



Kejriwal Institute of Management & Development Studies

PGDM Syllabus

[2019]



**Kejriwal Institute of Management
& Development Studies
Ranchi-834010**



Foreword

A program leading to the Post Graduate Diploma in Management is a full time, Two Year Post Graduate program being offered at KIMDS, Ranchi.

The program objectives are to provide a general management perspective to the candidates, with an appreciation of the theoretical frameworks, analytical methods required for functioning effectively and efficiently as a member of the management group, at entry level executive onwards.

As per the AICTE guideline dated 9th January 2012, the program structure comprises of a two part structure with

- (i) a compulsory set of courses covering all foundation areas in management, and to build a holistic general management perspective; and
- (ii) a set of elective courses with a functional and domain thrust aimed at building the job specific skills and knowledge in the chosen functional area of management.

The unique features of the programme are as follows:

1. The program leading to the Post Graduate Diploma in Management is a full time, two year Post Graduate programme.
2. The PGDM program has an annual structure, with each academic year divided into three parts – trimesters; over two academic years, there will be a total of six trimesters.
3. Two part structure with a compulsory set of courses covering all foundation areas in management and building a holistic general management perspective, and a set of elective courses with a functional and domain thrust are aimed at building the job specific skills and knowledge in the chosen area of management.
4. One credit worth of coursework would be equivalent to ten hours of in-class workload, and hence each course involving thirty in-class hours would be worth three credits each.
5. The compulsory courses across the foundation areas of management would involve 20 courses in the first year and 16 elective courses scheduled in the second year.
6. Between the two years, there is a mandatory internship with an organization, of eight weeks duration, culminating in a project report and presentation that will be evaluated. This will have a weightage of three credits, equivalent to one course of thirty hours in-class.
7. All courses are of 30 hours duration and shall be of 03 credits each
8. There shall be a Mid-term examination in every course
9. The contents shall be reviewed every two years, and the structure every three years.
10. Further many other activities would also require student attention such as placement, continued internship, industry/alumni mentorship programs, soft skill courses, etc.

PGDM Program Structure (w.e.f. Session July 2019)

PGDM – 1st Year

Trimester I	Trimester II	Trimester III
Principles & Practices of Management	Management Information System	Human Resource Management
Marketing Management I	Macroeconomics	Managerial Accounting
Microeconomics	Organizational Behaviour	Marketing Management– II
IT Skills for Managers	Financial Management	Research Methodology
Financial Accounting and Control	Consumer Behaviour	Business Law
Quantitative Techniques-I	Quantitative Techniques-II	Personality Growth Lab-II
Business Communication	Personality Growth Lab-I	

Summer Internship Programme (8 Weeks)

PGDM 2nd Year

Trimester IV	Trimester V	Trimester VI
Compulsory Course		
1. Strategic Management	1. Production & Operations Management	1. Dissertation Project & VIVA
2. SIP Report & Viva		
Elective Courses		
2 Electives in 2 subjects each	2 Electives in 2 subjects each	2 Electives in 2 subjects each
Sales & Distribution Management	Retail Management	Services Marketing
Advertising & Promotion	Internet Marketing	Brand Management
Money Market & Capital Market	SAPM	Corporate Finance
Banking Practices	Micro- Finance	Taxation
Training & Development	Performance Management Systems	Industrial Relation Labour Laws
Man Power Planning	Human Resource Development	Labour Laws



Trimester-I

Subjects

1. Principles & Practices of Management
2. Marketing Management – I
3. Microeconomics
4. IT Skills for Managers
5. Financial Accounting and Control
6. Quantitative Techniques-I
7. Business Communication

Principles and Practices of Management

Course Objectives

The objectives of this course are to ensure learning of the management theories and practice and focus on the basic roles, skills and functions of management.

Course Content

- Management- Introduction, Definition, Functions and Roles - Planning, Organizing, Staffing; Leading and Controlling. The Levels of Management - Management Skills and Organizational Hierarchy
- Early approaches to Management, Classical approach: Scientific Management, Administrative Theory, Bureaucratic management - Behavioral approach, Quantitative approach, Modern Approaches to Management: Systems Theory, Contingency Theory, Emerging approaches in management thought.
- Fundamentals of Planning: Definitions, – Nature and implication of Planning – Kinds of Plans, Planning Process, Pre-requisites for Effective Planning – Limitations of Planning.
- Objectives, Strategies and Policies: Nature of Objectives, MBO, MBO Process – Benefits and limitations of MBO – making MBO Effective –Nature and Purpose of Strategies and Policies – Strategic Planning, Characteristics and limitations of Strategic Planning
- Basics of Organizing: Definition, Benefits of Organizing; Closed system Vs Open system view of Organization – Formal Vs Informal Organization - Span of management – Prerequisites for Effective Organizing.
- Designing Organizational Structures - Major Structural Alternatives: Functional, Divisional, Hybrid and Matrix – Bases for Departmentation – Choosing the Pattern of Departmentation. Line & Staff Authority and Decentralization, McGregor's Theory X and Theory Y
- **The Control Function:** significance of Controlling, Levels of controlling: Strategic control; Tactical control; Operational control, The Basic Control Process, The Control Techniques: Major Control Systems: Managerial Level; Nature of timing- Financial Control, Budgetary Control: Quality Control, Inventory Control.
- Leading Theories in leadership and motivation

Text and Reference Books

- Essentials of Management: An International Perspective Harold Koontz, Heinz Weihrich; Tata McGraw-Hill
- Management", James A F Stoner, R Edward Freeman and Daniel R Gilbert; Prentice Hall of India
- Management : Tasks Responsibilities Practices; Peter F Drucker; Allied
- The Practice of management; Peter F Drucker; Butterworth-Heinemann
- Management challenges for the 21st century Peter F Drucker Harper Collins

Marketing Management -I

Objective: This course introduces the students to the basic concept of marketing, evolution of marketing thought and the conceptual base for understanding the customer, market and interaction between company and customer.

Course Content

- Understanding Marketing, Scope and Importance of Marketing; Core Marketing Concepts: Needs, Wants and Demands, Market, Product, Value and satisfaction; Marketing vs. Sales, Production Concept, Product Concept, Selling Concept, Marketing Concept, Holistic Marketing Concept; Introduction to traditional Marketing Mix (4Ps); Definition and basic overview of Product, Price, Promotion and Place; Customer Value, Loyalty and Satisfaction
- Scanning the Marketing Environment: Macro and Micro Environment – Economic, Political, Legal, technological, natural, social, cultural environments;
- Understanding Consumer markets and buying behaviour; Understanding Organizational Markets and buying behaviour; Market segmentation and target markets: Bases of Segmentation: Demographic, Psychographic, Behavioural and Geographic, Identifying Target markets, choosing target markets; Developing and establishing a brand positioning; Differentiation strategies: Product and Service Differentiation; Product Life Cycle Marketing Strategies
- Marketing Information system: Internal Records, Marketing Intelligence, Forecasting Demand: Market demand, current demand, future demand, measures of market demand; Marketing in a economic downturn; Creating, Measuring and Managing Brand Equity, Devising a Branding strategy
- Conducting Marketing Research: Marketing Research Process, Measuring Marketing Productivity.

Text and Reference Books

- Kotler, P. Marketing Management, 14e. Prentice Hall of India, New Delhi.
- Ramaswamy, V.S. and Namakumari, S., Marketing Management, Planning and Control. Macmillan India Ltd., New Delhi.
- David Loudon, Robert Stevens, Bruce Wrenn, Marketing Management: Text and Cases, New York

Microeconomics

Course Objectives

The goal of this subject is to introduce the students of business management about the fundamental theories and principles of microeconomics and their applications in business and industry.

Course Content

- Introduction to Microeconomics – Meaning and Scope of Microeconomics, Demand Theory and Analysis – The Law of Demand, Elasticity of Demand, Demand Estimation and Forecasting; Theory of Supply – The Law of Supply, and Elasticity of Supply.
- Economics of Decision Making – Consumption Decisions – Cardinal and Ordinal Approaches (Law of Equi-marginal Utility and Indifference Curve Approach); Production Decisions – Production with one and Two Variable Inputs (Law of Variable Proportions, Returns to Scale and Optimal Input Combinations); Economics of Cost of Production and Break-Even Analysis.
- Theory of the Firm – Objectives of Firms – Profit Maximization, Sales Maximization, Staff Maximization, Growth Maximization, Satisfying Behaviour, Long-Run Survival and Market Share Goals.
- Market Structure – Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly;
- Factor Market Pricing – Marginal Productivity Theory, and fundamentals of the determination of factor prices.

Text and Reference Books

- Microeconomics, J. M. Perloff, Pearson Education, India
- Microeconomics, B. D. Bernheim and M. D. Whinston, TMH, India
- Modern Microeconomics, A. Koutsoyiannis, MacMillan Publishing Ltd.
- Economic Analysis – Theory and Applications, S. C. Maurice and O. R. Phillips, UBS Publishing, New Delhi
- Managerial Economics, D. N. Dwivedi, Vikash Publishing House, India

IT Skills for Managers

Objectives:

To provide computer skills and knowledge for students and to enhance their understanding of usefulness of information technology tools for business operations.

Course Content

- Basic Concepts: · Characteristics of a Computer, its advantages and limitations. Applications of computers. Essential components of Computers Hardware, Firmware, Live-ware, Software, their inter-relationship, System Software: Operating system, Translators, interpreter, compiler, assemblers, linkers.
- Overview of operating system, function of operating system, Application software: General Purpose Packaged Software and tailor made software.
- Word: Introduction to Word Processing, Word processing concepts, Use of Templates, Working with word document, Opening an existing document/creating a new document, Saving, Selecting text, Editing text, Finding and replacing text, Closing, formatting, Checking and correcting spellings, Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Practicals
- Excel: Spreadsheet and its Business Applications, Spreadsheet concepts, Creating a work book, saving a work book, editing a work book, inserting, deleting work sheets, entering data in a cell, formula Copying, Moving data from selected cells, Handling operators in formulae. Rearranging Worksheet, Project involving multiple spreadsheets, Printing worksheet, generally used Spread sheet functions, Mathematical, Statistical, Financial and Logical.
- Powerpoint: Presentation Software, Creating a presentation. Templates, Editing, Sorting, Inserting a worksheet object, Inserting a graph and editing, Inserting drawing objects, Layout, Graphical representation of data.
- Introduction to Internet, its meaning and growth, Anatomy of Internet, Basic Internet Terminology, Net Etiquette, World Wide Web, Internet Protocols, Usage of Internet to society, Search Engines.

Text and Reference Books

- Rajaraman, Introduction to Information Technology, 2003 PHI.
- R. Hunt, J. Shelley, Computers and Commonsense, Prentice Hall of India, 2002.
- A. Leon, M. Leon, Fundamentals of Information Technology, Leon Vikas, 2002
Pradeep K. Sinha and Preeti Sinha, Foundation of Computing, , BPB, Publication, 2003
- Deepak Bharihoka, Fundaments of Information Technology, Excel Book, 2000.
 - Sanjay Saxena, A First Course in Computers, Vikas Publishing House, 1998

Financial Accounting & Control

Course Objectives

The objective of this course is to introduce students to the study of accounting which is known as the language of business. The main purpose of financial accounting is to measure and report the performance of a business to interested parties both outside and inside of the business.

Course Content

- Introduction to Accounting, Basic Accounting Terms: Assets, Liabilities, Equity, Revenue, Expenses, Definition of Capital, Objectives of Financial Accounting, Limitations of Financial Accounting, Accounting and Book Keeping.
- Financial Accounting Framework: Basic Accounting Equation, Debit Credit Rules and significance, Dual Entry Accounting vs. Single Entry Accounting, kinds of accounts and their importance, Accrual Basis of Accounting , Double Entry Vs Single Entry, Concept of Trial Balance, Balance Sheet, Profit & Loss Account, Linkage between the Balance Sheet and Profit & Loss Account
- The Accounting Cycle: Journal: General Principles, Journal Proper, Purchase Day Book, Sales Day Book, Cash Book, General Ledger, Trial Balance, Bank Reconciliation Statement & Cash Book. Preparation of Trading account: Profit and Loss Account & Balance Sheet of Sole proprietorship business
- Final Financial Statements: Form and Preparation of Income Statement and Statement of Financial Position, Adjustments, Closing Entries, Statement of Cash Flows, Statement of Stock Holders Equity. Dividend Accounting, Interim Dividend, Balance Sheet as per Schedule VI format – Finalization of Accounts.
- Basic Principles of preparing Final Accounts: Brief review of Accounting Standards in India, Valuation of Inventories, Events occurring after Balance sheet date, Provisions & Reserves: Provision of Doubtful Accounts, Provision for Depreciation. Accounting for fixed assets and depreciation, Capital & Revenue expenditure. Rectification of errors & Adjustment entries.
- Departmental Accounting – Branch Accounts – Receipts and Payments Account & Income and Expenditure Account, Accounting for Tax Expense, Deferred Tax Asset and Deferred Tax Liability.

Text and Reference Books

- Dr.S.N.Maheshwari, S.K.Maheshwari, Financial Accounting for BBA,Vikas Publishing,New Delhi
- P.C. Tulsian (2009), Financial Accounting, Pearson Education, New Delhi.
- Financial Accounting for Business Managers, Ashish K Bhattacharya (2008), PHI New Delhi

Organizational Behaviour

Course Objectives

The objective of this course is to introduce the concepts of management and behaviour in an organization at all three levels (i.e. Individual, group and organizational levels) so as to make the students understand the motive behind these management theories and the psychology of these players in the organization and appreciate the inter-personal dynamics and groups behavior in organizations.

Course Content

- **Unit I:** Understanding Organization Behaviour (OB), Goals of OB, Scientific foundation of OB and Features of OB, Psychological contract and Organizational citizenship.
- **Unit II:** Personality: meaning of personality, development of personality, attributes of personality, Theories of personality, Emotional Quotient, Spiritual Quotient, Personality & job fit. Perception and managing emotions: Shaping perceptions, Perception, deception and Truth, Emotion in organizations, Managing emotions.
- **Unit III:** Thresholds of interpersonal behavior: The behavior and skills approach to Interpersonal Relationships, Interpersonal Relationships and Management of Boundaries, Role of Threat and Trust Formation in Interpersonal Relationships, JOHARI Window
- **Unit IV:** Work groups and teams: defining work groups and teams, creating and maintaining effective teams, Conflict and stress in organizations, conflict sources and processes, stress in work place, conflict and stress – a potential causal link
- **Unit V:** Organizational culture & Change management: Understanding organizational culture, perspective on culture, culture and control, organizational culture and diversity, change management.
- **Unit VI:** Technology in work organizations: Introduction, types of technology in organizations, acceptance and use of technology, technology implementation

Text and Reference Books

- Introduction to Organizational Behaviour, Butler Michael & Rose Edward, Jaico Books, New Delhi
- Essentials of Management: An International Perspective by Koontz & Weihrich, Tata McGraw Hill Education Private Limited, New Delhi.
- Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
- Contemporary Management, Gareth R. Jones and Jennifer M. George, fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi.
- Management by Stephen P. Robbins, Mary Coulter and Neharika Vohra, Pearson Publication, New Delhi.



Quantitative Techniques-I

Objective:

The objective of this subject is to familiarizing the students of business management with the basics of mathematics required in the process of problem solving and decision making

Course Content

Theory of Sets: Meaning and their representation, Types of sets, Presentation and Equality of Sets; Union, Intersection, Compliment and Difference of Sets; Venn Diagrams; Practical problems on Set.

Functions, Linear Equations, Solution of simultaneous linear Equation, Graph of linear equation in two variables. Quadratic Equation and its Solution, Linear Inequalities, Permutation and Combination and Binomial Theorem.

Matrices: Types, Properties, Addition, Subtraction, Multiplication, Transpose and Inverse of Matrix. Determinant of matrix, Solution of Simultaneous Linear Equations using Matrix inversion rule and by Cramer's rule, Business Application of Matrices.

Limit, Continuity and concept of Differentiation, Simple differentiation (upto second order derivatives), Application of Differentiation, Principles of maxima and minima (simple problem for finding maximum and minimum value of the function), and Simple integration (definite and indefinite).

Calculation of Interest: Simple and Compound.

Text and Reference Books

- Business Mathematics, P. N. Arora and P. C. Bagga, Wiley Eastern Ltd.
- Business Mathematics, S. Saha, New Central Book Agency, India
- Business Mathematics, V. K. Kapoor, Sultan Chand and Sons, India
- Statistics for Management, Beri, TMH



Business Communication

Objective:

The objective of this course is to enable students to appreciate the principles of effective business communication and apply their creative thinking abilities to organise and express ideas in writing and speaking effectively.

Course Content

- Introduction to Business communication: Meaning, Importance & Objectives - Principles of Communication, forms of communication, Communication Process, Barriers of effective communication, Techniques of effective communication.
- Nonverbal communication: Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of eliciting response, probing questions, Observation; Business and social etiquettes
- Managerial Oration: Principles of Effective Speech & Presentations. Technical & Non-technical presentations; Speech of introduction - speech of thanks – Speeches for specific occasions - Theme speech; Design and Use of audio visual aids; Analyzing the audience; Non-verbal dimensions of presentation
- Interview Techniques: Mastering the art of conducting and giving interviews, Placement interviews - discipline interviews - appraisal interviews – exit interviews – interviewing to elicit information for decision making
- Group communication: Group Decision making- Importance, Meetings - notice, agenda, minutes, opening the meeting, conducting the meeting, concluding the meeting, follow-up; group discussions; Videoconferencing.
- Business letters: Inquiries, Circulars, Quotations, Orders, Acknowledgments, Complaints, Claims & adjustments, Collection letter, Banking correspondence, Agency correspondence, Bad news and persuading letters, Sales letters
- Writing for Employment: Bio-data, Resume, Curriculum Vitae, Job application letters, Covering Letter, Interview Letters, Letter of Reference
- On the Job writings: Memos: Types of memos; request memo; confirmation memo; periodic report memo; informal study results memo; memos about unpleasant; persuasive memos
- Reports: Types of Business Reports - Format, Choice of vocabulary, coherence and cohesion, paragraph writing, organization reports by individual, Report by committee.

Text and Reference Books

- Lesikar, R.V. & Flatley, M.E. Business Communication, Tata McGraw Hill Publishing Company Ltd.
- Aruna Koneru. Professional Communication, Tata McGraw Hill Publishing Company Ltd
- Locker K.O. & Kaczmarek SK. Business Communication. Tata McGraw
- Hill Publishing Company Ltd Lehman. Business Communication Engage Learning



Trimester-II

Subjects

1. Management Information System
2. Macroeconomics
3. Marketing Management – II
4. Managerial Accounting
5. Organization Behaviour
6. Quantitative Techniques-II
7. Personality Growth Lab-I

Management Information Systems

Objective:

The course provides students a fundamental understanding of management information systems concepts and their role in contemporary business. At the end of this course students should be able to participate in information systems development as an informed person

Course Content

- Introduction, Meaning and Role of MIS, Systems View of Business, Information and the Systems Approach, Types of Information Systems, Role of Information in Management problem solving
- Evolution of an Information System, Management Information Systems, Office Automation Systems, Transaction Processing Systems, Organizational Information Systems, Decision Support Systems, Executive Support Systems, Enterprise Resource Planning Systems
- Managing Information and Data: Concept of Data and Information, Knowledge, Wisdom; Database Management, Objectives of a DBMS, Data Organization, Database Structures, Creating a database, Using a database, People managing database – Database administration, database programmer, end user, Advantages and Disadvantages of DBMS, Data warehousing, Data Mining
- Planning, Design and Implementation of MIS: System Development: The systems approach, System Development Life Cycle, Traditional SDLC, Prototyping, Rapid Application Development, Business Process Redesign, System Development Tools, Process Modelling
- Information Security: Organization needs for security and control, information security management, types of threats, risk management, information security policy, technical controls, formal and informal controls, industry certification, Business Continuity Management
- Decision Support Systems” Decision Making, problem solving and decision making, problem solving phases, frameworks, Decision Making and MIS, MIS as a Technique for Making Programmed Decisions, Decision-Assisting Information Systems; Herbert Simon Model of Decision Making.

Text and Reference Books

- Raymond McLeod, Schell, George P; Management Information Systems, 10e, PHI
- Robert G. Murdock, Ross, James R. Claggett, Information Systems for Modern Management, PHI
- James O’ Brien, Introduction to Information systems, 8e, Galgotia
- Gordon B Davis & Margrethe H Olson, Management Information Systems, TMH

Macroeconomics

Objective:

The objective of this paper is to familiarise the students of business administration with the basic tools, theories, and issues of macroeconomics relevant in the course of decision making at the aggregate level.

Course Content

- Introduction to Macroeconomic Analysis – Concept and Focus of Macroeconomic Analysis; Micro and Macroeconomic Analysis; Measures of Output, Prices and Employment; The Circular Flow Models of Economy.
- Concept of Aggregates – Aggregate Demand and Aggregate Supply; Consumption, Saving and Investment Functions; Two Sector Model of Spending Equilibrium; Concept of Investment Multiplier and its implications.
- Macroeconomic Models – Classical Macroeconomics; Keynesian System; The IS-LM Model in Two Sector Economy; Extension of IS-LM Model with Government Sector; Relative Effectiveness of Monetary and Fiscal Policies.
- Output, Inflation and Unemployment – Concepts of Inflation, Deflation and Reflation; Demand-Pull and Cost-Push Inflation; Keynesian and Monetarist Approaches to Inflation; Phillips Curve Analysis
- Theories of Business Cycle; Big Global Events: The Economics of Depression, Hyperinflation and Global Recession of 2008-09; Euro-area Problems of 2011-12; Policy Measures to Control Business Cycle.

Text and Reference Books

- R. Dornbusch and S. Fischer, *Macro Economics*, 9th Edition, 2010, Tata McGraw Hill, India.
- Shapiro, E., *Macroeconomic Analysis*, Galgotia Publications, 4th Edition, 1990, New Delhi.
- W. A. Branson, *Macroeconomic Theory and Policy*, Harper and Row, New York, 1989.
- D. L. Romer, *Advanced Macroeconomics*, McGraw Hill Company Ltd., New York, 1996.
- Hall, R.E. and J.B. Taylor, *Macroeconomics*, W.W. Norton, 1986, New York.
- N. G. Mankiew, *Principles of Macroeconomics*, 4th Edition, Cengage Learning, 2007.
- D. N. Dwivedi, *Macro Economics – Theory and Policy*, 3rd Edition, 2010, Tata McGraw Hill, India.

Organizational Behaviour

Course Objectives

The objective of this course is to introduce the concepts of management and behaviour in an organization at all three levels (i.e. Individual, group and organizational levels) so as to make the students understand the motive behind these management theories and the psychology of these players in the organization and appreciate the inter-personal dynamics and groups behavior in organizations.

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- **Unit I:** Understanding Organization Behaviour (OB), Goals of OB, Scientific foundation of OB and Features of OB, Psychological contract and Organizational citizenship.
- **Unit II:** Personality: meaning of personality, development of personality, attributes of personality, Theories of personality, Emotional Quotient, Spiritual Quotient, Personality & job fit. Perception and managing emotions: Shaping perceptions, Perception, deception and Truth, Emotion in organizations, Managing emotions.
- **Unit III:** Thresholds of interpersonal behavior: The behavior and skills approach to Interpersonal Relationships, Interpersonal Relationships and Management of Boundaries, Role of Threat and Trust Formation in Interpersonal Relationships, JOHARI Window
- **Unit IV:** Work groups and teams: defining work groups and teams, creating and maintaining effective teams, Conflict and stress in organizations, conflict sources and processes, stress in work place, conflict and stress – a potential causal link
- **Unit V:** Organizational culture & Change management: Understanding organizational culture, perspective on culture, culture and control, organizational culture and diversity, change management.
- **Unit VI:** Technology in work organizations: Introduction, types of technology in organizations, acceptance and use of technology, technology implementation

Text and Reference Books

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- Essentials of Management: An International Perspective by Koontz & Weihrich, Tata McGraw Hill Education Private Limited, New Delhi.
- Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
- Contemporary Management, Gareth R. Jones and Jennifer M. George, fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi.
- Management by Stephen P. Robbins, Mary Coulter and Neharika Vohra, Pearson Publication, New Delhi.

Financial Management

Objectives:

The objective of this course is to introduce the students to the fundamentals of finance. This will include gaining an understanding of Financial Systems: India and the world, Time value of money, Capital Expenditure Decisions, Valuation of Bonds and Shares, Capital Structure and Working Capital Management.

Course Content

- Introduction to Finance and its functions, Objectives and scope of financial management, Shareholders' Wealth maximization objectives, Agency Problem
- Financial Systems: India and the world: Capital Markets Efficiency, Financial Markets in India, Participants: Financial Institutions, Insurance Companies, Investment Institutions, Regulatory Authorities, Comparison with world markets, Time value of money, Practical application of Compounding, Annuity, Present Value, Future Value, Effective rate of Interest, Present Value of Annuity
- Capital Expenditure Decisions: Process of Capital Budgeting, Basic Principles of Cost and Benefits, Appraisal Criteria, Payback Period, Discounted Pay Back Period, Average Rate of Return, Net Present Value, Internal Rate of Return, Basic Ratio Analysis, Profitability Ratios, ROE, ROI, EPS, Dupont Analysis
- Valuation of Bonds and Shares: Concept of Value, Yield to Maturity, Bond Values and Interest Rate, Introduction to Equity Valuation, P/E Ratio
- Introduction to Capital Structure, Leverage Analysis, Net Income Approach, Net Operating Income Approach, Traditional Position, MM Position
- Source of Long Term Finance, Equity Capital, Term Loans, Debentures, Internal Accruals
- Introduction to Working Capital Management, Cash Management, Credit Management, Inventory Management , Working Capital Financing

Text and Reference Books

- Prasanna Chandra (2010) Financial Management published in New Delhi by Tata McGraw Hill.
- I.M. Pandey (2010) Financial Management, published in Noida by Vikas Publishing House.
- Khan & Jain (20010) Financial Management, published in New Delhi by McGraw Hill
- Howells and Bain, Financial Markets and Institutions
- Van Horne, Fundamentals of Financial Management, Prentice Hall.

Consumer Behaviour

Objective:

The objective of this course is to develop the student's knowledge and understanding of consumer behavior leading to the ability to apply the knowledge in developing effective marketing strategies.

Course Content

Unit-1

Defining Consumer Behaviour, its Significance, Application of Knowledge of Consumer Behaviour, Consumers & Market Segmentation, Benefits/ Limitations of Segmentation Product Positioning, Environmental Influences on Consumer Behaviour –Culture, Sub-culture & Social Class, Social Groups & Family, Personal Innovation & Diffusion of Innovation

Unit-2

Consumer decision & its kinds , Consumer decision Process Model, Marketing Implication of Problem Recognition, Search & Evaluation, Purchasing Processes, Post purchase behavior Modelling & Researching Consumer Behaviour, Organizational buying behavior

Unit-3

Personality Theories & Applications: Psychographics & Self Concept, Nature & Role of Motives & its Classification, Motive Arousal & Structuring, Motivation Research Information Processing, Learning & its classification, Additional Consumer Learning Topics, Memory, Attitude, its characteristics, Functions, Strategies for changing attitudes

Text and Reference Books

- Loudon, David L. and Bitta, AJD (2009), Consumer behavior : Concepts and Applications, New Delhi, Tata McGraw Hill Book Company
- Schiffman L & Kanuk (2003), Consumer Behaviour, New York, Prentice Hall
- Kumar, S. Ramesh (Prof.) (2003), Conceptual Issues in Consumer Behaviour: The Indian Context, Delhi, Pearson Education Pte. Ltd.
- Sternthal, B. and Craig, CS 1982), Consumer behavior : an information processing perspective, New Jersey, Prentice Hall
- Wallendorf, M. and Zaltman (1979), Readings in consumer behavior : Individuals, groups, and organizations, New York, John Wiley & Sons
- Zaltman, G. and Wallendorf M (1983), Consumer behavior : Basic findings and management implications-2nd ed., New York: John Wiley & Sons



T 2: Credits-3

Quantitative Techniques-II

Objective:

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions

Course Content

- Quantitative Techniques: Meaning and Definition, Classification of Quantitative Techniques, Mathematical Quantitative Techniques and Statistical Quantitative Techniques, Functions, uses and limitations of Quantitative Techniques.
- Types of data, Measures of Central Tendency, Measures of dispersion
- Correlation Analysis: Definition, Correlation Coefficient, Significance of Correlation Analysis, Classification of Correlation, Positive and Negative Correlation, Simple, Partial and Multiple Correlation, Linear and Non-linear Correlation, Degrees of correlation, Methods of measuring correlation
- Regression Analysis: Definition, Types of Regression, Regression Equations and methods of computing Regression Equations
- Theory of Probability: Definition, Terms, Different Approaches of Probability, Probability Distribution: Definition of random variable, Probability Distribution Function, Cumulative Distribution Function, Classification of Probability Distribution; Discrete and Continuous.
- Binomial Distribution: Meaning & Definition, Mean and Standard Deviation of Binomial Distribution, Fitting a Binomial Distribution
- Poisson Distribution: Meaning & Definition, Properties of Poisson Distribution, Practical situations where Poisson Distribution can be used,
- Normal Distribution: Definition, Properties and Importance of Normal Distribution, Fitting of a Normal Distribution
- Statistical Decision Theory-Steps in decision theory approach. Types of decision making environments, decision making under uncertainty, Decision making under risk, Posterior probabilities and Bayesian analysis, Decision tree analysis.

Text and Reference Books

- N D Vohra, Quantitative Techniques in Mathematics, Tata McGraw- Hill
- Gupta, S.P., and Gupta, M.P., (1997), Business Statistics, Sultan Chand, New Delhi
- P.N. Arora, S. Arora, Statistics for Management, S. Chand
- Sharma, J.K. (2001), Fundamentals of Operations Research, Macmillan, New Delhi

Personality Growth Lab-I

Objective:

The objective of this course is to enable students to be aware of the personality traits required to be a good manager and inculcate those traits in a conscious manner to become effective in their work life.

Course Content

- Introduction to personality development: Definition and basics of personality; Personality analysis; Indian concept of personality development; Mapping personality types; Assessment of personality
- Communication Skills: Stimulus and Response; Speaking Skills (Public Speaking, Elocution); Phonetics; Syllables; Stress; Accent and Intonation; Writing Skills (Business Letters, Memorandums, Notices); Basic English Grammar Lessons
- Email Etiquette: Different types of Email; Writing an Email for different purposes
- Body Language: Emotions displayed by body language; Handshake; Eyes; Entry to my space; Body Language exhibited during different professional interactions
- PowerPoint Presentation Skills: Enhancing slides of a PPT; Use of SmartArt, Charts and Graphs to make the achieve clarity, Proper use of animations to display creativity; Starting and Ending a presentation
- Working on interpersonal traits: Teamwork and interpersonal skills, communication and networking, empathy and listening skills, leadership, motivation and goal setting
- Group interaction :Group discussion types, Initiating and closing a group discussion, guidelines for participating in a group discussion

Note: Use of Role Plays, Case Studies, Live Projects and Classroom Activities for better understanding

Text and Reference Books

- M Ashraf Rizvi, Effective Technical Communication, The McGraw-Hill
- John Aurther, Personality Development, Lotus Press
- Pease, Allan, Body Language, Sheldon Press
- Sue Bishop, Develop your Assertiveness, Kogan Page



Trimester-III

Subjects

1. Human Resource Management
2. Research Methodology
3. Financial Management
4. Business Law
5. Consumer Behaviour
6. Personality Growth Lab-II
7. M. Comp.



Human Resource Management

Objective: This course on Human Resource Management (HRM) shall enable students to learn about the policies, practices, and decisions to make effective and efficient use of the employees of an organization to achieve the organization's objectives.

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This course on Human Resource Management (HRM) shall enable students to learn about the policies, practices, and decisions to make effective and efficient use of the employees of an organization to achieve the organization's objectives.

Course Content

- Introduction to HRM- Concept, Progressive development of the functional domain of HRM. Functions of HR. HRM in present day scenario and emerging trends.
- Human Resource Planning- Concept, Process, Control and Review Mechanism External supply including labour market trends. Job Analysis including KRA and KPA
- Manning Processes- Recruitment: Sources, Techniques, assessments. Selection: Steps, Tests in selection including psychological tests, Induction and placement, Transfer and Promotion
- Performance Appraisal and Training- Concept, Steps of Performance appraisal, Administration of Performance Appraisal, Techniques of Performance Evaluation, Problems of Performance Appraisal, Concept of HR Scorecard (Introduction only) Potential Appraisal
- Training: Concepts, Training needs analysis, Types of training, Training
- Compensation Management- Concepts, Determination of compensation, Components of a compensation package, Incentives, Introduction to Income tax planning
- Industrial Relations- Concepts of Industrial Relations, Trade Unions, Issues of Industrial Conflict, Industrial Disputes and Settlements

Text and Reference Books

- Dessler Gary (2010), Human Resource Management, Prentice Hall, New Delhi
- Aswathapa K (2005), Human resource Management , Tata McGraw Hill, New Delhi
- Arun Monapa, Managing Human Resource
- Anjali Ghnekar, Human Resource Management
- Cynthia D. Fisher, Lyle F. Schoenfeldt, and James B. Shaw, Human Resource Management, 6th Edition, Boston: Houghton Mifflin, 2006

Managerial Accounting

Objective:

The objective of this course is to enable the students to have knowledge about the conceptual framework of management accounting, fundamentals of management accounting, Statements of Financial Accounting, ratio analysis, cash flow statements and costs and their types.

Course Content

- Definition of Accounting, Need, Process, Objectives of Accounting, Types of Accounting: 1) Financial Accounting 2) Cost Accounting 3) Management Accounting. Management Accounting: Functions, Tools, Benefits/Importance, Limitations.
- Cost Accounting: Definition of cost and cost accounting. History of management and cost accounting. Role of a controller/comptroller. Distinction between Financial Accounting and Management Accounting, Distinction between Cost Accounting and Management Accounting.
- Financial Statement and Ratio Analysis- Introduction, Methods of Analysis: Comparative Statements, Common Size Statement, Trend Ratios (Horizontal Analysis), Fund Flow Statement: Definition
- Ratio Analysis: Meaning of Ratio, Necessity and Advantages of Ratio Analysis, Interpretation of Ratios, Types of Ratio: i) As per nature of items, a) Balance Sheet Ratios, b) Revenue Statements or Profit and Loss Account Ratios: c) Inter Statement or Composite Ratios; ii) Functional Classification: a) Liquidity Ratios, b) Leverage Ratios, c) Activity Ratios, d) Profitability Ratios, Fund Flow Statement and Cash Flow Statement, Fund Flow Statements: Meaning and concept of fund – Current and Non-Current Accounts – Flow of Fund –Preparation of Fund flow statements, uses, Significance
- Cash Flow Statement: Difference between fund flow statement and cash flow statements – Preparation of cash flow statements as per AS-3 Norms – Direct and Indirect methods,



Working Capital, Meaning, Objectives and Importance, Factors affecting requirements, Sources of Working Capital, Computation of Working Capital.

- C.V.P. Analysis: Marginal Costing- Contribution, P/V ratio, Break Even Analysis – Algebraic and Graphic presentation – Decision making: Fixation of Selling Price – Introduction only
- Budget and Budgetary Control, Meaning of Budget and Budgetary Control, Definition, Nature of Budget and Budgetary Control, Objective of Budget and Budgetary Control, Limitations of Budget and Budgetary Control, Steps in Budgetary Control, Types/classification of Budgets: According to Time, i) Short Term/ ii) Long Term; According to Flexibility- i) Flexible/ ii) Fixed, Responsibility Accounting –Concept – Significance – Responsibility centres- Activity Based Costing.

Text and Reference Books

- MY Khan, PK Jain, Management Accounting, Text, Problems & Cases, McGraw Hill New Delhi
- S K. Gupta, R. K. Sharma, Management Accounting, Principles & Practice, Kalyani Publishers New Delhi
- Charles T. Horngren, Gary L Sundem, William O. Stratton, Jeff Schatzberg, Introduction to Management Accounting, 14/e (Indian edition), PHI, New Delhi
- B Bannerjee Financial Policy and Management Accounting 8th Edition (2010) PHI New Delhi
- Dr. S.N. Maheshwari ,Cost and Management Accounting , S Chand and Sons. New Delhi

Marketing Management II

Objective: This course will enable the student to understand the tools and techniques available for the marketer to reach the customers and achieve the objectives of the business and ensuring customer satisfaction.

Course Content

- Product Strategy: Product Characteristics and classifications, Design, Product and Brand Relationships; Packaging, Labelling, Warranties and Guarantees; The Nature of Services, Service Mix, Characteristics of Services, Managing Service Quality, Managing Product-support services
- Introducing New market offerings – New Products, types, challenges in new product development, managing the development process, consumer adoption process
- Pricing: Understanding Pricing, Setting the Price, Adapting the Price, Initiating and Responding to Price changes
- Marketing Channels and Value Networks; Roles of Marketing Channels; Channel Management Decisions; Conflict, Cooperation and Management; Managing Retailing, Wholesaling and Logistics: Wholesaling, Retailing; Private Labels, E-commerce and M-Commerce marketing practices
- Designing and Managing Integrated Marketing Communications: Role of Marketing Communications, Developing Effective Communications, Marketing Communication Mix,
- Sales Promotions, Public Relations, Events and Experiences; Personal communications – Direct Marketing, Word of Mouth; Personal Selling – designing and managing the sales force
- Marketing Implementation and Control; Developing Marketing Strategies and Plans: Corporate and Division strategic planning; Marketing Plan; Competitive Strategies for Market Leaders, market challengers, market followers and market nichers; Socially Responsible Marketing,

Text and Reference Books

- Kotler, P. Marketing Management, 14e. Prentice Hall of India, New Delhi.
- Ramaswamy, V.S. and Namakumari, S., Marketing Management, Planning and Control. Macmillan India Ltd., New Delhi.
- David Loudon, Robert Stevens, Bruce Wrenn, Marketing Management: Text and Cases, New York

Research Methodology

Objective

The objective of this course is to familiarize students with the different aspects of research and provide an idea of good scientific writing and proper presentation skills. The course shall also provide an understanding of philosophical questions behind scientific research.

Course Content

- Introduction to Research: Meaning, characteristics, and importance; Types of research; Research Process and its overview, Steps in the research process.
- Basic Concepts: Validity and Reliability, Deduction and Induction, Qualitative and Quantitative, Data and Information, Research Process
- Research Strategies – Case Studies, Surveys, Experiments, Action Research, ,
- Developing Instruments for Research: Interview Methods, Questionnaires, Observational Methods, Documentary Sources
- Sampling and its types, Sampling procedures techniques and sample size determination
- Level of measurement: Scale of measurement, Purely qualitative data, Nominal, Ordinal, Interval and Ratio level data, Parametric and non-parametric methods
- Quantitative data analysis: Introduction, Frequency Distribution, Histograms, Bar Charts, Identifying average values and variability in research data, Identifying connections between variables: Ratio and Interval scale variables, Ordinal and Nominal scale variables
- Statistical inference: Testing Of Hypothesis: Statistical Inference, Procedure for Testing of Hypothesis, Parametric Tests, Types of Errors in Testing of Hypothesis
- Non-Parametric Tests: Chi-Square Test, Wilcoxon Matched Pairs Test, Signed Rank Test, Analysis Of Variance: Definition, Characteristics, and Types of Variance Analysis.
- Qualitative data analysis: Data reduction, screening, coding qualitative research data, data analysis using data displays – Flow Charts, Pareto Charts, Ishikawa Charts.
- Report Writing: Creating a structure, Abstract, Research design, Literature Review, Analysis and Interpretation, Summary, References (Various types of referencing), Bibliography

Text and Reference Books

- Kothari, C.R. Research Methodology – Methods and Techniques (New Age : New Delhi)
- Taylor, Sinha and Ghoshal. Research Methodology – A Guide for Researchers in Management & Social Sciences. (PHI, New Delhi).
- Krishnaswamy, K.N., Sivakumar, Appa Iyer and Mathiranjana M. (2006), Management Research Methodology; Integration of Principles, Methods and Techniques (Pearson Education, New Delhi)
- The complete reference Office Xp – Stephan L. Nelson, Gujulia Kelly (TMH)
- Reseach Methods for Management, Shahjahan S, Jaico Piblications, New Delhi



Business Law

Course Objective: The objective of the subject is to acquaint the students with the various laws governing modern business and provide an insight to handle business situations judiciously and take decisions that should be appropriate.

Unit 1: The Indian Contract Act, 1872

Introduction to Business Law, Meaning and Nature of Contract, Essentials of a Valid Contract, Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract. Definition of Indemnity, Guarantee, Bailment & Pledge; Agency- Introduction and Essentials.

Unit 2: The Sales of Goods Act, 1930

Definition and essentials of a contract of sale, Distinction Between 'Sale' and 'Agreement to Sell', Conditions and Warranties.

Unit 3: The Indian Partnership Act, 1932

Meaning and Essential Elements of Partnership, Registration of Firms, Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm.

Unit 4: The Companies Act, 2013

Salient Features of Companies Act 2013, Types of company, Difference between Public and Private Company, Formation of Company, Winding up and Dissolution of Company.

Unit 5: The Consumer Protection Act, 1986

Objective and Scope, Definition of Consumer, Consumer Protection Councils, Consumer Disputes Redressal Agencies

Unit 6: Information Technology Act, 2000

Introduction and Rationale, Applicability, Electronic Commerce



Unit 7: The Negotiable Instruments Act 1881

Definition and Characteristics of Negotiable Instruments, Type of Negotiable Instruments.

Unit 8: Intellectual Property Rights and Taxation Laws

IPR-Patent, Copyright & Trademark; Central Excise Tax, Value Added Tax & Service Tax

Minimum 5 Cases is to be discussed

Text Book Suggested Readings

- Legal Aspects of Business, AkhileshwarPathak, Tata McGraw Hill
 - Indian Business Laws, S.K.Aggarawal& K. Singhal, Galgotia Publications Pvt. Ltd.
 - Business Law Including Company Law S.S.Gulsan& G.K. Kapoor, New Age International Publishers.
 - Mercantile Law, M.C.Kuchhal, Vikash Publications
 - Business Law, Satish B Mathur, McGraw-Hill
 - Business Law: One should Know, Ajay Garg, Navi Publication
 - Bare Act with short notes/comments(For each Different Laws)- Universal Law Publishing Co. Pvt. Ltd., Commercial Law Publishers(India) Pvt. Ltd.
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Personality Growth Lab-II

Objective:

To build self-confidence, enhance self-esteem, sensitize about proper behaviour and improve overall personality of the students

Course Content

- Conflict Management, Problem Solving Skills, Stress Management, Creativity and Innovation
- Resume/CV writing: Writing for Employment: Bio-data, Resume, Curriculum Vitae, Job application letters, Covering Letter, Interview Letters, Letter of Reference; Difference between Resume and CV
- PowerPoint Presentation Skills: Enhancing slides of a PPT; Use of SmartArt, Charts and Graphs to achieve clarity, Proper use of animations to display creativity; Initiating and Closing a Presentation
- Group Discussion: Types of Group Discussion, The Responsibility of the First Speaker, Concluding the Discussion, A Mock GD
- Selling and Negotiation Skills: 8 Golden Steps of Selling
- Job Interview: Types of Interviews, Groundwork before the Interview, Abide by the dress code, Body Language; Probable Interview Questions, Few Tricky Questions and Possible Answers, A Mock Interview
- Summer Internship Project: How to be SIP ready, Presentation of report

Note: Use of Role Plays, Case Studies, Projects and Classroom Activities for better understanding

Text and Reference Books

- Barun K. Mitra, Personality Development and Soft Skills, Oxford University Press
- R.C. Bhatia, Personality Development, Ane Books Pvt. Ltd.
- John Aurther, Personality Development, Lotus Press

Trimester-IV, V & VI

Compulsory Courses

Trimester IV	Trimester V	Trimester VI
1. Strategic Management	1. Production & Operations Management	1. Dissertation Project & VIVA
2. SIP Report & Viva		

Elective Courses

2 Electives in 2 subjects each	2 Electives in 2 subjects each	2 Electives in 2 subjects each
Sales & Distribution Management	Retail Management	Services Marketing
Advertising & Promotion	Internet Marketing	Brand Management
Money Market & Capital Market	SAPM	Corporate Finance
Banking Practices	Micro- Finance	Taxation
Training & Development	Performance Management Systems	Industrial Relation Labour Laws
Man Power Planning	Human Resource Development	Labour Laws

Strategic Management

Course Objective

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

Course Content

- Understanding Strategic Management - Concept, definition, Kinds, Importance of strategies
- Strategic Planning – Concept, Important characteristics, Requisites for Successful Planning, SBUs, Corporate Planning Process, Benefits, Vision, Objectives and Goals, 7S Framework, Concept of Core Competency. Why strategic planning fails.
- SWOT Analysis: Environmental threats & analysis – definition, Environment taxonomy, Constituents & impact of environment, assessment of impact of opportunities;
- Portfolio analysis & Display Matrices: BCG's Growth Share Matrix, GE's Strategic Business Planning Grid, Shell's Directional Policy Matrix, PIMS Model, Hofer's Product/ Market share analysis, Arthur D Little Company Matrix
- Principles of Competitive Advantage, Value Chain and Competitive Advantage, Generic competitive strategies, Marketing warfare viewpoint; Internal corporate analysis: Meaning, criteria of strengths & weaknesses, Strategic Analysis – Cost dynamics: Experience curve, Break-even analysis, Sensitivity analysis, Relative cost advantage & competitive analysis
- Strategic Choices: Strategic alternatives, Generating Strategic alternatives, Classifying Strategic alternatives, selection of strategy, managerial Factors & Strategy,
- Diversification: Definition, types, related and unrelated diversification, Integration, Diversification & Synergy, Diversification vs. Expansion, Planned diversification, Mergers & Acquisitions; Strategic Reasons for Mergers and Acquisitions
- Turnaround management: Introduction, Causes for corporate sickness, Types of turnaround strategies, turnaround process

Text and Reference Books

- Strategic Management – Strategy Formulation and Implementation by John Pearce & Richard Robinson / AITBS Publication
- Business Policy and Strategic Management, 6e by Jauch, Gupta and Glueck/ Frank Bros and Co.
- Strategic Management – An Integrated Approach by Charles Hill & Gareth Jones/ Biztantra
- Competing for the Future by Prahalad and Hamel/ TMH
- Making Strategy by Colin Eden & Ackermann / Sage Publications
- Competitive Advantage: Creating and Sustaining Superior Performance by Michael Porter, The Free Press, 1985
- Market Driven Strategy
- Marketing Planning & Strategy by Subhash C Jain, Cengage South-Western, 1999

Sales & Distribution Management

Objective:

The purpose of this course is to familiarize students with the principles, structures, strategies and skills of selling and managing the selling function and impart skills required to plan, organize, implement and control selling and marketing channels.

Course Content

- Understanding sales and sales management, Evolution of sales concept, Integrating sales and marketing management, Objectives, Sales organization, Types and role of organizations, Basis for designing a sales organization, Types of sales force structure, Role and Responsibilities of a sales manager
- Concepts of Selling - Commonly Held Beliefs About Selling, Selling vs. Marketing, Modern Concept Of Selling, What Is Salesmanship? How Does Salesperson Work
- Selling: Traits And Tasks - Why Salespeople Fail, An The Effective Salesperson, Secrets Of Super Successful Sales Professional
- Sales Planning: Assessing and analysing market potential, Sources of data, Importance and uses of sales forecasts, Sales forecasting methods, Importance of sales planning, sales planning process, Purpose of sales budgets, Benefits of budgeting, Types of budgets, Methods of budgeting for sales, Requirements for successful budgeting
- Selling Process - Looking for New Customers, Validating Sales Leads, Preparation for the Sales Call, The Sales Meeting, Handling Buyer Resistance, Closing the Sale, Account Maintenance
- Distribution: Need for Distribution Channels, role of Channel members, Channel functions, Designing channels, Channel flows and costs, channel conflict and its management, Territory Management and its importance, Criteria and Methods for designing territories, operating territory management system
- Sales Presentation Skills, Key Factors For An Effective Presentation, Handling Questions
- Customer Service, ABC of customer service, Steps for Customer Service Excellence
- Importance of recruitment of Sales Personnel, Sales personnel selection process, Importance of sales training, Types of sales training, Benefits of sales training, Compensating Sales Personnel: its Objectives and Characteristics, Types of compensation plans, Designing and implementing compensation plans
- Motivating Sales Force: Concept of motivation, Motivational theories, Motivation and productivity of the sales force, Effect of personal characteristics on sales force motivation, Sales motivational mix
- Sales and Cost Analysis: Ensuring profits, Nature of sales control, Sales analysis, Sales audit, Marketing cost analysis, Marketing audit, Profitability analysis, Principles of analysis.
- Evaluating Sales Force Performance: Sales force performance, Determinants, Methods of sales forces evaluation, Reviewing sales force performance.
- Leading Sales Force: Nature of leadership, Characteristics, Leadership styles, Skills of a leader.

Text and Reference Books

- Sales Management-Decisions, Strategies and Cases, 5e, Richard R Still, Edward W Cundiff, Norman A P Govoni/ Prentice-Hall, India
- Marketing Channels, 5e, Louis W Stern, Adel I EI-Ansary & Anne T Coughlan/ Prentice-Hall, India
- Strategic Logistics Management, 3e, Douglas Lambert & James R Stock/ Tata Mc Graw Hill
- Marketing Channels: A Relationship Approach, Lou E Pelton, David Strutton & James R Lumpkin

Advertising & Promotion

Objective:

This course provides a comprehensive understanding of the fundamentals needed to build a clear, integrated communication strategy for an organization. The course also provides inputs to prepare the students with the ability to design, develop and execute effective Creative and Media Strategies for Advertising campaigns.

Module 1: Introduction to Integrated Marketing Communication (IMC) Evolution & significance of IMC, Role of Various promotional elements in Marketing Communication. The IMC Planning Process, Review of Consumer Buying decision process and factors affecting it.

Introduction to Advertising

History of advertising, Classification of advertising, The structure of the Advertising & Promotions World, Advertisers, Advertising agencies, and Media. Economic Social and Ethical issues in Advertising, Advertising Regulation, Role of ASCI and other regulatory bodies.

Module 2: The Communication Process

Basic Communication Model, Traditional Communication Response Hierarchy Models, Consumer Involvement, The FCB Planning model, Elaboration Likelihood Model.

Planning an advertising campaign

Setting the advertising objective, Sales vs Communication Objective, DAGMAR, Defining the target audience, Apportioning the advertising budget.

Module 3: Creative Strategy

Role of Creativity in Advertising, Research inputs to the creative process, Relevance of Brand Positioning & USP, Advertising appeals, Finding the Big Idea, Creative Execution themes- Demonstration, Testimonial etc, Creative Execution in Print Advertising, Creative Execution in TV Advertising.

Module 4: Media Strategy

Types of media, Media characteristic, Using Indexes (Brand Development Index & Category Development Index) to determine where to promote, Establishing the Media Objective, Factors affecting Media Selection, Media Scheduling, Establishing Reach & Frequency objectives, Audience Measurement, Media selection and scheduling, Media Buying



Module 5: Testing Advertising Effectiveness

Communication and sales Effectiveness, Various methods of Pre & Post testing.

Module 6: The New Age Promotional Media

Integrating the internet in the IMC programme, communicating through websites, Search Engine Marketing, Banner advertisements, Blogs & Community Forum, Marketing Communication through Social Media, Merchandising, Mobile Advertising

Module 7: Other Tools of Promotion

Public Relations, Publicity, Direct marketing, Sales Promotion, Event Marketing.

The course discussion to be based on a dummy IMC/Advertising campaign, for a live or a hypothetical brand, to be developed by the students in small teams

Text Book:

ADVERTISING & PROMOTION by George Belch, Michael Belch &KeyoorPurani, Mcgraw Hill 7th Ed.

Suggested Readings

- Advertising and Integrated Brand promotion, O'Guinn, Allen, Semenik, Thomson South Western
- Foundations of Advertising Theory&Practice, S.A.Chunawala& K.C. Sethia, Himalaya Publishing
- Principles of Advertising &Imc(Sie), Tom Duncan, Tata McGraw Hill
- Advertising Management, Batra, Myers, Aaker, Pearson
- Advertising Management, Jethwaney& Jain, oxford university Press.
- Advertising and Sales promotion, S.H.H.Kazmi&SatishBatra, Excel Books
- Advertising & Promotion, Shimp, South Western Cengage
- Advertising and Promotions An IMC perspective, KrutiShah,Alen D, Tata McGraw Hill
- Advertising and Promotions, An IMC Perspective, Shah & D'Souza, McGraw Hill
- Advertising and Sales Promotion , Kazmi and Batra, Excel Publishing
- Integrated Advertising Promotion , and Marketing Communication, 3/e, Kenneth E. Clow, Pearson
- Advertising, Manendra Mohan, Tata McGraw Hill
- Ogilvy on Advertising
- Positioning-Al Ries&Jack Trout

Money Market & Capital Market

Objective:

The objective of this course is to introduce the students to the concepts and practices of money markets and capital markets and enable them to apply them effectively in their work areas.

Course Content

- Introduction to Indian Financial System. Function of Financial system. Constituents of Indian Financial system. Role of each constituent. Regulatory and promotional Institutions- RBI, SEBI- their role in proper functioning and growth of financial markets and institutions. Types of Financial markets. Foreign exchange market- nature organisation and participants, Exchange rates, currency convertibility.
- Money Market, Call money market – India, US, UK. Size, volatility, and call rates, Money market instruments, Treasury Bills Market- Its nature and characteristics, types of treasury Bills, Size and participation, Funding of treasury bills, Bank deposits, and monetary policy, 182, 364, 14 day treasury bill market, T-Bills under MSS scheme, Commercial Bills Market- Bills of exchange, classification purpose, size of bill market in India, Characteristics of well-developed bill market, Commercial Papers and certificate of deposits – nature, size and development in India, Reforms in Money Market
- Capital market: Functions of Capital market, primary and secondary of capital market in India. Role and functions of primary and secondary market. History of capital market in India. Capital market scams. Primary market- Primary issues, its types- public issue, rights issue, private placement. Book building mechanism & its limitations. Reverse book building process. Green shoe option. Resource mobilization from international capital markets –GDRs, ADRs, ECBs, FCCBs. Secondary market-organisation, management and membership of stock exchanges- Stock exchanges regional and national. Methodologies of calculating the index. Trends at BSE, NSE. Government securities market-features, importance, implications for monetary policy. Recent developments, Reforms in Capital market

Text and Reference Books

- Financial Institutions and markets – LM Bhole, Jitendra Mahakud, Tata McReaw Hill.
- Indian Financial System – Bharati V. Pathak
- Financial markets and Services- E Gordon, K Natarajan , Himalaya Publishing House.
- Financial Services and markets – Dr P Pandian, Vikas Publication.

Banking Practices

Objective:

The objective of this course is to make the enable students to understand the basic principles and practices of a bank and give them a specialized knowledge of the Indian Banking system.

Course Content

- Indian Banking system-evolution, meaning of a banking company, features of banking, structure of banks in India, Role of banking system in the economic growth and development, constituents of Indian Banking System- Co-operative banks, commercial banks and development banks, functions of commercial banks, opening of new banks and branch licensing, an overview of RBI Act, 1934 And Banking Regulation Act, 1949, functions of RBI, credit control policy of RBI, KYC guidelines of the RBI
- Relationship between a banker and a customer- creditor and debtor, bailor and bailee, lesser and lessee, banker as trustee, banker as agent
- Principles of lending, credit worthiness of borrowers, collection of credit information, types of credit facilities, various deposit schemes, Multi-option deposit schemes (MODS), Tailor-made deposit schemes, special schemes for NRIs, priority sector lending, general principles of secured advances, kinds of securities-land/real estate, stock and shares, debentures, goods, life policies, book debts, fixed deposit and supply bills; charge over securities-pledge, hypothecation, mortgage, assignment and lien.
- IT Application in Banking: Automated clearing systems, Electronic Management System, Real time gross settlement (RTGS), National Electronic Funds Transfer (NEFT), SWIFT; Cyber crimes and fraud management
- Risk Management in Banks: An overview, credit risk management, Basel III norms, NPA management
- Recent developments in the banking sector, Challenges faced by the Indian Banking Industry, Future of Indian banking

Text and Reference Books:

- M.L.Tanan, revised by : Banking Law and Practice, Wadhwa & Company, Nagpur C.R. Data & S.K.Kataria
- A.B. Srivastava and : Seth's Banking Law, Law Publisher's India (P) Limited K. Elumalai
- R.K. Gupta : BANKING Law and Practice in 3 Vols.Modern Law Publications.
- Prof. Clifford Gomez : Banking and Finance - Theory, Law and Practice, PHI Learning Private Limited
- J.M. Holden : The Law and Practice of Banking, Universal Law Publishing.

Training & Development

Objectives:

- To assess the need for training in a given organization
- To determine the methods of training for various levels of personnel
- To evaluate the training conducted using appropriate techniques
- To take corrective action upon feedback of training conducted

UNIT-I:

Introduction to Training & Development: Meaning and objectives, Systems View of Training.

UNIT-II:

Need for Training and Development: Role of Development officers – administrators, consultants, designers and instructors – Determining training needs, Usefulness of training, Development of competency-based training programs.

UNIT-III:

Methods of training: on the job training, off the job training, choosing optimum method – the **lecture** – field trips – panel discussion – behaviour modeling – **interactivedemonstrations** – brain storming – **case studies** - team tasks, agenda setting, **role-plays, simulations, business games**, critical incidents, data gathering and grouping methods.

UNIT-IV:

Training Evaluation: Meaning and Benefits, Cost-Benefit analysis of Training, Kirkpatrick's Model of training evaluation.

UNIT-V:

Development – Differences between training and development – management development program – career development program – counseling – evaluation of programs – job evaluation – methods and techniques.

Man Power Planning

Objectives:

- To examine closely the various concepts related to the recruitment, selection etc. and explain them
- To critically evaluate the tools and techniques used during the various phases of staffing, maintenance and development of personnel.
- To be able to apply these tools, techniques, models in real time situations.

Topics:

- Manpower Planning and Resourcing: Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives
- Manpower Forecasting: Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of Forecasting
- Role of Human Resource in Manpower Planning: Introduction, Inputs provided by HR for manpower planning, Key human resource elements
- Sourcing & Recruitment: Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications
- Selection Tests: Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online, Importance of tests, Interviews, Final stages.
- Induction
- Retention Strategies- Recruitment and retention strategies, Executive education - Flexi timing – Telecommuting - Quality of work life - Work – life balance - Employee empowerment – Employee involvement, Autonomous work teams, Creating learning organization - Competency mapping – Multiskilling – Succession planning - Cross cultural training
- Employee growth:

Production and Operations Management

Objectives:

The objective of is course is to introduce the students to the concepts and issues related to Production and Operations management, describe the basic tenets of materials management, and explain them to Productivity and Quality Management.

Course Content:

- Production and Operations Management - Meaning, nature and scope; production analysis, objective and functions of production management
- Optimization Techniques: Break Even Analysis, Linear Programming: Formulations and Graphic Solutions, Simplex Method, Artificial Variable method.
- Sensitivity Analysis, Economic Interpretation of simplex tableau, Computer software for solving LPP.
- Production unit having more than one goal to achieve.
- Transportation Problem: Mathematical formulation, Least Square Method, Least Cost Method, Vogel's Approximation Method, MODI Method to optimize Transportation problem. Maximization case in Transportation Problem.
- Assignment Problems: Mathematical formulation, Hungarian method. Maximization case in assignment problem.
- Types of Sequence problem of a manufacturing unit: many jobs with two machines, many jobs with three machines, many jobs with many machines and two jobs with many machines.

Production and Operations Management-II

Objectives:

The objective of is course is to introduce the students to the concepts and issues related to Production and Operations management, describe the basic tenets of materials management, and explain them to Productivity and Quality Management.

Course Content:

- The study of competitive market for an organization (Game Theory).
- Replacement of an equipment / assets that deteriorates gradually, Replacement of an equipment / assets that fails suddenly.
- Inventory control, relevant inventory costs, methods of inventory management, economic lot size, reordering point, ABC analysis and other classifications of materials.
- Elements of queuing system, operating characteristics of queuing system, and problem based on queuing system.
- Future expectation of production and sales for an organization (Forecasting) techniques.
- Scheduling: Project scheduling, Gant Chart, Program Evaluation and Review Techniques (PERT), Critical Path Method (CPM), Compression of Project Duration.



- Types of manufacturing processes, job shop production, batch production, line production, flow production, Facility layout planning, plant location decisions, plant layout, capacity planning. Production Planning and Control (PPC)
- Simulation techniques used in the organization.

Text & Reference Books

- Production and Operations Management, by S.N. Chary, Tata McGraw Hill
- Operations Management for competitive advantages by Richard B. Chase, Tata McGraw Hill
- Production and operations management by Everett E. Adam, Ronald J. Ebert, Prentice Hall of India
- Operations Management, by Gaither & Fraizer, Thomson South Western
- Production and operations management, by P. Ramamurthy, New Age Publication
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Text & Reference Books

- Production and Operations Management, by S.N. Chary, Tata McGraw Hill
- Operations Management for competitive advantages by Richard B. Chase, Tata McGraw Hill
- Production and operations management by Everett E. Adam, Ronald J. Ebert, Prentice Hall of India
- Operations Management, by Gaither & Fraizer, Thomson South Western
- Production and operations management, by P. Ramamurthy, New Age Publication

Retail Management

Objective

The objective of this course is to develop knowledge of contemporary retail management issues and describe and analyze the way retailing works, specifically the key activities and relationships. The course also aims at providing an academic underpinning to the above through the application of retailing theory and research.

Course Content

- Introduction to retailing: Retailing defined, Retailing and development, Utilities of retailing, History of retailing, Theories of retail development, Retail management process.
- Indian retail industry: Structure of Indian retail industry, Drivers of growth, Key challenges
- Retailing in other countries: Global scenario, Retailing in US, Asia, European retailing
- Understanding Shopping and shoppers: Concept of shopping, shopping process, shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, value and lifestyle of Indian shoppers, media-graphics of Indian shoppers, behaviour-based segmentation, attitude/ orientation based segmentation.
- Delivering value through retail formats: Classification of formats, value-based format of retail choice.
- Deciding the location: The process of deciding the location, Methods of estimating demand.
- Category Management: Factors affecting growth of category management, the category management process.
- Supply-chain Management: Factors for successful SCM, Drivers of SCM, SCM and Competitive Advantage, Framework for SCM
- Retail Buying: Objectives of buying, organizational buying, retail buying behaviour, becoming a buyer, Merchandising and Assortment Plans, Retail buying groups.
- Store Layout and Design: Objectives of Layout and Design, elements of store layout, planning and circulation, storefronts and entrances, merchandise display, materials and finishes, lighting, music, graphics.
- Point of purchase communication: Convergent or internal communication, Role of packaging, Designing PoP communication.
- Establishing a Pricing Strategy: Factors affecting pricing decisions, price setting, reference pricing.
- Shop as a social entity: Shop as a society
- Technology in Retailing: Different technologies used in retailing, ECR and technology, Adoption of technology: issues and challenges

Text and Reference Books

- Piyush Kr Sinha, Dwarika Prasad Uniyal, Managing Retailing, Oxford University Press, New Delhi
- Berman, Barry and Joel R Evans, Retail Management a Strategic Approach, Prentice Hall, 11th edition
- Levy, Michael Barton A. Weitz, Retailing Management, Irwin /McGraw Hill
- Hasty and Ron James Reardon, Retail Management, Tata McGraw Hill, Intl

Internet Marketing

Objective

The objectives of course are to understand internet users and to Understand the E-Marketing context: e-business models, performance metrics, and role of strategic planning, Describe marketing strategies of segmenting, targeting, positioning, and differentiation, Know how to use marketing functions of product, pricing, distribution, and marketing communication for a firm's E-Marketing strategy and Evaluate several customer relationship management (CRM) strategies using internet technology.

Course Content

- Introduction to Internet Marketing: Meaning, scope and importance of internet marketing, Application of internet marketing, the internet microenvironment
- Internet Marketing Mix, Segmentation and Position, Differentiation and Positioning
- Strategy and Planning for Internet Marketing; Business to Consumer and Business to Business Internet Marketing, Online buyer behavior and Models;
- Web site design and Domain Name Branding, Understanding site user requirement, site design and structure, developing and testing content, Online Advertising: Display Advertising, Service quality
- Integrated Internet Marketing Communications (IIMC); Objectives and Measurement of Interactive marketing communication; Online Promotion Techniques: Search Engine Marketing, Online PR, Interactive Advertising, Online Partnerships, Opt-in-e-mail, Offline Communications, Internet versus traditional marketing communication
- Relationship Marketing using the internet: e-CRM, Customer Life Cycle Management, Approaches to Implementing e-CRM; Performance Management for Internet Marketing.: Creating a performance, system, defining the performance metrics framework, Tools and techniques for Measurement, Maintenance, Process; Responsibilities in Website Maintenance.
- Measuring Internet Marketing Effectiveness: Metrics and Website Analytics
- Trust in Internet Marketing. Ethical and Legal Issues; Internet of the future: “Customerization”.

Text and Reference Books

- Chaffey, D., Ellis-Chadwick, F., Johnston, K. and Mayer, R. (2009) Internet Marketing: Strategy, Implementation and Practice, Third Edition, Pearson Education, New Delhi.
- Strauss, Judy and Frost, Raymond (2009), E-Marketing, 5th Edition, PHI Learning Pvt. Ltd., New Delhi.
- Roberts, M.L. (2009) Internet Marketing, 1st Indian Edition, Cengage Learning, New Delhi.
- Hanson, W. and Kalyanam, (2010), e-Commerce and Web Marketing 1st Edition, Cengage, Learning, New Delhi.
- Shainesh G. and Jagdish N Sheth (2008). Customer Relationship Management- A strategic perspective, Macmillan India Ltd.
- Mohammed, Rafi. (2004). Internet Marketing: Building Advantage in a Networked Economy, 2nd Edition, Tata McGraw Hill

Security Analysis Portfolio Management

Objective: The objective of this course is to introduce the concept of Investment and Securities, explain Risk and Return, elucidate Bond Return and Valuation and Stock Return and Valuation and do its technical analysis effectively. A training course aims at introducing the concept of portfolio, describing theories associated with it, explains stock market basics and enables evaluation and revision of investment portfolios in an effective manner.

Course Content

- **Introduction to Investment and Securities:** Meaning of Investment, Investment Avenues (Financial Assets, Physical Assets, Marketable Assets), Objectives of Investment, Investment Process, Characteristics of Investment, Sources of Investment Risk, Investment Vs Speculation, Investment Vs Gambling, Types of Investors, Concept of Securities and its Analysis.
- **Capital Markets:** Evolution, Role of intermediates in capital market, primary and secondary markets, stock exchanges, Listing of securities, Need for regulatory mechanism, Establishment of SEBI, Guidelines of SEBI, SEBI Act/ Rules and Regulations, Merchant Banking – its role & functions.
- **Security analysis :** Objectives of security analysis, Investment alternatives, Valuation theories of fixed and variable income securities, The return to risk and the investment decisions. Government securities, Non govt. securities, efficient market theory. Recent developments in the Indian stock Market.
- **Stock Market Basics:** Concept, Usefulness of indices, Computation of Stock Index, Differences between the Indices, The BSE Sensitive Index, NSE-50 index(Nifty) , Trading Procedure
- **Introduction to portfolio Management** – An optimum portfolio selection problem, Markowitz portfolio theory, The mean – variance criterion, The nature of investment risk, MVC and portfolio selection.
- **Portfolio Management:** Mutual funds, Venture capital, factoring, Depository system, Derivative trading, buy – back shares, Dow jones theory, Random Walk.
- **Concept of Portfolio:** Quantifying Portfolio Returns and Risk, Systematic and Unsystematic Risk relating to portfolio, Beta Factor for a Portfolio, Portfolio Diversification and Reduction of Risk. Characteristic Regression Line (CRL) for measuring Risk.
- **Portfolio Theory I:** Markowitz Model and Efficient Frontier, Mean Variance Criteria(MVC) for portfolio selection, Evolution of Capital Asset Pricing(CAPM) Model, Capital Market Line, Security Market Line, Application of CML and CAPM.
- **Portfolio Theory II:** The Sharpe Single Index Model, Multifactor Model of Risk and Return, Arbitrage Pricing Theory, Portfolio Evaluation: Mutual Fund, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index.
- **References:-**
 1. Investments : Analysis & Management – Francis.
 2. Security Analysis & Portfolio Management – Jordan & Fischer.
 3. Portfolio Management – Barua, Varma & Raghunathan.

Micro-Finance

Objective

The objective of this course is to enable students to understand the Basics of Microfinance and its management. The course also aims at describing the different methodologies, operational aspects and risks of microfinance and its management.

Course Content

- Over view of Micro Finance - Microfinance Perspectives – Meaning- History of Microfinance in India – nature and structure-Evolution and character of Microfinance in India- Microfinance as a Tool for Development.- Types of products – savings, objectives
- Microfinance methodologies - microfinance delivery methodologies-some innovative and creative microfinance models-Conventional Model-Direct Model – Indirect Model- Models in Andhra Pradesh
- Operational Aspects of Microfinance-Accounting and financial Reporting Financial Analysis-Revenue Model – Operating cost and Efficiency Microfinance credit lending models – Norms and conditions-Monitoring and Evaluation Findings-Legal and Regulatory Frame work
- Micro finance and Development – Microfinance and women Empowerment, Microfinance and Education- Microfinance and Health- Microfinance and Business Development-Microfinance networking and Linkage Building.- measuring of social performance.
- Risks in Microfinance-Types of Risks in Microfinance-Risks in agricultural Microfinance- Strategies in handling the risks Microfinance and Disaster

Text and Reference Books

- Beyond micro-credit: Putting development back into micro-finance/ by Thomas
- Fisher and M S Sriram, Sage-Vistaar Publications
- Understanding Microfinance/ by Prof. Debdutta K Panda
- Banker to the Poor/ By Prof. Mohammad Yunus
- Creating a World Without Poverty/ by Prof. Mohammad Yunus
- Financial Performance of Indian MFIs, A Quick Review, 2010/ Published by Sadhan

Performance Management Systems

Objective

- To be aware about the need of a system of performance management in an organizational context
- To explain the theories behind different performance management systems adopted from time to time
- To suggest appropriate appraisal system for an enterprise

Topics:

- **Introduction to Performance Management:** Definition, different terms related to performance management, linkage of performance management to other HR processes.
- **An Overview of Performance Management:** Purpose of Performance Management, Principles of Performance Management, Overview & Dimensions of Performance Management as a System.
- **Process of Performance Management:** Performance Management Process.
- **Performance Appraisal:** Definitions, Dimensions & Purpose of PA, Necessity of Performance Appraisal and its Usage by Organizations, Characteristics of Performance Appraisal, Performance Appraisal Process, who does the Appraisal.
- **Performance Appraisal Methods:** Traditional Methods & Modern Methods
- **360-Degree Appraisal:** Introduction & Concept of 360-Degree Feedback Purpose & Methodology, Advantages and Disadvantages of the Method.
- **Issues in Performance Management:** Errors in Rating, Team Performance, organizations and Virtual Teams, Performance Management and Learning organizations

Human Resource Development

- **Concept of Human Resource Development:** Nature & definition of HRD, Need, Aims & Objectives of HRD, Qualities of HRD Manager, Brief understanding of HRD culture & climate, Distinction between
- **Sub systems of Human Resource Development** (and their contribution to HRD)- Performance appraisal as a tool of Human Resource Development, Management by objectives, Brief review of – Potential
- Appraisal, Career Planning, Job Rotation, Quality of Work life as sub systems of Human resource Development, Training in Organization,
- **Contemporary concept in HRD:** Brief overview, Multiskilling, Knowledge mapping, HRD Audit, Motivational aspect of HRD
- **Labour Welfare:** What is welfare, Theories & Approaches of Labour Welfare, Principles of Labour Welfare,
- **Labour Welfare facilities:** Classification of facilities, Statutory & non-statutory, Welfare & Working conditions in the industries, Safety requirements & counseling in industries.
- **Duties of Labour Welfare Officer:** Provisions of Factories Act 1948, regarding labour Welfare

Reference Book

1. Human Resource Development & Management – AM Sheikh
2. Strategic Human Resource Development – Kandulna
3. Personnel Management- Mamoria

Services Marketing

Objectives: To differentiate between product and service businesses and equip for a career in marketing in the service industry.

The methodology includes, explaining the basics and problems of services marketing by lecture mode and case discussion, complemented with assignments. The students have to present, individual as well as group assignments in given topics to understand the application of concepts.

UNIT-I : MARKETING OF SERVICES - Introduction - Growth of the Service Sector - The Concept of Service - Characteristics of Services- Classification of Services - Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

UNIT-II : MARKETING MIX IN SERVICES MARKETING - THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services - Additional Dimensions in Services Marketing - People, Physical Evidence and Process.

UNIT-III : DELIVERING QUALITY SERVICES - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap - Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap - Key Factors and Strategies for Closing the Gap - External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality.

UNIT-IV: MARKETING OF SERVICES WITH SPECIAL REFERENCE TO: (a) Financial Services (b) Health Services (c) Hospitality Services including Travel, Hotels and Tourism. (d) Professional Services (e) Public Utility Services (f) Communication Services (g) Educational Services.

Text and Reference Books

Christopher H. Lovelock: SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.

Zeithaml, Parasuraman & Berry: DELIVERING QUALITY SERVICE; The Free Press, Macmillan.

Audrey Gilmore: Services marketing and Management, Response Books, Sage Publications.

Ron Zemke & Dick Schaaf: THE SERVICE EDGE.

Raghu & Vasanthi Venugopal: SERVICES MARKETING

Brand Management

Objectives:

The objective of this course is to enable students to learn the basics of Brands and Brand Management, learn Customer-Based Brand Equity and know about Brand Positioning. The course shall also help students to learn about developing a Brand Equity Measurement & Management System, corporate branding and Branding of Ethical Standards.

Course Content

- Brands and Brand Management: What is a Brand? Product Vs. Brands, Can Everything Be Branded?, Managing Brand Architecture and Brand Portfolios, Branding Challenges & Opportunities, Strategic Brand Management Process,
- Customer-Based Brand Equity: Making a Brand Strong, Sources of Brand Equity, Steps of Strong Brand Building, Creating Customer Value
- Brand Positioning: Establishing Brand Positioning, Positioning Guidelines, Internal Branding
- Choosing Brand Elements to Build Brand Equity, Criteria for Choosing Brand Elements, Options & Tactics for Brand Elements
- Brand Equity and Integrating Marketing Communications, The New Media Environment, Marketing Communication Options, Developing IMC Programs
- Leveraging Brand Associations to Build Brand Equity, Country of Origin Effects, Channels of Distribution, Co-Branding, Celebrity Endorsement
- Developing a Brand Equity Measurement & Management System, The Brand Value Chain, Designing Brand Tracking Studies, Brand Equity Management System
- Designing and Implementing Branding Strategies, Brand Architecture, Brand Hierarchy, Designing a Branding Strategies
- Corporate Branding, Introduction, Luxury Brands, and Brand Building, Branding of Ethical Standards
- Introducing and Naming New Products and Brand Extensions, Brand Extensions, Advantages and disadvantages of Brand Extensions, Consumer Evaluation of Brand Extensions, Models of Consumer-Based Brand Equity, Measuring Brand Equity, Measuring Brand Equity and Brand Audits.

Text and Reference Books

- The New Strategic Brand Management -by Jean-Noel Kapferer (Kogan Page, 2011)
- Brand Positioning: Strategies for Competitive Advantage-by Subrato Sengupta (TMH, 2005)
- Managing Brand Equity -by David A Aaker (Free Press,1991)
- Building Strong Brands -by David Aaker (Free Press, 1996)
- Brand Leadership: The Next Level in the Brand Revolution -by David A Aaker and Eric Joachimsthaler (Free Press, 2002)
- Brand Portfolio Strategy -by David A Aaker (Free Press, 2004)
- Brand Relevance- by David A Aaker (Jossey-Bass,2011)

Corporate Finance

Objective:

This objective of this course is to provide students with a inclusive understanding of corporate financial management. It focuses on both theoretical and practical sides of managerial finance.

Course Content

- Introduction to Corporate Finance: Objectives, Role of Finance Manager – Financial Goal: Profit Maximisation vs. Wealth Maximisation, Agency Issues: Managers vs. Shareholders Goals,
- Investment Decisions: Capital Budgeting Decisions: Introduction, Nature of Investment Decisions, Types of Investment Decisions, Investment Evaluation Criteria, Discounted Payback Period, NPV Versus IRR
- Issues related to multiple rates of returns, Reinvestment Assumption and Modified Internal Rate of Return (MIRR), NPV vs. PI
- Cash Flows for Investment Analysis and Investment Decisions: Objectives, Cash Flows Versus Profit, Incremental Cash Flows, Components of Cash Flows, Calculation of Depreciation for Tax Purposes, Decision under Inflation, Financing effects in Investment Evaluation, Projects with different lives, Replacement of an existing Assets
- Risk Analysis in Capital Budgeting: Objectives, Introduction, Nature of Risks, Statistical Techniques for Risk Analysis, Conventional Techniques of Risk Analysis, Sensitivity Analysis, Scenario Analysis, Monte Carlo Simulation, Decision Trees for Investment Decisions.
- Alignment of Managers and Owners Goal: Practical aspects of Capital Investment Process, Information and Capital Investment, Incentives and their role in agency problem, Measuring and Rewarding Performance; EVA, Pros and cons of EVA
- Dividend Policy: Objectives, Share Split, Bonus Share Versus Share Split, Buyback of Shares, Methods of Share Buybacks, Effects of Share Buybacks, Financial Consequences of the Share Buybacks, Evaluation of the Share Buyback.
- Corporate Restructuring, Mergers and Acquisitions, Valuation: Objectives, Corporate Restructuring, Types of Business Combination, Merger or Amalgamation, Acquisition, Forms of Merger, Motives and Benefits of Mergers and Acquisitions, Value Creation Through Mergers and Acquisitions, Valuation Under Mergers and Acquisitions: DCF Approach, Financing a Merger (Cash offer, Share Exchange), Impact on EPS, Merger Negotiation: Significance of P/E Ratio and EPS Analysis (Share Exchange Ratio, Earnings Growth), Related items (Concept only): Divestiture, Crown jewels, Poison Pill, Green Pill, White knight, Golden Parachutes, Leveraged Buy-Outs(LBO), Divestment, Sell-off, Spin-offs

Text and Reference Books

- I.M. Pandey (2010) Financial Management, Vikas Publishing House, Noida
- Jeffrey Jaffe, Randolph Westerfield, Ross (2009), 7th ed, Corporate Finance, by Tata McGraw Hill Publishing Company Pvt Ltd, New Delhi
- Khan & Jain (2010) Financial Management, published in New Delhi by McGraw Hill Publications
- Prasanna Chandra (2010) Financial Management published in New Delhi by Tata McGraw Hill.
- Van Horne, Fundamentals of Financial Management, Prentice Hall.

Taxation

Objective

The objective of this course is to develop knowledge of various kinds of taxation in India and enable students to apply them effectively in a business situation.

Course Content

- Basic Definitions: Assessee, Previous Year, Assessment Year, Income, Gross Total Income, Agricultural Income, Tax Planning
- Residence and Tax Liability: Types of Residents, Residential Status
- Income Exempted from Tax: (Non- Taxable Income) - Income from Salaries: Allowances (Taxable, Non Taxable), Perquisites (Taxable in all cases, Taxable in the case of specified employees only, Non Taxable), Gratuity, Pension, Computation of Salary Income
- Income from House Properties: Concept, Annual Value (Buildings Let out, Buildings Self-occupied for Residential Purposes, Deductions), Computation of Income from House Property
- Profits and Gains of Business and Profession: Incomes chargeable to tax, Deductions Expressly Allowed, Expenses Expressly Disallowed, Expenses Allowable only on Actual Payment, Maintenance of Accounts, Compulsory Audit of Accounts, Depreciation, Computation of Income Under this head
- Capital Gains: Concept of Capital Assets, Self-generated Assets, Transfer of Capital Assets, Capital Gains Exemption from Tax, Computation of Capital Gains
- Income from Other Sources: Incomes chargeable under this head, Deductions Allowable under this head, Amounts not deductible, Computation of Taxable Income under this head
- Deemed Incomes and Clubbing of Incomes: Deemed Incomes, Clubbing of incomes, Effect on computation of Total Income
- Set Off & Carry Forward of Losses: Principles, Meaning, Order of Set-off, Effect on Computation of Total Income
- Deduction in Computing Total Income : 80C, 80 CCC, 80CCD, 80 CCF, , 80CCG, 80 D, 80 DD, 80 E, 80G, 80 GGA, 80 IA , 80 IAB, 80 U
- Computation of Total Income of Individuals; Computation of Tax Liability of Individuals
- Procedure for Assessment: Voluntary Return of Income, Compulsory Return, Steps for E-Filing of Income Tax Return, PAN, Assessment

Text and Reference Books

- Dr. H. C. Mehrotra and Dr. S. P. Goyal: Income Tax Law & Accounts Sahitya Bhawan Publications
- Dr. V. K. Singahnia: Direct Taxes, Taxman
- Lal & Vasisht: Direct Taxes, Pearson Education

Industrial Relation

Objectives:

- To explain the need for Labour laws
- To understand the minute and operational aspects of Labour Laws on business form and its implications

Topics:

- **Introduction to Employee Relation:** Meaning, Definition & Characteristics of Industrial Relation, Significance & Perquisite for Good IR, Dunlop's Model of IR, Causes and Effect of Poor IR, measures for Improving Industrial Relations.
- **Structure and Governance of Trade Unions in India-** Crafts Unions, Industry Unions, General Unions, Objectives of Trade Union, Motivation to Join TU, Governance of Trade Unions in India, Need & Functions of Trade Unions.
- **Development of Trade Unionism in India-** Overview of Trade Unions & TU Leaders in India, Development of Trade Unions, Recommendation of National Commission on Labour, Ramanujan Committee Report.
- **Industrial Disputes-** Concept of Industrial Dispute, Causes & Trends, Settlement of Disputes- Voluntary & Statutory Mechanism, Arbitration, Unfair Labour Practices.
- **Collective Bargaining-** Introduction, Characteristics of Collective Bargaining, Need & Importance of Collective Bargaining, Types of Collective Bargaining, Essential Conditions for Successful CB, Collective Bargaining Process.
- **Discipline:** Concept & Meaning, Principle of Natural Justice, Domestic Enquiry, Code of Conduct & Discipline.
- **Grievances-** Understanding Grievance, Definition, Causes of Grievance, Grievance Handling Model, Benefits

Labour Laws

Objectives:

- To explain the need for Labour laws
- To understand the minute and operational aspects of Labour Laws on business form and its implications

Topics:

- The Factories Act, 1948
- The Industrial Disputes Act, 1947
- The Jharkhand Shops and Establishment Act, 1953
- ESI Act, 1948
- The Employees' Provident Fund Scheme, 1952
- The Payment of Gratuity Act, 1972
- The Contract Labour (Regulation and Abolition) Act, 1970
- The Payment of Wages Act, 1936
- The Payment of Bonus Act 1965