
14	Currency futures	Discussion with case lets	Currency futures, hedging with currency futures,	R.M. Srivastava Chapter 5	CO3
15	Currency futures	Discussion with case lets	Currency futures, hedging with currency futures,	R.M. Srivastava Chapter 5	CO3
16	Derivatives Disasters	Discussion with case (presentation)	LTCM and Interest Rate Swap	LTCM Case	CO3
17	VAR	Discussion with case lets	Portfolio effect on VAR, Methods of Calculating VAR	R.M. Srivastava Chapter 14	CO3
18	Commodity futures	Discussion with case lets	Basis risk, Perfect and imperfect hedge, How to speculate and arbitrage with commodity futures	R.M. Srivastava Chapter 3	CO1
19	Commodity futures	Discussion with case lets	Basis risk, Perfect and imperfect hedge, How to speculate and arbitrage with commodity futures	R.M. Srivastava Chapter 3	CO1
20	Derivatives Disasters	Discussion with case (presentation)	The collapse of Barings bank	Barings bank Case	CO2

8. Student Prep Activities

Activity	Details (Derivatives Disasters) (Assignment, Case, Project, Field work, Research work etc.)
1	Case 1: Derivatives Losses for Metallgesellschaft AG, 1992
2	Case 2: LTCM and Interest Rate Swap, 1994
3	Case 3: The collapse of Barings bank, 1995

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

Sr. No	Details
1	Derivatives and Risk Management by Rajiv Srivastava.
2	Derivatives and Risk Management by Sundaram Janakiramanan
3	Options, Futures and Other Derivatives by John C. Hull and Sankarshan Basu.

Prepared by: (Faculty name and signature with date)	DR. NEERAJ GUPTA  12/08/2022
Approved by: HOD - Name and signature with date	

Course Completed as per Plan

Faculty

Class Representative

HOD

Program Head/ Directorz



N. L. Dalmia

Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Course Plan

Program	PGDM
Course Code and Title	Financial Analytics
Course Credit	Non-Credit Skill Development Course
Academic Year	2022-23
Batch	2021-23
Trimester	4th
Duration (Hrs)	15 Hours
Name of the Faculty	Dr. Sachin Kumar Mittal
HOD	Dr. Jyoti Nair

1. Course Objective

This course prepares students to employ essential ideas and reasoning of quantitative techniques in the field of financial analytics. The course provides students a deep understanding and insight of the relevant statistical, econometrical and analytical tools applicable for Financial Analytics. The students will learn analytical techniques for financial decision making by using software like Excel.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concept of financial analytics in financial decision making
CO2	Describe time series data and develop forecasting models
CO3	Analyze the credit risk data and evaluate the creditworthiness of the borrower
CO4	Analyze the financial data through visualization and presentation

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	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 organizational goals, contributing effectively to a team environment

4. Course Modules (Syllabus)

Module	Topic	Sessions
<i>Contact Sessions (90 Min. each)</i>		
I	Introduction to Financial Analytics Meaning, Evolution & Scope of Financial Analytics, Application areas of analytics to financial services	1-2 (2 Sessions)
II	Statistics and Time Series Analysis Simple linear regression, Curve fitting, Multiple regression, Regression diagnostics, Time series vs Causal models, Moving averages, Exponential smoothing, Trend, Seasonality, Cyclicity	3-6 (4 Sessions)
IV	Credit Risk Management and Modelling Decision Tree, Optimization Model, Multistep Simulation	7-8 (2 Sessions)
V	Data Visualization & Presentations Dashboard Creation, Dynamic Chart - Designing and Analysis, Risk and Return Analysis	9-10 (2 Sessions)

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

Sr. No	Details
1	The students should have a moderate knowledge of excel and statistics. They must also have a good understanding of financial management, portfolio management theories, and risk management tools.

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
Internal Evaluations (Continuous Assessments)				
1	Class Participation	Individual	5	CO1, CO2, CO3 & CO4
2	Quiz (Best out of two)	Individual	5	CO1, CO2, CO3 & CO4
3	Group Assignments (Co. Financial Data Analysis)	Group	10	CO1, CO2, CO3 & CO4
4	End Term Examination	Individual	30	CO1, CO2, CO3 & CO4
	Total Marks		50	

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

Session No*	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc)	CO attended
1	Introduction (Group Intimation, Project Allocation, Project Submission and Presentation Date)	Course Facilitator	Expectation Setting	Class Room Session Text Book: Business analytics -Evans, Pearson	
2	Pre Read (Share) Introduction to Financial Analytics (Meaning, Evolution, Scope of Financial Analytics, Application Areas of Financial Analytics)	Class Discussion	Understand why analytics is important in today's business environment.	Class Room Session Text Book: Business analytics -Evans, Pearson; Ch. 1 (Pg. 30 to 52)	CO1

3	Pre Read (Share) Simple Regression and Multiple Regression	Class Discussion	Explain the purpose of regression analysis and provide examples in business.	Class Room Session Text Book: Business analytics -Evans, Pearson; Ch. 8 (Pg. 265 to 287)	CO2
4	First Quiz Regression Diagnostics	Class Discussion Attempt the Online Quiz	Before apply the regression analysis, understand the behavior of data and check the validity for the best fit model	Class Room Session Text Book: Business analytics -Evans, Pearson; Ch. 8 (Pg. 265 to 287)	CO2
5	Pre Read (Share) Time Series vs Causal Models, moving average, exponential smoothing model.	Class Discussion	Apply moving average and exponential smoothing models.	Class Room Session Text Book: Business analytics -Evans, Pearson; Ch. 9 (Pg. 304 to 321)	CO2
6	Pre Read (Share) Time Series: Trend, seasonality and cyclicity	Class Discussion	List out and understand the different types of statistical forecasting models.	Class Room Session Text Book: Business analytics -Evans, Pearson; Ch. 9 (Pg. 304 to 321)	CO2
7	Credit Risk Management: Case Study Discussion, Decision Tree	Case Study Discussion Seoul National Bank	Apply expected values to a decision problem when probabilities of events are known and construct a decision tree	Class Room Session – Case Study Text Book: Business analytics -Evans, Pearson; Ch. 16 (Pg. 588 to 595)	CO2
8	Credit Risk Management: Case Study Discussion,	Case Study Discussion	Formulate and solve optimization models with binary	Class Room Session Text Book: Business analytics -Evans, Pearson; Ch. 15 (Pg.	CO3

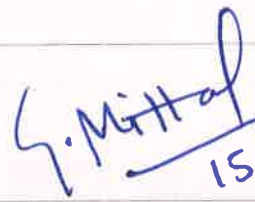

	Optimization Model, Multistep Simulation	Seoul National Bank	variables and logical constraints	545 to 552) ; Ch. 12 (pg. 405-410)	
9	Data Visualization, and Presentations Dynamic Chart - Designing and Analysis.	Class Discussion	Determine the appropriate dynamic chart to visualize different types of data.	Class Room Session Text Book: Business analytics -Evans, Pearson; Ch. 14 (Pg. 497 to 500)	CO4
10	Data Visualization, and Presentations DashBoard Creation.	Class Discussion	Create a dashboard using advanced excel functions.	Class Room Session Text Book: Business analytics -Evans, Pearson; Ch. 3 (Pg. 80 to 90)	CO4
(Closure of Internal Evaluations)					

8. Student Prep Activities

Sr. No	Details (Reading Material, Assignment, Case Project, Videos etc.)
1	Case Studies: Seoul National Bank and Some other case studies will be provided to students on time to time
2	Websites: <ol style="list-style-type: none"> 1. Flowing Data (http://flowingdata.com/) for books and tutorials 2. Analytics Vidhya (http://www.analyticsvidhya.com/) for information related to business analytics 3. R-Bloggers (http://www.r-bloggers.com/) for R Language 4. Edwin Chen (http://blog.echen.me/) for algorithms and data analysis 5. Hunch (http://hunch.net/) for machine learning 6. Kaggle Competitions (https://www.kaggle.com/competitions) for databases 7. Simply Statistics (http://simplystatistics.org/) for articles on data uses
4	Recommended YouTube videos on time series data analysis, econometrical tools analysis and advance excel tools
5	Current News and Analysis: KDNuggets (http://www.kdnuggets.com) KDNuggets is the place where you'll get all the data science related news or the latest happenings around the world related to data science. Get here online tutorials, webinars, articles, and much more which would add on something new to your data skills. Signup for their newsletter to get all the important information on your Email.

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

Sr. No	Details
1	Business Analytics -Evans, Pearson
2	Business Statistics Using Excel- Davis & Pecker, Oxford University Press
3	Econometrics by Example – Damodar Gujarati, Macmillan Education
4	PDFs / Blog Links as shared by Professor

Prepared by: (Faculty name and signature with date)	Dr. Sachin K. Mittal  15/07/2022
Approved by: HOD – Name and signature with date	Dr. Jyoti Nair  15/7/22



N. L. Dalmia

Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Course Plan

Program	PGDM
Course Code and Title	Financial Aspects of Marketing
Course Credit	3
Academic Year	2022-23
Batch	2021-23
Semester	IV
Duration (Hrs)	30
Name of the Faculty	Sourav Choudhury
HOD	Dr Joyeeta Chatterjee

1. Course Overview

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the integral elements of Cost & Revenue in Marketing
CO2	Learn the different elements of Marketing Investment
CO3	Learn the policy decisions and marketing finance concepts
CO4	Understand the concepts of various pricing models

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		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 Modules

Module No.	Topic	Sessions
1	Sales Revenue as Integral Elements of Cost-Revenue	03 – Classroom Lectures, 2 Case study discussion
2	Marketing Investment	03 – Classroom Lectures, 2 Case study discussion
3	Policy Decision and Marketing Finance	03 – Classroom Lectures, 2 Case study discussion
4	Target Pricing	03 – Classroom Lectures, 2 Case study discussion
		20

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

Sr. No	Details
1	Students should be able to interact and communicate in the session

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	Continuous Assessment			
	Class attendance	Individual	10	CO1, CO2, CO3, CO4
	Participation	Individual	10	CO1, CO2, CO3, CO4
	Case Study & Presentation	Group	30	CO1, CO2, CO3, CO4
2	Semester End Exam	Individual	50	CO1, CO2, CO3, CO4

7. Session Plan (Each session of 90 minutes)


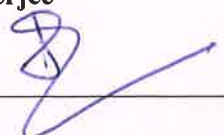
Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc)	CO attended
1-5 (20/7-3/8)	Sales Revenue as an Integral Element of Cost Revenue- <ol style="list-style-type: none"> Investment Framework ROI Management of Sales Revenue Analysis Analysis of marketing Costs Classification of marketing Costs Cost allocation and its limitations of Managerial Decision 	Self-study WRT the readings mentioned PPT Class discussion Case Study	Understand the integral elements of Cost & Revenue in Marketing	Marketing Management-A Finance Emphasis- B.K Chatterjee-Jaico Book Identify the Industry- Analysis of Financial Statement- https://hbsp.harvard.edu/product/TB0385-PDF-ENG?Ntt=financial%20Ratio Corporate Financial Ratio Insight in a Department of Defense Context https://hbsp.harvard.edu/product/UV7763-PDF-ENG	CO1
6-10 (4/8-18/8)	Marketing Investment- <ol style="list-style-type: none"> Management of Account Receivables 	Self-study WRT the readings mentioned	Learn the different elements of Marketing Investment	Marketing Management-A Finance Emphasis- B.K Chatterjee-Jaico	CO2

	<p>& Inventory</p> <p>b) Credit Decision & Credit Policy</p> <p>c) Special Promotions & Marketing Research Expenditure its marketing investment and their evaluation using probability theory and decision tree</p> <p>d) Evaluating Return on Marketing Investment</p> <p>e) Developing and launching new products and the investment lifecycle.</p> <p>Application of DCF to evaluation of investment in product development, Marketing product mix and Linear Programming.</p>	<p>PPT</p> <p>Class discussion</p> <p>Case Study</p>		<p>Book</p> <p>Pacific Coffee- Long Run Investment Decision-</p> <p>https://hbsp.harvard.edu/product/S177-PDF-ENG?Ntt=Pacific%20Coffee</p>	
<p>11-15 (24/8-7/9)</p>	<p>Policy Decision and Marketing Finance-</p> <p>a) Pricing of joint product and application of LP</p> <p>b) Pricing of New Product under ROI Concept</p> <p>c) Govt. pricing control</p> <p>d) Approach of Govt. bsdies to develop 'Fair Price'.</p> <p>e) Submitting Tenders</p> <p>f) Application of DCF Techniques</p> <p>g) Export Marketing & Finance</p> <p>h) Application of forecasting techniques</p> <p>i) Warehousing Decision</p> <p>j) Direct Selling</p> <p>Concept of Marketing Cost and Value</p>	<p>Self-study WRT the readings mentioned</p> <p>PPT</p> <p>Class discussion</p> <p>Case Study</p>	<p>Learn the policy decisions and marketing finance concepts</p>	<p>Marketing Management-A Finance Emphasis- B.K Chatterjee-Jaico Book</p> <p>Angie's List-Rating Pioneer Turns 20</p> <p>https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2F517016-PDF-ENG%2Fcontent&metadata=c30%3D</p>	<p>CO3</p>

16-20 (8/9-15/9)	Target Pricing- a) Pricing of Turnkey Projects b) Notional Pricing c) Brand Valuation d) Financial Aspects of Brand Management e) Impact of Transfer Pricing f) Mechanism of Marketing Performance Value Chain Analysis and relevant decisions about Marketing Cost and investments.	Self-study WRT the readings mentioned PPT Class discussion Case Study	Understand the concepts of various pricing models	Marketing Management-A Finance Emphasis- B.K Chatterjee-Jaico Book	CO4
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8. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Marketing Management-A Finance Emphasis- B.K Chatterjee-Jaico Book(Text Book)
2	Financial Aspects of Marketing Ruth A. Schmidt , Helen Wright –(Reference Book)
3	Identify the Industry-Analysis of Financial Statement- Case Study
4	Corporate Financial Ratio Insight in a Department of Defence Context-Case Study
5	Pacific Coffee-Long Run Investment Decision-Case Study
6	Angie's List-Rating Pioneer Turns 20-Case Study

Prepared by: (Faculty name and signature with date)	Sourav Choudhury-1/7/2022 
Approved by: HOD – Name and signature with date	Dr. Joyeeta Chatterjee 



N. L. Dalmia

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Course Plan

Program	PGDM
Course Code and Title	Fixed Income Securities
Course Credit	3
Academic Year	2022 – 23
Batch	Batch 2021-23
Trimester	IV
Duration (Hrs)	30 hours
Name of the Faculty	Mr. Pushkar Dilip Parulekar
HOD	Dr. Jyoti Nair

1. Course Overview

Fixed income securities will reiterate students to three important variables in any economy viz. economic growth, interest rates and inflation. Based on these three dynamic variables how the pricing and risk associated with Debt market securities happen will be discussed, explained and quantified wherever possible. Mathematics behind bond pricing and variables associated with the same would be explained with the help of numerical. Throughout the course students will be exposed to various examples/ national and or international case studies for better understanding various stakeholders in Fixed Income Market.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the debt markets and different types of Fixed Income instruments that are available in domestic and global debt markets
CO2	Estimate the quantifiable and non-quantifiable risks involved while investing in debt instruments
CO3	Value Bonds and assess the impact of different variables on the valuation
CO4	Comprehend and appreciate the benefits and risks of securitization for economies and financial markets

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Introduction to Fixed Income Securities	3
2	Risk Associated in Bond Investments	3
3	Yield Spreads and Yield Measures	4
4	Valuation of debt Securities	4
5	Interest Rate Risk in Bonds	3
6	Asset Backed Securities	3

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

Sr. No	Details
1	Time Value of Money for Bond Valuation
2	Basic Understanding of Derivatives (Options)
3	Basic use of Excel including scenario manager and Finance Functions in excel and or Financial Calculator

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	Class Test	Individual	15	C01,C02,C03
2	Attendance and Class Participation	Individual	5	C01,C02,C03,C04
3	Two Case Study Assignments of 10 Marks Each One Case Study/Example Based on RBI Retail Direct Scheme or https://www.thefixedincome.com/ One more Qualitative in nature based on Video	Individual	20	C03,C04
4	Group Presentation based on Actual Examples of the past or Case Studies mentioned below or Mutual Funds such as Liquid Funds, Fixed Maturity Plans, Capital Protection Oriented Funds, Gilt Funds or Any Other	Group	10	C02,C04
5	End Term Examination	Individual	50	C01,C02,C03,C04

7. Session Plan (Each session of 90 minutes' x 20 Session) Total: 30 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Cas e etc.	CO attended
1 2 3	Introduction to Fixed Income Securities - Overview of the Bond Markets, Different types of Fixed Income Securities, Cash Flow Structures of Bonds, Bonds with Contingency Provisions Government Debt vs	Presentatio n/ Class Room Discussion/ Live or Historical Data	Understand the debt markets and different types of Fixed Income instruments that are available in domestic and global debt markets	Fixed Income Securities: Valuation and Risk Management by M Kannadhasan Chapter 1 to Chapter 4, Handbook of Fixed Income Securities by Frank Fabozzi Chapter 1, Activity 3	C01

	Corporate Debt				
4	Risk Associated in Bond Investments- Interest Rate, Reinvestment, Prepayment, Yield Curve, Call, Volatility, Credit, Liquidity, Exchange Rate, Inflation, Event, Sovereign Risk will be covered.	Presentatio n/ Numerical Class Room Discussion/ Live or Historical Data	Estimate the quantifiable and non-quantifiable risks involved while investing in debt instruments	Fixed Income Securities: Valuation and Risk Management by M Kannadhasan Chapter 5 and Chapter 11, Handbook of Fixed Income Securities by Frank Fabozzi Chapter 2, Activity 1 to Activity 6	C02
5					
6					
7	Yield Spreads and Yield Measures - Current Yield, YTM's, YTC's, YTP's and YTW's, Cash Flow Yield, Effective Annual Yield, Annual Pay Yield, and Bond Effective Yield., Bootstrapping using Forward and Spot Rates, Zero Volatility Spread, OAS Spread, Embedded Option Cost	Numerical Class Room Discussion/ Live or Historical Data	Estimate the quantifiable and non-quantifiable risks involved while investing in debt instruments, Value Bonds and assess the impact of different variables on the valuation	Fixed Income Securities: Valuation and Risk Management by M Kannadhasan Chapter 7, Handbook of Fixed Income Securities by Frank Fabozzi Chapter 6 Activity 7 and Activity 8	C02 , C03
8					
9					
10					
11	Valuation of debt Securities- Valuation of Coupon Bonds and Zero-Coupon Bonds, Price Yield profiles for bonds, Arbitrage free Valuation approach, Treasury Strips concept and trading	Presentatio n/ Numerical/ Class Room Discussion/ Live or Historical Data	Value Bonds and assess the impact of different variables on the valuation	Fixed Income Securities: Valuation and Risk Management by M Kannadhasan Chapter 6 and Chapter 12, Handbook of Fixed Income Securities by Frank Fabozzi Chapter 6 Activity 7 and Activity 8	C03
12					
13					
14					
15	Interest Rate Risk in Bonds - Full valuation approach and Duration Convexity Approach. Convexity and Yield Volatility, Price Volatility of Callable and Puttable Bonds,	Presentatio n/ Numerical/ Class Room Discussion/ Live or Historical Data	Estimate the quantifiable and non-quantifiable risks involved while investing in debt instruments, Value Bonds and assess the impact of	Fixed Income Securities: Valuation and Risk Management by M Kannadhasan Chapter 10 and Chapter 11, Handbook of Fixed Income Securities by Frank Fabozzi	C02 , C03
16					
17					

	Macaulay's Duration, Modified Duration and Effective Duration		different variables on the valuation	Chapter 7 and Chapter 40 Activity 7 and Activity 8	
18	Asset Backed Securities- Introduction to Securitization and its Benefits, Securitization Process, Residential Mortgage Loans and Commercial Mortgage-Backed Securities, Collateralized Debt Obligations and Default Probabilities	Video/ Case Study/ Class Room Discussion	Comprehend and appreciate the benefits and risks of securitization for economies and financial markets	Fixed Income Analysis by Barbara Pettit, Jerald Pinto & Wendy Pirie Chapter 7, "Inside Job" an American documentary film, directed by Charles Ferguson, Fixed Income Securities: Valuation and Risk Management by M Kannadhasan Chapter 14, Activity 6	C04
19					
20					


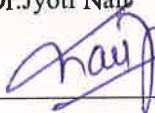
8. Students Prep Activities

Activity	Details
	(Assignment, Case, Project, Field work, Research work etc.)
1	Case Study and Video- The Orange County Debacle. Downloaded form https://www.uni-trier.de/fileadmin/fb4/studium/FFA/Downloads/Risk_Management/CASE4_Orange_County.pdf
2	Case Study- "Too little, too late? Role of credit rating agencies in the Amtek AUTO default", Emerald Emerging Markets Case Studies
3	Case Study - Real Sound Lab: issuing a €300,000 bond", Emerald Emerging Markets Case Studies
4	Case Study -India's NBFC 2018 Crisis - DHFL,IL&FS others
5	Case Study :Franklin Templeton Mutual Fund or Existing Debt Mutual Fund Scheme such as Liquid Funds, Fixed Maturity Plans, Capital Protection Oriented Schemes
6	Video: "Inside Job" an American documentary film, directed by Charles Ferguson (On Subprime Crisis) (For Assignment)
7	Video: RBI Retail Direct Scheme (For Assignment)
8	Website- https://www.thefixedincome.com/ (For Assignment)

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

Sr. No	Details
1	Handbook of Fixed Income Securities by Frank Fabozzi edition, 2013 Edition
2	Fixed Income Securities by Pietro Veronesi 2014 Edition
3	Fixed Income Securities: Valuation and Risk Management by M Kannadhasan (Textbook), 2022 Edition

4	Kaplan Schweser Notes for Fixed Income Securities CFA Level I and II, 2018 Edition
5	Fixed Income Analysis by Barbara Pettit, Jerald Pinto & Wendy Pirie Third Edition, 2016

Prepared by: (Faculty name and signature with date)	Mr. Pushkar Dilip Parulekar  14/7/2022
Approved by: HOD – Name and signature with date	Dr. Jyoti Nair  15/7/22

Course Plan

Program	PGDM - HR
Course Code and Title	Human Resources Information systems
Course Credit	4
Academic Year	2022-23
Batch	2021-23
Trimester	IV
Duration (Hrs)	30 hours
Name of the Faculty	Dr. Chandrakant Varma
HOD	Dr. Chandrakant Varma

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 IIR.
- 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 and HRM interface with the technology, basic database concepts
CO2	Students will be able to design and develop HRIS involving different IIRM functions keeping in mind the Information security and future trend
CO3	Students will be able to apply and analyze processes of need analysis, system planning, design and implementation

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H			H	
CO2	H	H			H
CO3	M	M	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	Understanding of HRM Practices and HRM Function.
2	Basic understanding of HR Technology & trends

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 / Assignment on case study / Research paper	Individual	10	CO2, CO3
3	Projects report and PPT Presentation to be developed on Need and importance of HRIS and functional Application of HRIS	Group	20	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	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite	CO2

			management	and Richard D. Johnson. Sage Publication Chap -2	
5	HRIS Need Analysis	Class Discussion Case	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 Case study	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 Case study	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 Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap -3 Case Based pg. 83-85	CO1

11	HR Metrics and Workforce Analytics	Class Discussion Case study	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 Case study	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 Case study	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 Case study	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 Case study	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 - 12 Case Based pg. 332-334	CO1, CO2, CO3


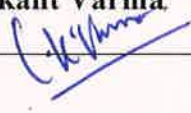
17	Training and Development	Class Discussion Case study	Students will be able to understand application HRIS in Training and Development	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson. Sage Publication Chap - 13 Case Based pg. 365-367	CO1, CO2, CO3
18	Performance Management	Class Discussion Case study	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 Case study	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. Student Prep Activities (Total: 15 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	ERP implementation at ABC mining company Madhavi Nandi and Santosh Nandi, Emerald Cases https://www.emerald.com/insight/content/doi/10.1108/EEMCS-04-2020-0133/full/html?skipTracking=true
2	The benefits of E-HRM and AI for talent acquisition Johnson, R.D., Stone, D.L. and Lukaszewski, K.M. (2021), "The benefits of eHRM and AI for talent acquisition", Journal of Tourism Futures, Vol. 7 No. 1, pp. 40-52. https://doi.org/10.1108/JTF-02-2020-0013 https://www.emerald.com/insight/content/doi/10.1108/JTF-02-2020-0013/full/html
3	Research Assignment- Research project will be assigned to all the students
4	Projects report and PPT Presentation to be developed on Need and importance of HRIS and functional Application of HRIS

9. 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
3	ERP implementation at ABC mining company Madhavi Nandi and Santosh Nandi, Emerald Cases
4	Johnson, R.D., Stone, D., & Lukaszewski, K.M. (2020). The benefits of eHRM and AI for talent acquisition. –Research Paper Emerald data base – E-Library
5	Harvard Business Review articles HRIS

Prepared by: (Faculty name and signature with date)	Dr. Chandrakant Varma 
Approved by: HOD – Name and signature with date	Dr. Chandrakant Varma 



N. L. Dalmia[®]

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Course Plan

Program	PGDM – Human Resource
Course Code and Title	PGH402 - Industrial Relations and Employee Welfare
Course Credit	3
Academic Year	2022 – 23
Batch	2021-23
Trimester	4
Duration (Hrs.)	30 hrs
Name of the Faculty	Ms. Minati Sahoo
HOD	Dr. Chandrakant Varma

1. Course Overview

1. To develop an understanding of the interaction pattern among labour, management and the State
2. To build awareness of certain important and critical issues in Industrial Relations
3. To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in other countries,
4. Individual / group interaction with the faculty for understanding industrial relations in the organization

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Explain and interpret the concepts, legal and ethical aspects of Industrial Relations while facing IR issues and deciding on employee welfare.
CO2	Exemplifying the IR issues through case studies and way to resolve it
CO3	Implementing the concepts and legal knowledge gained by them for successful handling of IR issues.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H				M
CO2	H	H		M	
CO3		M	H	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, analyses 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 Modules

Module No.	Topic	Sessions
1	History & Growth of IR in India (Evolution of IR in India): Pre-independence, Post-independence, Post Liberalization. Concept, Approaches of IR Trade Union: concept; Trade Unionism in India Emergence, Trade Union as an Organisation Structure, Size, Affiliation, Membership, Finance, Leadership; Trade Union recognition and registration	1-4
2	Prevention Machinery of Conflict in IR Issues & Levels of conflict in IR, The State & Industrial Relations Policy, Tripartite & Bipartite Bodies, Ethical Codes & IR, Grievance Procedure & Disciplinary Action Collective Bargaining and Negotiation Process	5-9
3	ILO and Labour Administration; Approaches to Enforcement of Labour Laws; Labour Administration at the Central level; Labour Administration at the State level; Office of Labour Commissioner (Central and State); Dispute Settlement Machinery in IR — Industrial Dispute Act, 1947	10-12
4	Labour Welfare: Concept of Labor Welfare, Approaches to Labor Welfare; Statutory and Non-Statutory Welfare; Workers Participation in management	13-18

	Experiences of India, Germany, France & Britain	
5	Contemporary Issues in Industrial Relations: Industrial Relations in the emerging scenario - The Future Trends Labour Administration in Emerging Sectors Basic understanding of employee and employer concept in a corporate set up and work environment	19-20

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

Sr. No	Details
1	Basic understanding of employee and employer concept in a corporate set up and work environment.

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	Quiz (Surprise test)	Individual	10	CO1, CO2
2	Assignment	Group	20	CO3
3	Presentation with Case study	Group	20	CO4
4	Trimester end Examination	Individual	50	CO1-CO4
	Total		100	

7. Session Plan (Each session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc.)	CO Attended
1	History & Growth of IR in India. Pre-Independence, Post-independence, Post Liberalization, India & ILO	Classroom discussion	Understand the History & Growth of IR in India	Mamoria, C.B Dynamics of Industrial Relations in India. Himalaya Publishing House Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO1
2	Approaches to IR	Classroom discussion	Understanding different IR	Mamoria, C.B Dynamics of	CO1

			models	Industrial Relations in India. Himalaya Publishing House	
3	Trade Unionism in India Emergence, Trade Union as an Organisation Structure, Size, Affiliation, Membership, Finance, Leadership; Trade Union recognition and registration	Classroom discussion	Understanding the process of Union formation, registration and functions	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO1, CO3
4	Prevention Machinery of Conflict in IR	Classroom discussion Case study	Realize the importance and the need of the conflict resolution machinery of IR	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO2
5	Issues & Levels of conflict in IR; The State & Industrial Relations Policy, Tripartite & Bipartite Bodies	Classroom discussion	Understand levels of IR conflicts. Understand the intricacies of bodies used for resolving IR disputes	Mamoria, C.B Dynamics of Industrial Relations in India. Himalaya Publishing House	CO1, CO2
6	Grievance Resolution; Disciplinary Proceedings	Classroom discussion Case Study	Understand procedures of conflict handling	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO2, CO3
7	Collective Bargaining and Negotiation Process	Classroom discussion Role Play Case study	The students will understand the procedure of collective bargaining	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House Absenteeism and the Collective Bargaining Agreement: An	CO2, CO3

				Empirical Test	
8	Dispute Settlement Machinery: Works Committee, Conciliation,	Classroom discussion Case study Role Play	Understand the concept and functioning of the works committee, Conciliation,	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO2, CO4
9	Dispute Settlement Machinery: Arbitration, Labour Courts, Adjudication	classroom discussion Guest Lecture	Understand the concept and functioning of Arbitration, Labour Courts, & Adjudication	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO2, CO4
10	ILO and Labour Administration	Group Presentation and classroom discussion	Understanding the role of ILO in Indian labour administration	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO2
11	Labour Administration at the Central level; Labour Administration at the State level; Office of Labour Commissioner (Central and State)	classroom discussion	Understanding the structure and functions of labour administration in India	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO1
12	Concept of Labor Welfare	Classroom discussion Case Study	Understand the concept of labour welfare	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House Case: Johnson-Johnsons-Health-and-Wellness-Program	CO1, CO2
13	Approaches to Labor Welfare	Classroom discussion	Understand the approaches to labour	Venkata Ratnam, C.S. Industrial Relations. Oxford University Press	CO1, CO2

			welfare		
14	Non- Statutory Welfare	Classroom discussion Case study Group Presentation	Understand the Non-Statutory Welfare schemes	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO2, CO3
15	Statutory Welfare	Classroom discussion Group Presentation	Understand the Statutory Welfare schemes	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO1, CO3
16	Workers Participation in management	Classroom discussion	Understand the modes of workers' participation in management	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO1, CO2
17	Workers participation Case Study	Group Presentation	Discuss a case on the workers participation	Venkata Ratnam, C.S. Industrial Relations. Oxford University Press	CO2
18	WPM in Britain	Group Presentation	Understand the WPM in Britain	Article: Employee Participation in Britain: from Collective Bargaining & Industrial Democracy to Employee Involvement & Social Partnership: Two decades of Manchester/ Loughborough research https://www.researchgate.net/publication/29464487_Employee_Participation_in_Britain_From_Collective_Bargaining_and_Industrial_Democracy_to_Employee_Involvement_and_Social_Partnership	CO2

				<u>1 Partnership - Two Decades of Manchester Loughborough research</u>	
19	WPM in France and German	Group Presentation	Understand the WPM in France and German	Employee participation in France and Germany	CO2
20	Labour Administration in Emerging Sectors	classroom discussion Guest Lecture	Understanding the Labour Administration in Emerging Sectors	Shinha, Shinha, Shekhar of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House	CO3

Note: Case studies will be intimated one day before the respective session.

8. Students Prep Activities

Activity	Details
1	Research article: Two Case Studies on Workers' Participation in Management https://www.jstor.org/stable/27765684#metadata_info_tab_contents
2	Employee participation in France and Germany https://space.sas.ac.uk/3562/1/1279-1346-1-SM.pdf
3	Case: Maruti Suzuki Manesar Case https://www.researchgate.net/publication/350236570_Case_Study_On_Maruti_Suzuki
4	Case: BATA-INDIAS-HR-PROBLEMS https://pdfcoffee.com/bata-india-case-study-on-hr-pdf-free.html
6	Case: Philips-India-Labor-Problems-at-Salt-Lake https://www.icmrindia.org/free%20resources/casestudies/Philips%20India-Labor%20Problems%20at%20Salt%20Lake.htm
7	Case: Johnson-Johnsons-Health-and-Wellness-Program https://www.icmrindia.org/free%20resources/casestudies/Johnson%20&%20Johnson-Health%20&%20Wellness%20Program1.htm
8	Article: Employee Participation in Britain: from Collective Bargaining & Industrial Democracy to Employee Involvement & Social Partnership: Two decades of Manchester/ Loughborough research

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

Sr. No	Details
1	Mamoria, S Dynamics of Industrial Relations in India. Himalaya Publishing House
2	Shinha, P.R.N., Shinha, I.B., and Shekhar S.P. of Industrial Relations, Trade unions, and Labour legislations. Pearson Publishing House
3	Venkata Ratnam, C.S. Industrial Relations. Oxford University Press
4	Sharma, A. M., Industrial Relations. Aspects of Labour Welfare and Social security. Himalaya Publishing House

Prepared by: (Faculty name and signature with date)	Minati Sahoo <i>Minati Sahoo</i>
Approved by: HOD – Name and signature with date	Dr. Chandrakant Varma <i>C.K. Varma</i>



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Course Plan on Investment Banking

Program	Post Graduate Diploma in Management (PGDM)
Course Code and Title	PGF406 and Investment Banking
Course Credit	3
Academic Year	2022 – 23
Batch	2021-2023
Trimester	IV
Duration (Hrs)	30
Name of the Faculty	Tapas Mitra
HOD	Jyoti Nair

1. Course Overview

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand functions of investment banking aligned to the client's overall objective of gaining inorganic growth and that of raising finances from the financial markets;
CO2	Understand and apply important principles and tools of Investment Banking (book-building, underwriting, M&A advisory, asset management) for garnering opportunities provided by the financial markets:
CO3	Understand and apply the concepts of (i) domestic issue management and (ii) buyback and delisting of securities; and



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Course Plan on Investment Banking

CO4	Understand, apply and guide the management of clients with respect to principles and framework of (i) global capital market offers, and (ii) private placement of securities
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3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions of 90 mins each
1	Introduction – concept, evolution of Indian investment banking, regulatory framework, merchant banking v/s investment banking	1
2	Investment banking and allied activity – core functions – book building, underwriting, mergers & acquisitions and advisory, asset management.	3
3	Market and security issuances – introduction – equity and debt market, primary market investors, primary market intermediaries and support services providers, general statutory provisions for	3



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Course Plan on Investment Banking

	issuance of securities.	
4	Domestic issue management – introduction – eligibility for issue management, initial public offer (IPO), follow on public offer (FPO), important terms and provisions of ICDR regulation on public offers	4
5	Underwriting – concept, underwriting in fixed and book-built offer, assessment of an issue for underwriting	2
6	Buyback and delisting – introduction to share buyback and delisting, pricing of share buyback, types of delisting – voluntary and mandatory.	3
7	Global capital market offers – introduction, international bond market, depository receipts – ADR and GDR, international regulatory framework	2
8	Private placements – assessment of private placements – debt and equity, regulatory framework, transaction perspectives	2
	Total	20

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

Sr. No	Details
1	Knowledge of Financial Accounting, Financial Management, and Corporate Finance

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	Assignment on different topics of the subject	Group	20	CO1 & CO2
2	Class Test / Quiz	Individual	10	CO2 & CO3
3	Presentations on a case	Group	20	CO2, CO3 & CO4
4	Trimester-end Examination	Individual	50	CO1, CO2, CO3 & CO4
5	Total		100	



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Course Plan on Investment Banking

7. Session Plan (Each session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected learning outcome	Resources (Books/Chapters/Case etc)	CO Attended
1	Introduction	Classroom lectures & discussions	Understand the concept and regulatory framework	Textbook – Chapter 4 – pages 4.2 to 4.16	CO1
2	Investment banking and allied activity	Classroom lectures & discussions	Understand the core functions – book building & underwriting	Textbook – Chapter 5 – pages 5.2 to 5.6	CO1, CO2 & CO3
3	Investment banking and allied activity	Classroom lectures & discussions	Understand M&A advisory & asset management	Textbook – Chapter 5 – pages 5.7 to 5.18	CO1 & CO2
4	Investment banking and allied activity	Classroom lectures & discussions	Understand the business profile of an investment banker	Discussions on business profile of JP Morgan & Goldman Sachs	CO1 & CO2
5	Market and security issuances	Classroom lectures & discussions	Understand financial markets, primary markets	Textbook – Chapter 1 – pages 1.4 to 1.15	CO2 & CO3
6	Market and security issuances	Classroom lectures & discussions	Understand primary markets intermediaries, support service providers	Textbook – Chapter 1 – pages 1.15 to 1.17, 1.24 to 1.31	CO2 & CO3
7	Market and security issuances	Classroom lectures & discussions	Understand the general statutory provisions for security issues	Textbook – Chapter 1 – pages 1.44 to 1.53	CO2 & CO3
8	Domestic issue management	Classroom lectures & discussions	Understand requirements as per eligibility for issue management	Textbook – Chapter 1 – pages 7.4 to 7.7	CO1, CO2 & CO3
9	Domestic issue management	Classroom lectures & discussions	Understand IPO & FPO processes	Textbook – Chapter 1 – pages 7.7 to 7.15	CO1, CO2 & CO3
10	Domestic issue management	Classroom lectures & discussions	Understand important provisions of SEBI (ICDR) Regulations	Textbook – Chapter 1 – pages 7.15 to 7.22	CO1, CO2 & CO3
11	Domestic issue management	Classroom lectures & discussions	Understand application of principles and tools of	Cases: Tata Steel issue; Indian Hotels issue; TCS IPO; MCX IPO;	CO1, CO2 & CO3



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			issue management		
12	Underwriting	Classroom lectures & discussions	Understand concept, fixed and book-built offer, and how to assess an issue for underwriting	Textbook – Chapter 1 – pages 8.2 to 8.22	CO1, CO2 & CO3
13	Underwriting	Classroom lectures & discussions	Understand how compensation is related to risks assumed in an agreement	Illustration for Underwriting Compensation	CO1, CO2 & CO3
14	Buyback and delisting	Classroom lectures & discussions	Understand buyback & delisting of securities, pricing for buyback	Textbook – Chapter 1 – pages 12.2 to 12.21	CO3
15	Buyback and delisting	Classroom lectures & discussions	Understand delisting in detail	Textbook – Chapter 1 – pages 12.28 to 12.36	CO3
16	Buyback and delisting	Classroom lectures & discussions	Understand what went right and wrong with buyback and delisting in live cases	Cases: TCS buyback; Delisting of Patni Computer Systems	CO3
17	Global capital market offers	Classroom lectures & discussions	Introduction to global markets, understand international bond market	Textbook – Chapter 1 – pages 2.2 to 2.16	CO1 & CO4
18	Global capital market offers	Classroom lectures & discussions	Understand depository receipts, ADR & GDR, Important regulatory framework	Textbook – Chapter 1 – pages 2.18 to 2.26	CO1 & CO4
19	Private placements	Classroom lectures & discussions	Understand how to assess private placement – debt & equity	Textbook – Chapter 1 – pages 10.2 to 10.14	CO1 & CO4
20	Private placements	Classroom lectures & discussions	Understand the regulatory framework, transaction perspectives	Textbook – Chapter 1 – pages 10.16 to 10.23	CO1 & CO4



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Course Plan on Investment Banking

8. Students Prep Activities (Total: hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Discussions on business profile of J.P. Morgan & Goldman Sachs
2	Cases: Tata Steel issue; Indian Hotels issue; TCS IPO; MCX IPO;
3	Cases: TCS Green Shoe Option; Case Analysis: IPO Pricing in Indian Primary Market
4	Illustration for Underwriting Compensation
5	Cases: TCS buyback; Delisting of Patni Computer Systems
6	Assignments/Projects – on business of investment banking, issue management, issue pricing, regulations, private placements, buyback and delisting of securities.
7	Presentations on case - Lehman Brothers

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

Sr. No	Details
1	Investment Banking: Concepts, Analyses and Cases Hardcover – by Pratap Giri Subramanyam – Textbook.
2	Investment Banking – Valuation, Leveraged Buyouts and M & A: - by Joshua Rosenbaum & Joshua Pearl – Reference book
3	Investment Banking for Dummies – By Matthew Krantz & Robert Johnson - Wiley
4	Investment Banking Explained: An Insider's Guide to The Industry By Michael Fleuriet – McGraw Hill
5	The Investment Banking Handbook by Williamson J Peter - Wiley
6	Merchant Banking by H. R. Machiraju – New Age International

Prepared by:
(Faculty name and signature with date)

Tapas Mitra

Tapas Mitra - 13/7/2022

Approved by:
HOD – Name and signature with date

Jyoti Nair

Jyoti Nair - 13/7/22

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Course Plan

Program	PGDM
Course Code and Title	Organisation Structure, Theory and Design
Course Credit	3
Academic Year	2022-23
Batch	2021-23
Trimester	IV
Duration (Hrs)	30
Name of the Faculty	Dr. Vaishali Kulkarni
HOD	Dr. CHANDRAKANT VARMA

1. Course Objectives

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand the concepts of organization and effectiveness, structures, culture , change and design
CO2	Understand the concepts of organizational change, redesign, technology for organizational effectiveness and organizations in global environment and challenges involved in it.
CO3	Apply and analyze of organization change, culture & design theory through research and provide solutions to improve organization effectiveness.

3. Course Outcome and Program Outcome mapping

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

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

Total Sessions :

20

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

Sr. No	Details
	Basic knowledge about principles and practices of management and general HR domains.

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	Assignment/ Quiz/ Case study etc	Individual	20	CO1,CO2
2	Presentation/viva voce/ role play/class participation /class test etc	Group	10	CO1,CO2
3	Projects / Field work/ Research/ Live Project etc	Group	20	CO3
4	Trimester end Examination	Individual	50	CO1,CO2,CO3
	Total		100	

7. Session Plan (Each session of 90 minutes) Total: 30 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Activity/Resources (Books/Chapters/Case etc.
1	Introduction to Organizations and Organizational Effectiveness and it's Stakeholders	Class room Lecture	Basic concepts of organization effectiveness and stakeholders involvement in organization effectiveness	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-1-2 Caselet: How Steve Jobs Learned How to Organize and Control Apple Caselet: How Diverse Manufacturing Managers Can Help Increase Product Quality
2	Managing in a Changing Global Environment	Class room Lecture and small case study	Global business scenario and expectations and functional challenges while working in global scenario .Strategies of managing in global environment	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-3 CASE: How IKEA Manages the Global Environment
3	Basic Challenges of Organization Design	Class room Lecture and small case study	Basic concepts of organization	Gareth R Jones and Mary Mathew , Sixth edition, Pearson

			design types, and challenges faced while designing the structures and design	Publication. Chapter-4
4	Basic Challenges of Organization Design	Class room Lecture and small case study	Basic concepts of organization design types, and challenges faced while designing the structures and design	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-4 CASE: To Decentralize or Centralize Are Important Choices at Union Pacific and Yahoo!
5	Designing Organizational Structure Authority and Control,	Class room Lecture and small case study/group discussion	Organizational hierarchy, reporting styles, delegation of authority and control mechanisms	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-5 DISCUSSION: The way an organizational structure is designed affects the way its members behave.
6	Designing Organizational Structure;; , Specialization and Coordination	Class room Lecture and small case study/group discussion	Organization hierarchy , formal and informal organization	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-6 DISCUSSION : Pfizer's New Energizing Hierarchy
7	Creating & Managing Organizational Culture	Class room Lecture ,assignment / video	Basics of organization culture, how culture is managed,	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-7 Practicing Organizational Theory CLASS ACTIVITY
8	Creating & Managing Organizational Culture	Class room Lecture ,assignment	How to manage organization culture	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-7 CASE: Did Toyota Put Profit above Safety? Practicing Organizational Theory : Developing a Service Culture-CLASS ACTIVITY

9	Creating & Managing Organizational ethics	Class room Lecture ,assignment	Social responsibility and culture	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-7 CASE: How Westland/Hallmark Put Profit above Safety
10	Organizational Design & Strategy in a Changing Global Environment,	Class room Lecture and case study	Functional and business level strategy	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-8
11	Organizational Design & Strategy in a Changing Global Environment,	Class room Lecture and case study	Corporate strategy and implementation of strategy	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-8 Practicing Organizational Theory: What Kind of Supermarket? CLASS ACTIVITY
12	Introduction to competency and types of competencies	Class room Lecture and case study	Types of competencies , identification and documentation of competency documents, competency audit.	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-9
13	Introduction to competency and types of competencies	Class room Lecture and case study	Relationship between competency and technology , effect of technology advancement on competency and challenges	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-9
14	Types & forms of Organizational Change Organizational Transformations	Class room Lecture and case study	Forces for change, managing change, challenges in managing change	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-10
15	Types & forms of Organizational Change Organizational	Class room Lecture and	Forces for change, managing change,	Gareth R Jones and Mary Mathew , Sixth edition, Pearson

	Transformations	case study	challenges in managing change	Publication. Chapter-10
16	Organizational Transformations: Birth, Growth, Decline & Death	Class room Lecture and case study	Org. life cycle with models	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-11
17	Decision Making, Learning & Knowledge Management & Information Technology	CLASS ROOM DISCUSSION	Decision making models, KMS implementation on life cycle, building and developing learning organizations	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-12
18	Innovation, Intrapreneurship, & Creativity	CLASS ROOM DISCUSSION	Innovation process and technology, models	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-13 CLASS ACTIVITY: DESIGN THINKING
19	Innovation, Intrapreneurship, & Creativity	Class room Lecture and case study,	Innovation process and technology, models	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-13 CLASS ACTIVITY: DESIGN THINKING
20	Managing Conflict, Power & Politics	Class room Lecture and case study	Model of organization conflict and strategies to manage conflicts	Gareth R Jones and Mary Mathew , Sixth edition, Pearson Publication. Chapter-14

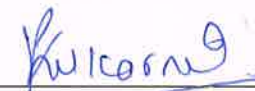

8. Student Prep Activities (Total : 15 hours)

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Assignment of Quality Management in HRM- Risk assessment of HR functions with mitigation plan
2	Assignment of Knowledge management and learning – Learning and understanding the KM need for different HR function using system analysis approach
3	Recourse dependence theory: Study of organizations to assess the strategic alliance strategy , success story and reasons for failures
4	Research: Basic Challenges of Organization Design & organization culture : Research on different company's culture study. Students will form different groups and will study cultural,

	DESIGN part of different organizations.
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9. Books, Reading Materials, Other Resources (Databases/journals/periodicals) prescribed

Sr. No	Details
1	Organizational Theory, Design & Change – Gareth R. Jones & Mary Mathew, Pearson
2	Organizational Theory, Structure and Design – Richard Daft, Pearson
3	Organizational Theory, Structure and Design – SP Robbins and Mary Mathew, Pearson
	The rise and fall of Blackberry- A08-17-0005-Thunderbird school of global mgt. Tony Hisgh at Zappos- structure –culture and change – IN 1249-insead

Prepared by: (Faculty name and signature with date)	Dr. Vaishali Kulkarni 
Approved by: DR.CHANDRAKANT VARMA HOD – Name and signature with date	

Course Plan

Program	PGDM
Course Code and Title	PGH302 Performance Management System
Course Credit	4
Academic Year	2022-23
Batch	2021-23
Trimester	IV
Duration (Hrs)	30 hours
Name of the Faculty	Dr. Caral D'Cunha
HOD	Dr. Chandrakant Varma

1. Course Objectives

The performance management course provides students with the knowledge and understanding of the role of performance management in supporting the strategic objectives of the organisation in different business environments; how the performance of people can be enhanced and inspired by leadership and direction and how it contributes to high-performance work organisations. The module examines the design of performance management systems that aim to transform organisational objectives and performance outcomes and identifies the knowledge and skills needed for effective performance review processes that are fair, ethical and improve people performance in modern organisations. It will equip students with the necessary skills and a critical understanding of the performance review process that combines challenge and support and places a focus on personal, team, and organisational learning and accountability. Furthermore, it recognises the importance of communication skills in the performance review process and evaluates the need for employee involvement.

Classroom activities involving lectures, discussions, and case studies (topped up with role-play) will be designed to encourage students to get involved and absorb & assimilate inputs.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
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CO1	To understand the role of performance management in supporting the strategic objectives of the organization in different business environments and explain the Performance Management System process.
CO2	Students will understand different measures of performance management and practices used to improve organisational and employee performance.
CO3	To design an organizations performance management process that is compliant with the law and supports organizational mission and strategy.
CO4	Students will be equipped with the necessary skills and a critical understanding of the performance review process.

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H		M		
CO2	H	H			
CO3		H		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, 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 Modules

Module No.	Topic	Sessions
1	Introduction to Performance Management System	1-2
2	Performance Management Process(Defining Performance, Determinants of Performance, Diagnosing The Causes of Poor Performance, Performance Dimensions, Approaches to Measuring Performance, Choosing a Performance Measurement Approach, Measuring Results and Behaviors, Gathering Performance Information, Implementing a Performance management system, Performance Review)	3-15
3	Performance Management and Employee Development and Legal issues	16-17
4	Performance Management Skills	18-20

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

Sr. No	Details
1	Students should be aware of the concepts of OB & HRM

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	Presentation based on Research Project: Every group of students will be assigned a research project topic to study the PMS practices of the different companies (Sectorwise).	Group (4 Students each)	20	CO1 CO2, CO3
2	Assignment: Students have to submit the assignments on the case studies given in the textbook/faculty after discussing the chapters.	Individual	20	CO1, CO2, CO4
3	Class Test	Individual	10	CO1, CO2, CO3
3	Trimester end Examination- The end semester exam will cover the entire course and assess students's understanding of concepts of organization behaviour	Individual	50	CO1, CO2, CO3, CO4

7. Session Plan (Each session of 90 minutes x 20 Session) Total: 30 hours

Ses sion No with date	Topics	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Case etc	CO attended
1	Definition of Performance Management, The Performance Management Contribution, Dangers of Poorly Implemented PM Systems, Aims and Role of	Interactive lecture for the concepts	Explain the concept of performance management. Distinguish performance management from	Chapter 1: performance management & Reward system in the context. (Aguinis Herman,	CO1

	PM Systems, Characteristics of an Ideal PM System		<p>performance appraisal.</p> <p>Recognize the multiple negative consequences that can arise from the poor design and implementation of a performance management system. These negative consequences affect all the parties involved: employees, supervisors, and the organization as a whole.</p> <p>Describe the multiple purposes of a performance management system including strategic, administrative, informational, developmental, organizational maintenance, and documentation purposes.</p> <p>Understand the dangers of a poorly implemented system.</p>	Performance Management, 3rd edition, Pearson Publication, 2014)	
2	Performance Management, and Strategic Planning	Interactive lecture for the concepts	<p>Describe the various specific purposes of a strategic plan.</p> <p>Explain why the usefulness of a performance management system relies to a large degree on its relationship with the organization's and unit's strategic plans.</p>	Chapter 3: Performance Management and Strategic Planning (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1

			Understand how to create an organization's strategic plan including an environmental analysis resulting in a mission statement, vision statement, goals, and strategies.		
3	Performance Management Process	Interactive lecture for the concepts	Understand that performance management is an ongoing process including the interrelated components of prerequisites, performance planning, performance execution, performance assessment, performance review, and performance renewal and recontracting.	Chapter 2: Performance Management Process (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1, CO2, CO3
4	Performance Management Process	Interactive lecture for the concepts & Case study	Understand that performance management is an ongoing process including the interrelated components of prerequisites, performance planning, performance execution, performance assessment, performance review, and performance renewal and recontracting.	Chapter 2: Performance Management Process Activity 2	CO1, CO2, CO3
5	Defining Performance, Determinants of Performance,	Interactive	Define what is and is not performance.	Chapter 4: Defining Performance	CO1, CO2

	Diagnosing The Causes of Poor Performance	lecture for the concepts & Case study	Understand the evaluative and multidimensional nature of performance. Identify the various factors that determine performance including declarative knowledge, procedural knowledge, and motivation. Design a performance management system that includes both task and contextual performance dimensions.	& Choosing a measurement approach (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 4	
6	Performance Dimensions, Approaches to Measuring Performance, Choosing a Performance Measurement Approach.	Interactive lecture for the concepts	Understand situations under which a trait, behavior, or results approach to measuring performance may be most appropriate.	Chapter 4: Defining Performance & Choosing a measurement approach	CO1, CO2
7	Measuring Results and Behaviors	Interactive lecture for the concepts	Adopt a results approach to measuring performance including the development of accountabilities, objectives, and standards. Determine accountabilities and their relative importance.	Chapter 5: Measuring Results and Behaviors (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 11	CO1, CO2
8	Measuring Results and Behaviors	Interactive lecture for the concepts,	Adopt a behavior approach to measuring performance including the	Chapter 5: Measuring Results and Behaviors	CO1, CO2

		Case study	<p>identification and assessment of competencies.</p> <p>Develop competencies that are defined clearly, provide a description of specific behavioral indicators that can be observed when someone demonstrates a competency effectively, provide a description of specific behaviors that are likely to occur when someone doesn't demonstrate a competency effectively, and include suggestions for developing them further.</p>	Activity 11	
9	Gathering Performance Information: simple rank order, alternation rank order, paired comparisons, relative percentile, and forced distribution—being aware of the relative advantages and disadvantages of each.	Interactive lecture for the concepts	To understand comparative performance measurement systems such as simple rank order, alternation rank order, paired comparisons, relative percentile, and forced distribution—being aware of the relative advantages and disadvantages of each.	Chapter 6: Gathering Performance Information (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 2	CO1, CO2, CO3
10	Gathering Performance Information: essays, behavior checklists, critical incidents, and graphic rating scales, and understand their advantages and disadvantages.	Interactive lecture for the concepts & the fundamental	To understand absolute performance measurement systems such as essays, behavior checklists, critical incidents, and graphic rating scales, and understand their	Chapter 6: Gathering Performance Information Activity 1	CO1, CO2, CO3

		Case Study	advantages and disadvantages.		
11	Basic components included in the appraisal form, Design of effective appraisal forms	Interactive lecture for the concepts	Understand why each of several basic components is included in the appraisal form. Design effective appraisal forms.	Chapter 6: Gathering Performance Information	CO1, CO2, CO3
12	Implementing a Performance management system	Interactive lecture for the concepts	Understand that there are crucial steps that must be taken before the performance management system is launched, including implementing a communication plan, establishing an appeals process, running training programs for raters, and pilot testing the system to fix any glitches.	Chapter 7: Implementing a Performance management system (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 6	CO1
13	Biases in Performance Appraisal and reducing Performance Errors, Diagnosing Poor performance and improving motivation	Interactive lecture for the concepts, AVs, Case study	Understand that the implementation of training programs can address intentional and unintentional rating distortion.	Chapter 7: Implementing a Performance management system Activity 3	CO1, CO4
14	Performance Management Review, Conditions for effective Performance Counseling, Process and Different phases of performance counseling	Interactive lecture for the concepts, Management AVs, Case study	Understand the various purposes served by performance review meetings and the various types of meetings that can be conducted. Understand the signs of employee defensiveness, implement suggestions to minimize employee defensiveness before a performance review meeting takes	Chapter 9: Performance Management Skills (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 5	CO1, CO4

			place, and deal with defensiveness during the performance review meeting.		
15	Performance Management Skills: coaching, giving feedback, and conducting performance review meetings.	Interactive lecture for thRoleplas , Role play	Understand that managers need several key skills to manage the performance of their employees effectively including skills regarding coaching, giving feedback, and conducting performance review meetings.	Chapter 9: Performance Management Skills (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014) Activity 1	CO1, CO4
16	Employee Development Plan: Performance-Based Career Management & succession plans	Interactive lecture for the concepts	Describe the importance and benefits of including a developmental plan as part of the performance management system. Describe the various short-term and long-term objectives of a developmental plan.	Chapter 8: Performance management & Employee development (Aguinis Herman, Performance Management, 3rd edition, Pearson Publication, 2014)	CO1
17	Balanced and HR Scorecards	Guest session	To understand Balanced and HR Scorecards	Chapter 8: Performance management & Employee development Activity 7	CO1, CO2
18	Reward System: Components of Reward System, The objective of Reward System, Linkage of performance management to reward and compensation System	Interactive lectures for the concepts	Understand the concept of a reward system and its relationship to a performance management system. Distinguish among the various types of employee rewards	Chapter 10: Reward systems & Legal issues (Aguinis Herman, Performance Management, 3rd edition, Pearson	CO1, CO2

			including compensation, benefits, and relational returns.	Publication, 2014) Activity 9	
19	Contemporary Issues and practices in Performance Management	Interactive lecture	To discuss Contemporary Issues and practices in Performance Management	Recent newspaper articles and Magazine articles	CO1
20	Ethics in Performance Management: Ethical issues and dilemmas in Performance Management, Legal issues in PMS	Interactive lecture	To understand the Ethical issues and dilemmas in Performance Management Identify the point at which a performance management system allows illegal discrimination. Know what type of evidence employees need to prove illegal discrimination and what type of evidence employers need for them to prove the lack of illegal discrimination.	Chapter 10: Reward systems & Legal issues Activity 8	CO1, CO2, CO3

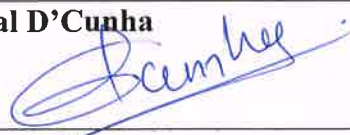
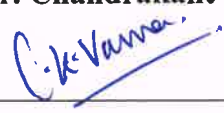
8. Student Prep Activities:

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Case study: Performance appraisal blues, IIM A
2	Performance Management Systems @ TCS-IBS
3	The dilemma of performance appraisal system in small/medium concerns
4	Performance problems-whom to blame- Nirma university
5	Yahoo's performance review system: A HR disaster, IBS centre of Management research

6	Performance Appraisal process at L & T construction Performance at L & T
7	Caselet- Balanced Scorecard
8	Mr. Mehta Dilemma- A case of organizational performance appraisal politics- IIM A
9	Reward encourages best..oops best, emerald case
10	Career challenges at Media Inc., emerald case
11	Caselet- Setting Objective

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

Sr. No	Details
1	Aguinis Herman, Performance Management, 3 rd edition, Pearson Publication, 2014
2	Kohli A. S, Deb T., Performance Management, New Delhi: Oxford University Press. 2008
3	Bhattacharyya Dipak Kumar, Performance Management Systems, and Strategies, New Delhi: Dorling Kindersley (India) Pvt. Ltd. Licensees of Pearson Education in South Asia. 2011.
4	Magazines: Human Capital, Harvard Business Review, People matters

Prepared by:	Dr. Caral D'Cunha 
Approved by: HOD	Dr. Chandrakant Varma 



N. L. Dalmia

Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Course Plan

Program	PGDM
Course Code and Title	Strategic HRM and International HRM
Course Credit	3
Academic Year	2022-23
Batch	2021-2023
Semester	IV
Duration (Hrs)	30 hours
Name of the Faculty	Dr. Chandrakant Varma
HOD	Dr. Chandrakant Varma

1. Course Overview

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

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Students will be able to understand basics of SHRM practices and approaches
CO2	Students will be able to understand IHRM practices and identify and value cultural differences
CO3	Students will be able to design and develop SHRM and IHRM approaches

3. Course Outcome and Program Outcome mapping

	PO1	PO2	PO3	PO4	PO5
CO1	H	H	M		
CO2	H	H	M	M	
CO3	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, 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	Strategic Management – Introduction SHRM - Changing role of HR professionals, Objectives , HRM Strategies, Approaches to strategic HRM, Strategic HRM models, implementing HR Strategies changing organization scenario	4
2	Value of Human Assets, Understanding Human Capital, Strategic Human Resource Management as Ethical Stewardship	3
3	Strategic Workforce Planning Objectives, Need and Importance, Building organizational Competency, Business strategy alignment	3
4	HRM in Multinationals– Defining IHRM, Difference between international and domestic HRM, Difference between domestic and international managers	3
5	IHRM Approaches–Ethnocentric, Polycentric and Regio-centric organization, Global HRM strategy, Competencies required in international managers. Developing international HR strategies Types of international employees	4
6	Understanding features of organizational structure and culture in Global terms, HRM Challenges and Recent Trends	3

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

Sr. No	Details
1	Understanding of Organizational Behavior, HRM practices, HRM Functions, HRM Models, views and approaches

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 or case study or the research paper	Individual	20	CO1, CO2
2	Assignment- Research project will be assigned to all the students	Individual	10	CO2, CO3
3	Projects report and PPT Presentation	Group	20	CO2, CO3
4	Trimester end Examination	Individual	50	CO1, CO2, CO3
	Total		100	

7. Session Plan (Twenty session of 90 minutes)

Session No	Topics/Unit	Pedagogy	Expected Learning outcome	Resources	CO Attended
				(Books/Chapters/Cases etc.)	
1	PO & Course plan discussion Strategic Management – Introduction SHRM	PPT/Lecture Interactive session,	To know the basics of HRM.	Sharma, E, SHRM & D Chap – 1	CO1
2	Changing role of HR professionals, Objectives, HRM Strategies, Approaches to strategic HRM	PPT/Lecture Group discussion case let	To understand the concept and approaches of IIRM Strategies.	Sharma, E, SHRM & D Chap – 1 Case let – YES Bank changing role of HR	CO1
3	Strategic HRM models,	PPT/Lecture Class	Be able to differentiate	Sharma, E, SHRM & D Chap – 1&3 Case	CO1

	implementing HR Strategies changing organization scenario	Discussion, Case study	HR Strategies in different scenario	study – Ashok Leyland SHRM Practices	
4	HR Strategies changing organization scenario	PPT/Lecture Class Discussion,	Be able to differentiate HR Strategies in different scenario	Sharma, E, SHRM & D Chap – 1&3	CO1
5	Value of Human Assets, Understanding Human Capital	PPT/ Lecture Class discussion. case let	To understand the concept and process of Talent Management	Sharma, E, SHRM & D Chap – 2 Case let – Claris Lifsciences Ltd – Success through HRM	CO1
6	Strategic Human Resource Management as Ethical Stewardship	PPT/Lecture Case study Class Discussion,	To understand ethical approaches SHRM	Sharma, E, SHRM & D Chap - 2	CO1
7	Strategic Human Resource Management as Ethical Stewardship	PPT/Lecture Case study Class Discussion,	To understand ethical approaches SHRM	Sharma, E, SHRM & D Chap - 2	CO1
8	Strategic Workforce Planning Objectives, Need and Importance	Class Discussion, Group interaction. Case study	Students will be aware of the workforce planning	Sharma, E, SHRM & D Chap – 3&5 Case study – HR Planning at Magnum	CO1, CO3
9	Building organizational Competency	PPT Case study Group discussion case let	Students will be aware of the importance of Competency Development	Sharma, E, SHRM & D Chap – 6&7 case let – ITC Infotech Learning culture	CO1, CO3
10	Business strategy alignment	PPT/ Lecture Group participation /presentations on the given topics. Case study	Be able to appreciate the benefits strategic alignment	Sharma, E, SHRM & D Chap – 4 Case study – Ashok Leyland SHRM Practices Revisit – HRM Strategy - Business alignment	CO1, CO3

11	HRM in Multinationals – Defining IHRM, Difference between international and domestic HRM	PPT/ Lecture Group discussion	Introduction to HR strategies in international context	IHRM, Peter j Dowling et.al, Chap – 1 & 2	CO2
12	Difference between domestic and international managers	PPT/ Lecture Group discussion Case study	Understand differences between international and domestic HRM practices	IHRM, Peter j Dowling et.al, Chap - 1 & 2 SHRM – IHRM case study - 1	CO2
13	IHRM Approaches– Ethnocentric, Polycentric and Regio-centric organization	PPT/ Lecture Group discussion Case study	Understand international HRM approaches	IHRM, Peter j Dowling et.al, Chap – 3 SHRM – IHRM approaches case study - 1	CO2
14	Global HRM strategy, Competencies required in international managers	PPT/ Lecture Group discussion Case study	Understand international HRM approaches	IHRM, Peter j Dowling et.al, Chap - 3 SHRM – IHRM case study – 2 - Recruitment	CO2, CO3
15	Developing international HR strategies	PPT/ Lecture Group discussion Case study	Understand international HRM strategies	IHRM, Peter j Dowling et.al, Chap – 3 SHRM – IHRM practices case study – 3	CO2, CO3
16	Types of international employees	PPT/ Lecture Group discussion Case study	Understand types of international employee	IHRM, Peter j Dowling et.al, Chap – 4 SHRM – IHRM case study – 4 - Training	
17	Understanding features of organizational structure and culture in Global terms	PPT/ Lecture Group discussion Case study	Understand international HRM strategies	IHRM, Peter j Dowling et.al, Chap – 9 SHRM – IHRM case study – 4 - Training	CO2, CO3



18	HRM Challenges & Recent Trends	PPT/ Lecture Group discussion Case study	Understand international HRM Challenges	IHRM, Peter j Dowling et.al, Chap – 12 SHRM – IHRM case study -5 & 6	CO2, CO3
19	Case study/ Presentations				CO1, CO2, CO3
20	Case study/ Presentations				CO1, CO2, CO3

8. Student Prep Activities

Activity	Details (Assignment, Case, Project, Field work, Research work etc)
1	Article - Have We Finally Outgrown HR? https://www.linkedin.com/business/talent/blog/talent-management/time-to-retire-term-human-resources
2	Article - Viewpoint: The Changing Role of HR https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/viewpoint-the-changing-role-of-hr.aspx
3	Reimagining the World of Work_ 6 Provocative Predictions https://www.linkedin.com/business/talent/blog/talent-management/predictions-for-future-of-work
4	International HRM Case Study – SHRM https://www.shrm.org/certification/educators/Documents/08-0753_HRM_Case_Study_SW_v3.pdf

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

Sr. No	Details
1	International Human Resource Management by Peter j Dowling, Marion Festing , Allen D. Engle, Sr.
2	Sharma, E. (2019). Strategic Human Resource Management and Development, 1e. Pearson Education India.
3	Strategic HRM – Jeffrey Mello, Kogan Page Ltd
4	Strategic HRM – Tanuja Agarwal, Oxford Publishing House
5	HBR, People Matters Magazine, National HRD Network, Business Managers. Human Capital. Journal of Strategic Human Resource Management.

Prepared by: (Faculty name and signature with date	Dr. Chandrakant Varma 
Approved by: HOD – Name and signature with date	Dr. Chandrakant Varma 

Course Plan

Program	PGDM
Course Code and Title	Strategic Management (PGC 302)
Course Credit	3
Academic Year	2022-23
Batch	2021-23
Trimester	4
Duration (Hrs)	30
Name of the Faculty	Prof. Anand Dhutraj
HOD	Dr. Vaishali Kulkarni

1. Course Objective

Introduce the concepts and frameworks of strategic management to enable students to independently understand business problems strategically, formulate and execute strategies effectively. Simulate business situations, strategy formulation and implementation through cases and class interaction.

2. Course Outcome (CO)

Sr. No	At the end of the course students will be able to :
CO1	Understand and evaluate the processes of strategic management
CO2	Comprehend the role of strategy in the organizational context and how it relates to all business areas
CO3	Analyze strategy related issues, formulate appropriate strategies
CO4	Develop programs to effectively execute strategy

3. Course Outcome and Program Outcome mapping

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

Module No.	Topic	Sessions
1	Business environment	1-3
2	Internal organization	4-6
3	Corporate level strategies	7-8
4	Business level strategies	9-11
5	Competitive strategies	12-14
6	Cooperative strategies	15-17
7	Strategy frameworks	18-20

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

Sr. No	Details
1	Basic knowledge of functional level strategies- Marketing, Management, HR, Finance

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	Student presentations	Group	10	CO3,CO4
2	Class Test	Individual	10	CO1, CO2
3	Class Participation	Individual	5	CO1,CO2,CO3,CO4
4	Performance and Balanced Score Card Report on Capstone Simulation	Group	25	CO1,CO2,CO3,CO4
5	End Trimester Examination- The end semester exam will have two parts of 25 marks each: 1. Assess the students understanding on the entire course of strategic management.	Individual	25	CO1,CO2,CO3,CO4
	2. Assess the students on Individual Business Competency exam for Capstone Simulation.		25	CO1,CO2,CO3,CO4
	Total		100	

7. Session Plan (Each session of 90 minutes X 20 sessions) Total: 30 hours

Session No and Date	Topics/Unit	Pedagogy	Expected Learning outcome	Resources (Books/Chapters/Cas e etc) Strategic Management Theory & Cases: An Integrated Approach, 12th Edition, Hill/Schilling/Jones, Cengage	CO
1,2 18.07. 2022	Introduction, Business Environment- Industry, Competition, Customers, VUCA	Class Discussion with interactions	Understand and evaluate the processes of strategic management	Ch 1 & Ch 2 & Class Notes	CO1
3,4	Internal Organisation- Resources, capabilities, competencies	Class Discussion with interactions and Cases	Comprehend the role of strategy in the organizational context and how it relates to all business areas	Ch 3 & Class Notes Case 1 Core Competence of the Corporation (HBR_90311)	CO2
5	Industry attractiveness (Porter's 5 Forces)	Class Discussion with interactions and Cases	Analyze strategy related issues, formulate appropriate strategies	Ch 2 & Class Notes Case 2 Five Competitive Forces (HBR_R0801E)	CO3

6	Corporate strategies level	Class Discussion with interactions and Cases	Analyze strategy related issues, formulate appropriate strategies	Ch 9 & Class Notes Case 3	CO3
7	Integration, Diversification	Class Discussion with interactions and Cases	Analyze strategy related issues, formulate appropriate strategies	Ch 9 & Class Notes Case 4	CO3
8	Grand strategy	Class Discussion with interactions	Develop programs to effectively execute strategy		CO4
9	Business level strategies (Porters Generic Model)	Class Discussion with interactions and Cases	Analyze strategy related issues, formulate appropriate strategies	Ch 5 & Class Notes Case 5	CO3
10	Competitive Advantage, Sustainable Competitive Advantage (VRIO Model)	Class Discussion with interactions and Cases	Analyze strategy related issues, formulate appropriate strategies		CO3
11	Value chain analysis	Class Discussion with interactions	Analyze strategy related issues, formulate appropriate strategies		CO3
12	M&A	Class Discussion with interactions and Cases	Analyze strategy related issues, formulate appropriate strategies		Ch 10 & Class Notes Case 6
13	Co-operative Strategies	Class Discussion with interactions	Analyze strategy related issues, formulate appropriate strategies	Ch 9 & Class Notes When to Ally and Acquire (HBR_R0407H)	CO3
14	Internationalisation	Class Discussion with interactions and Cases	Analyze strategy related issues, formulate appropriate strategies	Ch 8 & Class Notes Case 7	CO3
15	Competitive strategies, Ansoff Matrix, Growth strategies	Class Discussion with interactions and Cases	Analyze strategy related issues, formulate appropriate strategies	Class Notes Case 8 Predicting Your Competitor's Reaction (HBR_R0904H)	CO3
16	Resource Allocation (BCG Model)	Class Discussion with interactions	Analyze strategy related issues, formulate	Class Notes	CO3

			appropriate strategies	Case 9 Blue Ocean Strategy (HBR_R0410D)	
17	Resource Allocation (GE Model)	Class Discussion with interactions and Cases	Analyze strategy related issues, formulate appropriate strategies		CO3
18	Blue, Red, Purple Ocean Strategy	Class Discussion with interactions	Develop programs to effectively execute strategy		CO4
19	Strategy Execution, Mckinsey 7S	Class Discussion with interactions and cases	Develop programs to effectively execute strategy	Ch 12 & Class Notes Case 10 Turning Great Strategy into Great Performance (HBR_R0507E)	CO4
20	Course Summarization	Class Discussion with interactions	Overall understanding of course		C01, C02, C03, C04

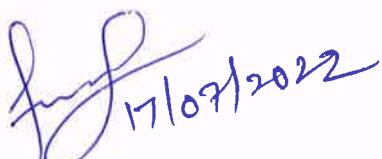
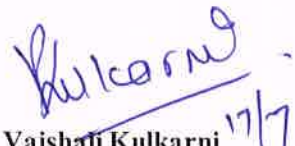
8. Student Prep Activities (Total: 15 hours)

Activity	Details (Reading Material, Assignment, Case Project, Videos etc)
1	Capstone Simulation Game – In Capstone®, participants will run a \$100 million company for eight years (or rounds) as a team. The company they take over is unfocused and performing poorly. It is trying to support five products in very different market segments and faces constant customer demand for better, faster, cheaper products. There is immediate pressure for the management team to develop a strategy and implement it thoroughly with every decision.
2	Case studies for presentation – Case 1: Boeing Commercial Aircraft Case 2: Starbucks, 2015 Case 3: The Tata Group, 2015 Case 4: Uber: Driving Global Disruption Case 5: Tesla Motors, 2015 Case 6: The Heinz and Kraft Merger Case 7: Case R1906X Did We Expand Too Quickly Case 8: IKEA in 2013

Case 9: Apple Inc., 1976–2013
Case 10: Case R1511K - Is a Start-Ups Strength Becoming Its Weakness

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

Sr. No	Details
1	Strategic Management: Theory & Cases: An Integrated Approach, 12th Edition, Hill/Schilling/Jones, Cengage - Textbook
2	Strategic Management: Concepts & Cases -Fred R. David and Forest R. David, , 15th Ed., Pearson.
3	Strategic Management, Formulation, Implementation, and Control- John A. Pearce, Richard B. Robinson, Amita Mital, 12th Ed., McGraw Hill.
4	Strategic Management, Text and Cases - Jacob Thomas, First Impression, Pearson.
5	Blue Ocean Strategy - Renee Mauborgne, W. Chan Kim, Harvard Business review.

Prepared by: (Faculty name and signature with date)	 17/09/2022 Prof. Anand Dhutraaj
Approved by: HOD – Name and signature with date	 17/7 Dr. Vaishali Kulkarni