Curriculum & Scheme of Examination

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

- POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM)
- POST GRADUATE DIPLOMA IN FAMILY BUSINESS MANAGEMENT (PGDFBM)
- POST GRADUATE DIPLOMA IN FINANCIAL MANAGEMENT (PGDFM)
- POST GRADUATE DIPLOMA IN OPERATION MANAGEMENT (PGDOM)
- POST GRADUATE DIPLOMA IN HUMAN RESOURCES MANAGEMENT (PGDHRM)
- POST GRADUATE DIPLOMA IN MARKETING MANAGEMENT (PGDMM)

For

Academic Session 2023-2024 Onwards

TECNIA INSTITUTE OF ADVANCED STUDIES CDL
Centre for Distance Learning Approved by AICTE
HQ/LSC:B-71/2, **Wazirpur Industrial Area, Wazirpur, New Delhi – 110052**
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POST GRADUATE DIPLOMA IN MANAGEMENT
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Tecnia Institute of Advanced Studies-Centre for Distance Learning(**TIAS-CDL**) was established in the Year 2009, a recognized Institution for offering Post Graduate Diploma Programs-Equivalent to MBA by the Joint Committee UGC-AICTE- DEC vide Letter No:F.No. DEC/Recog./2009/3181, dated 09/09/2009; further, extended vide letter F.No. DEC/Tecnia/Delhi/ II/2010 dated 10.10.2011; F.No.DEC/TECNIA/2012/14776-77 Dated 24/09/2012; F.No. UGC/DEB/Recog./Tecnia/2014/6894-97 Dated 27/05/2014; F.No.UGC/DEB/18-3/Tecnia/ 2015/103 dated September, 2015; F.No.6-9/2016/(DEB-I)/444 dated 23/08/2016; F.No. 2-4/2015/(DEB-III) dated 23/10/2017, for Distance Learning Standalone Institutions to conduct through ODL Mode for the year 2018 all above programs are duly approved by AICTE vide letter dated 28.04.2018 and subsequentlyEoA for the Academic Year 2019-20 dated 30.04.2019.The institute, as per the norms/guidelines of apex regulatory bodies and approval of Distance Education Council, is approved for offering Post Graduate Diploma(s) equivalent to MBA in the following specialized programs through Open and Distance Learning (ODL) Mode:

1. Post Graduate Diploma in Management PGDM
2. Post Graduate Diploma in Family Business Management PGDFBM
3. Post Graduate Diploma in Finance Management PGDFM
4. Post Graduate Diploma in Operation Management PGDOM
5. Post Graduate Diploma in Human Resources Management PGDHRM
6. Post Graduate Diploma in Marketing Management PGDMM

The Post Graduate Diploma(s) equivalent to MBA is spread across four Semesters (24 Months).The students can opt for any of the specialized programs. The subjects in the first two semesters in all the programs would be common to all, however, in the third and fourth semester students would be required to opt for 3 specialized papers in each semester also in fourth semester required to submit project report.

Following is the criteria(s) for the assessment

Criteria for Assessment

The assessment of the students (out of 100 marks) shall be as per the criteria given below:

S.No.	Weightage Criteria	Marks
1.	Assignments*	25 Marks
2.	PCP, Class Participation and Interaction	05 Marks
3	Term End Examination	70 Marks

** Record to be maintained by faculty and made available to the examination branch of the TIAS – CDL, after every semesterbe submitted to exam cell.*

INTRODUCTION

Management Education in India has undergone considerable change over the years. The launch of the first two IIMs in Calcutta and Ahmadabad in 1961 marked the beginning of a revolution in management education. In the 70s and 80s the demand for management education grew at a modest rate. The advent of economic liberalization in India in the mid-80s gave a new thrust to management education. Several PGDM granting institutions came up in the private sector by offering two-year Post Graduate Diploma in Management during 1990s and 2000s, the proliferation of Institutions providing Management Education continued unabated fueled by an unprecedented growth of the Indian economy. Enrolments in PGDM programs have increased over the years from 2011-12.

Globally, there are over 13000 Business Schools and India alone is having one third of them, indicating substantial quantitative growth of management education. At the same time, there is dire need to enhance their quality and raise the bar to meet the international standards.
In this fast disruptive digital economy and VUCA world, high-quality management education is essential for India. Use of technology is one of the powerful ways to enhance the students' ability to meet the ever- changing requirements of the corporate world and society. PGDM students are equipped to work across Time Zones, Languages, and Cultures. Employability, Innovation, Theory to Practice connectedness are the central focus of PGDM curriculum design and development. The core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every non-business and business leader's success.

PHILOSOPHY

Today, the world and India need a skilled workforce. If we have to promote the development of our country then our mission has to be `skill development' and `Skilled India'. Millions and millions of Indian youth should acquire the skills which could contribute towards making India a modern country. I also want to create a pool of young people who are able to create jobs and the ones who are not capable of creating jobs and do not have the opportunities, they must be in a position to face their counterparts in any corner of the world while keeping their heads high by virtue of their hard work and their dexterity of hands and win the hearts of people around the world through their skills. We want to go for the capacity building of such young people. My brothers and sisters, having taken a resolve to enhance the skill development at a highly rapid pace, I want to accomplish this." Hon'ble Prime Minister of India, Shri Narendra Modi

Skills and Knowledge are driving forces of economic growth and social development for any country. Today, India is one of the youngest nations in the world with more than 62% of its population in the working age group (15-59 years), and more than 54% of its total population below 25 years of age. Its population pyramid is expected to "bulge" across the 15–59 age group over the next decade. It is estimated that 109.73 million additional skilled manpower will be required across 24 key sectors by 2022. To reap this demographic dividend which is expected to last for next 4 years, India needs to equip its workforce with employable skills and knowledge so that they can contribute substantively to the economic growth of the country.

One of the major challenges in the country today is that 93% of the workforce is in informal/ un-organised sector. The perception on skilling is viewed as the last option meant for those who have not been able to progress/opted out of the formal academic system. Job creation is also a major challenge before the nation. Entrepreneurship based on Innovation has immense growth potential. However, the number of local entrepreneurs emerging every year in India is very low.

The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The future managers will need to align their skill set to keep pace in this VUCA world. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies.

The Government of India and AICTE is working consistently on a mission mode to improve the quality of management education in the country. Keeping in view the latest Industry Trends, Digital Economy and Market requirements, the curriculum revision is made, collecting input from all the key stakeholders of the management education namely (Industry, Academia, and Alumni), benchmarking with Top Indian and Foreign Business Schools.

The curriculum focuses on the alignment of PGD program curriculum with department/institute's mission. Keeping in mind the vision of Skill India, TIAS(CDL) offers the PGDM programs with specialization in Family Business Management. The curriculum emphasizes an intensive, flexible core in management education and Family Business with number of specializations and electives including second generation courses. The core courses of PGDM programs are comprised of six key learning outcomes that every employer seeks in management talent. This is a unique feature of the model curriculum. This curriculum is designed & developed in such a way that there is a path to suit everyone i.e. full of flexibility and autonomy for Department/Institute to package the courses to position their PGD program. Overall, an attempt has been made to connect theory to practice and equip PGD students to meet the ever-changing needs of the industry.

NEED FOR PGDM

Indian Economy, Industry has undergone lot of changes following the liberalization and subsequent economic reforms. By bringing changes to management education there is need to develop quality managers so as to meet the challenges of the Indian Corporate Sector. Largely, Management Education curriculum is significantly influenced by curriculum of US Management Schools, both in terms of Content and Pedagogy. Often its relevance to changing Indian business requirements is questioned by Faculty, Student Community, and Industry, The need to enroll in a PGDM program are:

- **Demographic Dividend:** According to various reports by 2020, India is set to become the world's youngest country with 64% of its population in the working age group. With the Western countries, Japan and even China aging, this demographic potential offers India and its growing economy an edge that economists believe could add a significant 2% to the GDP growth rate annually.

- **Make in India** is a major initiative launched by the Government which focuses on making India a global manufacturing hub. Key thrust of the Programme would be on cutting down in delays in manufacturing projects clearance, develop adequate infrastructure and make it easier for companies to do business in India. The objective of the mega programme is to ensure that manufacturing sector which contributes around 15% of the country's Gross Domestic Products is to be increased to 25% in next few years. Undoubtedly, this requires need for Skillful Manpower, apart from Technical and Engineering Skills. People with set of Management Skills are also needed to manage the challenges of competitive business environment. Working close with the industries, the PGDM program will help the students to hone their entrepreneurial skills.

- **Growing MSME sector:** The contribution of MSME in GDP is 6% (33% in manufacturing and 45% in exports, thus it is significantly contributing to the economy. Larger number of MSMEs (around 87%) is owned in the form of private proprietorships, these organizations face multiple challenges to scale up their operations. Apart from other things, skillful manpower to manage the scaled up operations is needed to address the issues regarding modernization of operations, processes, and exploring the financial resources and penetrate to new markets.

- **Khadi and Village Industries:** Khadi Production and Sales are consistently growing in India for the last five years and similar is the trend with various village industries such as Agro based, Minerals, Polymers and Rural Engineering. These sectors need to adopt New Business Models to face the competition arising from Large Enterprises and all this requires professional management talent

- **Growing non-profit and social enterprises:** Non-Governmental and Non-Profit Organizations are increasing rapidly. These organizations are working in the area of Sanitation, Conservation of Natural Resources, Child and Women Health, Education, Financial inclusion and so on. A few of the well-motivated educated people are driving these initiatives. Often, they face challenges in strengthening organizational competencies, strengthening of Processes, Mobilization, and Management of Financial Resources and Scaling of Operations. Government plans to develop new Industry corridors such as holistic development of New Islands, and Coastal Employment Zones are expected to enhance Business Opportunities, Exports and Employment Opportunities.

- **Emerging Entrepreneurship:** The startup India and other initiatives are encouraging the youth towards entrepreneurship. The new technology platforms, disruptive technologies are challenging the current management education. Therefore, in the backdrop of the fast disruption and changing scenario, Management Program (PGDM) needs to be revisited and revised.

PGDM PROCESS

On a mission mode to improve the quality of management education, the Institute constituted an Academic council of the board to decide on curriculum and examination, the curriculum of the course, the procedure for evaluation/assessment of students in accordance with the Model Curriculum and Examination Reforms prescribed by the AICTE from time to time.AICTE has taken up a major initiative of introducing PGDM curriculum as a prime reform. While IIMs and other premier management institutions are moving forward with periodical review of course curriculum many of the vast majority of the management institutions are left behind with following same old curriculum.

Curriculum Process:TIAS-CDL has adopted consultation process with different stake holders of Management Education, understanding the need for strengthening of Skills and Competencies, enhancing Ethical and Interpersonal Sensitivity, need for strengthening Business Ethics, curriculum with Indian examples, implications of Indian Cultural and Regional diversity, large enrollment of Non-Engineering background students, and challenges in understanding Corporate Work Environment.
The institute also reviewed the current PGDM curriculum in accordance to the model curriculum for Management Programme of AICTE.

The key focus areas are:

- Enhancement of Soft Skills, Personality Development and Communication,
- Promoting Entrepreneurial Thinking,
- Industry Collaboration,
- Number of Electives,
- Diversity in Admission Process,
- Adequate Exposure to Case Study and Practical Approach,
- Laying Emphasis on Analytical Skills,
- Meeting the Local Needs of the Business,
- Exposure to Social Sector,
- Inculcating Indian Ethos and Value System,
- Meeting the Managerial Requirements of SMEs,
- Welcoming the Public Policy Issues,
- Promoting Innovative and 'Out of Box' Thinking.

The meeting held along with special invitees from different attachments had a long discussion based on the various parameters. The outcome of the discussion was aligning of curriculum with the Department/Institute's mission and identification of most essential learning outcomes of PGDM program, Credits, Core and Elective courses, and Course Mapping.

LEARNING OUTCOMES

1. The PGDM curriculum focuses on the alignment of PGDM program curriculum with Department/Institute's mission. The most essential learning outcomes of PGDM programs are identified through stakeholder consultation. The learning outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. After in depth discussion, the committee identified the six most popular learning outcomes of PGDM as below:
2. Business Environment and Domain Knowledge (BEDK): Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of Local and Global Business Environment and Society. This helps in recognizing the functioning of Businesses, identifying Potential Business Opportunities, evolvement of Business Enterprises and exploring the Entrepreneurial Opportunities.

3. Critical Thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI): Competencies in Quantitative and Qualitative Techniques. Graduates are expected to develop skills on analyzing the Business Data, Application of relevant Analysis, and Problem Solving in other functional areas such as Marketing, Business Strategy and Human Resources.
4. Global Exposure and Cross-Cultural Understanding (GECCU): Demonstrate a global outlook with the ability to identify aspects of the Global Business and Cross Cultural Understanding.
5. Social Responsiveness and Ethics (SRE): Developing responsiveness to Contextual Social issues / Problems and Exploring Solutions, understanding Business Ethics and resolving Ethical dilemmas. Graduates are expected to identify the contemporary Social problems, exploring the opportunities for Social Entrepreneurship, Designing Business Solutions and demonstrate Ethical Standards in organizational Decision making. Demonstrate awareness of Ethical issues and can distinguish Ethical and Unethical Behaviors.
6. Effective Communication (EC): Usage of various forms of Business Communication, supported by effective use of appropriate Technology, Logical Reasoning, Articulation of Ideas. Graduates are expected to develop effective Oral and Written Communication especially in Business Applications, with the use of appropriate technology (Business Presentations, Digital Communication, Social Network platforms and so on).
7. Leadership and Teamwork (LT): Understanding Leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate Leadership Qualities, maximize the usage of diverse skills of team members in the related context.

PROGRAM STRUCTURE (PGDM)

The responses of various stakeholders are clear that high-quality management education is essential for the digital age and using technology is powerful way to enhance changing requirements of the Corporates, Business Enterprises and Society. Employability, Innovation, Theory to Practice connectedness are the central focus of PGDM curriculum design and development. The curriculum is designed so as to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to meet the requirements of business enterprises.

Entrepreneurship and Innovation: To ignite the entrepreneurial spirit or inculcate culture of entrepreneurship the curriculum of PGDM program has a course on Entrepreneurship and Innovation.

Sustainability and Social Responsiveness: A course on Sustainability and Social Responsiveness is needed focusing Corporate Social Responsibility (CSR), Social Responsiveness and a Triple Bottom Line wraparound in the curriculum that emphasizes balancing the organization’s Profit and Wealth creation goals keeping in mind for the long-term interests of People and Planet.

Management of Social and Not for Profit Sectors: Social Enterprises like ‘Akshyapatra’ and Not for Profit organizations like ‘Arvind Eye care’ have made remarkable success by addressing the societal needs through Non-Governmental channel. These organizations have extensively applied management principles and made remarkable achievement especially in the non-profit context.

Management of MSMEs: Although all MSME are commercial and for-profit enterprises the ecosystem, scale and scope of these organizations demands special attention in management education.

Indian Ethos and Business Ethics: Several stakeholders have expressed that management education system should be encouraged to develop the indigenous management thought. In the recent past, several managers and academics have extended the interpretations of this traditional Indian literature to management education. Indian Philosophy is not contradictory to the western thought of wealth creation or wealth accumulation (Artha) but also emphasizes on other three permissible goals of life- Dharma, Karma and Moksha. Organizational Theories, Organizational Psychologies, Motivating the Personnel and Driving them towards organizational goals are largely influenced by western literature.

Internship/ field work: In order to encourage practical thinking and application of management knowledge 8 credits internship /field work is mandatory.

CURRICULUM MAPPING

A curriculum map is a communication tool that visually aligns identified learning outcomes with the content of individual courses or experiences in the program. It is typically designed as a matrix, with the learning outcomes listed on the top row and the individual courses or experiences listed in the first column (or vice versa).

Curriculum maps provide an overview of the structure of the curriculum and the contribution of individual courses to the goals of the program. Curriculum maps can identify program strengths student learning outcomes that are thoroughly addressed. Curriculum maps can also help to identify gaps (learning outcomes that are addressed by only a few courses) and suggest whether students take courses in an optimal sequence. Finally, curriculum maps can serve as useful advising tools that provide students with an overview of the role of each course in the curriculum and why some courses should be taken in a particular order.

Types of Curriculum Maps: An overview map is the simplest type of curriculum map. It is a matrix of courses and learning outcomes, where an indicator (X or √) is placed in the matrix cells for those courses that address a specific learning outcome. These are identified through a review of course syllabi, and feedback from instructors. The level of knowledge/ skill map describes the level that students are expected to achieve on this learning outcome in a given course. This type of map helps inform decisions on course sequencing. It illustrates opportunities for acquisition of disciplinary knowledge/skills before mastery is expected. Common indicators for levels include IRMA: Introduce (I), Reinforce (or Develop or Practice) (R), Master (M), Assess (A)

Curriculum Mapping Process: Curriculum mapping process includes five basic steps:

Step 1: List the identified learning outcomes on the top row.
Step 2: List all core courses and events/experiences (internships etc.) in the first column.
Step 3: Determine the alignment between core courses and outcomes.

Step 4: Make a Judgment regarding the level of material delivery using simplest type of curriculum map or the level of knowledge/ skill curriculum map.
Step 5: Analyze syllabus to determine whether students are given opportunities to demonstrate performance on the outcomes and provided with feedback. A typical curriculum map is depicted in Table 3.

Best Practices in Curriculum Mapping: The best practices in curriculum mapping include:

1. The program curriculum map should reflect consensus of the faculty who are teaching in the program. Multiple instructors of the same course should agree on which outcomes are addressed in that course.
2. Publish the completed map to faculty and students.
3. Mapping should allow programs to justify each course in their curriculum. All courses, required and elective, across all tracks, should relate to one or more student learning outcomes.
4. If the program is too exhaustive, then eliminate outcomes that are not highly-valued and focus on the highly-valued ones, strengthening the curriculum to address those outcomes more thoroughly.
5. The curriculum map should be revisited during the assessment cycle, making changes as disciplines.

TYPICAL CURRICULUM MAP FOR PGDM PROGRAM

S.No	Core courses /Events/Internships	Business ethics and social responsiveness	Critical thinking business analysis problems solving and Innovations	Global Exposure and cross cultural understanding	Business Environment and domain knowledge	Effective Communication	Leadership and Team Work
1.	Managerial (Micro)Economics	√	√		√	√	
2.	Indian Economy and Policy		√	√	√		
3.	Business Communication					√	√
4.	Legal and Business Environment (Micro and Macro)	√		√	√	√	
5.	Indian Ethos and Business Ethics	√					√
6.	Legal aspects of Business	√		√	√	√	
7.	**Financial Reporting, Statements and Analysis** "Financial Management"		√		√		
8.	Indian Financial System and Financial Markets	√	√	√	√		

9.	Marketing Management		√		√	√	√
10.	**Market Research** "Marketing Management"		√		√		√
11.	Operations Management		√		√	√	√
12.	Project Management		√		√		
13.	**Computer Applications for Business** "Information Technology Management, Business Intelligence and Applications"		√		√		
14.	**Human Resources Management** "Management of International Business"	√			√		√
15.	Managerial Skills for Effectiveness	√	√				√
16.	**Organisational Behaviour** "Management Process & Organizational Behavior"		√		√		√
17.	**Corporate Strategy** "Strategic Management"	√	√				
18.	**Corporate Social Responsibility and Sustainability**"Corporat e Social Responsibility, Human Values & Ethics"	√		√	√		√
19.	**Entrepreneurship..Man aging Innovation, Intrapreneurship & Change** "Managing Innovation, Intrapreneurship & Change"	√	√	√			
20.	Business Statistics and Analytics for Decision Making		√		√		
21.	**Quantitative Techniques** "Decision Science "		√		√		
22.	Capstone	√	√		√	√	√
23.	Internship	√	√	√	√	√	√

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(PGDM/ PGDIT/ PGDFBM/PGDFM/MM/HRM/OM)

	FIRST SEMESTER		
Code No.	**Paper**	**Credits**	**Distribution of Course**
TDL – 01	Management Process & Organizational Behavior	5	Core
TDL – 02	Decision Sciences	5	Core
TDL – 03	Information Technology Management	5	Core
TDL – 04	Business Communication	5	Core
TDL – 05	Management of International Business	5	Core
	Total	**25**	

	SECOND SEMESTER		
Code No.	**Paper**	**Credits**	**Distribution of Course**
TDL – 06	Financial Management	5	Core
TDL – 07	Marketing Management	5	Core
TDL – 08	Business Research	5	Core
TDL – 09	Human Resources Management	5	Core
TDL – 10	Business Intelligence and Applications	5	Core
	Total	**25**	Core

Note: The Subjects Taught in the First and second Semesters are common for all the Five Specialized Post Graduate Programs i.e. PGDIM, PGDFM, PGDOM, PGDHRM, PGDMM.

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(PGDIT/ PGDFBM/ PGDFM/MM/HRM/OM)

	THIRD SEMESTER		
Code No.	**Paper**	**Credits**	**Distribution of Course**
TDL- 11	Strategic Management	5	Core
TDL- 12	Corporate Social Responsibility, Human Values & Ethics	5	Core
-	ELECTIVE-1	5	Core
-	ELECTIVE-2	5	Core
-	ELECTIVE-3	5	Core
	Total	**25**	

	FOURTH SEMESTER		
Code No.	**Paper**	**Credits**	**Distribution of Course**
TDL- 13	Managing Innovation, Intrapreneurship & Change	5	Core
TDL-14	Project based Dissertation/ family business startup	7	
-	ELECTIVE-4	5	Core
-	ELECTIVE-5	5	Core
-	ELECTIVE-6	5	Core
	Total (List of Electives prescribed in syllabus)	**27**	

Total Credits =	**102**
To obtain the degree a student shall require 98 Credits.	

Note: The students would be required to submit project report based on family business startup of 5 credits each, common in PGDIM, PGDFM, PGDOM, PGDHRM, PGDMM.

LIST OF ELECTIVE FOR PGDIT/ PGDFBM/ PGDFM/PGDMM/PGDHRM/PGDOM

	INFORMATION TECHNOLOGY	
Course Code	**Course Title**	**Credits**
TIT-01	Digitalization and E-Governance	5
TIT-02	Data Base Management System	5
TIT-03	Enterprise Resource Planning for Management	5
TIT-04	Internet of Things (IOT) for Management	5
TIT-05	AI and Machine Learning Applications in Business	5
TIT-06	Cyber Security for Management	5

	FAMILY BUSINESS MANAGEMENT	
Course Code	**Course Title**	**Credits**
TFBM-01	Essentials of Family Business Management	5
TFBM-02	Business Plan, Private Equity, Franchising, Social Entrepreneurship	5
TFBM-03	Family Business Startup	5
TFBM-04	Family Business and Environmental Concerns	5
TFBM-05	IT for Family Business Management	5
TFBM-06	Capstone. Case study of family owned business	5

	FINANCE	
Course Code	**Course Title**	**Credits**
TFIN-01	Management Of Financial Services And Institutions	5
TFIN-02	Project Management And Infrastructure Finance	5
TFIN-03	Multinational Financial Management	5
TFIN-04	Management Of Banking And Insurance	5
TFIN-05	Security Analysis And Portfolio Management	5
TFIN-06	Financial Derivatives	5

	MARKETING	
Course Code	**Course Title**	**Credits**
TMKT-01	Brand Management	5
TMKT-02	Service Marketing	5
TMKT-03	Consumer Behavior	5

TMKT-04	Customer Relationship Management	5
TMKT-05	Sales and Distribution Management	5
TMKT-06	Rural Management	5

	OPERATIONS	
Course Code	**Course Title**	**Credits**
TOM – 01	Operations Management (OM)	5
TOM – 02	Logistic and Supply Chain Management	5
TOM – 03	Project Management	5
TOM – 04	Material Management	5
TOM – 05	Operation Research	5
TOM –06	Production Management	5
	HUMAN RESOURCE	
Course Code	**Course Title**	**Credits**
THR-01	Performance Management	5
THR-02	Training And Development	5
THR-03	Organizational Change And Development	5
THR-04	Industrial Relations And Labour Legislations	5
THR-05	Strategic Human Resource Management	5
THR-06	Cross Cultural Hum an Resource Management	5

Norms for PGDIM Courses:

1. The duration of the Post Graduate Diploma in Management (PGDM) Course shall not be less than 21 months.

2. The Academic calendar for admission of students shall be followed as prescribed by AICTE. The admission shall be started from 1st March (subject to the grant of EoA for the current Academic Year by the Council) and end by 30th June every year.

3. The Academic calendar for admission of students shall be followed as prescribed by AICTE. The admission shall be started from 1st March (subject to the grant of EoA for the current Academimic Year by the Council) and end by 30th June every year.

4. Admission to PGDM Courses shall be made only from the candidates qualified from any one of the six All India tests, i.e.; CAT, XAT, CMAT, ATMA, MAT, GMAT or the common entrance examinations or TECNIAMAT (if any) conducted by the respective State Governments for all Institutions other than Minority Institutions.

5. The candidates shall be short listed on the basis of the overall rank computed taking into account of the following components and their weights:

   - Score in the Common Admission test – 35 to 60%
   - Score for academic performance in X Std., XII Std., Under Graduate Degree/ Post Graduate Degree – 5 to 25% .
   - Group discussion/ interview – 20 to 45%.
   - Weightage for participation in Sports, Extra-Curricular activities, Academic diversity and Gender diversity – 5 to 20%.

6. The academic session shall normally be from 1st July of the Current Calendar Year to 30th June of the next Calendar Year.

FIRST SEMESTER
SYLLABUS
PGDM

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Management Process & Organizational Behavior

Course Code: TDL 01 **Credits - 5**

Objective: This course is designed to expose the students to fundamental concepts of management, its processes and behavioral dynamics in organizations.

Course Contents

Unit I
Introduction to Management: Meaning and Nature of Management, Evolution of Management, Managerial Functions, Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives, Case Studies.

Unit II
Process of Management: Planning-Process and Techniques, Directing-Principles and Process, Controlling-Process and Techniques, Decision Making Models, Case Study.

Unit III
Fundamentals of Organizational Behaviour: Introduction and Meaning, OB Models & Approaches, Work Force Diversity, Organizational Justice, Whistle Blowing and Social Responsibility, OB Trends, and Case Study.

Individual Processes and Behaviour: Personality, Perception, Attitude, Learning, Motivation, Managing Emotions and Stress at Work.

Unit IV
Interpersonal Processes and Behavior: Communication, Work teams and group dynamics Leadership, Conflict Management, Interpersonal Behavior and Relations, Transactional Analysis, Case Study.

Organizational Processes and Structure: Organizational Design and Structure, Organizational Culture and Climate, Organizational Change and Development, Cross Cultural Organizational Behavior.

Text Books

1. Robbins, S.P. Judge, T.A., Vohra, N. (2016), Organizational Behaviour, 16/e, Pearson Education.
2. Pierce, J.L. & Gardner, D.G. (2010), Management and Organizational Behavior, Cengage Learning.

Reference Books

1. Nelson D.L., Quick, J.C. &Khandelwal, P. (2014), ORGB, 2/e, Cengage Learning
2. Green Berg, J. and Baron, R.A. (2015), Behaviour in Organization, Pearson Education.
3. Newstrom, J.W. & Davis, K (2014), Organizational Behaviour at Work, Tata McGrawHill.
4. George, J. M. & Jones, G.R. (2012), Understanding and Managing Organizational Behaviour 6/e, Pearson Education.

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Decision Sciences

Course Code: TDL 02 **Credits - 5**

Objective: To expose students to quantitative techniques in management decision making.

Course Contents

Unit I

Probability – Meaning, Approaches of Probability Theory, Addition and Multiplication Theorems, Conditional Probability, Bayes' Rule, Probability Distributions – Binominal Poisson, Normal Distribution, Application of Probability Theory in Business Decision Making.

Unit II

Linear Programming – Meaning, Assumptions of Linear Programming, Formulation of Linear Programming Model, Solution of Linear Programming Problem with the help of Graphical and Simplex Method, Concept of Duality, Shadow Prices, Sensitivity Analysis, Role LP in Economic Decision Making. Transportation Problems - Initial Basic Feasible Solution, Test for Optimality.Assignment Problems, Travelling Salesman Model.

Unit III

Decision Theory - Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis.Game Theory - Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory Problems with the help of Graphical, Algebraic and Simplex Methods.

Unit IV

Network Analysis – Meaning of Networking, Network Analysis with help of PERT and CPM Models, Resource Planning and Meaning of crashing, Queuing Theory – Meaning, Concepts and assumptions of queuing models, M/M/1/FIFO. Simulation Modeling.

Textbooks

1. Render Barry, Stair RM, Hanna ME and Badri TN (2016), Quantitative Analysis for

Management, 12/e, Pearson India
2. Ken Black (2013), Business Statistics: For Contemporary Decision Making, 8/e, Wiley-India.

Reference Books

1. Sharma, J.K. (2013), Operations Research: Theory and Applications, 5/e, Macmillan, India
2. Taha, Hamdy (2014), Operations Research: An Introduction, 9/e, Pearson India
3. Levin Richard and Rubin DS (2012), Statistics for Management, 7/e, Pearson Education.
4. Kapoor VK, (2014), Operations Research: Techniques for Management, 9/e, Sultan Chand & Sons, New Delhi.

POST GRADUATE DIPLOMA IN MANAGEMENT

Approved by AICTE , Ministry of Education, Govt. of India

Information Technology Management

Course Code: TDL 03 **Credits - 5**

Objective: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Contents

Unit I

Computer Hardware and Number System: - CPU, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies. Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic.

Unit II

Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Process of Software Development, Data Analysis using Spreadsheets Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems) DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries

Unit III

Data Communication and Networks: Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of Computer Networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-Networking devices. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets.

Unit IV

Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Classification of Information Systems. Overview of Security Issues in Information Technology, Emerging Trends in Information Technology.

Text Books

1. ITL Education Solutions (2012), Introduction to Information Technology, 2/e, Pearson Education.
2. Turban, Rainer and Potter (2006), Introduction to information technology, 2/e, John Wiley and Sons.

Reference Books:

1. Turban Efraim, Ephraim McLean, James Wetherbe (2006), Information Technology for Management - Transforming organizations in the digital economy, 5/e, Wiley India

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Business Communication

Course Code: TDL 04 **Credits -5**

Objective: The aim of the course is to train students to enhance their skills in written and oral communication through practical conduct of this course. This course will help students develop competence in communication so that they can successfully handle the challenges of all types of communication in business.

Course Contents

Unit I
Introduction to Business Communication: Business communication- definition, Importance. Forms and Types of Communication (Downward, Upward, Horizontal and Lateral Communication), Formal and Informal Communication Network.Process of communication.Barriers and Gateways to communication.

Unit II
Written Communication and Applications of Communication: Principles of Written Communication – 7C's Concept. Business and Commercial Letters (Request letters, Good News letters, Bad news letters, Persuasive letters, Sales letters).Minutes of the Meeting, Report Writing, Job application and Resume Writing, Business communication via Social Network, Writing a Blog.

Unit III
Oral Communication and Business Etiquettes: Principles of Oral Presentation, Factors Effecting Presentation, Video-conferencing and Skype, Non – Verbal Communication (Para language, Time, Space, Silence, Body language). Group Discussion and Employment Interview, Business Etiquettes and Professionalism, Introduction and Greetings, Dressing and Grooming, Gifting in Business, Public Speaking, Active Listening.

Unit IV
External Influence on Business Communication: Legal and Ethical dimensions of communication (Dealing with pressure to compromise your ethics). Cross Cultural and Diversity Issues of Communication, Technology Enabled Communication, Negotiation and its relevance in Business Communication, Mass Communication.

Text Books

1. Lehman, C.M., DuFrene D.D., &Sinha M. (2013), BOM – What's Inside: An Innovative Approach to Learning and Teaching – Business Communication, 3/e, Cengage Learning. Lesikar, R.V., Flatley M.E., Rentz, K., &Pande N. (2014),Business Communication: Making Connections in a Digital World, 11/e, McGraw Hill Education (India) Private Limited.

Reference Books

1. Pearson, J.C., Nelson, P.E., Titsworth S., & Harter, L. (2013), Human Communication, 4/e, McGraw Hill Education (India) Private Limited.
2. Dignen, B. & McMaster I. (2013), Communication for International Business: The Secrets of Excellent Interpersonal Skills , 4/e, HarperCollins Publishers.
3. Conger, J.A. (2013), HBR's 10 Must Reads on Communication – Harvard Business School Publishing Corporation
4. Monipally, M.M. (2013), Business Communication: From Principles to Practice, 1/e, McGraw Hill Education.

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Management of International Business

Course Code: TDL 05 **Credits-5**

Objective: The objective of this course is to enable the students to manage business when the Organizations are exposed to overseas environment.

Course Contents

Unit I
Introduction to International Business: Nature and Scope of International Business; E.P.R.G. Approach, The Environment Of International Business, Reasons for Going International, Analyzing International Entry Modes, Entry Barriers, Porters Diamond Model, Deming Eclectic OLI model and other models.

Unit II
Formulating & Implementing Global Strategy: International Competitive Advantage, International Strategic Alliances, Global Mergers and Acquisition, Organization Design & Structures.

Unit III
Managing Globally: Cross-Cultural Management: Hofstede Study, Edward T Hall Study, Cultural Sensitization using sensitivity analysis, Global Marketing Management, Global Operations Management & Global Supply Chain Management, Global Human Resources Management, Aspects of Global Financial Management.

Unit IV
Broad Issues in Globalization: Ethical issues in Context of International Business, The Social Responsibility of the Global Firm, International Negotiations and Cross-Cultural Communication, Globalization and the Internet, distinction between TNC and MNC, future of International Business and other emerging concepts.

Text Books

1. Daniels John, RadebaughLee , Sullivan Daniel, Salwan P. (2016), International Business, 15/e, Pearson Education
2. Holmes George, Luthans Fred &Doh Jonathan P, (2016), International Management:Culture, Strategy, and Behavior, 9/e, McGraw-Hill;

Reference Books

1. Charles W L Hills, Arun Kumar Jain (2014), International Business Competing in the Global Marketplace, McGraw Hill Education (India) Private Limited.
2. KAswathappa (2014), International Business, Tata Mcgraw Hill.
3. Ball D.A, McCulloch, Jr. W.H, Geringer J.M, Minor M.S and McNett J.M (2013), International Business The Challenge of Global Competition, McGraw Hill Education (India) Private Limited.
4. Deresky (2013), International Management: Managing across borders and culture, Text and Cases, 8/e, Pearson Education.

SECOND SEMESTER SYLLABUS PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Financial Management

Course Code: TDL 06 **Credits-5**

Objective: The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm. Use of MS-Excel Functions and Formulas will be promoted amongst students for all topics given in the syllabus.

Course Contents:

Unit I

Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds, Computation of EMI, Annuity, Annuity Due. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Financial Statement Analysis, Ratio Analysis, Common Size Statements, Du Pont Analysis.

Unit II

Planning for Sources of Finance (Domestic and International); Capital Structure; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach, Cost of Capital; EBIT – EPS Analysis, Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds.

Unit III

Capital Budgeting - Conventional and DCF Methods; Inflation and Capital Budgeting; RiskAnalysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis, Introduction to Financial Analytics.

Unit IV

Retained Earnings Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Funds through Management of Assets - Fixed and Current: Sustainable Growth Rate. Working Capital Management; Concept of Working Capital, Working Capital Approaches, Working Capital Estimations, Management of Cash (Various Theoretical Models), Inventories, Receivables, Marketable Securities and Account Payables.

Text Books

1. Van Horne, James, C, Sanjay Dhamija, (2012), Financial Management and Policy, 12/e, Pearson Education.
2. Pandey I.M (2015), Financial Management, 11/e, Vikas Publishing House Pvt Ltd, Delhi

Reference Books

1. Prasanna, Chandra (2015), Financial Management: Theory and Practice, 9/e, Tata McGraw Hill.
2. Jonathan Berk, Peter De Marzo, (2016), Financial Management, Pearson Education.

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Marketing Management

Course Code: TDL 07 **Credits – 5**

Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Course Contents

Unit I
Introduction to Marketing: Meaning and Scope of Marketing; Marketing Philosophies; Concept of Customer Value, Marketing Management Process-An Overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning, Over View of Competitive Marketing Strategies.

Unit II
Product and Pricing Decisions: Product Concept; Product Classifications; Product Levels; Product Differentiation; Product Mix; Product Line Decisions; Product Life Cycle-Concept & Strategies; Packaging; Brand and Branding Strategies; New Product Development Process; Pricing-Pricing Objectives, Determinants of Price, Pricing Methods & Strategies.

Unit III
Promotion and Distribution Decisions: Promotion Mix-Advertising, Personal Selling, Publicity, Direct Marketing and Sales Promotion; Integrated Marketing Communication, Channels of Distribution; Functions of Intermediaries; Channel Design Decisions, Selecting Channel Members; Channel Management; Emerging Channels of Distribution.

Unit IV
Contemporary Marketing Trends and Issues: Rural Marketing, Social Marketing; Green Marketing; Digital Marketing; Ethical Issues in Marketing. Introduction to Marketing Analytics.

Text Books

1. Kotler,P., Keller, K.L. (2015), Marketing Management, 15/e, Pearson Education.
2. Baines, P., Fill, C., Page, K., Sinha, P.K. (2013), Marketing: Asian Edition, Oxford University Press, New Delhi.

Reference Books

1. Ramaswamy, V.S and Namakumari, S. (2013), Marketing Management: Global Perspective Indian Context, 5/e, McGraw Hill Education (India) Pvt Ltd, New Delhi
2. Lamb, C.W, Hair, J.F, Sharma D. &Mc Daniel C. (2012), Marketing- A South Asian Perspective Edition, Cengage India Pvt. Ltd, Delhi

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Business Research

Course Code: TDL 08 **Credits – 5**

Objective: The course aim at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Course Contents

Unit I
Introduction: Introduction to business research-types of research, process of research, Formulation of the research problem, development of the research hypotheses, Types of Hypotheses. Lab Work of around 4 hours.

Unit II
Research Design: Definition, functions, exploratory, descriptive, experimental; Experimental research designs-pre-experimental, quasi-experimental, true experimental, statistical; Validity of research instruments-face and content, construct validity; Reliability of research instruments internal consistency procedures; Methods of data collection-primary and secondary sources; Attitudinal scales-Likert, Thurstone, Guttman scales; Questionnaire designing. Lab Work of around 4 hours.

Unit III
Sampling and Data Analysis: Concept, designs; Types of sampling designs- probability, non-probability, mixed sampling designs; sampling frame; Sample size determination; Data processing- editing, coding and tabulating; Data analysis-Univariate, Bivariate, Multivariate; Hypothesis testing- concept, types of errors, steps in hypothesis testing.

Unit IV
Analytical Techniques: Parametric Vs Non-parametric tests, Anova, Correlation and Regression Analysis, Chi-square Test, Non-parametric Tests for Normality, Runs Test, Advanced data analysis techniques-basic concepts of factor analysis, discriminant analysis and Conjoint Analysis. Lab Work of around 4 hours.

Text Books

1. Chawla Deepak, SodhiNeena (2015), Research Methodology Concept and Cases, 2/e, Vikas Publishing House.
2. Malhotra K. Naresh, Dash Satyabhushan (2015), Marketing Research 7/e, Pearson Education Ltd.

Reference Books

1. Cooper Donald, Schindler Pamela, Sharma J K (2012), Business Research Methods, 11/e, McGraw Hill Education
2. BrymanAlan, Bell Emma (2011), Business Research Methods, 3/e, Oxford University Press

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Human Resource Management

Course Code: TDL 09 **Credits -5**

Course Objectives: The course shall enhance the understanding of varied practices and processes of managing human resources and understand their relevance and contribution in terms of not only organization, but the other employees working therein, and also the society at large.

Course Content

Unit I
Introduction to Human Resource Management: Concept of HRM, Nature, Scope, Functions, Models of HRM; Roles and Responsibilities of HR managers; Business and organizational restructuring and its implications for human resource management; The HRM and approaches to HRM; Competitive Challenges and HRM: Workforce Diversity, Managing Protean Careers, Moonlighting Phenomenon, Psychological Contract, developmental leadership, employee engagement.

Unit II
Strategy and Workforce Planning: Strategic Planning and HR Planning: Linking the Processes, Methods and Techniques of Forecasting the Demand and Supply of Manpower, Turnover and Absenteeism, Job Analysis, Job Design and Re-design: Job enlargement, Job Enrichment, Corporate strategy and human resource management; HRM and culture management. Managing HR after mergers and acquisitions.

Unit III
Expanding the Talent Pool: Recruitment, Selection, Career Development Initiatives, HRM Competencies: Roles of HR Generalists and HR Specialists, Training & Development, Balance Scorecard(BSC), Idea underlying BSC, Research by Kaplan and Norton Introducing BSC- step By- Step.

Unit IV
Contemporary Issues in HR – Strategic Human Resource Management, International Human Resource Management ,Wellness Programs Work Life Balance and Green HRM; Different working patterns (e.g. day work, shift systems, flexi-time, working at home, casual employment)Human Resource Information Systems and e–HR for the digital age.

Competency mapping .Empowering managers through positive political skills, Mentorship, Introduction to Human Resource Analytics.

Text Books

1. Dessler, G. &Varkkey B., (2015), Human Resource Management, 14/e, Pearson Education.
2. Denisi, A., Griffin, R. and Sarkar, A. (2014), HR, Cengage Learning (India Edition).

Reference Books

1. Torrington et al (2014), Human Resource Management 9/e, Pearson Education.
2. Lepak, D. &Gowan M. (2009), Human Resource Management, Pearson Education.
3. Ivancevich, J.M. (2014), Human Resource Management, 10/e, Tata McGraw Hill.
4. Byars, L.L. & Rue, L.W. (2014), Human Resource Management, 10/e, Tata McGraw Hill.

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Business Intelligence and Applications

Course Code: TDL 10 **Credits - 5**

Objective: This course is intended to expose the students to the latest tools of Business Intelligence and applying those tools for effective decision-making.

Course Contents

Unit I
Business Intelligence and Business Decisions: Decision Support Systems; Group Decision support and Groupware Technologies, Expert Systems.

Unit II
Data Warehousing: - Features, System Databases, Creating Databases and Tables, Constraints, Data Manipulation Language, OLTP & OLAP, Data Marts, Data Warehousing, Data Warehouse Architecture. Success factors of Data Warehousing.

Unit III
Data Mining and Knowledge Discovery: Phases of knowledge Discovery in Data Bases (KDD); Data Mining Techniques; Market Basket Analysis, Applications of Data Mining.

Unit IV
Knowledge Management: Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management Technologies, Emerging Issues in Business Intelligence.

Text Books

1. Efraim Turban, E. Aronson (2013), Decision Support and Business Intelligent Systems.9/e, Pearson Education.
2. Sam Anahory, Dennis Murray (2006), Data Warehousing in the Real World, Pearson Education.

Reference Books

1. PaulrajPonniah (2003), Data Warehousing Fundamentals. John Wiley.
2. Fernandez, Irma Becerra (2008), Knowledge Management, 1/e, Pearson Education.
3. Panda, Tapan K (2008), Knowledge Management, 1/e, Excel Books, Delhi.
4. Dr. Sachin Kumar, KadambriAgarwal (2013), Data Mining and Data Warehousing, S.K. Kataria& Sons, Delhi.

THIRD SEMESTER
SYLLABUS
PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Strategic Management

Course Code: TDL 11 **Credit-5**

Objective: To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

Course Contents

Unit I

Nature of Strategic Management: Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance.

Unit II

Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets.

Unit III

Corporate-Level Strategies: Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies.

Unit IV

Strategy Implementation and Evaluation: Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.

Text Books

1. Thomas L. Wheelen, J. David Hunger (2016), Concept in Strategic Management and Business Policy, Pearson Education.
2. Arthur, A, Thomson and Strickland, A. J. (2002), Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.

Reference Books

1. Kark Rajneesh (2008), Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena, Penguin Books, India.
2. AzharKazmi (2004), Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
3. Hitt Michael A., Ireland R.D. and Robert E Hoskisson, Strategic Management: Competitiveness & Globalization, Concepts and Cases, Addison Wesley.

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Corporate Social Responsibility, Human Values and Ethics

Course Code: TDL 12 **Credit-5**

Objective: The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

Course Contents

Unit I
Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical Decision Making, Business Ethics Values and ethics as drivers of Corporate Social responsibility (CSR): A Historical Perspective from Industrial Revolution to Social Activism; The Stakeholder theory of Firm ; CSR and the regulatory issues.

Unit II
Ethical Dilemma , Implications of failed corporate responsibilities: Worker rights and health, Technology and Privacy in the workplace , Human rights, Stockholders Right and Corporate Governance; Consumerism; Unethical Issues in Sales, Marketing , Advertising and Supply Chain ; Intellectual Property Rights, Corruption in Business and Administration, Building a value based Corporate Culture , Big Data : Ethical and Regulatory Framework.

Unit III
Corporate Social Responsibility: Current CSR Practices of the Firms in India and Abroad, International Frameworks of CSR and Sustainability: Global Compact, Caux Round Table, OECD Guidelines for Multinational Enterprises , GRI, SA8000 Standard etc., BS / ISO Guideline on CSR Management (ISO-26000), Social Audit of Government Programs.

Unit IV
Sustainable Development: Challenges of Sustainable Development, Environmental Challenges as Business Opportunity, Kyoto Protocol and Clean Development Mechanism

(CDM), managing environmental Quality, Green IT initiatives, emerging trends in Corporate Social Responsibility,

Text Books

1. Lawrence, A. T., and Weber, J. (2016). Business and society: Stakeholders, ethics, public policy. Tata McGraw-Hill Education.
2. Blowfield, M., & Murray, A. (2014). Corporate responsibility. Oxford University Press.
3. Kenneth Laudon and Jane Laudon (2016), Management Information Systems: Managing the Digital Firm, 14/e, Pearson Education.
4. James O'Brien, George Marakas and Ramesh Behl (2014), Management Information Systems, 10/e, McGraw Hill Education India, Delhi.

Reference Books

1. Hartman, L. P. and DesJardins J. (2013). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin
2. Carroll, A., &Buchholtz, A. (2014). Business and society: Ethics, sustainability, and stakeholder management. Cengage Learning
3. Steneir J.F. and Steiner G.A. (2014) Business, Government and society : A Managerial Perspective Text and Cases McGraw-Hill Education.
4. Manuel G.Velasquez (2015), Business Ethics Concepts and Cases, Pearson Education.
5. Ralph Stair and George Reynolds (2012), Information Systems, 10/e, Cengage Learning.
6. D.P.Goyal (2014), Management Information Systems: Managerial Perspectives, 4/e, Vikas Publishing House.

FOURTHSEMESTER
SYLLABUS
PGDIM

POST GRADUATE DIPLOMA IN MANAGEMENT

Approved by AICTE , Ministry of Education, Govt. of India

Managing Innovation, Intrapreneurship & Change

Course Code: TDL-13 **Credit-5**

Course Objectives:

1. To develop innovative approach to business related skills of marketing, quality management production, distribution and human resource management etc.
2. To expose students to the need of innovation vis-à-vis sustainability.
3. To learn how to manage a startup business or service within an existing company in ways that allows it to succeed, to make a profit and to continue to grow.
4. To sensitize student to critical thinking, nurturing team work and change

Course Contents

Unit I

Innovation-The Innovation Imperative - Why innovate? The changing world of business, Key Definitions – Creativity, Invention, Innovation, Business Design, Innovation to Energize, Innovate for Growth, Profit, Innovate for Survival, Managing Change, Creativity & innovation. Myths Surrounding Creativity, Difference between innovation and creativity, Competencies, Assets and Knowledge: Profit Chain, Value Configurations – Value Chain, Value Network, Value Shop. Assets and Competencies, The Innovation Por tfolio – What to innovate? Vision – Portfolios and Feelings, What is the right question. Identifying Feelings and Needs, Sources of Innovation: Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators.

Unit II

Innovation for Emerging Economies-Value Stock, Techno economic Factors – Economic Differences, Product Specificity. Entry Strategies – Reach for later stage of the Product Life Cycle, Reach Deeper into the Value Stock, Options Approach. Implementation – Technology Transfer, Commercialization, Role of National Governments in Innovation,Why a Government Role? – Public Nature of Knowledge, Uncertainty, Innovation in Services, Customer Intelligence, Customer Intimacy, Customer Innovation. Brand Asset Monitoring, Customer Satisfaction & Loyalty Measurement, Touch Points Data Management, Service Organizations do Innovate, The Concept of Innovation in Services, Type of Innovation in services.

Unit III

Intraprenuership-The concept of Intraprenuership: Defining an intraprenuer, characteristics of people within an organization who are likely to become Intraprenuers, Ideas, Roles and Processes: Ideas – Scaling Ideas, Scope of Ideas, Degree of Change of Ideas, Orientation of Ideas, Idea Generation and Mobilization, Advocating & Screening, Idea Experimentation, Idea Commercialization, Diffusion and Implementation of idea, Intraprenuership – from concept to sustained Competitive Advantage.

Unit IV

Creativity and Change in Organizations-The Process of Change, Creativity & Innovation: Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, The Group – Nurturing Team Work: Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail?, The Leader – Promoting New Ideas at Work: Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Contingency theories, The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card, Culture – Enabling & Constraining Creative Processes at Work: Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture?, Managing Process of Change.

Text Books

1. Innovation Management, Allan Afuah, Oxford Indian Edition.
2. Innovation Management, ShlomoMaital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
3. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan, 1986.
4. Intraprenuership: Managing Ideas Within Your Organization By Kevin C. DeSouza.
5. Managing Change, Creativity & Innovation, Constantine Andriopoulos and Patrick Dawson. Sage Publications.

Reference Books

1. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books.
2. Creating the Intraprenuer: The Search for Leadership Excellence by Victoria C. DePaul.
3. Corporate Entreprenuership: Top Managers and New Business Creation. By – Vijay Sathe. Cambridge University Press, New York. 2003. ISBN: 978-0-521-61392-7.
4. Business Innovation in the 21st Century, Praveen Gupta, S Chand.

POST GRADUATE DIPLOMA IN MANAGEMENT

Approved by AICTE , Ministry of Education, Govt. of India

(PGDM/PGDFBM/PGDFM/MM/HRM/OM)

Project based Dissertation/ Family business startup

Course Code: TDL-14 **Credit-7**

All the students will submit their Summer Training Project based dissertation Reports in the fourth semester. The supervisor in the organization under whose guidance the summer training is carried out will be required to grade the student's project in the given institute format . Each student will be attached with one internal project guide, with whom they shall be in continuous touch during the training period. The internal project guide will be required to evaluate marks on the basis of the assessment report provided by the organization where the Summer Training has been completed and his/her own assessment about the work done by the student. Project evaluation on the basis of presentation and the assessment report received from the organization where student has undergone Summer Training.

ELECTIVES SYLLABUS
PGDM

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Digitalization and E-Governance

Course Code: TIT-01 **Credits -5**

Course Objective: The course is aimed at providing exposure and making the students aware about the role of IT in business enterprises and government enterprises through electronic governance.

Course Content:

Unit I

Overview of Digitalization, Digitalization for growth and Innovation: How digitalization leads to disruption and change of competition, IT and Business Advantage: Overview of Business Models, IT Impact on Business Models, IT Business Value, Developing the business case for IT. Understanding IT Infrastructure, Reliable and Secure IT Services. Governance and the IT function. Application of IT in digital governance.

Unit II

Understanding IT Infrastructure, Emerging Trends in IT Infrastructure acquisition and Service delivery, Managing a networked Organization, Organizational Issues in Managing and Controlling IT function, Managing IT Outsourcing: Why, What and When to outsource.

Unit III

E-Governance: Meaning of E-governance, Understanding the Evolution of e-Governance in the Indian and Global Context, Benefits of e-governance; Developing a strategic perspective on E Governance, Models of e-governance, E-governance action plan: National e-Governance Plan (NeGP), E-governance Infrastructure: Data Centers, State wide area networks (SWAN), National Service Delivery Gateways (NSDG), and Common Service Centers.

Unit IV

Life Cycle of an e-Government Project, Critical Success Factors in implementing E- Governance. Public Private Partnership for e-Governance Project, Managing a e-Governance project, Change Management and Capacity Building for e-Governance, Information Security Management, Technology architecture for e-Governance - Enterprise Applications and Open Source for e-Governance, Regulatory framework for e-Governance (IT Act)

Text Books:

1. Lynda M. Applegate, Robert D. Austin, Deborah L. Soule (2009), Corporate Information Strategy and Management, 8/e Mc Graw Hill Education.
2. Vinod Kumar T.M. (2015), E-governance for Smart Cities, Springer.

Reference Books:

1. S. Pankaj (2013). Electronic Governance, APH Publishing.
2. Obi.T. (2009) E-governance: A Global Perspective on a new Paradigm, Vol-I IOS Press.
3. Nanditha Das (2014). E-governance and Social Inclusion: Concepts and Cases, IGI Global Press

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Data Base Management System

Course Code: TIT-02 **Credits -5**

Course Objective- Understand the Fundamentals of Database Systems, Develop Conceptual Data Models, Apply Normalization Techniques, Master Relational Algebra Concepts and Understand Transaction Management.

Course Content

Unit I

What is Database System, Purpose of database system, View of data, Relational databases, Database Architecture, Data Models, Transaction Management.

Unit II

Database design and ER Model: Overview, constraint, ERD Issues weak entity sets, Codd rules, relational schemas, Introduction to Unified Modeling Language, Normalization(1NF,2NF,3NF,BCNF) Relational Algebra: Introduction, selection and projection, setoperation, joins division, Grouping and Ungrouping, Relational Comparison.

Unit III

Transaction Management: ACID properties, Serializability and concurrency control, Lock based concurrency control(2PL,Deadlock) Time Stamping Methods, Database Recovery Management

Unit IV

Overview and History of NoSQL Databases, Definition of the Four Types of NoSQL Database, The Value of Relational Databases, Getting at Persistent Data, Concurrency, Integration, The Emergence of NoSQL. Comparison of relational databases to new NoSQL stores, MongoDB, Cassandra, HBASE, Neo4j use and deployment, Application, RDBMS approach, Challenges NoSQL approach, Key-Value and Document Data Models, Column-Family Stores, Aggregate- Oriented Databases. Replication and sharding, MapReduce on databases

Text Books:

1. Sadalage, P. J., & Fowler, M. (2013). NoSQL distilled: a brief guide to the emerging world of polyglot persistence. Pearson Education.
2. Silberschatz, A., Korth, H. F., & Sudarshan, S. (2002). Database system concepts (Vol. 5. New York: McGraw-Hill.
3. Elmasri, R., Navathe, S. B., Elmasri, R., & Navathe, S. B. (2000). Fundamentals of Database Systems

Reference Books:

1. Date, C. J. (2004). An Introduction to Database Systems. 8-th ed.
2. Ullman, J. D. (1983). Principles of database systems. Galgotia publications.
3. Bipin C. Desai. (1990). An Introduction to Database Systems. West Publishing Co.

POST GRADUATE DIPLOMA IN MANAGEMENT
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Enterprise Resource Planning for Management

Course Code: TIT-03 **Credits -5**

Course Objective:

Understand the fundamental concepts and strategic importance of ERP systems in business. Explore how ERP systems integrate various business processes for better decision-making. Analyze the challenges and benefits of ERP implementation in organizations. Learn about key ERP modules and their role in different business functions.

Course Content:

Unit I: Introduction to ERP

Definition and importance of ERP in modern business. Evolution of ERP systems. Core concepts: Integration, centralization, and data consistency. Role of ERP in decision-making and competitiveness. ERP vs. traditional business systems.

Unit II: ERP in Key Business Functions

Overview of major ERP modules: Finance and Accounting, Human Resource Management, Supply Chain and Inventory Management, Sales and Marketing. Support of ERP in coordination between departments. ERP use in daily business operations.

Unit III: ERP Implementation and Management

Stages of ERP implementation: Planning to go-live. Role of top management and change management. Common implementation challenges and how to address them. Cost, time, and resource considerations. Success and failure factors in ERP projects.

Unit IV: ERP Trends and Case Studies

Real-world ERP case studies from various industries. ERP in small and medium enterprises (SMEs). Trends: Cloud ERP, mobile ERP, AI in ERP. ERP software overview: SAP, Oracle, Microsoft Dynamics. Future of ERP in business strategy.

Text Books:

1. Ellen Monk & Bret Wagner (2012), *Concepts in Enterprise Resource Planning*, Cengage Learning.
2. Alexis Leon (2014), *Enterprise Resource Planning*, McGraw-Hill Education.

Reference Books:

1. Fiona Fui-Hoon Nah (Ed.) (2001), *Enterprise Resource Planning Solutions and Management*, IGI Global.
2. Thomas H. Davenport (2000), *Mission Critical: Realizing the Promise of Enterprise Systems*, Harvard Business School Press.
3. Marianne Bradford (2015), *Modern ERP: Select, Implement, and Use Today's Advanced Business Systems*, Lulu Press.

POST GRADUATE DIPLOMA IN MANAGEMENT

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Internet of Things (IOT) for Management

Course Code: TIT-04 **Credits -5**

Course Objective:

The course aims to introduce students to the fundamental concepts of the Internet of Things (IoT) and its strategic relevance in business and management. It explores how IoT applications generate value across industries, the operational and ethical considerations of implementation, and the business impact through real-world use cases and case studies.

Course Content:

Unit I: Introduction to IoT in Business

Define IoT – A managerial perspective. Evolution and drivers of IoT. Components of an IoT ecosystem (sensors, connectivity, data, devices) – simplified. Business opportunities created by IoT. Use cases across sectors (Retail, Manufacturing, Healthcare, Agriculture, Logistics).

Unit II: Strategic Applications of IoT

IoT and digital transformation in business. Enhancing customer experience through IoT. IoT in supply chain, inventory, and logistics management. IoT and predictive maintenance. IoT-driven product innovation and service models (e.g., smart products).

Unit III: Management, ROI, and Challenges

Business model innovation through IoT. Cost-benefit analysis and ROI of IoT projects. Data privacy, cybersecurity, and ethical issues. Change management and organizational alignment. Regulatory and compliance considerations.

Unit IV: IoT Trends, Platforms & Case Studies

Emerging trends: Smart cities, wearable tech, Industry 4.0, AI + IoT. Introduction to major IoT platforms (Amazon AWS IoT, Microsoft Azure IoT, Google Cloud IoT – non-technical overview). Business success stories and lessons learned. Role of managers in leading IoT initiatives.

Text Books:

1. Bajpai, S. (2020), *Internet of Things: A Business Guide*, Wiley.
2. Raj, P., & Raman, A. C. (2017), *The Internet of Things: Enabling Technologies, Platforms, and Use Cases*, CRC Press.

Reference Books:

1. Minerva, R., Biru, A., & Rotondi, D. (2015), *Towards a Definition of the Internet of Things (IoT)*, IEEE.
2. Postscapes & Harbor Research Reports, *Annual IoT Business Trends and ROI Analysis*.
3. Harvard Business Review Articles, *IoT, Smart Products, and Digital Business Strategy*.

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AI and Machine Learning Applications in Business

Course Code: TIT-05 **Credits -5**

Course Objective:

The course is designed to introduce students to the foundational concepts of Artificial Intelligence (AI) and Machine Learning (ML) within a business context. It explores how AI/ML technologies are transforming various business functions, enhances decision-making and customer experience, and examines the opportunities, challenges, and ethical considerations of implementing AI/ML in organizations.

Course Content:

Unit I: Fundamentals of AI & ML in Business

Fundamentals of AI and Machine Learning. Categories of AI: Narrow AI, General AI; Supervised and Unsupervised Learning. The role of data in AI/ML. Business Intelligence vs. Machine Learning. Value of AI in business decision-making.

Unit II: Applications of AI/ML in Key Business Functions

Marketing: Customer segmentation, personalization, churn prediction. **Finance:** Credit scoring, fraud detection, financial forecasting. **Human Resources:** Resume screening, employee engagement, attrition prediction. **Operations:** Demand forecasting, predictive maintenance, supply chain optimization. **Customer Service:** Chatbots, sentiment analysis, virtual assistants.

Unit III: AI/ML Strategy, Implementation & ROI

Identifying business problems solvable by AI/ML. Building an AI/ML business strategy. Managing AI projects: teams, timelines, and partnerships. Measuring ROI of AI/ML initiatives. Change management and organizational alignment.

Unit IV: AI Trends, Ethics & Case Studies

Emerging AI technologies: Generative AI, Natural Language Processing (NLP), Computer Vision. Risks: Bias, privacy, job displacement, and AI misuse. Ethical frameworks and responsible AI use. Case studies from Amazon, Netflix, Google, and startups.

Text Books:

1. Sharda, R., Delen, D., & Turban, E. (2020), *Analytics, Data Science, and Artificial Intelligence: Systems for Decision Support*, Pearson.
2. Bughin, J., Seong, J., Manyika, J., & Chui, M. (2019), *The Promise and Challenge of the Age of Artificial Intelligence*, McKinsey Global Institute.

Reference Books:

1. Haenlein, M., & Kaplan, A. (2021), *AI in Practice: How Artificial Intelligence Is Changing Business*, Routledge.
2. Brynjolfsson, E., & McAfee, A. (2017), *Machine, Platform, Crowd: Harnessing Our Digital Future*, W. W. Norton & Company.
3. Harvard Business Review – Selected articles on *AI and Machine Learning in Business Strategy*.

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Cyber Security for Management

Course Code: TIT-06 **Credits -5**

Course Objective:

The course is designed to help students understand the strategic importance of cyber security in modern business environments. It focuses on identifying and managing cyber risks from a business perspective, ensuring compliance with regulations, and building leadership capabilities for fostering a cyber-resilient organizational culture.

Course Content:

Unit I: Introduction to Cyber security and Risk in Business

Define Cyber Security- A management perspective. Common cyber threats: phishing, malware, ransomware, insider threats. Cyber security as part of enterprise risk management. Business continuity, data breaches, and financial impact. Real-life examples of major cyber incidents.

Unit II: Cyber security Governance and Compliance

Cyber security policies and frameworks (ISO 27001, NIST – overview). Legal and regulatory requirements: GDPR, HIPAA, IT Act (India), etc. Data privacy laws and their impact on businesses. Governance roles: CIO, CISO, Board of Directors, and senior management. Auditing and reporting on cyber security risks.

Unit III: Organizational Strategy and Cyber Resilience

Creating a cyber security-aware culture. Employee awareness, training, and managing insider risk. Cyber insurance: when and why organizations use it. Incident response planning and crisis management. Cyber security budget planning and resource allocation.

Unit IV: Emerging Trends, Technologies, and Case Studies

Cloud security, mobile device risks, and IoT-related threats. Role of AI in cyber security: threat detection and automated response. Cyber security in digital transformation strategies. Case studies from the financial, healthcare, retail, and technology sectors.

Text Books:

1. P.W. Singer & Allan Friedman (2014), *Cyber security and Cyber war: What Everyone Needs to Know*, Oxford University Press.
2. Gregory J. Touhill (2014), *Cyber security for Executives: A Practical Guide*, Wiley.

Reference Books:

1. Kim, D., & Solomon, M. G. (2018), *Fundamentals of Information Systems Security*, Jones & Bartlett Learning.
2. Harvard Business Review Press (2020), *HBR Guide to Data Privacy and Cyber security*.
3. Industry reports from NIST, ISACA, and Deloitte on cyber security governance and trends.

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Essentials of Family Business Management

Course Code: TFBM-01 **Credits -5**

Course Objectives:

1. To motivate the entrepreneurial instinct of students and expose them to family owned business challenges and issues.
2. To develop and strengthen entrepreneurial quality and motivation especially towards Family owned business.

Course Contents

Unit I

Family businesses Uniqueness & Dynamics-Definitions of Family business, What constitutes a family business? Succession and Continuity, Economic impact, What Makes it Unique - The Nature, Importance, and Uniqueness of Family Business - Special strengths - family business culture and values, predictable problem resolution, commitment, Knowledge, Flexibility in Work, Time and Money, Long-range thinking, A stable culture, Speedy decisions, Reliability and pride. Dilemmas and challenges for family businesses- Resistance to change, Business challenges, Succession, Emotional issues, Family business people – Founders, Women in family businesses, Husband and wife teams, In-laws, Multifamily ownership, Non-family employees, Managing conflicts in family firms. Family business life cycles.

Unit II

The family's relationship with business & Next Generation-Articulating values and shared vision, Effective business families, How families add value: the family-business interaction factor, Ingredients of successful planning - Family emotional intelligence, Establishing open communication, Family Communication: Family Meetings, The benefits of family meetings, The use of facilitators and advisors, Ownership and family policy making, The family contribution, Creative versus destructive conflict, Building family teamwork. Unifying plans, processes and structures - Designing family governance,The importance of outside experience - Self-esteem and confidence, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion.

Unit III

Professionalizing the boardroom, Cousin Companies and Family Governance- Ownership of an Enterprise Built to Last, Shareholder priorities, Responsibilities of shareholders to the company, Effective governance of the shareholder-firm relationship, Information, communication, and education of shareholders, Family Business Governance - Advisory Boards and Boards of Directors, Recruitment and selection, Compensation and Motivation,Family complexity, Ownership complexity, Setting up a family governance process - Recording decisions- the family constitution. Structuring family governance - Family council, Boundaries between the board and the family council, The family assembly, The annual shareholders meeting, The family office, The top management team.

Unit IV

Managing Succession, Change and Adaptation-The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition - Start planning early, Encourage intergenerational teamwork, Develop a written plan, Involve everyone and obtain outside help, Establish a training process, Plan for retirement, The CEO as architect of governance, The transfer of power, The CEO as architect of succession and continuity, Building Financial Security, The Future of Family Business, Continuity and culture, Changing the culture, New leaders of the evolution,Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future.

Text Books

1. Family business: The essentials by Peter Leach, Profile books Ltd.
2. Family Business by Ernesto J. Poza.

Reference Books

1. Entrepreneurs: Talent, Temperament, Technique 2ndEdition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312-1366-7.
2. Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2.
3. Peter Drucker: Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986.

POST GRADUATE DIPLOMA IN MANAGEMENT
Approved by AICTE , Ministry of Education, Govt. of India

Business Plan, Private Equity, Franchising, Social Entrepreneurship

Course Code: TFBM-02 **Credits -5**

Course Objectives:

1. To help students appreciate the purposes and audiences for business plans.
2. To help students understand the structure and content of a business plan, including the reasons for the structure and content.
3. To introduce franchising as the most efficient form of entrepreneurship, a marketing tool, a distribution technique, the ultimate capital leverage device, a real estate platform.
4. To learn how to evaluate franchise management opportunities - Ability to identify opportunities to expand local businesses through franchising.
5. Develop business strategies and operational plans that are tailored to the reality of emerging markets and that will help social entrepreneurs increase their impact and sustainability.

Course Contents

Unit I
Introduction, Key Element, Evaluating and Risk Assessment of FBM: Business Plan – Concept, need, use. Business planning overview - Business planning as a change agent - Idea brainstorming session - Understanding your motivations for preparing a plan - Raising money , Clarifying the company's future , Launching a new venture , Searching for partners , Plotting against the competition, Recruiting, Business description - Industry analysis and trends - Competitive analysis - Target market - strategic position – risk assessment - Market strategies - Design and development plan - Technology plan - management and organization - Financial factors - Financial features - sales, profits, cash flows and return on investment - Financial requirements - loan , equity source of collateral - Current business position, Possible uncertainties: Market size, Customer acceptance, Customer approach, Competition, Management team, Potential real options, Team Evaluation, Strategy, Investment requirements/ Cash Flows, Deal-Exit.

Unit II
Private Equity: The structure of the VC industry , Company formation: structures, ownership and issues , Capitalization Tables and Valuation , Governance, Value Add and Exits; corporate venture capital funds. Issues in Private Equity in Emerging Markets (PEEM) and Development of Fund Strategy and Managing Crisis, Evolution of fund development in selected emerging markets, Role of governments in the building of a venture capital base in emerging markets, Basic universal PE/VC valuation methods ,

Special considerations in emerging market PE , Special considerations in emerging market VC, Exit Planning, Alternatives and Execution in Emerging Markets.

Unit II

Franchising: Introduction to Franchising: What is Franchising? - Franchising: History and Overview, Types of Franchises, Threshold Business Issues, Advantages and Disadvantages to Franchisor, Advantages and Disadvantages to Franchisee, Elements of a Successful System, Growth of Franchising, How to become a Franchisor? Basic business concept, pilot operation, Developing the operational manual, Developing the franchise package, Marketing the franchise package, Selecting franchisees, Developing the Franchisor's organization, How to become a Franchisee? How does being a franchisee differ from running your own non-franchisee business, Self-examination, Type of business, Assessing the Franchisor, Assessing the business proposition, What happens if the Franchisor fails, Financial Aspects of Franchising: Initial Franchisee Fee, Sale of the franchise package, Leasing of premises, Continuing fees, Advertising funds, Role of Banks, Franchisor Franchisee Relations.

Unit IV

Social Entrepreneurship: Social Entrepreneurship & Social Enterprises: What is a social business? How is it different from social entrepreneurship ? Definition of Social Entrepreneurship, Why social enterprises, Situating social enterprises, Defining social enterprises, Recognizing Opportunities, The Idea of Social innovation, Social enterprises as hybrid organizations, Characteristics of social enterprises, Emergence of social enterprises, Skills for Social Entrepreneurship, Challenges and Risk of Innovation in Social Entrepreneurship, BoP markets – definition, examples, the impact of culture, the poor as consumers, business models at the BoP, designing products that will create value for the BoP, Newer business models at the BoP – Social Entrepreneurs, Challenges for social entrepreneurs – creating a successful business model and finding funding, generating income, scaling and replicating to increase impact.

Text Books

1. Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3rd Ed.
2. Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009.
3. Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9.
4. Tom Copeland et al: Valuation – Measuring and Managing the Value of Companies, Wiley 1996.

Reference Books

1. The Successful business Plan Secret Strategies by Rhonda Abrams PH.
2. The business plan in a day by Rhonda Abrams ,
3. PH. Business plan preparation - Entrepreneurship Development Institute of India.
4. Hoy, F and Stanworth, J (2003), Franchising : An International Perspective, Routledge.
5. Social enterprise : at the crossroads of market, public policies and civil society by Nyssens, Marthe.; Adam, Sophie, London ; New York : Routledge, 2006.

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Family Business Startup

Course Code: TFBM-03 **Credit-5**

Course Objectives:

1. To develop a basic understanding of their own business model
2. Learn basics of startup formation.

Content

Students shall identify a business idea and come up with the following in the context of their identified business idea:

1. Competitive Analysis
2. Marketing Plan
3. Operational Plan
4. Financials
5. Market Research
6. Advertising
7. Advisory board development
8. Legal issues (company structure, legal agreements, intellectual property)
9. Insurance issues
10. Other revenue
11. Marketing
12. Technology
13. Operations/costs
14. Funding
15. Institutional / Government Support to the venture.
16. Relationships
17. Team-building
18. Ethical issues
19. One-Page Business Summary

The students shall present their work to the faculty and fellow students. To the extent possible an entrepreneur should be involved in the evaluation process.

The following questions shall form the basis of evaluation of the work:

1. Is the idea well-conceived?
2. Is the plan well researched?
3. Has the team identified and addressed key questions and challenges and, as an entrepreneur, adjusted nimbly?

4. Did the team present the plan well?

Weightage to the work shall be as follows:
1. Initial competitive analysis
2. Preliminary marketing plan
3. Operational plan
4. Financials
5. One-page business summary
6. Written Work

Text Books
1. Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, by Alexander Osterwalder and Yves Pigneur
2. Founders at Work: Stories of Startups' Early Days
3. P. Denning and R. Dunham, The Innovator's Way, MIT Press: Cambridge, Massachusetts, 2010.

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Family Business and Environmental Concerns

Course Code: TFBM-04 **Credit-5**

Course Objectives:

1. To expose student to needs of Family business / small business Accounting and Finance.
2. To prepare student to inventory, inventory control and Risk Management Practices.
3. To sensitise students towards environmental issues.
4. To expose students to Applicable Acts vis-à-vis Environmental issues

Course Contents

Unit I
Need for Business Accounting: Basic accounting concepts, Business entity concepts, Going concern, Accounting Equations- Cost- Expense, Information Usefulness, Setting up an Accounting system, Financial reports, Income statement, Balance sheet, Applying for loan, Cash flow Statement, Uses of financial accounting, Reporting to outsiders, Record keeping, Taxation and Control of receivables, Money Management, Money as a key idea, Cash and cash equivalents, Managing cash flow, Company and bank cash balances, Reconciling bank balances with company book balances.

Unit II
Equity, Debt, Assets and Risk Management: Sources of financing for small businesses, Financing with equity, Determining personal net worth, Getting equity investment for your business, Obtaining your credit report, Gift financing, Finding grants, Financial Management for growth, Financial Management for operations, Financial Management for business exit, Managing short-term assets, Accounts receivable, The pros and cons of offering credit to customers, Managing account receivables and receive the greatest benefit for your business, Using your accounts receivable as a source of financing, Using receivables to raise immediate cash, Managing inventory, Determining the appropriate level of inventory, Scheduling ordering and receipt of inventory, Just-in-time inventory systems,Rate of return on investment, Risk in small business, Risks associated with specific business operations, Managing risk, Using insurance to manage risks.

Unit III
Environmental Concerns: Acts and Rules applicable to control of air, water and noise-pollutions, Solid waste, Hazardous waste, Bio-medical waste, Tortious Liability: Strict and absolute liability, vicarious liability, Liability for Industrial Accidents , The Public Liability Insurance Act, 1991, The National Environment: Tribunal Act, 1995, Liability under criminal Law.

Unit IV

Administrative Mechanism: Dispute Settlement Mechanism and Remedies - Powers, Functions and Procedure of Administrative Agencies , Central Government, State Government, Central Pollution Control Board, State Pollution , Control Boards and local authorities. Forums for Resolution of Environmental Disputes - Primary judiciary (District Court), High Courts and Supreme Court, The role of Collector under Public Liability Insurance Act, 1991, Environment Tribunal under N.E.T. Act, 1995, National Environment Appellate Authority under the N.E.A. Authority Act, 1997.

Text Books

1. Entrepreneurial small business by Jerome Katz, Richard Green, Tata McGraw-Hill, 2nd Edition.
2. Relevant Bare Acts (e.g. The Environment (Protection) Act, 1986) Industry Environment and Law / Shastri S.C. ; Balre P.P.; Khan T.I. 1996.

Reference Books

1. International Law, Ku Charlotte, 2004

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IT for Family Business Management

Course Code: TFBN-05 **Credits -5**

Course Objectives: To understand the concepts of project writing and presentation skill & knowledge of Web page design and tally and social media tools.

Course Contents

Unit I
Communication: How to make a presentation, the various presentation tools, along with guidelines of effective presentation, boredom factors in presentation and how to overcome them, interactive presentation & presentation as part of a job interview, art of effective listening.Resume writing skills, guidelines for a good resume, how to face an interview board, proper body posture, importance of gestures and steps to succeed in interviews. Practice mock interview in classrooms with presentations on self. Self-introduction – highlighting positive and negative traits and dealing with people with face to face.

Unit II
Web Designing: Basics in Web Design Brief History of Internet ,What is World Wide Web, Why create a web site, Web Standards, Audience requirement. What is HTML,HTML Documents, Basic structure of an HTML document, Creating an HTML document, Mark up Tags, Heading-Paragraphs, Line Breaks, HTML Tags. Working with Lists, Tables and Frames, Working with Hyperlinks, Images and Multimedia, Working with Forms and controls, Concept of CSS, Creating Style Sheet Creating the Web Site, Saving the site, working on the web site.

Unit III
Tally ERP: Basics of Accounting, Types of Accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping , Mode of Accounting, Financial Statements, Transaction s, Recording Transactions , Fundamentals of Tally.ERP 9 , F11:Features F12 : Configurations , Setting up Account Heads, Inventory in Stock Groups , Stock Categories Godowns / Locations Units of Measure, Stock Items , Creating Inventor y Masters f or National Traders .

Unit IV
Social Media: Social Media tools for Businesses, WordPress Blog, how to navigate the WordPress dashboard, build a basic website using a free WordPress theme template, create webpages, menus and publish blog posts. You will have a refresher lesson in basic grammar/spelling and learn the importance of a well-written blog post, Facebook, Facebook for business usage, Twitter, Twitter for businesses, YouTube, how to create and publish a video to YouTube, how to embed the video into a blog post and how to

share the link on Facebook and Twitter. Instagram, LinkedIn profile, publish content to LinkedIn.

Text Books

1. Paul, Rajendra, "Essentials of Business Communication", Sultan Chand & Sons.
2. Sehgal,D.D.,Mittal,V.K., &Garg,N.C., "Business Communication, "Ramesh Book Depot.
3. Reuben, Ray, "Communication today – understanding creating skills", Himalaya Publishing House, 2001.
4. Learn Tally.ERP 9 with GST and E-Way Bill
5. teven M. Schafer HTML, XHTML, and CSS Bible, 5ed Wiley India.

Reference Books

1. McGraw,E.H., " Basic Managerial Skills for All,"Fourth Edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2000
2. Covey, Stephen R., "The seven habits of highly effective people",1999.
3. Web Designing & Architecture-Educational ,Technology Centre, University of Buffalo.
4. Social Media Marketing Workbook: 2017 Edition - How to Use Social Media for Business

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Case Study of Family Owned Business

Course Code: TFBN-06 **Credits -5**

Course Objectives: To understand the concepts of family business and development models.

Course Contents
Unit I
Family Business Development Models: Introduction of Family Business – Conceptual Models of Family firms – Three dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions.

Unit II
Family Business Types: Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business –Complexity of family enterprise – Diversity of successions: Different Dreams and challenges.

Unit III
Leadership Transition : Options for tackling succession problem-inheritance–psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements.

Unit IV
Transition and Change: Lewin"s idea of change – model of individual change – major themes in the individual journey towards change –process of change within organization – change process in families – family focus or organizational focus.

Text Books
1. FIRST and SECOND UNIT: Generation to generation Life cycles of Family business – Lansberg, Iven – Harvard Business School publishing India Pvt Ltd.
2. "Family Business on the Couch – A psychological perspective" : Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy – Wiley Publisher 2007.

Reference Books

1. Succeeding generations realizing the dream of families in business –lansberg, ivan – harvard business school publishing India Pvt. ltd.

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Management of Financial Services and Institutions

Course Code: TFIN 01 **Credits: 5**

Objective: To provide the student a basic knowledge of financial markets and institutions and to familiarize them with major financial services in India.

Course Content

Unit I
Introduction to Financial System: Financial markets and institutions and its Components, Financial intermediation, Flow of funds matrix, Financial system and economic development, An overview of Indian financial system, Financial Regulators in India: RBI, Ministry of Corporate Affairs, SEBI, IRDA, Financial Conglomerates.

Unit II
Financial Markets: Money market-functions, organization and instruments, Role of central bank in money market, Indian money market-An overview, Capital Markets-functions, organization and instruments, Indian debt market; corporate debt market, slow growth of corporate debt market, Development of corporate bond market abroad, Indian equity market primary and secondary markets, Role of stock exchanges in India.

Unit III
Financial Institutions: Depository and non-depository institutions, Commercial banking-introduction, its role in project finance and working capital finance, Development Financial Institutions (DFIs)-An overview and role in Indian economy, Life and non-life insurance companies in India, Mutual Funds- Introduction and their role in capital market development, Non-banking financial companies (NBFCs), Regional Rural Banks.

Unit IV
Other Financial Institutions: Urban Cooperative Banks, Rural Cooperative Credit Institutions, Pension Fund Regulatory and Development Authority.

Text Books

1. MishkinFrederic S. & Eakins Stanley (2011), Financial Markets and Institutions, 6/e, Pearson Education.
2. M Y Khan (2015), Indian Financial System, 9/e, McGraw Hill Education

Reference Books

1. Bhasin Niti (2010), Financial Institutions & Financial Markets in India: Functioning & Reforms, 1/e, New Century Publications.
2. Fabozzi. Frank J, Bond, (2013), Markets Analysis and Strategies, 8/e, Pearson Education.
3. Saunders Anthony & Cornett Marcia, (2014), Financial Markets and Institutions, 6/e, McGraw-Hill Education

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Project Management and Infrastructure Finance

Course Code: TFIN-02 **Credits: 5**

Objectives: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

Course Contents

Unit I
Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities.

Unit II
Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand, Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment., Project Costing and Finance: Cost of project; Cost of production; Break Even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance.

Unit III
Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost, Benefit Analysis; Effective Rate of Return. Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

Unit IV
Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation. Multiple Projects: Project Dependence; Capital Rationing; Ranking Methods of Projects; Mathematical Programming Approach; Linear Programming Model; Post Project Evaluation.

Text Books

1. Chandra. P.(2009). Projects, (7th Edition). Tata McGraw Hill
2. Pinto, (2009). Project Management, 1st edition, Pearson Education.

Reference Book

1. Panneerselvam. R. and Senthilkumar. P. “Project Management”. PHI Learning Pvt. Ltd.
2. Sharma. J. K.(2007). Operations Research: Theory and Applications, 3rd Edition, Macmillan India Ltd.
3. Choudhury, S, (2007). Project Management, 1st Edition, Tata McGraw Hill Publishing Company.
4. Bhavesh, M. Patel (2009). Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.

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Multinational Financial Management

Course Code: TFIN-03 **Credits: 5**

Objective: The fundamental aim of the course is to develop the skills that equip students to understand and appreciate the international financial issues that companies face when they operate in several separate countries. This course discusses various issues related to international capital markets, foreign exchange rate determination and global financial management.

Course Contents
Unit I
Global Financial Environment: Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market, Balance of Payments: Understandings, Analysis & Interpretation.

Unit II
Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations, Exchange Rate Determination: Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee.

Unit III
Foreign Exchange Risk Exposure: Types of Risk, The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI/RBI.

Unit IV
Foreign Investment Decision: International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach.

Text Books

1. Apte, P.G. (2014), International Financial Management, McGraw Hill Education Private Limited, Delhi
2. Vij. Madhu.(2014), International Financial Management; Excel Books, Delhi

Reference Books

1. Bhalla. V. K. (2010), International Financial Management, 10/e, Anmol Publications Pvt. Ltd., Delhi
2. Shapiro. (2012), Multinational Financial Management. WILEY, India
3. Siddaiah. T, (2015), International Financial Management: An Analytical Framework, 1/e, Pearson Education.
4. Michael H. Moffett. Eiteman. D. K. (2013), Multinational Business Finance, 13/e, Pearson Education.

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Management of Banking and Insurance

Course Code: TFIN-04 **Credits-5**

Objective: The course covers details of Risk and Financial Implications, Concept of pooling and Insurance Details including IRDA guidelines.

Course Contents
Unit I
Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.

Unit II
Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance.

Unit III
Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co - insurance, Assignment,

Unit IV
Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance. Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium.

Text Books

1. Gupta. P.K. 2009). Insurance and Risk Management, 2nd Edition, Himalaya Publishing House
2. George. E. Rejda. (2005) Principles of Risk Management and Insurance, 9th Edition, Pearson Education.

Reference Books

1. Mittal. Alka. And Gupta. S. L.(2008). Principles of Insurance and Risk Management", 2nd Edition, SultanChand and Sons.
2. Panda. G.S.(2005). Principles and Practices of Insurance, Kalyani Publications.
3. Mishra. M. N.(2004). Principles and Practices of Insurance, Sultan Chand and Sons
4. Jeevanandam. C. (2005). Risk Management, Sultan Chand and Sons.

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Security Analysis and Portfolio Management

Course Code: TFIN-05 **Credits: 5**

Objective: The basic objective of the course is to acquaint the students with investment decisions related to financial assets. Besides this the students will be exposed to measurement of the risks and the returns involved in financial investments. The students will be made aware about the functioning of securities market along with the theories and concepts involved in portfolio management.

Course Contents

Unit I

Investment: Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Duration of bonds, Terms Structure of Interest Rates, Yield to Maturity.

Unit II

Measurement of Risk, Techniques of Risk Measurement and their Application, Concept of Beta, Classification of Beta- Geared and Ungeared Beta, Project Beta, Portfolio Beta, De-composition of total risk into systematic and unsystematic risk, Securities Market Line, Capital Market Line.

Unit III

Efficient Market Hypothesis, Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory, Elliot Wave Theory, Patterns of Charts, Mathematical Indicators, Risk Management with technical analysis. **(3+15+12 Hours)**

Unit IV

Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model, Arbitrage Pricing Theory, Sharp Optimization Model, Constructing an optimal portfolio, Portfolio Revision and Performance Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Fama's Net Selectivity Ratio.

Text Books

1. Bodi Z., et al, Investment, 10/e, TataMcGraw Hill Education Pvt. Ltd, New Delhi
2. Ranganatham, R and Madhumathi R, (2011), Security Analysis and Portfolio Management, 2/e, Pearson Education.

Reference Books

1. Chandra, Prasanna.(2012), Investment Analysis and Portfolio Management, 4/e, McGraw Hill Education Pvt. Ltd, New Delhi.
2. Punithavathy, Pandian(2012), Security Analysis and Portfolio Management, Vikas Publication.
3. Fischer, Donald E. and Ronald J. Jordan (2009), Security Analysis and Portfolio Management, 1/e, Pearson Education

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Financial Derivatives

Course Code: TFIN-06 **Credits-5**

Objective: The course aims at providing detailed understanding of the characteristics and applicability of financial derivatives along with the relevant regulatory framework.

Course Content
Unit I
Financial Derivatives: An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

Unit II
Financial Forward and Futures Contracts: Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements. Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of Carry Model, Valuation of Individual Contracts.

Unit III
Financial Option and Swap Contracts: Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of Exotic Options; Bermuda Option, Forward Start Option, Barrier Option, Chooser Option, Compound Option, Basket Option, Binary Option, Look Back Option, Asian Option. Swaps; Concept, characteristics and Types of Swaps.

Unit IV
Regulatory Framework for Derivatives: Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act (2013), Guidelines of SEBI and RBI.

Text Books

1. Hull, J. C., (2016), Options, Futures and other Derivatives, 9/e, Pearson Education.
2. Summa, J.F., Lubow, J. W.(2002), Options on Futures: New Trading Strategies,, John Wiley and Sons Inc., Newyork

Reference Books

1. Chako, G., Sjoman, A., Motohashi, H., Dessain, V.(2006), Credit Derivatives: A Primer on Credit Risk, Modeling and Instruments, Wharton School Publishing.
2. Bernstein, J. (2000), How the Future Markets Work, Penguin USA, New York Institute of Finance, Cornell University.
3. Chance, D.M, and Brooks, R.(2009), Derivatives and Risk Management Basics, 3/e, Reprint, Cengage Learning.
4. Gupta, S.L.(2009), Financial Derivatives: Theory, Concepts and Problems, 3rd Indian Reprint, 1/e, Prentice-Hall of India.

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BRAND MANAGEMENT

Course Code: TMKT 01 **Credits- 5**

Objective: Objectives: The objective of this course is to provide an understanding of the basic principles of advertising management and to develop an understanding of the brand concept

Course Contents

Unit I

Role of Integrated Marketing Communication ; Process of Marketing Communication; Definition and Scope of Advertising Management; Determination of Target Audience, Advertising and Consumer Behavior; Setting Advertising Objectives, DAGMAR; determining Advertising Budgets; Advertising Strategy and Planning, Creative Strategy Development and Implementation.

Unit II

Media Planning: Setting Media Objectives; Developing Media Strategies, Evaluation of Different Media and Media Selection; Media Buying; Measuring Advertising Effectiveness; The Organization for Advertising; Social, Ethical and Legal Aspect of Advertising.

Unit III

Brand-concept: Nature and Importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand equity ,Brand Loyalty, Measures of Loyalty; Branding strategies – product ,line , range and umbrella branding , Brand Personality: Definition, Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional ,symbolic and experiential brands.

Unit IV

Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation strategies, Repositioning, Celebrity Endorsements, Brand Extension; Managing brands over time, Brand reinforcement , brand revitalization, managing global brands ,Branding in different sectors, Case studies

Text Books

1. Wells W., Burnet J. and Moriarty S. (2007). Advertising: Principles & Practice, 7th Edition, Pearson Education.

2. Keller K. L. (2008), Strategic Brand Management, 3rd Edition, Pearson Education

Reference Books

1. O'Guinn,T. and Allen, C. (2009), Advertising Management with Integrated Brand Promotion, 1st Edition, Cengage Learning, New Delhi.
2. Shah, Kruti and D'Souza, Alan (2009) Advertising and Promotions" An IMC Perspective, Ist Edition, Tata McGraw Hill , New Delhi
3. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.
4. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.

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Services Marketing

Course Code: TMKT 02 **Credits- 5**

Objective: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

Course Contents
Unit I
Introduction to Services Marketing: Meaning and Nature of Services, Challenges of Services Marketing, Growing Importance of Services Sector in India; Classification of Services and Marketing Implications; Services Marketing Management Process.

Unit II
Understanding Consumer Behavior in Services: Consumer Decision Making in Services, Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, SERVQUAL, House of Quality, GAPs Model; Service Recovery.

Unit III
Services Marketing Mix: Service Positioning: Service Design and Development; Service Blueprinting; Service Process; Pricing of Services; Services Distribution Management; Integrated Services Communication Mix; Physical Evidence and Services cape; Managing Service Personnel: Employee and Customer Role in Service Delivery. Customer Retention Strategies.

Unit IV
Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

Text Books

1. Zeithaml V. A. ,Bitner M. J., Gremeler, D.D and Pandit, A. (2013), Services Marketing, 6/e, Tata McGraw Hill Education Co. Ltd. New Delhi.
2. Lovelock C. H., Wirtz, J. and Chaterjee, J. (2011), Services Marketing: People, Technology, Strategy, 7/e, Pearson Education.

Reference Books

1. Hoffman, K. D. & Bateson, J. E.G. (2006), Marketing of Services, 4/e, Cengage Learning India Pvt. Ltd., New Delhi
2. Kurtz D. L. and. Clow K. E. (2003), Services Marketing.Biztantra, New Delhi.
3. Nargundkar, Rajendra, (2010), Services Marketing Text and Cases, 3/e, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Fitzsimmons, JA, and Fitzsimmons, M.J (2005), Service Management: Operations, Strategy, and Information Technology, 5/e, Irwin/McGraw-Hill

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Consumer Behaviour

Course Code: TMKT 03 **Credits – 5**

Objective: This course aims at enabling students to understand the various aspects of consumer behavior, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Course Contents
Unit I
Introduction to Consumer Behavior: Scope and Relevance of Consumer Behavior Studies; Basic Model of Consumer Behavior: Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation-Decision Rules- and Purchase, Outlet Selection, Post Purchase Behavior and Customer Satisfaction, Role of Involvement; Types of Buying Behaviour

Unit II
Individual Determinants of Consumer Behavior: Motivation; Attention, Perception and Consumer Imagery; Learning and Memory; Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.

Unit III
External Determinants of Consumer Behavior: Influence of Culture and Subculture; Social Class; Reference Groups and Family Influences**.**

Unit IV
Diffusion of Innovation: Models of Consumer Behavior; Researching Consumer Behavior; Online Consumer Behavior.

Text Books
1. Schiffman, L.G, Wisenblit, J & Ramesh Kumar S. (2016), Consumer Behaviour, 11/e, Pearson Education.
2. Hawkins, D.I, Motherbaugh, D.L. & Mookerjee, A. (2014), Consumer Behaviour, Building Marketing Strategy, 12/e, McGraw Hill Education (India) Pvt. Ltd. New Delhi.

References Books
1. Solomon, Michael R. (2016), Consumer Behaviour: Buying, Having and Being, 11/e, Pearson Education.
2. Assael, H. (2005), Consumer Behaviour and Marketing Action, Cengage Learning, New Delhi.
3. Blackwell, Roger D., Miniard, Paul W. & Engel, James F. (2006), Consumer Behavior, 10/e, South Western- Cengagae Learning India Pvt. Ltd, New Delhi.
4. Loudon, David L. and Della Bitta, J. (2002), Consumer Behaviour, 4/e, Tata McGraw Hill Education Private Ltd., New Delhi.

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Customer Relationship Management

Course Code: TMKT 04 **Credits – 5**

Objective: Objectives: The course aims to impart the knowledge and skills needed CRM as a business strategy and to help the students understand the organizational context of CRM

Course Contents
Unit I
Fundamentals of CRM: Introduction to CRM: Introduction , Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Misunderstandings about CRM, Defining CRM, CRM constituencies, Commercial and not-for-profit context of CRM, Models of CRM.

Unit II
Managing the Customer Life Cycle: What is a new customer? Understanding Customer Value, Sources of Customer Value, Customization, Value from products – services – processes – people – physical evidence – customer communication – channels, Customer Value estimates, Prospecting, KPI of a customer acquisition programme, Strategies of Customer Retention, Positive Customer Retention Strategies, KPI for a Customer Retention programme, Strategies for Customer Development, Strategies for terminating Customer Relationships.

Unit III
CRM Mechanics: Customer related database, Developing a Customer related database, Database technology and hardware platform options, Maintaining the database, Desirable Database Attributes, Data Integration, Data Warehousing, Data Marts , Data Access and Interrogation, Data Mining, Privacy Issues, Customer Portfolio Management: Market Segmentation, Sales Forecasting, Activity Based Costing, Lifetime Value Estimation, CPM in the B2B context, Strategically Significant Customers, Seven Core Customer Management Strategies.

Unit IV
Managing Networks for CRM: What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, SCOPE of CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery.

Text Books

1. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier
2. Relationship Management – Text and Cases, S. Shajahan, TMGH.

Reference Books

1. Handbook of Relationship Marketing by JagdishSheth and AtulParvatiyar, Response Books, Sage Publications.
2. Customer Relationship Management – Perspectives from the Marketplace by Simon Knox, Stan Maklan, Adrian Payne, joePeppard and Lynette Ryals, Elsevier.

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SALES AND DISTRIBUTION MANAGEMENT

Course Code: TMKT 05 **Credits – 5**

Objective: Objectives: The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

Course Contents
Unit I
Introduction to Sales Management: Scope and Importance; The Evolving Face of Personal Selling; Personal Selling Process and Approaches; Sales Organization Structure; Sales Strategies, Sales Forecasting; Sales Territory Design.

Unit II
Sales Force Management: Sales Force Job Description; Recruitment and Selection; Training Sales Personnel; Sales Force Motivation; Compensation; Sales Quotas: Evaluating Sales Performance; Information Technology in Sales Management;

Unit III
Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection, Motivation and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

Unit IV
Distribution System and Logistics: Physical Distribution System –Objectives and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing and Inventory Decisions; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Case Studies.

Text Books

1. Still, R. R. &Cundiff, E. W., Govoni, N. A. P. (2007). Sales Management. 5th Edition Pearson Education, New Delhi
2. Rosenbloom, Bert (2004) Marketing Channels: A Management View, 7th Edition ,Cengage Learning, New Delhi.

Reference Books

1. Jobber, David and Lancaster, Geoffery (2006), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
2. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), Sales Management:, Pearson Education, New Delhi
3. Panda, T.K. and Sahadev, S (2005) Sales and Distribution Management, Oxford University Press, New Delhi.
4. Havaldar, K K. and Cavale, VM. ((2007), Sales and Distribution Management:Text and Cases, Tata McGraw Hill, New Delhi

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Rural Management

Course Code: TMKT 06 **Credits – 5**

Objective: The course aims at creating an understanding of the unique challenges of rural and social marketing and to enable students to apply the concepts and methods of marketing management to rural markets and social and cause related marketing.

Course Contents
Unit I
Rural Marketing Introduction: Definition; Rural Markets in India: Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing.

Unit II
Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.

Unit III
Foundation of Social Marketing: Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation; Marketing Mix: Product Strategies; Pricing Strategies; Promotion Strategies, Distribution.

Unit IV
Social Marketing Applications: Role of Govt. and NGO's in Social Marketing; Social Marketing Applied in Family Planning, Healthcare, Small Savings, Literacy, AIDS Prevention, Environmental Protection, Anti-Smoking, Substance Abuse.

Text Books

1. Kotler P and Andresen (2008) Strategic Marketing for Non-Profit Organizations, Prentice Hall of India, PHI, New Delhi.
2. Kashyap, Pradeep, Amp, Raut, Siddhartha(2005) Rural Marketing, Wiley, New Delhi.
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006),"Rural Marketing – Text and Cases", Pearson Education, New Delhi.

Reference Books

1. Balram, Dogra and Ghuman, Kharminder. (2008) Rural Marketing, Tata McGraw Hill, New Delhi
2. Kotler, P. Lee, N. R., Lee, N.(2008) Social Marketing: Influencing Behaviors for Good, Sage Publications.
3. Kotler, P. Roberto, N. Lee, N. (2002)"Social Marketing: Strategies for Changing Public Behavior",2nd Edition, Sage Publications
4. Bhatia, Tek K. (2007) Advertising and marketing In Rural India, 2nd Edition, Macmillan Publishers India Ltd., New Delhi

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Operations Management (OM)

Course Code: TOM – 01 **Credits-5**

Objective: The course is designed to enable students appreciate the strategic significance of operations management in highly competitive global economy and to introduce various principles, concepts, tools and techniques developed in the area of operations management over the years.

Course Contents

Unit I

Introduction to Operations Management, Nature & Scope of Operations Management, Historical Evolution of Operations Management, Systems Perspectives of Operations Management, and Relationship of Operations Management with Other Functional Areas, Operations Strategy, Recent. Trends in the Field of Operations Management.

Unit II

Product Development: Product Development Process, Concurrent Engineering, Tools and Approaches in Product Development viz: Quality Function Deployment, Design for Manufacturability, Design for Assembly, Design for Quality, Mass Customization; Process Selection and Facilities Layout: Determinant of Process Selection, Process-Product Matrix, Types of Layouts, Line Balancing; Facilities Location; Work Measurement and Job Design.

Unit III

Demand Forecasting; Capacity Planning; Resources Planning: Aggregate Production Planning Materials Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control.

Unit IV

Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous Improvement (Kaizen), ISO (9000&14000 Series), Quality Awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X , R , p , np and C chart) Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk) Total Quality Management (TQM), Introduction to Operations Analytics.

Text Books

1. Mahadevan B. (2015), Operations Management: Theory and Practice, 3/e, Pearson Education.
2. Chase, R.B, et. Al (2010), Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi.

Reference Books

1. Gaither Norman and Frazier G. (2004), Operations Management, 9/e, Cengage Learning India Pvt.Ltd.
2. Chary, S.N and Paneerselvam R. (2009), Production and Operations Management, Tata McGraw Hill, New Delhi
3. Terry Hill (2005*)*, Operation Management, Palgrave McMillan.
4. Stevenson W. J (2007), Operations Management, 9/e, Tata McGraw Hill.

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Logistic and Supply Chain Management

Course Code: TOM – 02 **Credits-5**

Objective:the primary objective of logistics management is to move the inventory in a supply chain effectively and efficiently to extend the desired level of customer service at the least cost as done parallel with waste management.

Course Contents

Unit I

Logistics and SCM - an overview, logistics and SCM - an introduction, principles of SCM, customer focuses in SCM.

Unit II

Design and management of SCM, logistics - inbound and outbound, models of SCM integration, strategic supply chain management, organizing for global markets.

Unit III

IT enabled SCM-information technology: a key enabler of SCM, intelligence information system, it packages in SCM,cost and performance measurement in SCM-cost analysis and measurement, best practices and benchmarking for SCM, performance measurement and evaluation of SCM.

Unit IV

Distribution network planning, transportation Mix, Locational Strategy, Logistics and SCMEnvironment, emerging trends, future trends and issues, design for SCM and greening the supply chain, SCM, in service organisation/non-manufacturing sector.

Text Books

1. Donald J Dowersox& David J. Close – Logistical Management.
2. Donald W. Dobler& David – Purchasing& Supply Chain Management (SHM).
3. R.V. Altekar – Supply Chain Management.

Reference Books

1. David J. Bloomberg & Stephen Lemay – Logistics
2. B.S. Blanchand – Logistical Engineering & Management

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Project Management

Course Code: TOM – 03 **Credits-5**

Objective: The objective are the successful development of the project's procedures of initiation, planning, execution, regulation and closure as well as the guidance of the project team's operations towards achieving all the agreed upon goals within the set scope, time, quality and budget standards

Course Contents

Unit I

Project Management - An Overview, Feasibility & Technical Analysis, Market and Demand Analysis, Economic and Financial Analysis, Formulation of Detailed Project Reports

Unit II

Project planning and scheduling, planning time scales-network analysis, material and equipment, human resource, project costing and financing, project organisation

Unit III

Implementation and control, project management information system, material and equipment, human resource, financial aspects.

Unit IV

Project completion and evaluation, integrated project management control system, managing transition from project to operations, project review.

Text Books

1. Chandra, Prasanna – "Project Preparation Budgeting & Implementation", Tata McGraw Hill, New Delhi
2. Chawla, Krishan – "Social Cost Benefit Analysis", Mittal, Delhi.

References Books

1. Clark, John J. Hindley Thomas J & Pritchard Robert E. – "Capital Budgeting Planning & Control of Capital Expenditure", Prentice Hall, Englewood Cliffs.
2. Kerzener, Harold – "Project Management: A System approach to Planning Scheduling & Controlling."

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Materials Management

Course Code: TOM 04 **Credits: 5**

Objectives: The objective is to be able to deliver what customers want, when and where they want it, and do so at minimum cost. To achieve this objective, materials management must make trade-offs between the level of customer service and the cost of providing that service.

Course Contents

Unit I

An Overview of Material Management, Materials Flow Systems, Strategic Role of Materials Management, Linkage with other Functional Areas of Management- Sourcing of Materials**-** Issues and Overview, Domestic vs International Purchase, Vendor Network, Buyers -Sellers Relationship.

Unit II

Materials planning and control: materials planning and budgeting, pull vs push system.

Unit III

Inventory policies and systems: inventory systems and modelling, process inventory, spare parts management, stores accounting.

Unit III

Warehousing: codification and standardisation of the materials, location and structure of warehouse, incoming material receipts, retrieval and transaction processing system, security and loss prevention.

Text Books

1. Ramakrishnan. R V, Tony Arnold. J R (2007). “Introduction to Materials Management”. Pearson
2. K. ShridharBhat, “Production and Materials Management”. Himalaya Publishing House,

Reference Books

1. Chary. S.N., “Production and Operations Management”. Tata McGraw Hill
2. Gopalkrishanan. P, Sundaresan. M, “Materials Management: An Integrated Approach” PHI Learning Pvt. Ltd.

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Operations Research

Course Code: TOM 05 **Credits-5**

Objective: The students would learn about the research toolkits in operations which would be helpful to those opting for Operation Management.

Course Contents

Unit I

Introduction: Overview of the Operations Research Modeling Approach- Introduction to Linear Programming- Solving Linear Programming Problems.

Unit II

The Simplex Method: The Theory of the Simplex Method- Duality Theory and Sensitivity Analysis.

Unit III

Other Algorithms for Linear Programming: The Transportation and Assignment Problems- Network Optimization Models.

Unit IV

Decision Analysis- Markov Chains: Queueing Theory- Inventory Theory- Markov Decision Processes- Simulation.

Text Books

1. Production & Operations Management – Chary
2. Manufacturing & Operations Management - L.C.Jhamb

Reference Books

1. Operations Management –Krajewski
2. Operations Management – Mahadevan
3. Production & Operations Management – Chase

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Production Management

Course Code: TOM 06 **Credits-5**

Objective: The main objective of production management is to produce goods and services of the right quality, right quantity, at the right time and at minimum cost. It also tries to improve the efficiency. An efficient organization can face competition effectively.

Course Contents

Unit I

Production Management: Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training

Unit II

Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices

Unit III

Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities.

Unit IV

Forecasting: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Forecasting and Product Life Cycle, Selection of the Forecasting Method, Qualitative Methods of Forecasting.

Text Books

1. Production Systems: Planning, Analysis & Control: By Riggs, J.L.(4thEdn.) John Wiley & Sons
2. Modern Production/Operation management: By Buffa, E.S. &Sarin, K.(8" Edn.) John Wiley & Sons
3. Production & Operations Management : By Panneersaivem, R.(2' 1 Edn.) PHI
4. Production & Operations Management : By Chary, S.N.(TMH)

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Performance Management

Course Code: THR-01 **Credits-5**

Objectives: The objective of the course is to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance to achieve the organization's current and future objectives.

Course Contents

Unit I

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management

Unit II

Planning and Implementation of Performance Management: Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

Unit III

Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; e- Appraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit,

Unit IV

Other Performance Management and Development Issues: Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

Text Books

1. Agunis, H. (2008), Performance Management, Second Edition. Pearson Education, New Delhi
2. Kohli, A.S. & Deb, T. (2009). Performance Management. Oxford University Press, New Delhi

Reference Books

1. Bagchi., S.N. (2010). Performance Management, Cengage Learning, New Delhi.
2. Smither, J.W. (2009). Performance Management: Putting Research into Practice. Wiley
3. Rao, T.V. (2008). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. Response Books: A division of Sage Publications
4. Kandula, S.R.(2007). Performance Management. PHI of India, New Delhi

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Training and Development

Course Code: THR-02 **Credits-5**

Objectives: This Course aims at educating students on important of training needs and issue of human resource development in organization. The persons involved in uprating management skills pose issues of design and delivery and review of training requirements, which also stands the objective of the given course.

Course Contents

Unit I

The Training Context: Nature and Scope of Training, Training Challenges, Forces Influencing Working and Learning, Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process Strategic Training: Models of Training- Faculty, Customer, Matrix, Corporate University and Business Embedded Model, Snapshots of Training Practices: Training Facts and Figures, Training Investment Leaders etc.

Unit II

Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output Of TNA, Focus on Small Business.

Unit III

Training Design, Delivery & Evaluation: Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids.

Unit IV

Employee Development, Career Management and Future of T & D: Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development, Types of MDP's, EDP's/Seminars and Conferences, Symposia. Career Management: Traditional Career vs. Protean Career, Models of Career Development, Challenges in Career Management: Onboarding, Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of T& D.

Text Books

1. Goldstein, I.L. & Ford, J.K. (2009). Training in Organizations, Cengage Learning.
2. Blanchard, P. N. & Thacker, W. J. (2008). Effective Training: Systems, Strategies and Practices, Pearson

Reference Books

1. Raymond Noe, A. (2008). Employees Training and Development, McGraw Hill Publication.
2. O'Connor, Browner & Delaney (2003). Training for Organizations, Thompson Learning Press (now Cengage Learning). w.e.f Academic Session 2010-2011 53
3. Lynton Rolf, P. &Pareek, Udai (2000). Training for Organisational Transformation, Sage Publication.
4. Leatherman, D. (2007). The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills, HRD Press

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Organizational Change and Development

Course Code: THR-03 **Credits-5**

Objectives: This course offers to teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to sustain teams.

Course Contents
Unit I
Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioural Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.

Unit II
Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness. Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.

Unit III
Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming.

Unit IV
Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource, Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing,Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to, Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

Text Books

1. McShane, S. L &Glinow M. A. V. (2001). Organizational Behaviour: Emerging Realities for the Workplace Revolution. Tata McGraw-Hill Publishing Company Ltd.
2. Hellriegel, D. & Slocum, J. W. (2004). Organizational Behaviour. Thomson Asia Pvt. Ltd., Singapore.

Reference Books:

1. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
2. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.
3. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
4. Naper, Rodhey, W &GershenfeldMattik, (1996). Groups Theory & Experience, AITBS, India.

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Industrial Relations and Labour Legislations

Course Code: THR-04 **Credits-5**

Objectives: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels.

Course Contents

Unit I

Introduction to Industrial Relations: The Concept of Industrial Relations, Background to Industrial Relations, Evolution of Industrial Relations in India, The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, Changes in Employment Practices, The Actors in Employee Relations: Management, Unions and the State. Role of Trade Union in Industrial Relations, Changing Profiles of Major Stakeholders of Industrial Relations in India.

Unit II

Interactions & Outcomes in Industrial Relations: Employee Involvement & Participation: Concept, Objectives and Forms, Ethical Codes, Discipline & Grievance Management: Forms and Handling of Misconduct. Collective Bargaining: Importance, Forms, Process of Negotiation and Recent Trends in Collective Bargaining, Positive Employee Relations.

Unit III

Legal Framework of Industrial Relations: Settlement Machinery for Industrial Disputes, Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, TheFactory's Act 1948, The Contract Labor Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, The ESI Act 1948, The Employees' Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961,

Unit IV

Industrial Relations & The Emerging Scenario: Industrial Relations & Technological Change, Adjustment Processes and Voluntary Retirement Schemes, Main Recommendations of the Second National Labour Commission, International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations, The Future Direction of Industrial Relations.

Text Books

1. Sinha, P.R.N. et al (2009). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
2. Blyton, P. & Turnbull, P. (2004). The Dynamics of Employee Relations. Palgrave Macmillan.

Reference Books

1. Ackers, P. & Wilkinson, A. (2003). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
2. Padhi,P.K. (2010). Labor and Industrial Laws. Prentice Hall of India.
3. Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
4. Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan India

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Strategic Human Resource Management

Course Code: THR-05 **Credit-5**

Objectives: The objective of this course is to appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance and International Context.

Course Contents
Unit I
Introduction to SHRM: Definition, need and importance, evolution of SHRM, HRs New Role
Orientation, SHRM for Competitive Advantage, HR strategy and HR Planning, Behavioral Issues in Strategy Implementation, Matching Culture with Strategy, Human Side of Mergers and Acquisitions.

Unit II
HR Strategies: Recruitment and Retention, Training and Development, Performance Management, Reward and Compensation, retrenchment, Non-Traditional Approaches: Investment in Disabled, Employees, Employee Engagement, Knowledge Management, Talent Management, The Role of Strategic ,HR Leader, Managing Workforce Diversity.

Unit III
International Human Resource Management: Introduction to IHRM, Cultural foundations of IHRM- Understanding Culture, Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross- Cultural Problems, IHRM trends and Future Challenge.

Unit IV
Global Human Resource Management Process: Global Human Resource Planning, International,Staffing, Compensation and Benefits, Global Workforce Training and Development, Performance,Management in International Organization, International Reward systems, Integrating two cultures, Models of people management in different cultures, Expatriation and Repatriation, Organizational, Ethics in International Context.

Text Books

1. Armstrong, M. (2009). Strategic Human Resource Management. Kogan Page.
2. Mello, J. (2008). Strategic Human Resource Management. Thompson Learning.
3. Dowling, P.J. & Welch, D.E. (2010). International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
4. Vance, C.M. & Paik Y. (2009). Managing a Global Workforce: Challenges and Opportunities in International, Human Resource Management. PHI

Reference Books

1. Greer, C. (2008). Strategic Human Resource Management. Pearson Education.
2. Kandula S. R. (2009). Strategic Human Resource Development. Prentice Hall India.
3. Edwards, T. & Rees, C. (2007). International Human Resource Management. Pearson Education.
4. Rao, P.L. (2008). International Human Resource Management: Text and Cases. Excel Books

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Cross Cultural Human Resource Management

Course Code: THR-06 **Credit-5**

Objectives: The objective of this course is to appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance and International Context.

Course Contents

Unit I

Introduction, Human & Cultural Variables in Multinational Enterprises, Cross-cultural Differences and Managerial Implications

Unit II

Cross-cultural Research Methodologies, Hofstede's Study, Structural Evolution of Multinational Enterprises

Unit III

Cross-cultural Leadership & Decision Making, Cross-cultural Communication & Negotiation

Unit IV

International HR Management, Selection Criteria for International Assignments, Compensation &Performance Appraisal in Global Perspective.

Text Books

1. International Human Resource Management by Peter Dowling &Denice E. Welch, Cengage Learning.
2. Deresky Helen, International Management: managing across borders and cultures, phi, Delhi.

Reference Books

1. Cross-cultural Management - Concepts & Cases by ShobhanaMadhavan, Oxford University Press.
2. Culture's Consequence - International Differences in Work-related Values by Geert Hofstede, Sage Publications