



Kristu Jayanti College

AUTONOMOUS

Bengaluru

Reaccredited 'A' Grade by NAAC | Affiliated to Bangalore University

SCHOOL OF MANAGEMENT



PGDM CURRICULUM 2017 – 2019 BATCH

PROGRAMME DESIGN

A: PROGRAMME OBJECTIVE

Kristu Jayanti School of Management offers two year full time innovative and industry relevant **MANAGEMENT PROGRAMME - PGDM** spanning over six trimesters approved by the All India Council of Technical Education (AICTE) and recognised by the Bangalore University. The main objective of the programme is to impart to the students professional education and training in various aspects of modern management. This will provide them with opportunities to develop conceptual and analytical skills and will foster attitudes essential for the development of students into competent and effective managers, in a competitive environment

B: ELIGIBILITY

Candidates who have obtained a Bachelor's degree (10+2+3), Master's Degree from a recognized university in disciplines of Commerce, Management, Arts, Science, Engineering/Technology, or equivalent and have secured not less than 50% of Marks in aggregate (including languages) in the Bachelor's Degree Examination are eligible for admission to this programme. Candidates should also have CAT/CMAT/KMAT scores.

C: CREDITS

The institute follows the concept of credits and one credit is equivalent to 1.5 hours per week. The total credits for the Programme is 130

D: ATTENDANCE

- No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head of the Institution to have attended the 85 % of the total number of sessions conducted in each course in trimester during his/her course of study.
- Any student who is not complying with this requirement will not be allowed to appear for the End Trimester Examination.
- In case a student does not appear for the examination due to shortage of attendance the student has to repeat that trimester to make up for the attendance and the student will have to pay fees for that term as applicable.

E: SINGLE / DUAL SPECIALISATION

Streams of electives are offered in International Finance, Finance, Human Resource, Marketing, and General Management. Specialization papers will be developed and updated from time to time. A student will have to take all the 10 elective courses in a stream to qualify for a specialization in that area in case of single specialization. A student who wishes to choose dual specialization, he/she has to choose 3+2 courses in Trimester IV and 2+3 courses in Trimester VI each from both the streams except International Finance. School of Management will have final say to offer electives based on the requisite minimum number of students opted for a course in any particular trimester.

F: INTERNSHIP AND PROJECT REPORT

The students are required to undergo internship training along with Project for a period of 10 weeks as a part of their PGDM programme during fifth trimester. This training will be required to be carried out after the Fourth End Trimester Examinations. During the project the students must work in an organization for a period of 10 weeks and study the company closely to understand the company with regard to its inception, performance, departments, industry, products and any related company specific problem..

In this project work the students are required to take up research work with any organization. This research project will identify a problem in the organization and analyse the company's resources/environment for solutions. The internship and project work will carry 6 credits. **150 marks** (100 marks for Project work and 50 marks for Viva Voce Examination).

G: ADDITIONAL IMPETUS

i) CORPORATE INTERFACE

Corporate Interface is ensured by continuous interaction with Industry experts in the 3I (Industry-Institute-Interface) programmes and Management Development Programmes(MDPs)

besides Industry visits which carries 5 credits spanning over first four trimesters and in sixth trimester.

ii) RURAL EXPOSURE PROGRAMME & CSR INITIATIVES

This programme enables the students to understand the environment of rural villages and makes them socially sensitive. The student has to spend minimum 30 hours in a rural village in the first trimester of the programme to earn two credits. The students need to prepare a report of their experience (minimum five pages) and submit it to the Department.

iii) PRESENTATION OF A RESEARCH PAPER IN NATIONAL/ INTERNATIONAL CONFERENCE or PUBLICATION OF REESEARCH PAPER IN A REPUTED JOURNAL

Students would be guided by the faculty members to take up any research area leading to presenting/publishing research papers solely/jointly (maximum two persons) in the national and international conferences and symposiums during the first four trimesters to earn one credit. Student should produce the copy of the certificate of paper presentation or journal article to the CoE before the commencement of the sixth trimester examinations

iv) SIX-SIGMA CERTIFICATION

Students are given **SIX-SIGMA Green Belt Certification** to face present corporate challenges.

v) BUSINESS ANALYTICS COURSE

Students are trained on Business Analytical Skills using latest statistical software packages like SPSS

H: EMPLOYABILITY ENHANCEMENT PROGRAMMES

The students are required to avail the following non-credit courses in order to enhance their employability. Although there is no examination for these courses it is very essential to keep a record of the performance of the students for the evaluation and internal assessment marks in each course.

1. Short Term Programme at Foreign Partnering Universities
2. International Industry Exposure
3. Workshop on career growth
4. Involvement of Industry Experts in Curriculum Delivery
5. Interactive Platform with Global and Indian Visionaries
6. Leadership Series
7. Academic Fests like Talento, Synectics, Abhigyan,, Incognito
8. Life Skills Education
9. Attitudinal Development Workshops
10. Current Business Awareness
11. Panel Discussions and Debates
12. Blitzkreig- Club Activities Forum
13. Aptitude Training
14. Group Discussion and Interview skills
15. Open ERP
16. Ventura-Business Plan Competitions
17. Functional English Course
18. Foreign language course
19. Yoga sessions

I : ASSESSMENT REGULATIONS

Students' academic performance is assessed based on Continuous Internal Assessment (CIA) of 30% weightage and End Trimester Examination of 70% weightage.

i) CIA COMPONENTS – 3 CREDIT COURSES (except for & IT for managers in I trimester, HRM in II nd Trimester ,Entrepreneurship Development in III Trimester)

CIA	Component	Marks
CIA - I	One Mid Term Exam (conducted for 40 marks and scaled down to 15 - one hour 30 minutes Exam)	15
CIA - II	One Seminar	05
CIA - III	One Assignment	05
Total		25

ii. CIA COMPONENTS – 4 CREDIT COURSES (Except AMR in third trimester)

CIA	Component	Marks
CIA - I	One Mid Term Examination (conducted for 40 marks and scaled down to 15 – one hour 30 minutes Exam)	15
CIA - II	One Assignment	5
CIA - III	One Seminar	5
CIA - IV	Case Study Analysis(6pages max) / Mini Project Analysis (6 pages max) /MCQs /Surprise Tests (1Hr) (To be decided by the Course Teacher)	5
Total		30

iii CIA COMPONENTS FOR IT for Managers

CIA	Component	Marks
CIA - I	Practical Exam (conducted for 40 marks and scaled down to 15– one hour 30 minutes Exam)	15
CIA - II	Mini project	05
CIA - III	Record	05
Total		25

iv. CIA COMPONENTS FOR HRM

CIA	Component	Marks
CIA - I	Practical Exam (conducted for 40 marks and scaled down to 15– one hour 30 minutes Exam)	15
CIA - II	Activity-Abhigyan(Management through theatre)	10
Total		25

v. CIA COMPONENTS FOR AMR

CIA	Component	Marks
CIA - I	One Mid Term Examination (conducted for 40 marks and scaled down to 10 – one hour 30 minutes Exam)	10
CIA - II	Practical Exam (conducted for 20 marks and scaled down to 10– one hour Exam)	10
CIA - III	Mini project & Lab record	10
Total		30

vi. CIA COMPONENTS FOR Entrepreneurship Development

CIA	Component	Marks
CIA - I	Practical Exam (conducted for 40 marks and scaled down to 15– one hour 30 minutes Exam)	15
CIA - II	Activity –Ventura(Business Plan Presentation)	10
Total		25

iv. Passing criteria

- No minimum pass mark for CIA
- ETE (End Trimester Examination) alone 40% - (3 credit course – 20 marks (out of 50) and 4 credit course – 28 marks (out of 70 marks)
- (ETE + CIA) aggregate 50 % .(3 credit course – 38 marks, 4 credit course – 50 marks)

v. End Trimester Examination (ETE)

The duration of the examination will be three hours. It will be conducted for 70 marks for 4 credit paper and 50 marks for 3 credit courses.

Eligibility to appear ETE

- Students should have secured minimum 85% attendance in each course.
- Student should have applied for the Examination and has paid the examination fee.
- Student should have cleared all dues pertaining to the trimester.

vi. ETE Question Pattern

- a) For 3 credit Courses **ETE** is conducted for 50 marks with the duration of three hours and its question paper pattern is as follows.

Section A: 6 out of 9(6 X 2 marks) = 12 marks

Section B: 3 out of 5 (3 X 4 marks) = 12 marks

Section C: 2 out of 3 (2 X 8 marks) = 16 marks

Section D: Case study (Compulsory) = 10 marks

- b) For 4 credit Courses ETE is conducted for 70 marks with the duration of three hours and its question paper pattern is as follows.

Section A: 7 out of 10 (7 X 2 marks) = 14 marks

Section B: 3 out of 5 (3 X 6 marks) = 18 marks

Section C: 2 out of 3 (2 X 12 marks) = 24 marks

Section D: Case study (Compulsory) = 14 marks

J : CREDIT STRUCTURE AND TOTAL MARKS

Particulars	No. of Courses	Total Marks	Grand Total
3 credit course	20 courses x 3 = 60 credits	75 Marks	1500Marks
4 credit course	14courses x 4 = 56credits (Specialisations)	100 Marks	1400 Marks
Additional Impetus			
A. Internship and Project Report	6credits	150 Marks	150 Marks
B. Corporate Interface	$\left\{ \begin{array}{l} 5 \text{ credits} \\ 2 \text{ credits} \\ 1 \text{ credit} \end{array} \right\}$	(no evaluation)	
C. Extension & CSR			
D. Presentation of a Research paper in National/ International Conference			
Total credits/Marks	130 credits		3050 Marks

K: CREDIT STRUCTURE: TRIMESTER-WISE

Trimester	I	II	III	IV	V	VI	TOTAL
Credits	20	21	19	26	-	27	113
CBCS			3				03
Internship and Project Report					6		06
Corporate Interface	1	1	1	1		1	05
Rural Exposure and CSR	2						02
Presentation in National/International Conference or Journal Publication							01
Grand Total							130

M: COURSE MATRIX

TRIMESTER I

Course Code	Name of the Course	Hrs. / Week	Credits	CIA	ESE	Total Marks
PMG171201	Management Process and Communication	5	4	30	70	100
PMG171202	Accounting for Managers I	5	4	30	70	100
PMG171203	Organisational Behaviour	4	3	25	50	75
PMG171204	Managerial Economics I	4	3	25	50	75
PMG171205	IT for Managers	4	3	25	50	75
PMG171206	Quantitative Techniques for Management	4	3	25	50	75
	Total	26	20	160	340	500

TRIMESTER II

Course Code	Name of the Course	Hrs. / Week	Credits	CIA	ESE	Total Marks
PMG172201	Legal Aspects of Business	4	3	25	50	75
PMG172202	Accounting for Managers II	4	3	25	50	75
PMG172203	Marketing Management	4	3	25	50	75
PMG172204	Managerial Economics II	4	3	25	50	75
PMG172205	Human Resource Management	4	3	25	50	75
PMG172206	Corporate Finance I	4	3	25	50	75
PMG172207	Operations Research	4	3	25	50	75
	Total	28	21	175	350	525

TRIMESTER III

Course Code	Name of the Course	Hrs. / Week	Credits	CIA	ESE	Total Marks
PMG173201	Applied Management Research	5	4	30	70	100
PMG173202	Strategic Management	4	3	25	50	75
PMG173203	Production and Operations Management	4	3	25	50	75
PMG173204	Governance, Risk and Ethics	4	3	25	50	75
PMG173205	Entrepreneurship Development	4	3	25	50	75
PMG173206	Corporate Finance II	4	3	25	50	75
	Open Elective-CBCS	4	3	25	50	75
	Total	29	22	180	370	550

TRIMESTER IV

Course Code	Name of the Course	Hrs. / Week	Credits	CIA	ESE	Total Marks
PMG174201	Strategic Leadership in Business	4	3	25	50	75
PMG174202	Foreign Exchange Management	4	3	25	50	75
	Electives 1 from specialisation	5	4	30	70	100
	Electives 2 from specialisation	5	4	30	70	100
	Electives 3 from specialisation	5	4	30	70	100
	Electives 4 from specialisation	5	4	30	70	100
	Electives 5 from specialisation	5	4	30	70	100
	Total	33	26	200	450	650

TRIMESTER V

Course Code	Name of the Course	Hrs. / Week	Credits	CIA (Viva-Voce)	ETE (Project Report)	Total Marks
PMG1752P1	Internship and Project Report	7	6	50	100	150
	Total	7	6	50	100	150

TRIMESTER VI

Course Code	Name of the Course	Hrs / Week	Credits	CIA	ESE	Total Marks
PMG176201	Business Analytics	4	3	25	50	75
PMG176202	International Business	5	4	30	70	100
	Electives 6 from specialisation	5	4	30	70	100
	Electives 7 from specialisation	5	4	30	70	100
	Electives 8 from specialisation	5	4	30	70	100
	Electives 9 from specialisation	5	4	30	70	100
	Electives 10 from specialisation	5	4	30	70	100
	Total	34	27	205	470	675

N: LIST OF ELECTIVES

1. FINANCE STREAM

PMG174A01	Portfolio Management
PMG174A02	Direct Taxation
PMG174A03	Derivatives Management
PMG174A04	Financial Markets and Services
PMG174A05	Commercial and Investment Banking
PMG176A01	International Financial Management
PMG176A02	Goods and Services Tax
PMG176A03	Strategic Financial Management
PMG176A04	Securities Valuation
PMG176A05	Financial Econometrics

2. INTERNATIONAL FINANCE STREAM

PGDM in International Finance elective prepares the students to obtain ACCA (Association of Chartered Certified Accountants) qualification.

ACCA-The Association of Chartered Certified Accountants is the UK based professional accountancy body which is accepted and recognised in 183 countries. The student has to write only 5 external papers to get the ACCA qualification out of 14papers. Along with the ACCA qualification, the students are eligible for getting certificate in IFRS from ACCA.

PMG174A01	Portfolio Management
PMG174A02	Direct Taxation
PMG174B01	Audit and Assurance
PMG174B02	Financial Reporting
PMG174B03	Performance Management
PMG176A01	International Financial Management
PMG176A02	Goods and Services Tax
PMG176B01	Advanced Financial Management
PMG176B02	Strategic Business Reporting
PMG176B03	Advanced Performance Management

3. HR STREAM

PMG174C01	Human Resource Acquisition and Career Planning
PMG174C02	Training and Development
PMG174C03	Performance and Compensation Management
PMG174C04	Labour Legislations and Welfare
PMG174C05	Strategic Human Resource Management
PMG176C01	Organisational Change and Development
PMG176C02	Building Learning Organisation and HRIS
PMG176C03	Human Resource Development
PMG176C04	Legal Environment and Industrial Legislations
PMG176C05	International Human Resource Management

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4. MARKETING STREAM

PMG174D01	Sales and Marketing Channel Management
PMG174D02	Advertising Management
PMG174D03	Services Marketing
PMG174D04	Consumer Behaviour
PMG174D05	Retail Management
PMG176D01	Digital Marketing
PMG176D02	Business to Business Marketing
PMG176D03	Strategic Marketing Management
PMG176D04	Strategic Brand Management
PMG176D05	CRM and Supply Chain Management

5. GENERAL MANAGEMENT

PMG174E01	Managing Public Private Partnerships
PMG174E02	Family Business Management
PMG174E03	Total Quality Management
PMG174E04	Emotional Intelligence and Managerial Effectiveness
PMG174E05	Knowledge Management
PMG176E01	Technology Management
PMG176E02	Intellectual Property Rights
PMG176E03	Disaster Management
PMG176E04	E-Governance
PMG176E05	Event Management

Course Code: PMG171201	Course Title: MANAGEMENT PROCESS AND COMMUNICATION	Credits: 4	Hours: 50
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Objectives

- To understand the evolution and contributions of management thought
- To outline the evolving concepts in managerial planning and scientific decision making
- To understand the role of organizing with other managerial functions
- To learn the application of overall control for effective management

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Scope of management; Functions of a manager; Evolution of management thought - Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Rensis Likert; Approaches to Management- Operations Research/Mathematical School/ Decision Theory approach, Systems Approach, McKinsey's 7-S Approach		
Unit 2	Planning and Organising	12 Hours
Planning -Types of plans; steps in planning and process of planning; Setting objectives; Concept and process of Managing by Objectives; Nature and purpose of strategies and policies; Strategic planning process; SWOT analysis; Portfolio matrix; Organizing - Process of organizing; Bases of departmentation; Authority & power - concept & distinction; Line& Staff Authority; Delegation and Decentralisation; Span of Management - factors determining effective span-situational approach. .		
Unit 3	Staffing and Control	08 Hours
Staffing - Position requirements and Job design, Recruitment and selection strategies, Skills and Personal characteristics needed in managers. Control – control process; Benchmarking; Dimensions or Types of Control - Feed forward control, Concurrent Control (Real Time Information & Control), Feedback Control; Techniques of Control - Brief review of Traditional Techniques & Modern Techniques of Control.		
Unit 4	Fundamentals Communication	10 Hours
Importance of Communication; Forms of Communication; Communication Network of the Organization; Process of Communication, Oral Communication; Barriers and Gateways in Communication; Listening; Feedback; body language; non-verbal; facial expressions; communication and emotional intelligence; creativity in oral communication persuasive communication; communication through organizing various events like- conferences; committee meeting; press meets; seminars; fests.		
Unit 5	Written Communication	10 Hours
Writing an Effective Report- Stages of Writing; Composing Business Messages; Style and Tone; Five Ws and one H of Report Writing; Planning and Types of Reports; creativity in written communication;. Writing Commercial Letters; Business Letter Format; Types of Letter – Routine Business Letters, Sales Letters, Resume and Job Applications, Business Memos, E-Mail Messages, Proposals, Technical Article Circulars; drafting notices; handling complaints; evaluating interview performance; articles; formal invitations; proforma for performance appraisal; letters of appointment		

Prescribed Text Book

Harold Koontz & Heinz Weihrich. (2010). Essentials of Management (8th edition.).New Delhi: Tata McGraw Hill.

References

- Harold, Koontz & Heinz Weihrich. (2010). Essentials of Management (8th edition).New Delhi. Tata McGraw Hill.
- Stoner, Freeman and Gilbert Jr. (1995). Management (6th edition.). New Delhi Prentice Hall of India.
- Stephen Robbins and Coulter Mary (2005). Management (8th edition.) New Delhi, Prentice Hall
- Terry & Franklin. (2009), Fundamentals of Management. (8th edition) Pearson Education Asia.
- Lesikar. (2010), Lesikar's Basic Business Communication,(12th edition), New Delhi, Tata mcgraw hill
- Sharma, Mohan. (2007), Business Communication and Report Writing, (3rd edition), New Delhi, Tata McGraw hill

Course Code: PMG171202	Course Title: ACCOUNTING FOR MANAGERS I	Credits: 4	Hours: 50
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Objectives

- To provide the knowledge to the students about financial statements and principles underlying them and to develop their skills in reading Annual Financial Reports.
- To familiarize them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To lay a foundation for developing their skills in interpreting financial statements and to familiarize the Accounting Information System

COURSE CONTENTS		
Unit 1	Introduction to Accounting	20 Hours
Introduction to Financial Accounting- uses and users of accounting information; GAAP - Significant Accounting Policies; Accounting Standards ,IFRS and IND-AS; Introducing Book Keeping and Record Maintenance; The concept of double entry and fundamental principles; Accounting Equation; Journal; Ledger; Trial Balance. Bank reconciliation statement- Calculating bank balance at accounting date, Need and preparation, corrected Cash book balance, Detection and Rectification of errors; preparation of Suspense account		
Unit 2	Preparation of Financial Statements	12 Hours
Preparation of Financial Statements only for sole Trading concern and Joint Stock Companies; Form and Contents of Financial Statements and Interfaces with Companies Act, 1956.(As per the amendments of Companies Act 2013)		
Unit 3	Analysing and Interpreting Financial Statements - I	07 Hours
Comparative; Common Size; Trend Analysis.		
Unit 4	Depreciation Accounting	04 Hours
Depreciation Accounting; Valuation of inventories.		
Unit 5	Accounting Information System	7 Hours
Accounting Information System; Application of TALLY accounting Software		

Prescribed Text Book

Arora A.N., (2013). Accounting for Management (2nd edition), New Delhi, HPH

Reference

- R. Narayanaswamy, (2014). Financial Accounting(5th edition), New Delhi, PHI
- NitinBalwani, (2001). Accounting and Finance, (1st edition), New Delhi, Excel Books
- Dr. Jawaharlal, (2001). Accounting for Management,(1st edition), New Delhi, HPH
- Khan and Jain, (2010). Management Accounting (5th edition), New Delhi TMH
- Louderback and Holmen (2002). Managerial Accounting,(10th edition) Thomson
- Ambrish Gupta, (2009). Financial Accounting for Management (3rd edition), New Delhi Pearson
- Robert Anthony, David Hawkins and Kenneth Merchant (2007). Accounting, (12th edition) New Delhi, TMH

- James Stice and Michael Diamond, (2005), Financial Accounting, (7th edition) South western, Thomson
- Tulsian, (2012). Financial Accounting (1st edition) New Delhi, Pearson
- Warren Reeve Fess (2004), Financial Accounting, (9th edition) south western, Thomson
- Bannerjee (2009), Financial Accounting (3rd edition) New Delhi, EB

Course Code: PMG171203	Course Title: ORGANISATIONAL BEHAVIOUR	Credits: 3	Hours: 40
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Objectives

- To provide the students a conceptual framework of understanding, analysing, and predicting behaviour in organizational context
- To help them in understanding OB in a global scenario
- To familiarise about the challenges and opportunities in OB
- To understand the dynamics of complex work situations.

COURSE CONTENTS		
Unit 1	Foundations of Organizational Behaviour (OB)	10 Hours
Concept; Nature; Characteristics; Conceptual Foundations and Importance; Models of Organizational Behaviour; Relevance of organizational behaviour to organizational effectiveness; Contemporary issues, Disciplines contributing to OB.		
Unit 2	Individual Dimensions in Organizational Behaviour	10 Hours
Perception and Attitude- Concept; Nature; Process; Importance; Management and Behavioural Applications of Perception and Attitude; Attitude Measurement; Attitudes and Workforce Diversity; Effects of Perception and Attitude on Work Performance; Personality- Concept; Nature; Types and Theories on Personality; Shaping Personality, Attitude and Job Satisfaction.		
Unit 3	Group and Interpersonal Dimensions	12 Hours
Learning- Concept and Theories on Learning; Motivation- Theories on Motivation; Early and Contemporary views; Motivating a Diverse Workforce; Leadership- Style and Theories of Leadership Traits; Behavioural and Situational Theories; Analysis of Interpersonal Relationship; Group Dynamics: Definition; Stages of Group Development; Group Cohesiveness; Formal and Informal Groups; Group Processes and Decision Making; Conflict- Concept; Sources; Types; Functionality and Dysfunctional Conflict; Classification of Conflicts, Intra Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict.		
Unit 4	Organisational Dimensions	8 Hours
Organisational Power and Politics- Concept; Sources of Power; Distinction between Power, Authority and Influence; Approaches to Power; Political Implications of Power; Organisational Change- Concept; Nature; Resistance to change; Managing resistance to change; Implementing Change; Kurt Lewin Theory of Change; Stress- Understanding Stress and its Consequences; Managing Stress; Organisational Culture- Concept; Characteristics; Elements of Culture; Implications and Process.		

References

- Stephen P Robbins & Seema Sanghi, (2006) Organizational Behaviour, Pearson (3rd edition) New Delhi, Prentice Hall.
- Aswathappa, (2008) K.Organisation Behaviour (8th edition), New Delhi: Himalaya Publishing House.
- Parikh and Gupta, (2010), Organizational Behaviour, (2nd edition) New Delhi: Tata McGraw Hill.
- Newstrom John W (2007). Organizational Behaviour: Human Behaviour at Work ,(12th edition) New Delhi: Tata McGraw Hill
- Luthans F (2002). Organisation Behaviour (9th edition). New Delhi: Prentice Hall of India.
- Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. (2007) Management of Organisational Behaviour: Leading Human Resources, (9th edition) New Delhi: Pearson Education.
- Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R (2008).Organizational Behaviour, (4th edition) New Delhi: Tata McGraw Hill.

Course Code: PMG171204	Course Title: MANAGERIAL ECONOMICS I	Credits: 3	Hours: 40
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Objectives

- To analyse the various aspects of market structure and pricing in a real business situation.
- To understand the basic concepts of economy

COURSE CONTENTS		
Unit 1	Introduction	08 Hours
Definition; Nature and Scope of Managerial Economics; Managerial Economics and Microeconomic and Macroeconomics; Fundamental Concepts that Aid Decisions; Managerial Economics and decision-making; Role and Responsibilities of Managerial Economist.		
Unit 2	Demand and Supply Analysis	12 Hours
Demand Analysis - meaning and determinants of demand, demand function, law of demand, market demand; Elasticity of demand - types, measurement, significance; Demand forecasting-need and importance, methods, demand forecasting of a new product; Supply – law of supply and price elasticity of supply.		
Unit 3	Production and Cost Analysis	10 Hours
Production Function - types, law of variable proportions, laws of returns to scale; Economies of Scale; Isoquants and Iso-Costs; Producer's Equilibrium; Managerial use of Production Function. Cost Concepts; Behaviour of cost in the short run and long run cost.		
Unit 4	Revenue Analysis	10 Hours
Economies of scale-Analysis of economies of scale and diseconomies of scale; economies of scope; Revenue concepts; Relationship between TR, AR and MR.		

Prescribed Text Book

Suma Damodaran (2011) Managerial economics (2nd edition), New Delhi, Oxford university press.

References

- Atmanand, (2009). Managerial Economics, (2nd edition). New Delhi, Excel Book
- Craig Peterson, Chris Lewis and Sudhir Jain, (2006). Managerial Economics, (2nd edition). New Delhi, Pearson
- Dwivedi D.N. (2008). Managerial Economics, (7th edition) Mumbai, Vikas Publishing,
- Kreps, David M. (1990). A Course in Microeconomic Theory, (2nd edition). Princeton: Princeton Univ. Press.
- Paul Keat and Philip Young, (2009) Managerial Economics, (6th edition). New Delhi, Pearson
- Truett + Truett. (2008) Managerial Economics, (8th edition). New Delhi, Wiley India

Course Code: PMG171205	Course Title: IT for Managers	Credits: 3	Hours: 40
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Objective

- To equip students with principles of Information Technology and their applications in the contemporary business environment.

COURSE CONTENTS		
Unit 1	Information Technology in the Business Environment	07Hours
Business in the Information Age- pressure and responses; Business Process and Business Functions; Isolated Systems and Enterprise System; Information technologies: concepts and management Information systems, concepts and definitions, classification and types of information systems, IT support to people and organizational activities, IT support to supply chains and enterprise, management Information system infrastructure and architecture, Impacts of IT on individuals, organizations and society, IT eliminating time, space and distance, IT urges people to re-examine their value		
Unit 2	Information technology infrastructure components – hardware, software, operating system, networks, data base	07 Hours
Computer hardware and software, introduction to operating systems, types, Networking- network infrastructures, internet, intranet, extranet, web client, web servers, web services, Data management – Data, Databases, introduction to data warehouse, Data management, why data management, web based data management system.		
Unit 3	Web revolution	08 Hours
WWW, HTTP, HTML, features of internet, multimedia for web document, Applications of internet- transaction processing, managing production/operations and logistics, managing accounting and financial systems, essentials of enterprise and supply chain systems, management intelligent and decision support systems.		
Unit 4	Knowledge management	06 Hours
Introduction to knowledge management, knowledge management activities, approaches to knowledge management, IT in knowledge management, knowledge management system implementation, roles of people in knowledge management, ensuring success of KM efforts, knowledge management tools, data visualization, business performance management and score cards.		
Unit 5	Data management and analysis using spread sheets	12 Hours
Creating Basic Spread sheets, Using Ranges, Creating Formulas- financial, logical, text, date and time, lookup and reference, statistical and others, Data – Filters, validation, sorting, pivot tables, charts – creating charts, types of charts, macros- recording, running and deleting macros		

Prescribed Text Book

Efraim Turban, Linda Volonino. (2012) Information Technology for Management: Transforming Organizations in the Digital Economy (7 Edition). India Wiley

References

- Basandra SK. (1999), Computers Today (1st Edition). New Delhi, Galgotia,

- Cyganski. (2000), Information Technology: Inside and outside (1st Edition). New Delhi, Pearson.
- Turban, Rainer, potter(2010), Introduction to information technology, (2nd edition), Wiley student edition
- Henry C. Lucas, (2001),Information technology for management, (7th edition), Tata McGraw hill edition

Course Code: PMG171206	Course Title: : QUANTITATIVE TECHNIQUES FOR MANAGEMENT	Credits: 3	Hours: 40
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Objective

- To facilitate the students to develop statistical skills for managerial decision making

COURSE CONTENTS		
Unit 1	Introduction to Statistics	08 Hours
Business statistics- scope and applications; grouping and displaying data to convey meaning by tables and graphs; summary statistics- measures of central tendency; dispersion; skewness and kurtosis.		
Unit 2	Probability Distributions	15 Hours
Introduction to probability- probability rules; Expectation; Probability distributions – Binomial, Poisson and Normal, t, chi- square and F. Hypothesis testing - basic concepts; tests – z, t, ANOVA and chi- square		
Unit 3	Correlation, Regression and Time Series Analysis	12 Hours
Correlation analysis- estimation using regression lines; forecasting; Time series and components-trend analysis -Straight line fitting by method of least squares and moving averages.		
Unit 4	Decision Theory	05Hours
Decision theory- Decision making under uncertainty and risk in management; Expected value of alternative. Decision Tree (simple problems only).		

Prescribed Text Book

David M Levine, Timothy C Krehbiel, Mark L Berenson Etc. (2013).Quantitative Techniques for Management. New Delhi, Pearson Publication

References

- Richard I Levin, David S Rubin. (2001), Statistics for management. Eastern Economy edition, (7th edition), New Delhi, Prentice Hall of India,
- JK Sharma. (2001), Quantitative Techniques. (1st edition), New Delhi, McMillan,
- ND Vohra. (2006), Quantitative Techniques in Management. (4th edition) New Delhi, Tata McGraw hill
- Anderson, Sweeney, Williams, Thomson. (2003), Quantitative Methods for Business. (9th edition), south western
- D. C. Sancheti & V. K. Kapoor. (2010) Statistics Theory, Methods and Application (7th edition), New Delhi, Sultan Chand & Sons
- S. P. Gupta, (1976), Statistical Methods (7th edition), New Delhi, Sultan chand & Sons
- S. C. Gupta. (2005), Fundamental of Statistics. (6th edition) New Delhi, Himalaya Publishing House.

Second Trimester

Course Code: PMG172201	Course Title: LEGAL ASPECTS OF BUSINESS	Credits: 3	Hours: 40
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Objectives

- To provide the students with practical legal knowledge of general business law issues and topics.
- To equip the students with glimpses of various business legislations in the global Environment and protection of human rights and women at work place.
- To make them understand legislations that will provide the prospective managers and their organizations, immediate and long-term benefits and the ability to avoid costly mistakes.

Course contents		
Unit 1	Introduction and Contract Laws	12 Hours
Overview of Business Laws in India; Sources of Business Laws; Article 246 with Schedule 7 of Indian Constitution (Business related matters only) .Indian Contract Act 1872: Salient features covering essentials of contract, offer, acceptance, consideration, contingent contract. Sale of Goods Act, 1930: Salient features; difference between sale and agreement to sell; Conditions and Warranties; Rights of unpaid seller.		
Unit 2	Companies Amendment Act 2013	08 Hours
The Companies Act, 2013- Meaning, Characteristics, Kinds and Incorporation - Memorandum of Association alteration therein; Articles of Association alteration therein, its relation with memorandum of Association IPO; Book Building; Difference between private and public company; different kinds of meeting; agenda - quorum; resolutions; winding up of companies.		
Unit 3	The Negotiable Instruments Act 1881	07 Hours
The Negotiable Instruments Act, 1881 - As Amended by the Negotiable Instruments. Bills and Cheques- Promissory notes, Bills of exchange and cheques; Drawer; Drawee; Acceptor; Holder; Holder in due course; Payment in due course; Endorsement and its types; Crossing of cheque; Dishonour of cheques- Reasons, Penalties.		
Unit 4	Information and Recent Laws	10 Hours
The Right to Information Act, 2005; The Information Technology Act 2000 and amendments 2008; The Indian Patent Act 1970 and 2005; Foreign Exchange Management Act, 1999; The Consumer Protection Act 1986; Environment Protection Act 1986.		
Unit 5	Women and Human Rights at Work Place	3 Hours
Gender equality, Harassment of a women in organisation, types, fundamental rights, nature of human rights NHRC,UN protocol on human rights, job reservation in private sectors, discrimination, whistle blowing, supreme court on protecting women rights at work place.		

References

- S.S. Gulsan. (2002). Business Law, (3rd Edition). New Delhi, EB
- Akhileshwar Pathak (2012). Legal Aspects of Business, (2nd edition) New Delhi, TMH.
- K.R. Bulchandani. (2004). Business Law for Management, (4th edition). New Delhi, HPH.
- N.D.Kapoor.(2004) Elements of Mercantile Law, (28th Edition), New Delhi, Sultan Chand & Sons
- C L Bansal, (2007). Business and Corporate Laws, (13th edition) , New Delhi, EB
- P. Sarvanvel and S. Sumathi. (2009). Business Law for Management. (1st edition) New Delhi, HPH.

Course Code: PMG172202	Course Title: ACCOUNTING FOR MANAGERS II	Credits: 3	Hours: 40
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Objectives

- To enable students understand the principles, procedures and application of cost and management accounting
- To equip students with the skills required to prepare cost statements/records
- To make students aware of the managerial implications of cost and management accounting

COURSE CONTENTS		
Unit 1	Introduction to Cost Accounting	10 Hours
Introduction to Cost Accounting; Unit Costing - Preparation of Cost Sheet – Tender and Quotations.		
Unit 2	Analysing and Interpreting Financial Statements – II	13 Hours
Funds Flow statement ; Cash flow Statement (As per Ind- AS 7); Ratio analysis as a tool for decision making.		
Unit 3	Introduction to Management Accounting	07 Hours
Management Accounting vs Cost Accounting; Budgetary Control – Fixed, Flexible and Cash Budgets.		
Unit 4	Marginal Costing	10Hours
Marginal Costing; Cost Volume Profit Analysis and Application of Marginal Costing; Standard Costing – Material and Labor Variances; Activity Based Costing; Target Costing and Life Cycle Costing; Cost Benefit Analysis. Carbon Accounting(concepts only)		

Prescribed Text Book

Arora A.N. (2013). *Accounting for Management (2nd edition)*. New Delhi, HPH

References

- R. Narayanaswamy. (2014). *Financial Accounting(5th edition)* New Delhi, PHI
- Nitin Balwani. (2001). *Accounting and Finance.(1st edition)*, New Delhi, EB
- Dr. Jawaharlal. (2001). *Accounting for Management (1st edition)*. New Delhi, HPH
- Khan and Jain. (2010). *Management Accounting. (5th edition)*, New Delhi, TMH

Course Code: PMG172203	Course Title: MARKETING MANAGEMENT	Credits: 3	Hours: 40
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Objective

- To develop an understanding of the concepts, issues and strategies in marketing and its competitive management functions.

COURSE CONTENTS		
Unit 1	Introduction to Marketing	10 Hours
Importance and Scope of Marketing; Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value; Industrial Marketing; Services Marketing; Global Marketing.		
Unit 2	Marketing Planning and Strategies	10 Hours
Marketing Information System and Marketing Research; Consumer Behavior and Buying Decision making Process; Organizational Buyer Behaviour; Market Segmentation and Targeting; Positioning- types and strategies; perceptual mapping.		
Unit 3	Product and Pricing	10 Hours
Development of Marketing Offerings Strategy; New Product Development; Product line and Decisions; Product-mix; Product Differentiation; Product Life Cycle Management; Brand Management; Packaging; Pricing Strategies and Programs- Setting the Price; Adapting the Price; Initiating Response to Price Changes; Delivering Value; Designing and Managing Value.		
Unit 4	Place and Promotion	10 Hours
Marketing channels; Designing and Managing Marketing Communications; Advertising; Direct Marketing and Personal Selling; Sales Promotion; Events and Public Relations; Competitive Marketing Strategies; Emerging Trends in Marketing: Network Marketing, Viral Marketing, Ambush/Guerilla Marketing, Green Marketing and Social Media Marketing.		

Prescribed Text Book

Kotler, Keller, Koshy&Jha. (2007). *Marketing Management, (12th edition)* New Delhi, Pearson.

References

- William J Stanton. (2006) *Fundamentals of Marketing*.(13th edition) New Delhi, Tata McGraw-Hill.
- Arun Kumar and Meenakshi. (2009) *Marketing Management* (1st edition) New Delhi, Vikas.
- RajanSexena. (2006). *Marketing Management: Text cases in Indian Context*.(3rd edition) New Delhi, Tata McGraw hill.

Course Code: PMG172204	Course Title: MANAGERIAL ECONOMICS II	Credits: 3	Hours: 40
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Objectives

- To analyse the various aspects of market structure and pricing in a real business situation.
- To understand the basic concepts of economy

COURSE CONTENTS		
Unit 1	Market Structure	14 Hours
Market- criteria for market; types; perfect competition, monopoly- concepts and features; monopolistic competition- meaning, concept of group equilibrium, price-output determination for short-run and long run analysis; oligopoly- features, pricing under oligopoly- Sweezy's kinky demand model; price leadership- low cost price leader, barometric price leadership; collusive oligopoly; duopoly; monopsony. (concepts only)		
Unit 2	Pricing Practices and Strategies	06 Hours
Pricing- General Considerations in the formulation of pricing policy, objectives; pricing methods- cost plus pricing, rate of return pricing, marginal cost pricing, administered pricing, dual pricing; pricing in life cycle of a product.		
Unit 3	Profit Analysis	10 Hours
Meaning; nature of profit; kinds of profit; measurement of profit; theories of profit- dynamic, innovation, monopoly, uncertainty; practical significance; profit- policy, planning, control and forecasting.		
Unit 4	Macroeconomic concepts	10 Hours
National income- meaning; concepts; importance; measurement- value added method, income method, expenditure method; Inflation- meaning; types; cause; demand pull; cost push; effects; business cycle- phases of business cycle; Hick's theory of trade cycle; Balance of Payment- Concept of Balance of payment and Balance of trade; Components of BOP.		

Prescribed Text Book

Suma Damodaran (2011) Managerial economics (2nd edition), New Delhi, Oxford university press

References

- Atmanand. (2009). *Managerial Economics*, (2nd edition). New Delhi, Excel Book
- Craig Peterson, Chris Lewis and Sudhir Jain. (2006) *Managerial Economics*, (2nd edition). New Delhi, Pearson
- Dwivedi D.N. (2008) *Managerial Economics*, (7th edition). Vikas Publishing, Mumbai
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Course Code: PMG172205	Course Title: HUMAN RESOURCE MANAGEMENT	Credits: 3	Hours: 40
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Objectives

- To familiarise the students on the fundamentals of Human Resource Management
- To create an understanding of the various policies and practices used in managing human resources.

COURSE CONTENTS		
Unit 1		10 Hours
Concept; Nature and scope of Human Resource Management; growth and development of Human Resource Management in India; Emerging trends of HRM in Globalized economy; Human Resource Planning – Concept, objectives, scope and HRIS		
Unit 2	Creating the Human Resource Base	10 Hours
Concept of equal employment opportunity; Recruitment & Selection-Concept & Objective Concept of affirmative action (Reservation for priority categories); Selection- Procedure, Tests and Interviews Orientation; Promotion- Bases of Promotion; Transfer- Types of Transfer, Separations, Outplacement.		
Unit 3	Developing Human Resources	10 Hours
Training & Development- Concept; Training vs Development; Learning Principle; Training need assessment; Types of training programmes- on-the-job and off-the-job, In basket Training, Transactional Analysis, Sensitivity Training, Grid training, Apprenticeship training; Evaluation of Training Programmes.		
Unit 4	Monitoring and Evaluation	10 Hours
Performance Management- Performance Appraisal – objectives, uses, methods- Traditional vs. Modern Methods, Management by objectives (MBO) Assessment centre, 360 Appraisal, BARS, TQM, Kaizen, JIT and QC.		

Prescribed Text Book

Garry Dessler. (2007). *Human Resource Management*. (4th edition), New Delhi, Pearson / PHI,

References

- C.S. VenketRatnam & B.K. Srivastav. (2004) *Personnel Management & Human resource*. (1st edition) New Delhi, Tata McGraw hill.
- Mamoria, Gankar. (2006) *Personnel Management*. (2nd edition) New Delhi, Himalaya publishing house,
- Gomez-Mejia, Balkin & Cardy. (2012). *Managing Human Resources*. (7th edition) New Delhi, Pearson.

Course Code: PMG172206	Course Title: CORPORATE FINANCE I	Credits: 3	Hours: 40
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Objectives

- To provide the students basic concepts in finance
- To familiarize the students with the financial environment of business, especially the financial markets
- To understand the basic financial decisions such as financing

COURSE CONTENTS		
Unit 1	Meaning and Definition	06Hours
Meaning and Definition; Goals of Financial Management; Interface between finance and other business functions; Finance Functions; Financial Planning; Factors and estimation of financial requirements of a firm; Capitalizations; Introduction to Financial Markets. Capital Markets - Primary Market -Basics of capital market mechanism, Secondary Market - Basics of stock exchanges and their role- regulatory framework Money Markets- Basics of money market mechanism, - instruments, - institutions, and legal environment related to this.		
Unit 2	Time Value of Money	10 Hours
Time Value of Money - Compounding and Discounting; Application of Present Value of lump sum and Annuity.		
Unit 3	Cost of Capital	08 Hours
Meaning and Definition; Types of Capital - Cost of Debenture, cost of term loan, cost of preference capital, cost of equity capital, cost of retained earnings; Computation of WACC and WMCC.		
Unit 4:	Leverages and Capital Structure	16 Hours
Leverage and Capital Structure – Meaning; Types of leverages; Deciding Optimum Capital structure (case studies);Theories of Capital structure: NI,NOI, MM approach and order pecking and its relevance.(case studies on NI,NOI and MM approach)		

Prescribed Text Book

Prasanna Chandra. (2015) *Financial Management*. (9th edition), New Delhi, TMH

Books for Reference

- Khan and Jain. (2005) *Basic Financial Management*. (1st edition) New Delhi, TMH
- James Van Horne and John Wachowicz. (2001) *Financial Management*. (12th edition) New Delhi, Pearson
- Brigham & Houston. (2007) *Fundamentals of Financial Management*, New Delhi, Thomson
- Paresh P Shah. (2009) *Financial Management*. (2nd edition) Biztantra.
- Ashok Banerjee. (2009) *Financial Management*. (3rd edition) Newdelhi, EB
- John Wild, Subramanyam& Robert Halsey. (2005) *Financial Statement Analysis*. (8th edition) New Delhi, TMH

Course Code: PMG172207	Course Title: OPERATIONS RESEARCH	Credits: 3	Hours: 40
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Objectives

- To enable students to develop a quantitative and analytical approach for effective decision making
- To equip them to make optimal managerial decisions to problems that have scarce resources.

COURSE CONTENTS		
Unit 1	Introduction to Operations Research	20 Hours
Scope, applications and limitations; Phases and Models in OR . Linear programming Formulation; Graphical method; alternate solution of LP (Simplex and Big M methods); Dual of an LPP. Transportation problem – Initial solution by NWC; LC and Vogel’s methods; Optimality check by MODI method; degeneracy; unbalanced problems; Maximization problems. Assignment problem– Hungarian method, maximization problems; travelling salesman problem.		
Unit 2	Network Optimisation	07 Hours
Network models- PERT & CPM; Critical path (Concept and practical); Resource allocation- resource levelling and resource smoothing; project time- cost trade off (Concept only, no practical).		
Unit 3	Replacement Theory	05 Hours
Replacement theory – definitions and scope; replacement of items that fail suddenly and items that fail gradually; Group replacement theory and related problems.		
Unit 4	Queuing and Simulation	08 Hours
Queuing theory – features and operating characteristics; problems on (M/M/1) (α /FCFS) Simulation- definition and scope; codification and database; Monte Carlo methods; Examples of use of simulations in management problems.		

References

- JK Sharma. (2013). *Theory and applications*, (5th edition). India, McMillan Publisher.
- ND Vohra. (2007). *Quantitative Techniques in Management*. (3rd edition), New Delhi, TMH
- S. Kalavathy. (2002) *Operations Research* (2nd edition) New Delhi, Vikas Publications
- Barry Render, Ralph Stair and Michael Hanna. (2014) *Quantitative Analysis*. (12th edition) New Delhi, Pearson
- Frederick Hillier and Gerald Lieberman, (2007), *Operations Research*, (8th edition), New Delhi, TMH
- Natarajan, Balasubramani and Tamilarasi. (2005) *Operations Research*. (7th edition) New Delhi Pearson.

Third Trimester

Course Code: PMG173201	Course Title: APPLIED MANAGEMENT RESEARCH	Credits: 4	Hours: 50
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Objectives

- To understand the need and significance of research in managerial decision making
- To develop an analytical aptitude towards management research
- To become adept in utilizing various statistical tools using software – SPSS
- To report research effectively.

COURSE CONTENTS		
Unit 1	Research Problem	05 Hours
Meaning and significance of research in management; Different approaches to research- Scientific method; Types of business research – Historical studies, case studies, survey and experimental studies; Criteria for good research; Manager and researcher relationship; Defining Research problem.		
Unit 2	Research Design	05 Hours
Meaning; Elements of research design; Features of good research design; Statement of the problem; Review of literature; Identification of the research gap; Objectives of the study; Generating research hypotheses.		
Unit 3	Sampling	07 Hours
Sampling techniques; Steps in sampling; Types of sample design; probability and non-probability sampling designs, use of random numbers; size of sample; Sampling errors; Concept of measurement and scaling; Scaling techniques; Characteristics of sound measurement.		
Unit 4	Data Collection and Preparation	08 Hours
Primary and secondary data; Sources of primary data – observation, interview method, survey method; Questionnaire construction and design; Reliability and validity; Processing of research data – Editing, coding, classification, tabulation and graphical representation using software.(Laboratory work).		
Unit 5	Research Report	05 Hours
Types of reports; Objectives and functions of research reports- formal and informal; Report writing process; Target audience; Pre-research proposals; Progress reports, Final reports; Guidelines for effective writing; Research report format using APA guidelines; Presentation of a report; Persuasive nature of reports; Reports for decision making, Citation and Documentation.		
Unit 6	Data Analysis Using SPSS	20 Hours
Univariate analysis; Bi-variate analysis; Multivariate analysis; Hypothesis testing – Null and alternate hypothesis, level of significance, one sample, two sample and k samples tests – parametric and non-parametric tests.		

References

- Cooper, Donald and Schindler, Pamela. (2009). *Business Research Methods*, (9th ed.). New Delhi: Tata McGraw Hill.
- Chawla, Deepak and Sondhi, Neena. (2011). *Research Methodology*. Noida: Vikas Publishing House.
- Kothari, C R. (2004). *Research Methodology: Methods and Techniques* (2nd ed.). New Delhi: New Age International.
- Malhotra, Naresh. (2002). *Marketing Research* (3rd ed.). New Delhi: Pearson Education.
- (2010). *Publication Manual of the American Psychological Association* (6th ed.) Washington D.C: American Psychological Association.

Course Code: PMG175202	Course Title: STRATEGICMANAGEMENT	Credits: 3	Hours: 40
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Objectives

- To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.
- To study different models for effective Strategic Decision Making.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Strategic Management – Nature, Concept, Vision, Mission, Goals and Formulation of Objectives; Analyzing Competitive Position; Mintzberg’s 5Ps of Strategy; Strategic Management Process.		
Unit 2	Strategy Formulations	10 Hours
Environmental Scanning – External and Internal; Analyzing Companies Resources in Competitive Position, Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter’s Five Forces Model, Concept of Value Chain, Grand Strategies; Porter’s Generic Strategies; Strategies for Competing in Global Markets.		
Unit 3	Corporate Level Strategies	10 Hours
Diversification Strategies – Related and Unrelated; Value Chain analysis - Vertical and Horizontal Integration, Upstream and Downstream; Restructuring Strategies - Mergers and Acquisitions, Strategic Alliances, Joint Ventures, Blue Ocean and Red Ocean Strategies.		
Unit 4	Strategy Implementation and Evaluation	10 Hours
Structure and strategy; Leadership and Corporate Culture; Strategy Evaluation- Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Balanced Scorecard.		

Prescribed Text Book

- Arthur, A, Thomson and Strickland, A. J. (2002). *Strategic Management – Concept and Cases*. New Delhi : Tata McGraw Hill.

References

- Azhar Kazmi. (2004). *Business Policy and Strategic Management*. New Delhi: Tata McGraw Hill.
- Fred David. (2008). *Strategic Management: Concepts and Cases*. (12th Edition) Prentice hall of India.
- Hitt Michael A., Ireland R.D. and Robert E Hoskisson. *Strategic Management: Competitiveness & Globalization, Concepts and Case*. Addison Wesley.
- Kark Rajneesh. (2008). *Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena*. Penguin Books.
- Thomas L. Wheelen, J. David Hunger. (2010). *Strategic Management and Business Policy*. Pearson/Prentice Hall.

Course Code: PMG173203	Course Title: PRODUCTION AND OPERATIONS MANAGEMENT	Credits: 3	Hours: 40
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Objectives

- To enhance knowledge and understanding of product design, development and delivery.
- To familiarize students on concepts on quality and maintenance management

COURSE CONTENTS		
Unit 1	Introduction	12Hours
Nature of Production, Importance and Scope ; Plant Location - Location Models; Plant Layout - Types of Plant Layout; Product Design – Factors influencing design; Approaches to design; Process Design – Process types, Vertical Integration, Make or Buy decision; Work Study, Method Study, Work Measurement.(Theory & Problems)		
Unit 2	Material Planning	08 Hours
Material Flow Systems - Push and Pull Systems, Aggregate Planning, MRP I, MRP II, ERP, MPS, Capacity Planning, DRP; Vendor Identification and Rating; Value Engineering; Line Balancing.(Problems).		
Unit 3	Material Management	10 Hours
Classification of Inventory; Inventory cost; ABC analysis; JIT; Fixed Order Quantity System; Fixed Order Period System; EOQ and Computation of Total Inventory Cost. (Problems); Introduction to Supply Chain Management and Logistics Management.		
Unit 4	Quality and Maintenance Management	10 Hours
Quality Control - Quality Gurus and their contribution to the world of Quality Management; Seven Tools of Quality Control; Lean management; ISO Standards; Quality Circles; Total Quality Management; Statistical Process Control – Types of control charts (theory only); Introduction to Six Sigma, QFD, POKAYOKE. Maintenance Management – Types of Maintenance, Total Productive Maintenance, and 5'S' concept.		

References

- Ashwathappa and Sridhara Bhatt. (2012).*Production and Operations Management*,(2nd Ed). Mumbai: Himalaya Publishing House.
- Chary S N. (2007).*Production and Operations Management*, (3rd Ed) New Delhi: Tata McGraw Hill.
- Chunawalla and Patel. (2007).*Production and Operations Management*, (6th Ed). Mumbai: Himalaya Publishing House.
- Jay Heizer, Barry Render, JagadeeshRajashekhar. (2009).*Operations Management* (9th Ed). New Delhi: Pearson Education Inc.
- Norman Gaither and Greg Frazier. (2009).*Operations Management*, (9th Ed) New Delhi:Cengage Learning Pvt Ltd.

Course Code: PMG173204	Course Title: GOVERNANCE ,RISK AND ETHICS	Credits: 3	Hours: 40
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Objectives

- To define governance and explain its function in the effective management and control of organisations and of the resources for which they are accountable
- To evaluate the Professional Accountant's role in internal control, review and compliance
- To explain the role of the accountant in identifying and assessing risk

COURSE CONTENTS		
Unit 1	Governance and Responsibility	05 Hours
The scope of governance; Agency relationships and theories; The board of directors; Board committees; Directors' remuneration; Different approaches to corporate governance ; Corporate governance and corporate social responsibility; Governance: reporting and disclosure; Public sector governance.		
Unit 2	Internal Control and Review	10 Hours
Management control systems in corporate governance; Internal control, audit and compliance in corporate governance; Internal control and reporting; Management information in audit and internal control.		
Unit 3	Identifying ,Assessing and Controlling Risk	15Hours
Risk and the risk management process ; Categories of risk ; Identification, assessment and measurement of risk. Targeting and monitoring risk; Methods of controlling and reducing risk ;Risk avoidance, retention and modeling.		
Unit 4	Profesional Values,Ethics and Responsibility	10 Hours
Ethical theories ; Different approaches to ethics and social responsibility ; Professions and the public interest ; Professional practice and codes of ethics ; Conflicts of interest and the consequences of unethical behaviour ; Ethical characteristics of professionalism ; Social and environmental issues in the conduct of business and of ethical behavior.		

References

- Governance Risks and Ethics, Becker Educational Development Corp., 2016
- Governance Risks and Ethics,Kaplan Publishing, 2016
- Governance Risks and Ethics, BPP Learning Media LTD, 2016
- C.V. Baxi. (1999). *Corporate Governance*. Excel Books.
- Gopalaswamy. (2010). *Corporate Governance*. New Age International (P) Ltd.
- Prasad. (2007). *Corporate Governance*. Prentice Hall Of India
- C.A. Williams, M.L. Smith & P.C. Young, *Risk Management and Insurance*, Irwin McGraw Hill.

Course Code: PMG153205	Course Title: ENTREPRENEURSHIP DEVELOPMENT	Credits: 3	Hours: 40
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Objectives

- To acquaint the students with challenges of starting new ventures
- To enable them to investigate, understand and internalize the process of setting up a new business.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Entrepreneurship - Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship.		
Unit 2	Starting the Venture	10 Hours
Starting the venture - generating business idea; sources of new ideas; methods of generating ideas; creative problem solving; opportunity recognition; environmental scanning; competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.		
Unit 3	Business Plan	10 Hours
Functional plans; marketing plan – marketing research for the new venture; steps in preparing marketing plan; contingency planning; organizational plan – form of ownership; designing organization structure; job design; manpower planning; Financial plan – cash budget, working capital proforma, income statement proforma, cash flow, proforma, balance sheet, break even analysis.		
Unit 4	Sources of Finance and Institutional Assistance	10 Hours
Sources of finance- debt or equity financing, venture capital; Financial assistance through SFC's, SIDBI, Commercial banks, KSIDC, KSSIC, IFCI; Non-financial Assistance from - DIC, SISI, EDI, SIDO, AWAKE, TCO, TECKSOK, KVIC; Financial incentives for SSI's, and Tax concessions; Industrial Estates-roles and types.		

References

- Arora, Renu, Sood S.K.(2011).*Entrepreneurship Development*.(Ludhiana). Kalyani Publishers.
- Barringer, Brace R and R Duane (2006).*Entrepreneurship*. New Jersey (USA): Pearson Prentice Hall.
- Charantimath, Poornima.(2006)*Entrepreneurship Development and Small Business Enterprises*. New Delhi: Pearson Education.
- Hisrich, Robert D, Michael Peters and Dean Shepherd. (2013)*Entrepreneurship*.(9th edition)Tata McGraw Hill.
- Lall, Madhurima, and Shikha Sahai. (2008).*Entrepreneurship*. (2nd edition)New Delhi: Excel Book.

Course Code: PMG153206	Course Title: CORPORATE FINANCE II	Credits: 3	Hours: 40
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Objectives

- To provide students with in depth knowledge in investment ,dividend and working capital decisions and its applications
- To enable them to take suitable decisions in a competitive environment

COURSE CONTENTS		
Unit 1	Investment Decisions	10 Hours
Capital Budgeting- Meaning, Importance, Process; Methods of evaluating capital budgeting proposals- PBP, ARR, NPV, IRR & PI.		
Unit 2	Risk Analysis	10 Hours
Risk Analysis in Capital Budgeting; Various methods of measuring risk in capital expenditure decision; Risk adjusted discount rate; Certainty equivalent; Sensitivity analysis; Probability distribution approach & Decision tree approach.		
Unit 3	Dividend Decision	08 Hours
Meaning – Forms of Dividend; Theory of Relevance; Theory of Irrelevance; Stock Split.		
Unit 4	Working Capital Management	12 Hours
Meaning; Concepts; Determinants; Operating cycle; Estimation of working capital – Meaning and importance of cash management; Motives for holding cash; Cash budget; Cost associated with inventories; Inventory Management techniques- Stock levels; Cost associated with maintaining receivables - Credit policy variables.		

Prescribed Text Book

Prasanna Chandra. (2010).*Financial Management*.(9th edition).Tata McGraw Hill Education

References

- I.M. Pandey. (2005).*Financial Management*. Himalaya Publishing House.
- Khan & Jain. (2007).*Financial Management*. (6th edition).Tata McGraw Hill Education.

Fourth Trimester

Course Code: PMG174201	Course Title: STRATEGIC LEADERSHIP IN BUSINESS	Credits: 3	Hours: 40
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Objective

- To enable students to understand the intricacies of leadership skills and competency building techniques and managing conflicts
- To make students aware of various dimensions of Corporate Leadership practices

COURSE CONTENTS		
Unit 1	Leadership Conceptual Overview	10Hours
Leadership is both science and art, emotional and rational Leadership; Interactional framework of analysing Leadership; The Action-Observation-Reflection Model; Leadership development through experience; Leadership development through education and training; Building leadership self-image; Best Practices in measuring Leadership. Sources of Leader power and motives.		
Unit 2	Leadership Skills	10 Hours
Values and Leadership; Intelligence and Leadership-Triarchic theory of Intelligence, Intelligence and stress, effective stress management-the ABC model; Implications of Emotional Intelligence; Leadership skills-learning from others, communication, listening, assertiveness, building technical competence; Ginnett's Team Leadership Model; Building high performance Teams-The Rocket model. Creating an empowered work force.		
Unit 3	Leadership and Change	10 Hours
Common characteristics of Charismatic and Transformational Leadership, Leader as change agents; Conducting meetings, managing conflict and conflict resolution strategies, Identifying problems or opportunities for improvement; An overview of Leaders' best practices from- Steve jobs, Bill Gates, Larry Ellison, Larry Page, Indira Nooyi, Marissa Meyer, Narayanamurthy, Ratan Tata, Adi Godrej, Rahul Bajaj, Jack Ma, Azim Premji, Kiran Mazumdar Shaw, Kumar Mangalam Birla K.V.Kamath and Vishal Sikka.		
Unit 4	Leadership in Uncertain Environments	10 Hours
Understanding Emerging Environment: Emergence of Vertical/Type-5 Environment , Understanding Hyper-turbulence , Networks and Business Eco-Systems , Role of Information Technology in Shaping Business Environment , Understanding Impact of Technological Discontinuities , Application of Complexity/Chaos Theory to Strategy , Strategy as "Sense-Making", Shaping and Adapting to Networks		

Prescribed Text Book

Richard L Hughes, Robert C Ginnett, Gordon J Curphy (2011) Leadership-Enhancing the Lessons of Experience (5 th edition). TMG India

References

- Robert N.Lussier ,Christopher F.Achua (2011) ,Effective Leadership, Cengage Learning
- Ken Blanchard (2007) ,Leading at a Higher Level, Pearson Education

Course Code: PMG174202	Course Title: FOREIGN EXCHANGE MANAGEMENT	Credits: 3	Hours: 40
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Objectives

- To understand the intricacies of business in an International environment
- To learn the role of foreign exchange in international cash flows
- To be aware of international financing decisions of MNCs

COURSE CONTENTS		
Unit 1	International Financial Environment	06Hours
International Financial Environment, Globalisation and the Multinational Firm; International Monetary System; Current Exchange Rate Mechanisms; Balance of Payments (theory).		
Unit 2	Foreign Exchange Markets	14 Hours
Market for Foreign Exchange; Rate of Exchange, Direct and indirect quotations, Cross rates, Spread; Spot and forward markets; Forward Rate Differential; Exchange Rate Determination.		
Unit 3	International Parity Relationships	08 Hours
International Parity Relationships - Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Forecasting Foreign Exchange Rates.		
Unit 4	Financial Management of Multinational Corporations	12 Hours
Foreign Direct Investment; International Cost of Capital (Theory); Multinational Capital Structure (Theory); International Capital Budgeting (Theory and problems); Multinational Cash Management; International Taxation Environment (Theory).		

References

- Apte, P.G. (2009). *International Financial Management* (5th ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Eieteman, David K, Stonehill, Arthur I, Moffett, Michael A, Pandey, Alok. (2007). *Multinational Business Finance*, (10thed). New Delhi: Pearson Education.
- Eun, Cheol S, and Resnick, Bruce G. (2008). *International Financial Management* (4th ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Jain. P.K., Peyrard, Josette and Yadav, Surendra S. (2006). *International Financial Management*.New Delhi: Macmillan India Ltd.
- Madura, Jeff. (2008).*International Financial Management*. New Delhi: Cengage Learning.
- Shapiro, Alan C. (2002). *International Financial Management*. (4thed). New Delhi: Prentice Hall of India Ltd.
- Sharan, Vyuptakesh (2006). *International Financial Management*. New Delhi: Prentice Hall of India Ltd.
- Vij, Madhu. (2010). *International Financial Management* (3rd ed.). New Delhi: Excel Books.

FINANCE SPECIALIZATION

Course Code: PMG174A01	Course Title: PORTFOLIO MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To acquaint the students with the working of security markets and principles of security analysis
- To provide students with a conceptual and analytical framework of different financial instruments, their risk, returns and strategies in managing funds
- To develop the skills required for portfolio management so as to judge the competitive position of firms in capital market

COURSE CONTENTS		
Unit 1	Introduction	06 Hours
Introduction to Securities and Investment–Concept, Process, Market Indices, Credit Rating Agencies, Various investment avenues; Marketable and Non-marketable Securities.		
Unit 2	Risk and Return	13 Hours
Risk & Return - Various types of return and its measurement; Risk and its types; Risk Measurement (Theory and Problems).		
Unit 3	Investment Analysis	06 Hours
Investment Analysis- Fundamental analysis, Technical analysis- EMH.		
Unit 4	Portfolio Analysis	20 Hours
Portfolio Analysis and Management; Markowitz Model –CAPM- SML – CML – APT - Optimization of Portfolio- Sharpe Index Model; Methods of evaluating portfolio- Sharpe, Jensen and Treynor Models.		
Unit 5	Global Market Indices and Instruments	05 Hours
World Market Indices; Global instruments - ADRs, GDRs, FCCBs, Foreign Bonds and Global mutual funds.		

References

- Fischer and Jordan. (1995). *Security Analysis and Portfolio Management*. Prentice Hall.
- Prasanna Chandra. (2012). *Investment Analysis and Portfolio Management*. New Delhi. Tata McGraw – Hill.
- V.K. Bhalla(2008). *Investment Management*, New Delhi.S.Chand.
- Pandian, Punithavathy. (2011). *Security Analysis and Portfolio Management*.(1st edition) New Delhi: Vikas Publishing House.

Course Code: PMG174A02	Course Title: DIRECT TAXATION	Credits: 4	Hours: 50
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Objectives

- To expose the students to the various provision of Income Tax Act relating to computation of Income individual assessee only.
- To provide a conceptual framework of taxation for financial planning

COURSE CONTENTS		
Unit 1	Foundation to Taxation	05 Hours
Impact of tax on savings and Investments; Ways to reduce tax burden-Tax evasion, avoidance and planning; Legal frame work, Cannons of taxation; Finance Bill; Scheme of income tax; Definitions - Assessee, person, assessment year, previous year; Income- gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assessee); Direct Vs. Indirect taxes; A brief discussion of DTC.		
Unit 2	Residential Status and Tax Incidence	05Hours
Concept of Residential status, residential status of individual assessee (Theory only) - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt; Simple problems on tax incidence.		
Unit 3	Sources of Income	30 Hours
(a) Salary Income: Concept of salary income, incomes forming part of salary, various kinds of retirement benefits along with their tax provisions, computation of income from salary (Simple Problems). (b) Income From House Property: Meaning of house property, treatment as owner of house property, treatment of rental income from properties under different circumstances, determination of the annual value of a house property; Computation of income from house property after deductions u/s 24 (Simple problems). (c) Capital Gains -Theory and problems (Excluding exemptions).(d) Incomes taxable under the head other sources (Theory and simple problems)		
Unit 4	Assessment of Individuals	10 Hours
Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB, 80 U and other relevant section introduced in current finance bill applicable to individual assessee; Rebate u/s 87A; Computation of total income and tax liability of Individual assessee, problems - In case of Business & Profession (Computed income shall be given).		

References

- Bhagwathi Prasad. Direct Taxes Law and Practice. Wishwa Prakashana.
- Dinakar Pagare. (2002). Law and Practice of Income Tax Sultan Chand and sons.
- Dr. Mehrotra and Dr. Goyal. (2006-07).26th edition. Direct Taxes Law and Practice. Sahitya Bhavan Publication.
- Dr. Vinod K. Singhanian.(2014).51th edition. Direct Taxes Law and Practice. Taxmann publication.

Course Code: PMG174A03	Course Title: DERIVATIVES MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To acquaint the students about emerging financial and commodity derivatives.
- To provide the regulatory framework with regard to various types of derivatives.

COURSE CONTENTS		
Unit 1	Introduction	08 Hours
Introduction-Concepts, Historical Growth, Issues, Legal framework.		
Unit 2	Financial Derivatives	16 Hours
Forwards; Futures; Types, Valuation of futures Various Financial Futures in India; Financial Options- Concept, Types, Valuation, Various Options in India (Case studies).		
Unit 3	Commodity Derivatives	16 Hours
Meaning; Forwards and Futures- Concept, Types, valuation; Commodity Futures- Pricing; Basis and Basis Risk; Hedging and Optimal Hedge; Ratio; Participants; Commodity Exchanges and Regulatory Framework (Case studies).		
Unit 4	Trading, Clearing and Settlement	10Hours
Financial and commodity Futures and Options trading system; Clearing Mechanism, Settlement Mechanism.		

References

- Fischer and Jordan. (1995). *Security Analysis and Portfolio Management*. (6th Edition)New Delhi. Prentice Hall
- Niti Nandini Chatani. (2010). *Commodity Markets - Operations, Instruments and Applications*. New Delhi. TMH.
- Prasanna Chandra. (2003). *Investment Analysis and Portfolio Management*.(3rd Edition)New Delhi. Tata McGraw Hill.
- Punithavathy Pandian. (2009).*Security Analysis and Management*.(2nd Edition)Bangalore.Vikas Publishing House Pvt. Ltd.
- V.K. Bhalla. (2008). *Investment Management*. New Delhi. S.Chand
- Bharat Kulkarni. (2011). *Commodity Markets and Derivatives*. New Delhi. Excel Books

Course Code: PMG174A04	Course Title: FINANCIAL MARKETS AND SERVICES	Credits: 4	Hours: 50
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Objectives

- To equip the students with the major changes, developments and innovations in the Indian Financial System
- To provide students with conceptual and regulatory framework within which the financial institutions operate.
- To familiarize students with the various management and operational aspects of capital markets.

COURSE CONTENTS		
Unit 1	Introduction	03Hours
Financial Markets – Function of the Indian Financial System; Structure.		
Unit 2	Capital Markets	20 Hours
Primary Market in India - Types of Scrips; Issue of Capital; Primary Market Intermediaries. Secondary Market – Listing, Online trading; OTC; Stock exchange – NSE, BSE, MCX-SX; Stock Indices; Role of FPI; Insider Trading; Investor Protection; SEBI - Regulations. Money Market – Repos, Reverse Repos, Treasury Bills, Commercial Bills, Commercial Papers and Certificates of Deposit.		
Unit 3	Non-Banking Financial Services	16 Hours
Meaning; Leasing and Hire Purchase (Theory only); Venture Capital; Factoring and Forfaiting; Credit Rating; Asset Securitisation; Merchant Banking – Functions and Services; Depository and Custodial Services.		
Unit 4	Mutual Funds and Debt Market	11 Hours
Meaning; Types of Funds; NAV; Structure; Investment Pattern; ETF; Regulations; Debt Market in India.		

References

- Bhole, L.M. and Mahakud, Jitendra. (2009). *Financial Institutions and Markets* (5thed.). New Delhi: Tata McGraw Hill.
- Gomez, Clifford (2010). *Financial Markets, Institutions and Financial Services*. New Delhi: PHI Learning.
- Gordon and Natrajan (2011). *Financial Markets and Services* (6th ed.). New Delhi: Himalaya Publishing House.
- Khan, M. Y. (2008). *Financial Services* (4thed.).New Delhi: Tata McGraw Hill.
- Kohn, Meir (2003). *Financial Institutions and Markets*.New Delhi: Tata McGraw Hill.
- Madura, Jeff (2006). *Financial Institutions and Markets* (7thed.). New Delhi: CengageLearning.
- Pandian,Punithavathy(2009).*Financial Markets and Services*.New Delhi:Vikas Publishing House.

Course Code: PMG174A05	Course Title: COMMERCIAL AND INVESTMENT BANKING	Credits: 4	Hours: 50
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Objectives

- To provide a basic understanding of concept and functioning of commercial and investment banking industry in India
- To familiarize types of banking system regulation and control
- To familiarize core and support services of investment banks.

COURSE CONTENTS		
Unit 1	Introduction and Structure of Commercial and Investment Banking	11 Hours
Evolution of Banking Institutions in India-Role of Joint stock banks in India, Presidency banks, Imperial Banks, State Bank of India, Commercial Banks, and Nationalized Lead Banks, Regional Rural Banks (RRBs), Banking reforms after 1990. Introduction- Investment Banking Vs. Merchant Banking; Evolution of American and European Investment Banks		
Unit 2	Credit control and Regulation in Banking	12 Hours
RBI and its Role, monetary and credit policy, CRR, SLR in Banks, Banking system and Banks in India, Banking Regulation Act 1949. IRAC Norms (i.e, Income Recognition and Asset Classification norms), Non-performing Assets, Securitization Act. E-Banking, Payment system, settlement system		
Unit 3	Risk Management and Trends in Banking Services	13 Hours
BASEL I, II and III, CRAR and RBI Prudential norms on New capital Adequacy and framework. New Technology in banking, E-Services, debit and credit cards, Dynamic, Currency & EMI cards, Internet Banking, ATM, MICR, NEFT, RTGS, DEMAT, Concept of Green Banking, Green funding.		
Unit 4	Investment Banking in India	07 Hours
Origin, Growth and Constraints in Investment Banking in India; Regulatory Framework for investment banking; Anatomy of some leading Indian Investment Banks.		
Unit 5	Core Services of Indian Investment Banks	07 Hours
Role of investment banker in IPO; M &A Advisory; Corporate Advisory; Secondary Market Activities – Asset Management Services, Wealth Management Services		

References

- Koch W Timothy and Scott S Macdonald, "Bank Management"(2005), Thomson (South-Western), India
- Khan M Y., "Indian Financial System", (2004) Tata Mc Graw Hill, New Delhi
- Srivastava, RM ., "Management of Indian Financial Institutions", (2005) Himalaya Publishing House.

- Avadhani V A., "Investments and Securities Markets in India", (2004)Himalaya Publishing House,
- Srinivasan NP and Saravanavel, P., "Development Banking in India and Abroad", (2001) Kalyani Publications, Ludhiana
- Fischer and Jordan. (1987).*Security Analysis and Portfolio Management*. Prentice-Hall, Pearson.
- Prasanna Chandra. (2012).*Investment Analysis and Portfolio Management*. McGraw-Hill.
- Raymond H. Rupert. (1993).*The New Era of Investment Banking.*, Probus Publishing Company.
- Sudhindra Bhat, (2009).*Security Analysis and Portfolio Management*. New Delhi. Excel Books.

INTERNATIONAL FINANCE SPECIALIZATION

Course Code:
PMG174A01

Course Title: PORTFOLIO MANAGEMENT

Credits: 4

Hours: 50

Objectives

- To acquaint the students with the working of security markets and principles of security analysis
- To provide students with a conceptual and analytical framework of different financial instruments, their risk, returns and strategies in managing funds
- To develop the skills required for portfolio management so as to judge the competitive position of firms in capital market

COURSE CONTENTS

Unit 1	Introduction	06 Hours
Introduction to Securities and Investment–Concept, Process, Market Indices, Credit Rating Agencies, Various investment avenues; Marketable and Non-marketable Securities.		
Unit 2	Risk and Return	13 Hours
Risk & Return - Various types of return and its measurement; Risk and its types; Risk Measurement (Theory and Problems).		
Unit 3	Investment Analysis	06 Hours
Investment Analysis- Fundamental analysis, Technical analysis- EMH.		
Unit 4	Portfolio Analysis	20 Hours
Portfolio Analysis and Management; Markowitz Model –CAPM- SML – CML – APT - Optimization of Portfolio- Sharpe Index Model; Methods of evaluating portfolio- Sharpe, Jensen and Treynor Models.		
Unit 5	Global Market Indices and Instruments	05 Hours
World Market Indices; Global instruments - ADRs, GDRs, FCCBs, Foreign Bonds and Global mutual funds.		

References

- Fischer and Jordan. (1995).*Security Analysis and Portfolio Management*. Prentice Hall.
- Prasanna Chandra. (2012).*Investment Analysis and Portfolio Management*. New Delhi.Tata McGraw – Hill.
- V.K. Bhalla(2008). *Investment Management*, New Delhi.S.Chand.
- Pandian, Punithavathy. (2011).*Security Analysis and Portfolio Management*.(1st edition) New Delhi: Vikas Publishing House.

Course Code: PMG174A02	Course Title: DIRECT TAXATION	Credits: 4	Hours: 50
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Objectives

- To expose the students to the various provision of Income Tax Act relating to computation of Income individual assessee only.
- To provide a conceptual framework of taxation for financial planning

COURSE CONTENTS		
Unit 1	Foundation to Taxation	05 Hours
Impact of tax on savings and Investments; Ways to reduce tax burden-Tax evasion, avoidance and planning; Legal frame work, Cannons of taxation; Finance Bill; Scheme of income tax; Definitions - Assessee, person, assessment year, previous year; Income- gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assessee); Direct Vs. Indirect taxes; A brief discussion of DTC.		
Unit 2	Residential Status and Tax Incidence	05Hours
Concept of Residential status, residential status of individual assessee (Theory only) - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt; Simple problems on tax incidence.		
Unit 3	Sources of Income	30 Hours
(a) Salary Income: Concept of salary income, incomes forming part of salary, various kinds of retirement benefits along with their tax provisions, computation of income from salary (Simple Problems). (b) Income From House Property: Meaning of house property, treatment as owner of house property, treatment of rental income from properties under different circumstances, determination of the annual value of a house property; Computation of income from house property after deductions u/s 24 (Simple problems). (c) Capital Gains -Theory and problems (Excluding exemptions).(d) Incomes taxable under the head other sources (Theory and simple problems)		
Unit 4	Assessment of Individuals	10 Hours
Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB, 80 U and other relevant section introduced in current finance bill applicable to individual assessee; Rebate u/s 87A; Computation of total income and tax liability of Individual assessee, problems - In case of Business & Profession (Computed income shall be given).		

References

- Bhagwathi Prasad. Direct Taxes Law and Practice. Wishwa Prakashana.
- Dinakar Pagare. (2002). Law and Practice of Income Tax Sultan Chand and sons.
- Dr. Mehrotra and Dr. Goyal. (2006-07).26th edition. Direct Taxes Law and Practice. Sahitya Bhavan Publication.
- Dr. Vinod K. Singhanian.(2014).51th edition. Direct Taxes Law and Practice. Taxmann publication.

Course Code: PMG174B01	Course Title: AUDIT AND ASSURANCE	Credits: 4	Hours: 50
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Objectives

- To develop knowledge and understanding of the process of carrying out the assurance engagement and its application in the context of the professional regulatory framework.
- To provide knowledge about audit procedures and audit reporting

COURSE CONTENTS		
Unit 1	Regulatory Framework	06 Hours
The concept of audit and other assurance engagements; External audit; Corporate governance; Professional ethics and ACCA's Code of Ethics and conduct; Internal audit and governance and the differences between external audit and internal audit; The scope of the internal audit function, outsourcing and internal audit assignments.		
Unit 2	Planning and risk assessment	13 Hours
Obtaining and accepting audit engagements; Objective and general principles; Assessing audit risks; Understanding the entity and its environment; Fraud laws and regulations; Audit planning and documentation.		
Unit 3	Internal control	06 Hours
Internal control systems ;Components; The use and evaluation of internal control systems by auditors ;Limitations in internal control, Tests of control – General IT controls and applications control; control objectives, procedures and activities; Communication on internal control		
Unit 4	Audit evidence and Audit Procedures	20 Hours
Financial statement assertions and audit evidence – Quality and quantity of audit evidence; Relevance and reliability of audit evidence, Audit procedures; Audit sampling and other means of testing; The audit of specific items; Computer assisted audit techniques; The work of others; Not-for-profit organization		
Unit 5	Review and reporting	05 Hours
Subsequent events –Purpose, responsibilities, procedures; Audit finalisation and the final review; Audit reports; basic elements; unmodified audit opinions.		

References

- Audit and Assurance, Becker Educational Development Corp., 2016
- Audit and Assurance, Kaplan Publishing, 2016
- Audit and Assurance, BPP Learning Media LTD, 2016
- Institute of Chartered Accountants of India: “Auditing and Assurance Standards”, ICAI, New Delhi.
- Gupta, Kamal, and Ashok Arora: “Fundamentals of Auditing,” Tata Mc;Graw Hill Publishing Co. Ltd., New Delhi

Course Code: PMG174B02	Course Title: FINANCIAL REPORTING	Credits: 4	Hours: 50
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Objectives

- To develop knowledge and skills in understanding and applying accounting standards
- To analyse and interpret those financial statements

COURSE CONTENTS		
Unit 1	Regulatory Framework	06 Hours
The need for a conceptual framework; Recognition and measurement - Specialised, not-for-profit, and public sector entities; The concepts and principles of groups and consolidated financial statements.		
Unit 2	Accounting for transactions in financial statements	13 Hours
Tangible non-current assets ; Intangible assets ; Impairment of assets ; Inventory and biological assets ; Financial instruments ; Leasing ; Taxation ; Reporting financial performance; Revenue ; Government grants.		
Unit 3	Analysing and interpreting financial statements	06 Hours
Limitations of financial statements ; Calculation and interpretation of accounting ratios and trends to address users' and stakeholders' needs ; Limitations of interpretation techniques; Specialized, not-for-profit and public sector entities.		
Unit 4	Preparation of financial statements	15 Hours
Preparation of single entity financial statements : Statement of Financial position; statement of profit and loss account and other comprehensive income; statement of changes in equity; Statement of Cash flows.		
Unit 5	Preparation of consolidated financial statements:	10 Hours
Consolidated statement of financial position; Consolidated statement of profit and loss account and other comprehensive income.		

References

- Financial Reporting, Becker Educational Development Corp., 2016
- Financial Reporting, Kaplan Publishing, 2016
- Financial Reporting, BPP Learning Media LTD, 2016
- Advanced Financial Accounting, David Pendrill and Richard Lewis, Pearson Education Limited
- Advanced Accountancy, S.P.Jain and K.L.Narang, Kalyani Publishers.
- Corporate Accounting, Reddy and Murty, Margham Publications, Chennai.
- P.K. Ghosh, et all: Studies in Accounting Theory, Wiley Eastern Ltd.
- L. S. Porwal: Accounting Theory-An introduction, Tata McGraw-Hill.

- R.K. Lele and Jawaharlal: Accounting Theory, Himalaya Publishing House.
- M.P.Vijayakumar Financial Reporting ICAI Practice Manual.

Course Code: PMG174B03	Course Title: PERFORMANCE MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To develop knowledge and skills in the application of management accounting techniques to quantitative and qualitative information for planning, decision making, performance evaluation and control.
- To provide knowledge about performance measurement and control

COURSE CONTENTS		
Unit 1	Specialist cost and management accounting techniques	06 Hours
Activity Based Costing –Cost drivers; Target costing – Target costing in service and manufacturing industries; Life cycle costing; Throughput accounting –Theory of constraints; Throughput Accounting Ratio; Environmental accounting.		
Unit 2	Decision making techniques	13 Hours
Relevant cost analysis – Opportunity costs; Cost volume profit analysis – Break even point; Margin of safety; Break even charts, profit volume charts; Limiting factors –Shadow prices; Slack for decision making, Pricing decisions – price elasticity of demand; Pricing strategies; Make or buy and other short term decisions; Dealing with risk and uncertainty in decision making		
Unit 3	Budgeting and control	11 Hours
Budgetary systems ; Types of budget – Fixed, Flexible, zero based, activity based, incremental, top down, bottom up, master and functional budgets, Quantitative analysis in budgeting –Learning rate and learning effect; Learning curve, Standard costing		
Unit 4	Analysis of Variances	15 Hours
Material mix and yield variances; Sales mix and quantity variances; Planning and operational variances; Performance analysis and behavioural aspects.		
Unit 5	Performance measurement and control	05 Hours
Performance management information system; review; Performance analysis in private sector organisation; Divisional performance and transfer pricing ; Performance analysis in not-for-profit organisations and the public sector ; External considerations and behavioural aspects.		

References

- Performance Management, Becker Educational Development Corp., 2016
- Performance Management, Kaplan Publishing, 2016
- Performance Management, BPP Learning Media LTD, 2016

- Advanced Management Accounting, Robert S Kaplan, Anthony A Atkinson, Prentice Hall, 1998
- Drury Colin. (2001). *Management and Cost Accounting*. Thomson Learning.
- Garison R.H. and E.W.Noreeb. (2000). *Managerial Accounting*. New Delhi: McGrawHill.
- JawaharLal. (2009). *Advanced Management Accounting. Text, Problems and Cases*. S.Chand
- RonaldW.Hilton. (2006). *Managerial Accounting*. New Delhi: McGraw Hill.
- Performance Management: Concepts, Skills, and Exercises, B. E. Leonard and Robert L. Cardy
- Performance Management: Integrating Strategy Execution, Methodologies, Gary Cokins

HUMAN RESOURCES SPECIALIZATION

Course Code: PMG174C01	Course Title: HUMAN RESOURCE ACQUISITION AND CAREER PLANNING	Credits: 4	Hours: 50
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Objectives

- To provide framework for scientific human resource planning and selection - both in terms of quantity, mainly in the context of Indian Corporate Environment.
- To familiarise students with regard to employment test and career planning.

COURSE CONTENTS

Unit 1	Introduction	10 Hours
Human Resource Planning- Concept, Process, Methods and Techniques; Job Analysis Process, Uses; HR Planning and Selection in the Modern Business Environment; changing perspectives in the field of recruitment and selection in the information age.		
Unit 2	Recruitment and Selection	15 Hours
Internal and External Sources, Recruitment Evaluation; Significance of Selection; Scientific Selection; Selection process; Evaluation of Selection System; Changing Scenario of Recruitment and Selection in the Information Age from local and global perspective; online-recruitment and selection, Outsourcing.		
Unit 3	Employment Tests	15 Hours
Concepts of Testing, Types of tests, Executive Talent Search; Interviewing- Role of Interview, Forms, Steps in Interviewing, Interview Skills, Interview Efficiency, Training and Development of the Interviewer, Campus Selection Interview, Conference Interview; Techniques used for global sourcing; Placement and Induction.		
Unit 4	Career Planning	10 Hours
Need for career planning; Factors affecting career choices, Career Stages, Career anchors; Succession planning; Integration of individual and organization interest; Integration process.		

References

- Flipppo, Edwin B. (2006). *Personnel Management*, New Delhi: Tata McGraw Hill.
- Arun Monappa and Mirza S. Saiyadain. (2004). *Personnel Management*. New Delhi: TataMcGraw- Hill.
- Pigors P. and Charles A. Myres. (1981). *Personnel Administration- A View point and a Method*. London: McGraw Hill.
- Dale Yoder and Staudahar Paul D. (2004) *Personnel Management and Industrial Relations*. Englewood Cliffs: Prentice –Hall.
- Richard A. Fear. (1984). *The Evaluation Interview*. New York: McGraw Hill.
- B.P. Singh, T.N. Chhabra and P.L. Taneja.(2000). *Personnel Management and Industrial Relations*. Delhi: Dhanpat Rai.
- P.R. Plumbley. (1978). *Recruitment and Selection*. London: Institute of Personnel Management.
- Earnest J. McCremick. (1979). *Job Analysis- Methods and Applications*. New York: AMACOM.
- Neil Anderson. (1993). *Successful Selection Interviewing*. Cambridge: Blackwell.

Course Code: PMG174C02	Course Title: TRAINING AND DEVELOPMENT	Credits: 4	Hours: 50
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Objectives

- To develop the skills, abilities, and practical elements of employee development and performance improvement in organization
- To apply appropriate methods and techniques for identifying training needs.

COURSE CONTENTS		
Unit 1	Introduction	08 Hours
Training, Development and Performance consulting; Design of HRD systems; Development of HRD strategies; Learning and Learning organizations ; Training Policies; organizational climate for training and development – a system model.		
Unit 2	Training Needs Analysis	08 Hours
Objectives of training needs analysis; Identification of training needs and the process, tools and techniques – organizational analysis, task analysis and individual analysis, Setting training objectives.		
Unit 3	Design of Training Programmes	12 Hours
Linking training needs and objectives of various theories of learning and methods of training – Learning cycles; factors for fixing duration, selection of participants, choice of trainers, course contents, in house arrangements and outsourcing.		
Unit 4	Delivering the Training Programmes	12 Hours
Conducting the programmes – ice breaking and games; relevance of culture of participants; layout facilitating interaction; Training methods / techniques - E learning, OJT, Outward Bound Training (OBT), Computer Based Training; Audio visual aids.		
Unit 5	Evaluation of Training Programmes	10 Hours
Transfer of Training; Objectives of evaluation – micro and macro levels; Methods of evaluation – reaction, learning, behaviour and results; Cost benefit analysis; Role of trainer and line manager in evaluations; Design of evaluation – Kirkpatrick’s model.		

References

- Prior, John. (1997). *Handbook of Training and Development*. Bombay: Jaico Publishing House.
- Trvelove, Steve. (1995). *Handbook of Training and Development*. Blackwell Business.
- Warren, M.W. (1979). *Training for Results*. Massachusetts: Addison-Wesley.
- Craig, Robert L. (1976). *Training and Development Handbook*. New York: McGraw Hill.
- Garner James. (1981). *Training Interventions in Job Skill Development*. Massachusetts: Addison Wesley.
- Kenney, John, Bennelly and Margaret A. Reid. (1979). *Manpower Training and Development*. London Institute of Personnel Management.

Course Code: PMG174C03	Course Title: PERFORMANCE AND COMPENSATION MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To provide an understanding of managing performance of employees.
- To understand techniques of compensation design and management in the context of the organizational objectives.

COURSE CONTENTS		
Unit 1	Performance Management	10 Hours
Meaning; Linkage with other HR Systems; Elements of Performance Management; Defining Performance; Facilitating and Encouraging performance; Setting Goals and Targets, Monitoring and Appraising Performance; Appraisal Methods; Errors and Biases; Reducing biases / errors; Features of an effective appraisal system; Performance Counselling.		
Unit 2	Principles of Compensation Determination	10 Hours
Compensation Principles; Equity (internal and external), Bargaining ability of employee unions and individual employees; Statutory requirements; Ability to pay, Job worth; Demand-supply conditions in job market; Job evaluation and salary survey.		
Unit 3	Compensation and Benefits	15 Hours
Types - Piece rate, time rate and skill based approaches; Daily, weekly and monthly payments; Characteristics of best compensation plans; Fixed pay and variable pay; Terminologies- compensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit, bonus, joining bonus, retention bonus, relocation pay, increment, stagnation increment and retirement benefits; Workers compensation, Managerial compensation and Executive compensation.		
Unit 4	Pay Design	15 Hours
Designing pay structures, (Pay policy line, Pay grades, Broad banding); Pay for performance / Pay for knowledge Seniority / Merit, Incentives and benefits, Incentives, Individual incentive plans, Piece-work, Group incentive plans, Scanlon plan, Improsharei plan, Enterprise incentive plans, ESOPs; Benefits - Types of benefits; Employee Assistance - Health care, Long term care; Requirements of an effective benefit programmes; Concerns of management; Important issues in Executive compensation; International compensation practices.		

References

- Cynthia D Fisher. (2005). *Human Resource Management*. (6th edition). Biztantra.
- Lawrence Kleiman. (2009). *Human Resource Management*. (5th edition). Biztantra.

Course Code: PMG174C04	Course Title: LABOUR LEGISLATIONS AND WELFARE	Credits: 4	Hours: 50
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Objectives

- To understand the legislations on working conditions, employment and remuneration.
- To familiarise with laws and policies relating to welfare measures.

COURSE CONTENTS		
Unit 1	Labour Legislations on Working Conditions	20 Hours
Factories Act – 1948; Shops and Establishments Act – 1947; Contract labour (Regulation & Abolition) Act – 1970; Provisions relating to health, safety and welfare measures; Night shift work.		
Unit 2	Legislation on Employment	05 Hours
Industrial Employment (Standing Order) Act – 1946 (With recent amendments).		
Unit 3	Legislations on Wages and Bonus	15 Hours
Payment of Wages Act – 1936; Minimum Wages Act – 1948; Payment of Bonus Act – 1965; Equal Remuneration Act 1976 (With recent amendments).		
Unit 4	Labour Welfare	10Hours
Concept, Scope, Need; Voluntary Welfare Measures, Statutory Welfare Measures; Labour Welfare Funds, Education and Training Schemes; Welfare of Special Categories of Labour - Child Labour, Female Labour, Contract Labour, Construction Labour, Agricultural Labour, Differently abled Labour, BPO & KPO Labour; Social Assistance, Social Security - implications.		

References

- Mishra, S. N. (2010). *Industrial and Labour Law*. New Delhi: Central Law Publication
- B D Singh. (2009). *Labour Laws for Managers*. New Delhi : Excel Books.
- A M Sharma. (2011). *Industrial Jurisprudence and Labor Legislation* (6th ed.) Himalaya Publishing House.
- B D Singh. (2011). *Industrial Relations* (1st ed.). Excel Books.
- Roger Blanpain(2010). *Comparative Labour Law and Industrial Relations* (10th edition). Kluwer Academic Publishers.
- N.D. Kapoor(2013). *Industrial Legislation*. Bare Acts

Course Code: PMG174C05	Course Title: STRATEGIC HUMAN RESOURCE MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To understand the integration between Corporate Strategy and Human Resource Management from managerial perspective.
- To understand HR functions as a strategic partner in the formulation and implementation of the company's strategies.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Strategic Human Resource Management -Definitions, Concept, Characteristics, Significance and Evolution; Prerequisites; Models of SHRM: Schools of thought, SHRM themes, SHRM framework.		
Unit 2	Emerging Trends in HRM	15 Hours
Emerging HR skills and Competencies; Influence of External and Internal environmental factors in HRM; Impact of technology on HRM and E-HRM: Changing practices and emerging trends; Investment perspective to HRM.		
Unit 3	Strategic HRM	15 Hours
Importance of HR to strategy; Role of HRM in strategy formulation; HR planning and strategic planning integration: Approaches and steps; Strategic HR planning typologies. Application of SHRM- Strategy driven role behaviours, culture and subsystems; Workforce utilization and employment practices; Strategic staffing, Strategic learning, Strategic reward, Strategic Appraisal and Development.		
Unit 4	Evaluating HR Practices	10 Hours
Performance impact of HR practices; Evaluating Strategic contributions of HR practices, Dimensions of evaluation, Approaches and Methods of evaluation, Trends in evaluation; Employer branding and HR-Market integration; Emerging issues and concerns in SHRM.		

References

- Greer, C. R. (2001). *Strategic Human Resource Management*. New Delhi. Pearson Education.
- Chanda, A. and Kabra, S. (2000). *HR Strategy*. New York. SAGE Publications.
- Tyson, S. (1995) *HR Strategy*. London. Pitman Publishing.
- Recent articles from HBR and other relevant international and Indian publications.

MARKETING SPECIALIZATION

Course Code: PMG174D01	Course Title: SALES AND MARKETING CHANNEL MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To highlight the importance of sales force management.
- To understand the role of marketing channel management functions for the overall success of the marketing efforts of an organization.

COURSE CONTENTS

Unit 1	Introduction	10 Hours
	Selling as a part of Marketing; Sales Management Process; Role of Sales Manager; Concept of Personal Selling; Sales Management and Salesmanship; Personal Selling Process; Qualities of a Successful Salesman; Goal Setting Process; Demand Analysis and Techniques of Sales Forecasting; Preparation of Sales Budget; Formulating Selling Strategies; Designing Sales Territories and Sales Quota.	
Unit 2	Sales Force Management	10 Hours
	Sales Force – Organizing, Designing the Structure and Size, Recruitment and Selection, Leading and Motivating, Training and Compensating; Sales Contests; Evaluation and Analysis.	
Unit 3	Distribution Channels	10 Hours
	Concept of Marketing Channel –Nature and Importance; Recruitment of channel members, screening, criteria for selecting the channel members - Sales factors, Product factors , Experience factors , Administrative factors and Risk factors; Types of Channels, Policies and Strategies.	
Unit 4	Channel Integration	10 Hours
	Importance; Marketing systems: Vertical - Types - Corporate VMS, Contractual VMS, Horizontal marketing systems, Designing and managing Hybrid systems. Motivating the channel members; Modification and refinement of existing channels; Multi-channel marketing system; Managing channel relationship - cooperation, coordination, conflict and power.	
Unit 5	Logistics Management	10 Hours
	Components, Functions – Procurement, Inbound / Outbound Logistics, Receipts, Warehousing, Stock control, Order picking, Material handling, Physical distribution, Recycling, Returns, Waste disposal; Role of ERP.	

References

- Coughlan.(2007).*Marketing Channels*. Anderson,PHI
- Tapan Kumar Panda and Sunil Sahadev. (2005).*Sales and distribution management*. Oxford Publications.
- S.L.Gupta. (2009).*Sales and Distribution Management*.Excel Books India
- Still &Cundiff. (1994).*Sales Management*.New Delhi.Pearson Publishing House.

Course Code: PMG154D02	Course Title: ADVERTISING MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To understand the process of marketing communications and integrate marketing communications theory and concepts with all elements of the promotional mix.
- To acquaint students with advertising campaigns and implementations.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Definition, Importance and History of Advertising; Classification of Advertisements-purpose, media used, geography and Target audience; Advertising functions; Benefits of advertising; Impact of Ads on children; Women and advertising; Ethics in Advertising-puffery, shockads, Weaselclaim, subliminal and surrogate advertising; Social and economic effects of Advertising; Regulatory bodies		
Unit 2	Advertising Research and Strategy	15 Hours
Advertising Plan; Advertising Objectives-Brand Image, personality ,Equity; Creative Strategy, Message strategy, Media Strategy, Advertising Budget, Implementation and Evaluation; Advertising Research- Purpose, Research objectives, Components, Creative component research, Attitude measures; Copy Testing and Media Research; Account planning.		
Unit 3	Creativity and Advertising	15 Hours
Advertising Models- AIDA model, Hierarchy of effects; Message-Themes and Appeals; Elements of Creative Advertising, planning creative strategy, creative process, Creativity versus profit, Creativity through language, Rhetoric of advertising, Linguistic deviations ; key factors in successful Advertising; Components of a Print Ad-visual, headline, copy, style, slogan and logo, types of Layout, boxes, rules and fonts.		
Unit 4	Advertising Media	10 Hours
Print Media- Characteristics, Media Class and Media Vehicle Categories, Direct mail, Outdoor, Transit, types; Television and radio-Story Board, advantages and limitations, Rating, Reach and frequency; Online Advertising-types, SEO ,PPC, challenges, mobile advertising; Sales promotions, Public relations and Publicity; Measuring the Effectiveness of the advertising Program. Advertising in a multi-cultural environment.		

References

- Aaker, David & Myers, John.(2003). *Advertising Management*, Prentice Hall.
- Belch, G. and Belch, M. (2003).*Advertising and Promotion: An Integrated Marketing Communications Perspective*,(6th edition).Mc-Graw Hill.
- Cialdini, Robert B.(1993).*Influence: The Psychology of Persuasion*.
- Ogilvy, David. (1963). *Confessions of and Advertising Man*. New York: Atheneum.
- Ogilvy, David. (1983). *Ogilvy on Advertising*. New York: Random House Vintage Books.

Course Code: PMG154D03	Course Title: SERVICES MARKETING	Credits: 4	Hours: 50
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Objectives

- To develop insights on emerging trends in the service sector of a developing economy.
- To deal with issues involved in management of services.

COURSE CONTENTS		
Unit 1	Introduction	10Hours
Services marketing- Origin, Growth and classification of services, Emergence of Service Economy; Nature of Services; Goods and Services Marketing; Marketing Challenges in service business; Marketing framework for service business.		
Unit 2	Customer Behaviour	15 Hours
Consumer - behavior in services, search, experience, choice; Customer Expectations; Customer satisfaction; Services Marketing Mix – 7Ps of marketing mix, product, price, place, promotion, people, process and physical evidence.		
Unit 3	Quality Assessment	10 Hours
Service Quality: Quality Issues and Quality Models – Gaps and SERVQUAL / RATER; Demand-supply Management; Advertising, Branding, Packaging and Pricing of services.		
Unit 4	Services Strategy	15Hours
Services failure; Service recovery; Customer retention; Customer Relationship Management; Designing of service strategy; Concepts of Marketing of financial services, tourism services, health services; Service Industry in India.		

Prescribed Text Book

- Jha. *Service Marketing*. Himalaya.
- Lovelock, Writz, Chatterjee. *Services Marketing: People, Technology, Strategy*. New Delhi : Pearson Education.
- RajendraNargundkar. *Services Marketing*. Tata McGraw Hill

References

- Govind Apte. (2004). *Services Marketing*. Oxford University Press.
- Bhattarcharjee. (2009). *Services Marketing*. New Delhi. Excel Books
- Nargundkar(2010). *Service marketing*, (3rd edition). Tata McGraw Hill.
- Nimit& Monika Chowdhary. (2009). *Text book of Marketing of Services: The Indian Experience*. MacMillan India Limited
- R.Srinivasan.(2010). *Services Marketing*. New Delhi.PHI Learning Pvt ltd.
- Zeithaml, V. A and Bitner, M. J. (2002). *Services Marketing*. New York, McGraw Hill.

Course Code: PMG174D04	Course Title: CONSUMER BEHAVIOUR	Credits: 4	Hours: 50
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Objectives

- To explore the consumer's psyche.
- To guide students to understand consumer purchase decisions about product and services.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Consumer behaviour and consumer research; Importance, Evolution, Methods of studying consumer behaviour; Customer centric organizations; Market analysis, Segmentation, Marketing mix strategies; Value of brands in marketing strategy; customer loyalty and retention strategy; global marketing strategy; Consumer decision process model, Types, Variables affecting the decision process.		
Unit 2	Types of Purchase Situations	15 Hours
Types; Retailing and the purchase process; Determinants of retail success or failure; Point - of-Purchase; Location based retailing; Direct marketing consumption behaviours; Consumer experiences; Importance of customer satisfaction; Factors affecting satisfaction level – Demographic, Economic, personality, personal values and Lifestyle; Motivational conflict and need priorities, intensity.		
Unit 3	Consumer Knowledge	15 Hours
Importance, Types, Sources and Benefits; Consumer beliefs, Feelings, Attitudes, Intentions; Culture, Changing values, Social class, Family life cycle stage on consumer behaviour; Role behaviour –Individual, Group, Changing roles of women, Children.		
Unit 4	Emerging Trends In Consumer Behaviour	10 Hours
Consumer learning; Retrieval of information; Company and consumer interaction; Reference group; Dyadic exchanges; Word of mouth and opinion leaders; Diffusion of innovations; Diffusion process; Opinions change; Product and advertising role in shaping consumer opinion; Consumer protection act - an overview.		

References

- Blackwell, Roger, Miniard, Paul & Engel, James. (1990). *Consumer Behaviour*. (6th Edition). New Delhi. Thomson Learning.
- Loudon, David J. & Della Bitta, Albert. (2006). *Consumer Behaviour*. New Delhi: Tata McGraw Hill.
- Nair, Suja R. (2001). *Consumer Behaviour in Indian Perspective*. New Delhi: Himalaya Publishing House.
- Schiffman, Leon G. & Kanuk, Leslie Lazar. (2003). *Consumer Behaviour*. New Delhi: Pearson Education
- Soloman, Michael R. (2006). *Consumer Behaviour – Buying, Having and Being*. (10th Edition). New Delhi: Pearson Education.

Course Code: PMG174D05	Course Title: RETAIL MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To know the concept, process and management of retail business
- To be acquainted with retail strategy and overall planning processes.

COURSE CONTENTS		
Unit 1	Nature and Importance of Retailing	10 Hours
Retailing and Retailers; Place of Retailing in Marketing Mix; Economic and Social importance; Size of Retail Market; Operating Expenses and Profits; Retailing in India; Classifying Retail Firms- Forms of Ownership, Operational Structure, Service and Price Orientation, Merchandise Offering.		
Unit 2	Store and Non-store Retailing	15 Hours
Types of Merchandisers - Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In-home Retailing; Sponsored Cooperative Chain; Manufacturers' Sponsored Franchising System.		
Unit 3	Retail Strategy and Decision	15 Hours
Retail Perspective; Understanding the Retail Customer; Target Market Selection; Merchandise - Planning and Management, Merchandise Buying; Retail Pricing and Merchandise Performance; Store - Location, Size, Image, Design and Layout; Shop Design.		
Unit 4	Creating and Sustaining Value	10 Hours
Retail Marketing Communication; Servicing the Retail Customer; Supply Chain Management; Growth of Shopping Malls, Factory Outlet and Discount Malls.		

References

- David Gilbert. (2003) *Retail Marketing Management*. (2nd edition). Pearson India.
- Pradhan Swapna. (2013). *Retailing Management Text & Cases*. New Delhi. MH Publications.
- Robert F. Lusch, Patrick Dunne, Myron Gable. (1994). *Retail Management*, (edition II). South Western Pub.Co

GENERAL MANAGEMENT SPECIALISATION

Course Code: PMG174E01	Course Title: MANAGING PUBLIC PRIVATE PARTNERSHIPS	Credits: 4	Hours: 50
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Objectives

- To illustrate the value of partnerships in sectors like infrastructure, health, education, urban renewal and business development services.
- To list factors critical to successful cooperation, and a suggested approach to planning, implementing, and operating successful public-private ventures.

COURSE CONTENTS		
Unit 1	Introduction	15 Hours
Rationale and options for PPP -Sector wise analysis of PPP,Determinants; Types of PPP options - Service Management Contracts, Joint Ventures, Divestiture, Licensing, Leases and Concessions, Opportunities and challenges.		
Unit 2	PPP Planning	10 Hours
Screening PPP Project – Opportunities, Pre-feasibility Project Identification and Selection Process; Cost comparator and value for money models; Project finance and risk allocation, Planning for PPPs, Credit enhancement techniques for PPP Project financing.		
Unit 3	PPP Strategies	15 Hours
PPP Procurement Strategies; Selecting the appropriate Procurement Method and Tendering Regulations for PPPs in India; HR systems - Government and civil society, PPP negotiations skills and techniques; Risk mitigation strategies.		
Unit 4	Regulatory Frameworks	10Hours
Regulation, Monitoring and Compliance; Key elements for an appropriate enabling and regulatory environment for PPPs, Simulation, Structuring and regulating a PPP contract, Institutionalizing PPP Processes within public systems and within the private sector.		

Prescribed Text Book

- G Ramesh, Vishnu Prasad Nagadevara, Gopal Naik, Anil Suraj. (2010). *“Public-Private Partnerships”*. ISBN-13: 978-0415599245.

References

- Akintola Akintoye Matthias Beck, Cliff Hardcastle (2003). *“Public-Private Partnerships: Managing Risks and Opportunities”*. ISBN-13: 978-0632064656
- R. N. Joshi. (2013). *“Public Private Partnership in Infrastructure”*. Vision Books ISBN13/10: 9788170947967 / 8170947960

Course Code: PMG174E02	Course Title: FAMILY BUSINESS MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To understand the unique assets and vulnerabilities of family enterprises.
- To study the relationship between the role of the board, the family council, and top management in providing effective governance for family business continuity.

COURSE CONTENTS		
Unit 1	Introduction	15 Hours
Family business-Nature and scope; Competitive strengths and weaknesses of the Family firm; Perspectives from psychology, Sociology and anthropology; Dynamics of family interactions and effects on the firm.		
Unit 2	Different Perspectives	10 Hours
As an outsider in a family firm, Role of board of directors and family councils; Entering and exiting the family firm; Role of women in the family firm; Cultural perspectives; Case studies in Indian scenario.		
Unit 3	Power and Politics	10 Hours
Power struggles in the family firm, Management of succession, Approaches to financing the family firm, Estate and special legal issues in the family firm; Case studies in Indian scenario.		
Unit 4	Family Business Strategies	15 Hours
Corporate and Business growth strategies of family run conglomerates, Infusing professional talent, Mergers and Acquisitions, Consolidation; Innovation in Family business management; Future scope of family business.		

References

- Aronoff, C.E., McClure, S. L., and Ward, J.L. (2003) “*Family Business Succession: The Final Test of Greatness.*” (Second Edition). Marietta, GA: Family Enterprise Publishers.
- Craig E. Aronoff, John L. Ward. (2010). “*Family Business Governance: Maximizing Family and Business Potential (Family Business Leadership)*”. ISBN Number: 0230111068, 978-0230111066

Course Code: PMG174E03	Course Title: TOTAL QUALITY MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To know the fundamentals of Quality Management
- To understand the approaches, tools, techniques and applications in total quality management.

COURSE CONTENTS		
Unit 1	Introduction to Quality Management	10 Hours
Definitions – TQM framework, benefits, awareness and obstacles; Quality – vision, mission and policy statements; Customer Focus – customer perception of quality, Translating needs into requirements, customer retention; Dimensions of product and service quality; Cost of quality; Overview of the contributions of Walter Shewhart, Deming, Juran, Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, and Shingeo; Concepts of Quality circle, Japanese 5S principles and 8D methodology.		
Unit 2	Statistical Process Control and Process Capability	15 Hours
Meaning and significance of Statistical Process Control (SPC) – construction of control charts for variables and attributes; Process Capability – meaning, significance and measurement ; Six-sigma concepts of Process Capability; Total Productive Maintenance (TPM) – relevance to TQM; Business Process Re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.		
Unit 3	Tools and Techniques for Quality Management	15 Hours
Quality Function Deployment (QFD) – Benefits, Voice of customer, information organization, House of Quality (HOQ), building a HOQ, QFD process; FMEA – requirements of reliability, failure rate, stages, design, process and documentation; Taguchi techniques – Introduction, loss function, parameter and tolerance design, signal to noise ratio; Seven old (statistical) tools; Seven new management tools; Benchmarking and POKA YOKE.		
Unit 4	Quality Systems Organizing and Implementation	10 Hours
Introduction to IS/ISO 9004:2000 – Quality Management Systems, Guidelines for performance, Improvements; Quality Audits; TQM culture, Leadership, Quality Council, Employee involvement, Motivation, Empowerment, Recognition and Reward; Information Technology – Computers and quality functions, Internet and electronic communications, Information quality issues.		

Text Book

- Dale H.Besterfield et al.First Indian Reprints. (2004). *Total Quality Management*.(3rd edition).New Delhi.Pearson Education.

References

- Indian standard -*Quality Management Systems– Guidelines for performance improvement* (Fifth Revision). New Delhi.Bureau of Indian Standards
- PoornimaM.Charantimath. First Indian Reprint (2003). *Total Quality Management*,New Delhi.Pearson Education.

Course Code: PMG174E04	Course Title: EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS	Credits: 4	Hours: 50
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Objectives

- To create an in-depth understanding of concepts relating to emotional intelligence and interpersonal effectiveness.
- To highlight the need and scope of Emotional Intelligence for managerial effectiveness.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Emotional Intelligence – Meaning, Self-Awareness, Threshold; Relevance of 360 Feedbacks; Emotional Intelligent Leadership.		
Unit 2	Adaptability	15 Hours
Emotional Self-Control, Positive Outlook, and Adaptability; Qualitative Research – Basics, Participant Observation; Conducting a Behavioral Interview; Social-Awareness- Empathy and Listening Skills, Empathy and Cultural Diversity.		
Unit 3	Recognition Pattern	15 Hours
360 Feedbacks and Development Plan; Cognitive Competencies- Pattern Recognition and Systems Thinking, Relationship Management; Influence and Inspirational Leadership; Conflict Management - Teamwork, Coaching and Mentoring Group Project; Background Research.		
Unit 4	Managerial Effectiveness	10 Hours
Concept, Definition; Approaches - Person, Process and Product, Bridging the Gap, Measuring Managerial Effectiveness; Current Industrial and Government practices; Management of managerial effectiveness- Effective manager as an optimizer; Organizational processes, Organizational climate, Leader-Group influences, Job challenge, Competition, Managerial styles.		

Reference

- Goleman, D. (1998). *Working with emotional intelligence*. New York: Bantam Books.

Course Code: PMG174E05	Course Title: KNOWLEDGE MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To understand various aspects of knowledge management.
- To gain idea of knowledge management tools and systems

.COURSE CONTENTS		
Unit 1	Introduction	15 Hours
Knowledge Management-Knowledge Economy , impact of Technology; Knowledge Management Matrix and Strategy; Prioritizing knowledge strategies; knowledge as a strategic asset Knowledge Attributes; Fundamentals of knowledge formation; Tacit and Explicit knowledge; Knowledge sourcing, abstraction, conversion and diffusion.		
Unit 2	Knowledge Management Systems	10 Hours
Knowledge Management and organizational learning, architecture, important considerations; Collection and Codification of Knowledge; Repositories, structure and life cycle; Knowledge Management infrastructure; Knowledge Management applications, Collaborative platforms.		
Unit 3	Knowledge Culture in Organizations	15 Hours
Developing and Sustaining Knowledge culture; Knowledge culture enablers; implementing knowledge; culture enhancement programs; Communities of practice; developing organizational memory.		
Unit 4	Knowledge Management Tools	10Hours
Knowledge Management tools, techniques and measurements; Knowledge audit; Knowledge Careers; Practical implementation of Knowledge Management Systems – Case studies.		

References

- CW. HolSapple. (2003).*Handbook on knowledge management*.New York. Springer.
- Daryl Morey, Mark Maybury, and Bhavani Thuraisingham. (2001)*Knowledge Management - Classic and contemporary works*.Hyderabad.Universities Press India Private Limited.
- Joseph M. Firestone and Mark W.McElroy,(2003). *Key issues in the New Knowledge Management*.Oxford. Butterworth – Hienemann.
- Sudhir Warier. (2003). *Knowledge Management*. Noida. Vikas Publishing House Private Limited.
- Stewart Barnes. (2002). *Knowledge Management System Theory and practice*.US. Thomson Learning.

Sixth Trimester

Course Code: PMG176201	Course Title: BUSINESS ANALYTICS	Credits: 3	Hours: 40
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Objectives

- To equip students with Principles of Business Analytics and their emerging significance in the contemporary business environment.
- To elaborate the various dimensions of Analytics and Business Intelligence in view of their continued dominance in the business during the recent past.

COURSE CONTENTS		
Unit 1	Business Analytics an Overview	07Hours
Definition, Nature and scope, Types of Business Analytics – Descriptive, Predictive and Prescriptive Analytics, BA model; Link between strategy and business Analytics; Competing on Analytics, Analytics: The New Path to Value		
Unit 2	Digital data, issues and data warehousing	12 Hours
Role of data in decision making, Information users and their requirements, Data sources, Types of data, Structured, Semi structured and unstructured-Sources, challenges, managing, storing & Extracting information. Data warehousing –Definition, nature, scope & need; Data mart-Goals; ETL, Data mapping ,staging and loading; Data Integration, Data quality		
Unit 3	Business Intelligence & its application	12 Hours
Definition, Evolution of BI; Difference between BI and BA; uses of BI, BI applications technology and business solutions; BI techniques – Data Visualization, Data Mining, Reporting, Predictive techniques, OLAP & operation, Statistical analysis, BI roles and responsibilities		
Unit 4	Data Visualization, Intelligence & Analysis in Tableau	9 Hours
Introduction to Tableau, Data representation, Creation of various charts, Creation of Interactive Dash Board, Visual analytics, OLAP operations, Forecasting and analytics function		

Prescribed Text Book

RN.Prasad and Seema Acharya (2012) Fundamentals of Business Analytics (1 st Edion). India Wiley

References

Gert H.N.Laursen,Jesper Thorland (2014) ,Business Analytics for Managers, India Wiley

Course Code: PMG176202	Course Title: INTERNATIONAL BUSINESS	Credits: 4	Hours: 50
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Objectives

- To facilitate an understanding of International Business in a multi-polar, multi-cultural world
- To examine the critical factors for business successes in emerging markets.
- To familiarise export import procedures and documentation

COURSE CONTENTS		
Unit 1	Introduction to Globalization	08Hours
Globalization - Forces, Meaning, dimensions and stages in Globalization; Drivers and Barriers of Global Business; Kenchi Ohmae Model of borderless world; Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Hecksher; Porter's competitive advantage of nations; Bartlett & Ghoshal's Model of TNCs the Changing nature of global economy; Rise of new economies like Japan, South East Asia and China, BRIICS; impact of globalization on Indian economy.		
Unit 2	Geo- Political Environment	12 Hours
Political, Economic and legal systems in the world –Different economic system; Determinants of the economic development of a nation; Foreign Exchange Market; The International Monetary System; International Trade Tariff and Non-tariff Barriers Regional Economic Integration; Trade blocs ,Balance of trade and Balance of Payments; Constituents of Capital Account and Current Account; Convertibility-Pros and Cons; Reasons and remedies for Adverse Balance of Payments;		
Unit 3	Culture and Dynamic Market Environment	10 Hours
Differences in Culture: Meaning of the culture of a society, sources that lead to differences in social culture, Business and economic implications of differences in culture; Influence of social culture values in the work place; Economic and business implications of cultural change; Ethics in International Business; ethical issues faced by international businesses; Issues and problems of Cross Cultures.		
Unit 4	Strategies of International Business	08Hours
Entry Strategies and Strategic Alliances; Ethno centric, polycentric, geocentric and region centric approaches of MNE's; Relevance between strategy and structure in the MNE; Introduction to Global Manufacturing Business & IT Outsourcing; Materials Management and Marketing; Accounting & International Finance; FDI pros and cons; Export promotion councils in India.		
Unit 5	Export Import policy, Procedures and Documentation	12 Hours
EXIM policy ,Need, rationale and types of Foreign Trade documents; Obtaining Export Licenses - Licensing Authority , Obtaining Import licenses Licensing Authority - Types of Import License Procedure ; Export Finance - Terms of Payments including Letters of Credit, Process and Types of Letter of Credit –types and Documents attached to the Letter of Credit; Pre-Shipment and Post Shipment Finance, Types of Post Shipment Loans, Processing an export order, Pre-shipment inspection and GR formalities - RBI Regulations; Excise and customs clearance of export cargo, Shipment of goods and port procedures, Customs clearance of import cargo, Post-shipment formalities and procedures - Obtaining Payment of Export order. EXIM Bank of India - Role and Function, Obtaining ECGC Policy and Filing claims.		

Prescribed Text Book

S.N.Chary. (2006).*Elements of International Business*.Wiley India Edition.

References

- Francis Cherunilam.(2011). *International Business*.New Delhi. Prentice Hall Of India
- Francis Cherunilam.(2013).*International Business Environment*,(6th edition).HPH
- Harrison Et Al.(2001).*International Business*. Oxford
- Rai Usha Kiran (2010), Export - Import and Logistics Management,PHI

FINANCE SPECIALIZATION

Course Code: PMG176A01	Course Title: INTERNATIONAL FINANCIAL MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To provide a framework for analysis and managerial decision making in a multinational context
- To familiarize students with forex exposure and measures to manage it

COURSE CONTENTS		
Unit 1	International Parity Relationships	13 Hours
Introduction to IFM; International Parity Relationships - Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Comparison between PPP, IFE and IRP; Covered Interest Arbitrage (CIA).		
Unit 2	Currency Derivatives	10 Hours
Derivatives in the Forex Market; Foreign Currency Forwards; Currency Futures; Foreign Currency Options; Currency and Interest Rate Swaps.		
Unit 3	Foreign Exchange Exposure and Risk Management	18 Hours
Types of Exposure; Translation Exposure -Methods of Translation and Hedging; Transaction Exposure - Meaning and Hedging; Economic Exposure -Measurement, Determinants and Management; Country Risk Analysis.		
Unit 4	International Financial Institutions and Markets	09 Hours
International Banking and Money Market; International Bond Market; International Equity Markets; Eurocurrency Markets and Depository Receipts.		

References

- Apte, P.G. (2009). *International Financial Management* (5thed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Eieteman, David K., Stonehill, Arthur I, Moffett, Michael A., Pandey, Alok (2007). *Multinational Business Finance* (10thed.). New Delhi: Pearson Education.
- Eun, Cheol S. and Resnick, Bruce G. (2008). *International Financial Management* (4thed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Jain. P.K., Peyrard, Josette and Yadav, Surendra S. (2006). *International Financial Management*.New Delhi: Macmillan India Ltd.
- Madura, Jeff (2008). *International Financial Management*. New Delhi: Cengage Learning.
- Shapiro, Alan C. (2002). *International Financial Management*. (4thed.). New Delhi: Prentice Hall of India.
- Sharan, Vyuptakesh (2006). *International Financial Management*. New Delhi: Printice Hall of India.
- Vij, Madhu (2010). *International Financial Management* (3rded.). New Delhi: Excel

Course Code: PMG176A02	Course Title: GOODS AND SERVICES TAX	Credits: 4	Hours: 50
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Objectives

- To make the students understand the GST law in India
- To make the students understand the calculation of GST for different goods and services.

COURSE CONTENTS		
Unit 1	Introduction to GST	05 Hours
Meaning – Scope – Administration – Levy and Exemptions: Composition of Levy, Taxable person, Power to grant exemption and Remission of Tax – Time value of supply – Registration: GSTN, Amendment, Cancellation and revocation.		
Unit 2	Calculation of GST and Input Tax Credit	18 Hours
Valuation of Goods and Services Tax – Procedure of Input tax Credit – Input credit for job work – Input credit for services – Recovery of credit. Tax invoice, credit and debit notes. Transfer of Input tax credit.		
Unit 3	Payment of Tax	07Hours
Payment of tax, interest, penalty, and other amounts - Interest on delayed payment of tax - Tax deduction at source - Refund of tax - Interest on delayed refunds - Consumer Welfare Fund - Utilization of the Fund – Demands and Recovery.		
Unit 4	Returns	10Hours
First Return - Claim of input tax credit and provisional acceptance - Matching, reversal and re-claim of input tax credit - Matching, reversal and re-claim of reduction in output tax liability - Final return – Late Fees - Scrutiny of returns.		
Unit 5	Offences and Penalties	10Hours
Offences and Penalties - Detention of goods and conveyances, and levy of penalty - Confiscation of goods – Prosecution – Appeal and Revision – Advance Rulings.		

The syllabus is framed on the basis of draft law relating to GST and the syllabus will be changed after its amendments.

References

GST Model Drafted by Ministry of Finance ,Government of India.

Course Code: PMG176A03	Course Title: STRATEGIC FINANCIAL MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To introduce the student to the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of Strategic Financial decisions of the firm.
- To understand the process of corporate restructuring.
- To acquaint them value based management

COURSE CONTENTS		
Unit 1	Strategic Financing Decisions	03 Hours
Meaning and importance of Strategic Financial Management, Scope and Constituents of Strategic Financial Management.		
Unit 2	Corporate Valuation	20 Hours
Meaning and approaches to Corporate Valuation – Adjusted Book Value Approach, Stock and Debt Approach, Comparable Companies Approach, Discounted Cash Flow Approach – Concept of Free Cash Flow to the Firm, Two and Three Stage Valuation Models.		
Unit 3	Value Metrics	13 Hours
Shareholder Value Creation – Traditional and Modern Approaches – Value Drivers. Approaches to Value Based Management – Marakon Approach, Alcar Approach, Mc Kinsey Approach, EVA Approach, BCG Approach. Metrics for Measurement of Performance – EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA, CFROI – Concept of Economic Depreciation. Executive Compensation and Value Creation. Employee Stock Option Plan. Balanced Scorecard		
Unit 4	Corporate Restructuring	04 Hours
Meaning and forms of corporate Restructuring – Spin off, Split off, Split up, Leveraged Buyout, Takeovers, Divestiture and other forms of corporate Restructuring .		
Unit 5	Mergers & Acquisitions	10 Hours
Corporate Restructuring – Meaning and Forms. Mergers and acquisitions – Definition, Types, Motives for Merger or Acquisition, Steps involved in Merger, Mechanics of Merger – Legal, Accounting and Tax, Valuation for Mergers and Acquisitions, Financing of Merger and settlement – Exchange Ratio, Stock Vs. Cash Payments, (Problems) Defensive Tactics of Takeovers and disinvestment of PSU's.		

References

- Chandra, Prasanna, “Financial Management”, Tata McGraw Hill Publishing Limited.
- Grinblatt, Mark and Titaman, Sheridan, “Financial Markets and Corporate Strategy”, Tata McGraw Hill.
- Sudhindra Bhat “Financial Management” Excel Books
- R.M.Srivastava :- Financial Management and Police – HPH
- Jakhotiya, G.P., “Strategic Financial Management”, Vikas Publishing House

- Private Limited.
- Vedpuriswar, A.V, “Strategic Financial Management – Achieving Sustainable Competitive Advantage”, Vision Books.
- Allen; Introduction To Strategic Financial Management

Course Code: PMG176A04	Course Title: SECURITIES VALUATION	Credits: 4	Hours: 50
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Objectives

- To understand various fixed income securities.
- To know fixed income markets and instruments, as well as the risks associated with fixed income investments.
- To familiarize the equity valuation

COURSE CONTENTS		
Unit 1	Introduction	08 Hours
Meaning and Definition; Overview of bond markets and instruments; Types of corporate bonds; Treasury Management and Money Market Instruments; Repos and Reverse Repos.		
Unit 2	Bond Prices, Yield and Risks	15 Hours
Theoretical bond pricing; Different types of yield – Current yield, YTM, realized yield to maturity; Bond price theorems; Term structure of interest rates; Zero-Coupon; Yield Curve and its computation; Determinants of interest rates; Bond risks and rating of bonds		
Unit 3	Bond Portfolio Management	15 Hours
Bond Duration and its properties; Convexity; Bond Portfolio Management Strategies; Interest rate swaps		
Unit 4	Equity Valuation	12 Hours
Techniques of Equity valuation; Balance sheet valuation; Dividend discount models – Single period valuation, Multi-period valuation, Zero growth model, Two stage growth model, H Model; Relative Valuation techniques – P/E ratio, Price-book value ratio and Price-sales ratio		

References

- J. Fabozzi.(2012).*The Handbook of Fixed Income Securities*. 2nd edition. McGraw-Hill.
- Chandra Prasanna (2010). *Investment Analysis and Portfolio Management*. 3rd edition. McGraw-Hill.

Course Code: PMG176A05	Course Title: FINANCIAL ECONOMETRICS	Credits: 4	Hours: 50
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Objectives

- To familiarize students with the basic repertoire of models used by econometricians.
- To develop the students' ability to formulate, estimate and critically evaluate financial econometric models by software applications using Gretl.

COURSE CONTENTS		
Unit 1	Introduction	15Hours
Econometrics and its Methodology; Basic definitions- sample, population, random variable; Data- cross-section, time series, panel data; Variables- quantitative and qualitative; Descriptive Statistics-. Population and sample regression functions; the nature of the error term; The classical linear regression model (CLRM); Parameter Estimation- Least Squares; Covariance, correlation coefficient, coefficient of determination (r^2); Hypotheses testing, Multiple Regression Models (Case studies).		
Unit 2	Time series Econometrics	15 Hours
Nature of the data, Trends and seasonality, Stationarity, unit roots tests, Cointegration- definition and tests, Causality- definition and tests.		
Unit 3	Forecasting Models – I	10 Hours
Autoregressive (AR) Process, Moving Average (MA) Process, Autoregressive Moving Average (ARMA) Box-Jenkins Methodology, Process and Autoregressive Integrated Moving Average (ARIMA) Process (Theory and basic problems). ARMA modelling and forecasting		
Unit 4	Forecasting Models – II	15Hours
Problems of Multicollinearity, Heteroscedasticity and Autocorrelation Regression with time series data- distributed lags. ARCH/GARCH in Mean, Asymmetric ARCH/GARCH models		

References

- Brooks Chris, Introductory Econometrics for Finance (2013), 3rd Edition, Cambridge
- Campbell Lo and MacKinlay,(1997) The Econometrics of Financial Market, Princeton.
- Greene, William (2000).Econometric Analysis., Prentice Hall, 4th Edition,
- Hayashi, Fumio (2000).Econometric., Princeton University Press
- Tsay, Ruey S, (2002).Analysis of Financial Time Series. John Wiley and Sons
- Gujarati, D,Porter, D.(2008). Basic econometrics. (5th Edition). New ork.McGrawHill/Irwin.
- Maddala, Lahiri. (2012). Introduction to Econometrics (Fourth Edition), Wiley India Edition

INTERNATIONAL FINANCE SPECIALIZATION

Course Code: PMG176A01	Course Title: INTERNATIONAL FINANCIAL MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To provide a framework for analysis and managerial decision making in a multinational context
- To familiarize students with forex exposure and measures to manage it

COURSE CONTENTS		
Unit 1	International Parity Relationships	13 Hours
Introduction to IFM; International Parity Relationships - Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Comparison between PPP, IFE and IRP; Covered Interest Arbitrage (CIA).		
Unit 2	Currency Derivatives	10 Hours
Derivatives in the Forex Market; Foreign Currency Forwards; Currency Futures; Foreign Currency Options; Currency and Interest Rate Swaps.		
Unit 3	Foreign Exchange Exposure and Risk Management	18 Hours
Types of Exposure; Translation Exposure -Methods of Translation and Hedging; Transaction Exposure - Meaning and Hedging; Economic Exposure -Measurement, Determinants and Management; Country Risk Analysis.		
Unit 4	International Financial Institutions and Markets	09 Hours
International Banking and Money Market; International Bond Market; International Equity Markets; Eurocurrency Markets and Depository Receipts.		

References

- Apte, P.G. (2009). *International Financial Management* (5thed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Eieteman, David K., Stonehill, Arthur I, Moffett, Michael A., Pandey, Alok (2007). *Multinational Business Finance* (10thed.). New Delhi: Pearson Education.
- Eun, Cheol S. and Resnick, Bruce G. (2008). *International Financial Management* (4thed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Jain. P.K., Peyrard, Josette and Yadav, Surendra S. (2006). *International Financial Management*.New Delhi: Macmillan India Ltd.
- Madura, Jeff (2008). *International Financial Management*. New Delhi: Cengage Learning.
- Shapiro, Alan C. (2002). *International Financial Management*. (4thed.). New Delhi: Prentice Hall of India.
- Sharan, Vyuptakesh (2006). *International Financial Management*. New Delhi: Printice Hall of India.
- Vij, Madhu (2010). *International Financial Management* (3rded.). New Delhi: Excel Books.

Course Code: PMG176A02	Course Title: GOODS AND SERVICES TAX	Credits: 4	Hours: 50
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Objectives

- To make the students understand the GST law in India
- To make the students understand the calculation of GST for different goods and services.

COURSE CONTENTS		
Unit 1	Introduction to GST	05 Hours
Meaning – Scope – Administration – Levy and Exemptions: Composition of Levy, Taxable person, Power to grant exemption and Remission of Tax – Time value of supply – Registration: GSTN, Amendment, Cancellation and revocation.		
Unit 2	Calculation of GST and Input Tax Credit	18 Hours
Valuation of Goods and Services Tax – Procedure of Input tax Credit – Input credit for job work – Input credit for services – Recovery of credit. Tax invoice, credit and debit notes. Transfer of Input tax credit.		
Unit 3	Payment of Tax	07Hours
Payment of tax, interest, penalty, and other amounts - Interest on delayed payment of tax - Tax deduction at source - Refund of tax - Interest on delayed refunds - Consumer Welfare Fund - Utilization of the Fund – Demands and Recovery.		
Unit 4	Returns	10Hours
First Return - Claim of input tax credit and provisional acceptance - Matching, reversal and re-claim of input tax credit - Matching, reversal and re-claim of reduction in output tax liability - Final return – Late Fees - Scrutiny of returns.		
Unit 5	Offences and Penalties	10Hours
Offences and Penalties - Detention of goods and conveyances, and levy of penalty - Confiscation of goods – Prosecution – Appeal and Revision – Advance Rulings.		

The syllabus is framed on the basis of draft law relating to GST and the syllabus will be changed after its amendments.

References

GST Model Drafted by Ministry of Finance ,Government of India.

Course Code: PMG176B01	Course Title: ADVANCED FINANCIAL MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To explain and evaluate the role and responsibility of the senior financial executive or advisor in meeting conflicting needs of stakeholders
- To evaluate the impact of macro economics and recognise the role of international financial institutions in the financial management of multinationals
- To evaluate potential investment decisions and assessing their financial and strategic consequences, both domestically and internationally

COURSE CONTENTS		
Unit 1	Role and Responsibility towards Stakeholders and Economic Environment for Multinational Organizations	06 Hours
Role and responsibility towards stakeholders and Economic environment for multinational Organizations: The role and responsibility of senior financial executive/advisor ; Financial strategy formulation; Conflicting stakeholder interests ; Ethical issues in financial management; Environmental issues and integrated reporting ; Management of international trade and finance; Strategic business and financial planning for multinational organizations.		
Unit 2	Advanced Investment Appraisal	10 Hours
Discounted cash flow techniques; Application of option pricing theory in investment decisions; Impact of financing on investment decisions and adjusted present values; Valuation and the use of free cash flows; International investment and financing decisions.		
Unit 3	Acquisitions, Mergers, Corporate Reconstruction and Re-organisation	15 Hours
M&A versus other growth strategies; Valuation for M&As; Regulatory framework and processes; Financing M&A; Financial reconstruction; Business reorganisation.		
Unit 4	Treasury and Advanced Risk Management Techniques	15 Hours
The role of the treasury function in multinationals; The use of financial derivatives to hedge against forex risk; The use of financial derivatives to hedge against interest rate risk;		
Unit 5	Emerging issues in Finance and Financial Management	04 Hours
Developments in world financial markets; Developments in international trade and finance; Developments in Islamic financing.		

References

John Hampton, Financial Decision Making – concepts, problems & cases, PHI
Schall & Haley, Financial Management, McGraw Hill, New york.
Brealey & Myres, Principles of Corporate Finance, McGraw Hill, New York.

Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill.
 Khan & Jain, Financial Management, Tata McGraw Hill.
 I.M. Pandey, Financial Management, Viaks Publishing House.
 S.C. Kuchal, Financial Management, Chaitanya Publishers, Allahabad.
 Chakraborty & others, Financial Management and Control, Mcmillan India Ltd.

Course Code: PMG176B02	Course Title: STRATEGIC BUSINESS REPORTING	Credits: 4	Hours: 50
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Objectives

- To evaluate the financial reporting framework
- To prepare the financial statements of groups of entities in accordance with relevant accounting standards
- To discuss the implications of changes in accounting regulation on financial reporting
- To appraise the financial performance and position of entities

COURSE CONTENTS		
Unit 1	The professional and ethical duty of the accountant and financial reporting framework	06 Hours
Professional behaviour and compliance with accounting standards; Ethical requirements of corporate reporting and consequences of unethical behaviour; Social responsibility; The applications, strengths and weaknesses of an accounting framework; Critical evaluation of principles and practices.		
Unit 2	Reporting the financial performance of entities	10 Hours
Performance reporting; non-current assets; Financial instruments; Leases; Segment reporting; Employee benefits; Income taxes; Provisions, contingencies and events after the reporting the date; Related parties; Share-based payment; Reporting requirements of SMEs.		
Unit 3	Financial statement of groups of entities	15 Hours
Group accounting including statements of cash flows; Continuing and discontinued interests; Changes in group structures; Foreign transactions and entities; Financial reporting in specialized, not-for-profit and public sector entities.		
Unit 4	The appraisal of financial performance and position of entities	15 Hours
The effect of changes in accounting standards on accounting system; Proposed changes to accounting standards; The creation of suitable accounting policies; Analysis and interpretation of financial information and measurement of performance.		
Unit 5	Current developments	04 Hours
Environment and Social reporting; Convergence between national and international accounting standards; Current reporting issues.		

References

- Dr.L.S.Porwal. (2010). *Accounting Theory*. New Delhi: Tata McGraw Hill.
- *IFRS for India*, Dr.A.L.Saini, Snow white publications
- *Roadmap to IFRS and Indian Accounting Standards* by CA Shibarama Tripathy
- *IFRS explained -A guide to International financial reporting standards* by BPP learning Media
- *IFRS for finance executives* by Ghosh T P, taxman allied services private limited
- *IFRS concepts and applications* by Kamal Garg, Bharath law house private limited
- *IFRS: A Quick Reference Guide* by Robert J. Kirk, Elsevier Ltd.
- *First lesson to International Financial ReportingStandards beginners guide* by MP Vijay Kumar, prime knowledge services.
- *A student's guide to international financial reporting standards* by Clare Finch, Kalpan Publishing.

Course Code: PMG176B03	Course Title: ADVANCED PERFORMANCE MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To provide in-depth knowledge about strategic planning and control models to plan and monitor organisational performance
- To identify and assess the impact of current developments in management accounting and performance management on measuring, evaluating and improving organisational performance

COURSE CONTENTS		
Unit 1	Strategic planning, control and external influences on performance	06 Hours
Performance management and control of the organisation; Changes in business structure and management accounting; Effect of Information Technology (IT) on strategic management accounting; Other environmental and ethical issues; Changing business environment; Impact of external factors on strategy and performance.		
Unit 2	Performance measurement systems and design	13 Hours
Performance management information systems; Sources of management information; Recording and processing methods; Management reports.		
Unit 3	Strategic performance measurement	11 Hours
Performance hierarchy; Strategic performance measures in private sector; Divisional performance and transfer pricing issues; Strategic performance measures in not-for profit organisations; Non-financial performance indicators; Performance measurement and the reward systems, Other behavioural aspects of performance measurement		
Unit 4	Performance evaluation and corporate failure	15 Hours
Alternative views of performance measurement and management; Strategic performance issues in complex business structures; Predicting and preventing corporate failure.		
Unit 5	Current developments	05 Hours
Current developments in management accounting technique; Current issues and trends in performance management		

References

- Advanced Performance Management, Becker Educational Development Corp., 2016
- Advanced Performance Management, Kaplan Publishing, 2016
- Advanced Performance Management, BPP Learning Media LTD, 2016
- Performance Management: Concepts, Skills, and Exercises, B. E. Leonard and Robert L. Cardy
- Performance Management: Integrating Strategy Execution, Methodologies, Gary Cokins

HUMAN RESOURCES SPECIALIZATION

Course Code: PMG176C01	Course Title: ORGANISATIONAL CHANGE AND DEVELOPMENT	Credits: 4	Hours: 50
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Objectives

- To understand the theory and practice relating to the processes of organization development and change.
- To develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations.

COURSE CONTENTS

Unit 1	Introduction	10 Hours
Organisational Development – Definition, Nature and Scope, Models; OD practitioner role, competencies and professional ethics; OD processes- Initiating OD relationship, Contracting and diagnosing the problem; Diagnosing models - Open systems, Individual level, Group level and organizational level diagnosis; collection and analysis for diagnostic information, Feedback.		
Unit 2	Designing OD Interventions	15 Hours
Employee process interventions - Coaching, Training and Development, Consultation, Third party intervention and Team building; Organization confrontation - Meeting, Intergroup relations; Intervention and Large group interventions; Techno Structural Interventions- Structural design, Downsizing, Reengineering, Employee Involvement, Work design, Socio - Technical systems approach.		
Unit 3	Organizational Change	15 Hours
Organisational change – Definition, Nature, Types, Theories, Forces, Kurt Lewin’s model, Change Need Analysis, Contents of change; Building capability for change, Change Agent, Action Research and dialogue, Cultural change, Creating support systems and managing transition, Process oriented, Competitor oriented and Customer oriented strategies.		
Unit 4	Mobilizing Support and Executing Change	10 Hours
Four approaches to change; Framing change; Negotiating change; Executing change, Challenges of execution, Developing cross functional linkages, Resistance to change and Overcoming resistance.		

References

- Cummings T.G. and Worley C. G. (2005) *Organizational Development and Change*. Stamford. Cengage Learning.
- Harigopal K. (2006). *Managing organizational Change*. New Delhi. Response Books.
- Nilakant V. and Ramnarayan S.(2006) *Change Management*. New Delhi. Response books.
- Palmer, Dunford and Akin. (2009). *Managing Organizational change*.(2nd Edition).New York, NY: McGraw-Hill.
- Kavitha Singh. (2010).*Organizational Change and Development*. Bangalore. Excel Books
- Ramnarayan S and Rao T V. (2011). *Organizational Development*. New Delhi. Sage Publication.

- Wendell L. French, Cecil H. Bell, Veena Jr. (1995) *Organization Development*. Bangalore. Pearson Education.
- Radha Sharma. (2007). *Change Management*. New Delhi. Tata McGraw Hill.

Course Code: PMG176C02	Course Title: BUILDING LEARNING ORGANIZATION AND HRIS	Credits: 4	Hours: 50
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Objectives

- To provide insight on learning organizations, knowledge management and HRIS.
- To develop capabilities for effective leadership for talent management.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Nature of Learning Organisation, Peter Senge's Model; Three phases of learning, Double loop learning, Adaptive and Generative Learning, Building a Learning Organization. Core issues and themes in building learning enterprise - Vision, Strategy, Organization structure, Techniques and approaches; Coping with change.		
Unit 2	Knowledge Management	10 Hours
Definition, Nature and scope; Reasons for managing knowledge; Knowledge intensive organization, Infrastructure for knowledge management, Role of information technology in knowledge management.		
Unit 3	Leadership	12 Hours
Leadership in contrast with managers, Classical studies on leadership, trait theory, participative vs. autocratic, person oriented Vs. production oriented, Leaders and followers, member exchange model, attribution approach, leader expectation of followers' behaviour, Transformational Leadership, Charismatic Leadership, Providing HR leadership to business.		
Unit 4	Talent Management	13 Hours
Meaning and Significance; Aligning HRM goals to business, Attracting and Retaining talent; Employer branding activities; Inculcating performance ,culture, Right sizing, Work life balance initiatives.		
Unit 5	HRIS	05 Hours
HRIS- Meaning, goals, objects, components of HRIS – SAP, People Soft applications.		

References

- Fred Luthans. (2012). *Organizational Behaviour*. (10th Edition). New Delhi. Tata McGraw Hill.
- P.N.Rastogi. (2009). *Building a learning Organization*. New Delhi. Wheeler Publishing company.
- Ganesh Natarajan. (2010) *Knowledge Management*. New Delhi. Tata McGraw Hill.
- Madan Mohan Rao. (2011). *Learning with knowledge*. New Delhi. Tata McGraw Hill.

Course Code: PMG176C03	Course Title: HUMAN RESOURCE DEVELOPMENT	Credits: 4	Hours: 50
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Objectives

- To acquaint the students about different HRD system
- To learn different techniques of developing people through HRD interventions.

COURSE CONTENTS		
Unit 1	HRD- An Overview	10 Hours
Need for HRD; Meaning, Philosophy, Goals and Tasks; HRD and other functions; status of HRD in the organization; Role of Chief Executives as HRD managers.		
Unit 2	Designing HRD Systems	15 Hours
Contextual factors and system designing; analyzing the role for development; Effective recruitment and placement systems; Training -Strategy; designing training programmes; training methods; Training Climate, Trainers Style. Performance appraisal in HRD; Potential Appraisal and Career Development; Performance Review and Counselling; Dual career groups, Flexi- time and flex- work; Job Enrichment; QWL and role effectiveness; Issues in HRD system designing.		
Unit 3	Strategies and Instruments for HRD Implementation	13 Hours
HRD mechanisms; Process, Outcomes and Organizational Effectiveness; Mapping HRD practice profile; HRD climate survey; HRD competencies checklist; Training Effectiveness test; Performance, Planning and Development test; Leadership style test; Integrated HRD systems ;Intervention strategies.		
Unit 4	HRD in the New Economic Environment	12 Hours
Role of HRD in the liberalized economy; Corporate Strategy and HRD agenda; HRD and TQM; Technological change and HRD; HRD for blue collared workers; HRD in select organization.		

References

- Khardelwal, Anil K, Abraham S.J, Verma K.K.(1991)/*Alternative Approaches and Strategies of HRD*, Jaipur :National HRD Network, Rawat Publications.
- Maheshwari, B.L Dharni, P. Sinha. (1991) *Management of Change through HRD*.Hyderabad: National HRD Network, Tata McGraw Hill,.
- PareekUdai, Rao T.U. (2010).*Designing and Managing Human Resource Systems*. New Delhi: Oxford & IBH Publication.
- Pareek, Udai, R.P. Lynton. (2000).*Training for Development*. New Delhi.Vistar Publications.

Course Code: PMG176C04	Course Title: LEGAL ENVIRONMENT AND INDUSTRIAL LEGISLATIONS	Credits: 4	Hours: 50
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Objectives

- To make student understand the legal framework of labour legislations in India.
- To familiarise students with measures to bring about inclusive growth in the economy.

COURSE CONTENTS		
Unit 1	Legal Environment	10 Hours
Concepts of Justice- Indian Judicial Structure, Objective, Scope, Growth of Labour Legislation in India, Impact of ILO & Labour Laws.		
Unit 2	Industrial laws	10 Hours
Trade Union Act – 1926; Industrial Disputes Act – 1947(with recent amendments).		
Unit 3	Legislation on Social Security - I	15 Hours
Workmen's Compensation Act 1923, Employee State Insurance Act 1948, Employees Provident Fund and Miscellaneous provisions Act 1952 (with recent amendments).		
Unit 4	Legislation on Social Security - II	15 Hours
Maternity Benefit Act 1961, Payment of Gratuity Act 1972 and Misc. Act 1996 (with recent amendments).		

References

- Mishra, S. N. (2010). *Industrial and Labour Law*. New Delhi: Central Law Publication
- B D Singh. (2009). *Labor Laws for Managers*. New Delhi : Excel Books.
- A M Sharma. (2011). *Industrial Jurisprudence and Labor Legislation* (6thedition). Himalaya Publishing House.
- B D Singh. (2011). *Industrial Relations* (1stedition). Excel Books.
- Roger Blanpain(2001).*Comparative Labour Law and Industrial Relations* (1stedition). Kluwer Academic Publishers.
- N.D. Kapoor. (2012).*Industrial Legislation*, New Delhi. *Sultan Chand*.

Course Code: PMG176C05	Course Title: INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Credits: 3	Hours: 40
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Objectives

- To study the concepts and model of International Human Resource Management.
- To understand the HRM practices in different countries with major emphasis on the International dimensions.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
International HRM – Meaning, Differences between Domestic and International Human Resource Management; Expanding role of HRM in International Firms; International HRM Approaches; Path to Global Status; Mode of Operation; HR and Expansion Strategies.		
Unit 2	International Recruitment	10 Hours
International Recruitment and Selection; Training & Development; Performance and Compensation Management; Issues and Strategies – Expatriation, Repatriation, Career Anxiety, Devaluing International Experience, Coping with New Role Demands, Labor Relations.		
Unit 3	IHRM Implications	10 Hours
International HRM- Moving Beyond Models, Challenges and Implications-Managing People in International Context; Human Resource Issues in Multinational Corporations, HR outsourcing.		
Unit 4	Cross Cultural Management	10 Hours
Paradigm, Fundamentals of Culture, National Culture, Cross- Cultural Perspectives, Cultural Paradox, Cultural Sensitivity.		

References

- Bernardin H. J, and Russell J. E.(1998).*Human Resource Management* Irwin-McGraw.(2nd ed), Singapore.
- Harvard Business Review: HB Press and Related Periodicals
- Punnett B. (1997).*International Perspective on Organizational Behavior and Human resource.*
- *Peter J Dowling et al, (2013).International Human Resource Management: Managing People in a Multinational Context by (6th Edition). New Delhi. PHI.*

MARKETING SPECIALIZATION

Course Code: PMG176D01	Course Title: DIGITAL MARKETING	Credits: 4	Hours: 50
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Objectives

- To obtain a solid understanding of digital marketing arena, and the requisite knowledge to navigate in this constantly evolving industry.
- To acquaint the students to learn qualitatively and quantitatively evaluate marketing impact applicable beyond digital marketing.

COURSE CONTENTS

Unit 1	Introduction	10 Hours
History; Digital marketing channels and classifications; Relationship to purchase funnel Fundamental Ideas Underlying Digital Marketing: Search costs; Data-enabled capabilities; Internet “Law of Gravity” Marketing Opportunities on the Internet; Web Business Models; Indian digital marketing scenario.		
Unit 2	Display Advertising	10 Hours
Industry structure and economics; Programmatic and traditional buying; Ad targeting; Ad “retargeting”; User ad annoyance; Measuring impact; Randomized experiments; Sample size issues; “Super Bowl Impossibility Theorem”		
Unit 3	Search Advertising	10 Hours
Sponsored search; Search engine optimization; Evaluation metrics; Strategic aspects of “Broad Match” and automation tools; “Poaching” on keyword; Measuring effectiveness; Spillovers from display to search; Attribution		
Unit 4	Social Media Marketing	10 Hours
Web1.0,2.0 &3.0; User engagement on social networks; Social advertising; Social media analytics; Online word-of-mouth; Impact of online reputation; Social Technology and its marketing influence in India		
Unit 5	Mobile Marketing	10 Hours
“Geo-fencing” and “geoconquesting”; Differences from PC; Impact of “form” and manner of use on ad effectiveness. Mobile only marketing; Cashless marketing in India; User response to privacy concerns; Data sharing “paradox”; Impact of privacy regulation on ad targeting and effectiveness; The “Dark Side”: Digital ad fraud.		

References

- Damian Ryan (2014) Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Kogan Page; 3 edition ISBN-10: 0749471026
- Adam Clarke (2016) SEO 2017 Learn Search Engine Optimization with smart internet marketing strategies ISBN-13: 978-0470529393
- Avinash Kaushik (2015) Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity 1st Edition ISBN-13: 978-0470529393
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Course Code: PMG176D02	Course Title: BUSINESS TO BUSINESS MARKETING	Credits: 4	Hours: 50
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Objectives

- To give insights to the students about the applications of marketing concepts in business to business marketing.
- To enable students differentiate B2B marketing from consumer marketing with real time cases.

COURSE CONTENTS		
Unit 1	Introduction	10Hours
Business Marketing, Business and Consumer marketing; Nature of Industrial goods and services; The supply chain ; Classifying goods for the business market; CVP and characteristics of business markets; Business marketing strategy; The organizational buying process; TCO; Segmenting purchase categories; E-procurement and E-sourcing; Ethics, whistle blower; Buying center risk reduction strategies.		
Unit 2	Relationship Management	15 Hours
Relationship marketing, types and nature of relationships; Managing buyer seller relationships, significance of switching costs; Measuring customer profitability; Managing unprofitable customers; acquiring and firing customers; Relationship marketing programs, financial impact and targeting.		
Unit 3	Market opportunities	10 Hours
Business market segmentation bases, requirements and benefits; Risk and return in customer portfolio; choosing market segments and implementing strategies; Demand forecasting quantitative and qualitative; Business marketing planning and functional integration; International business process perspective; Capturing global advantage ,market and resource access; Global market entry options advantages and disadvantages.		
Unit 4	Managing 4Ps	15Hours
Product policy, positioning and technology adoption lifecycle; Management of innovation and technology; New product development process and disrupters; Fast paced product development; Business service marketing experiences, satisfaction and challenges; Service perishability and non-ownership; Hybrid offerings; Business marketing channel management; Logistics and supply chain management; Pricing Strategies; Managing sales force and account management process ; Business marketing promotion mix; Evaluating business marketing strategy and performance.		

References

- Michael D.Hutt,Dheeraj Sharma,Thomas W.Spah (2010) B2B Marketing,Eleventh Edition,Cengage Learning.
- Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano (2010) Business to Business Marketing. ISBN13: 9780136058281
- Ross Brennan, Louise Canning, Raymond McDowell (2014) Business to Business Marketing , Third edition Sage Publishing.

.Course Code: PMG176D03	Course Title: STRATEGIC MARKETING MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To make the students understand various strategic marketing management models and approaches.
- To study strategic marketing planning, implementation and evaluation.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Strategic Marketing Management - Objectives, Concept, Vision, Mission and Goals of business and their relationship; Strategy Formulation; Strategic Marketing Framework, Strategic Marketing Process, Elements of Strategic Marketing Plan, Limitations.		
Unit 2	Marketing Strategy	10 Hours
Strategic Marketing analysis, Competitive Market Analysis – Porter’s 5 forces Model, Diamond Model, Igor Ansoff matrix, Blue Ocean and Red Ocean strategy, Product development and innovation matrix. Planned and unplanned strategy, withdrawals / obsolescence, Contingency / alternative strategic planning, Branding Strategies in FMCG markets.		
Unit 3	International Marketing Strategies	15 Hours
Planning for International Marketing- Marketing Research, Marketing Information System, Market Analysis; Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions, Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones. International Market Segmentation; Alternative Middleman Choices - Home country, Foreign country and Government affiliated middlemen, Selection of Agents, Locating, Selecting and Motivating Channel Members International Promotion Mix - Promotion and Communication, Personal Selling, International Sales Negotiations, International Advertising, Patterns of Global Advertising		
Unit 4	Marketing Strategy Implementation and Evaluation	07Hours
Integration of Marketing Strategies in different business sectors – FMCG, Industrial, Retail, Rural and Services; Constraints in Marketing Strategy Implementation; Specific Strategy Initiatives – New Product Development and Introduction Strategies. Marketing Audits and their scope; Strategic Retreat and Implications		
Unit 5	Green Marketing Strategy	08 Hours
. An overview of Green Marketing, Strategic Green Planning; Delivering value via market analysis, communicating value via integrated marketing programs, producing value via innovation; Delivering value via sustainable supply cycle strategies, Delivering value in retailing, Proclaiming value via sustainable pricing strategies. Green Marketing and Sustainability Reporting		

References

- Boyd Walker, Mullins Larrech. (2003). *Marketing Strategy*. New Delhi.TMH
- Brigitte Nicoulaud, Graham Hooley, Nigel F. Piercy. (2012). *Marketing Strategy and Competitive Positioning*, (5th Edition). New Delhi. Pearson Education.
- David W.Cravens, Nigel F.Piercy. *Strategic Marketing*. (10th Edition).New Delhi.TMH
- Phillip Kotlar.(1967). *Marketing Management: Analysis, Planning & Control*. New Jersey. Prentice-Hall.
- Cateora. (2007).*International Marketing*,(13th edition).McGraw-Hill/Irwin
- Francis Cherunilam. (2007).*International Business Environment*.PHI Learning Pvt. Ltd
- Jeannet. (2004).*Global Marketing Strategies*.(6th edition).Houghton Mifflin

Course Code: PMG176D04	Course Title: STRATEGIC BRAND MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To acquaint with brand management strategies and brand equity.
- To throw light on brand repositioning strategies and brand limitations.

COURSE CONTENTS		
Unit 1	Introduction	15 Hours
Brand – Definition, Evolution, Significance, Types and scope; Branding of Goods, Services, Retailers and Distributors, People, Organizations, Sports, Arts, and Entertainment, Geographic Locations; Branding Challenges and Opportunities; Measuring Brand equity – Definition, Cost Based Method, Price Based method, Customer based.		
Unit 2	Brand Positioning	15 Hours
Definition and criteria for choosing brand elements; Options and Tactics for Brand names, URL's, Logos and Symbols, Characters, Slogans, Jingles, Packing; Brand Circle, Umbrella Brand, Single and Multi Branding, Co-Branding; Product positioning - Three C's of positioning- Competitive positioning; Brand Image- Meaning and Definition, Sources; Brand Personality - Meaning and Definition, Types, Elements; Brand Ambassadors- Celebrity Branding; FMCG and Retail Branding.		
Unit 3	Brand Repositioning	10 Hours
Brand Extension- Meaning, Types, Needs, Advantages and Disadvantages, Value from customer point, Evaluating Opportunities; Brand recalling and Brand Repositioning- Meaning, Types of repositioning strategies in Indian marketing –Rebranding.		
Unit 4	Brand Barriers	10 Hours
Brand Imitations- Meaning, Kinds, Factors; Imitation Vs. Later Market Entry; First Mover Advantages, Free Rider Effects, Benefits for Late Entrants, Imitation Strategies; Geographic Extension, Sources Of Opportunities for Global Brand, Single Name to Global Brand; Brand Barriers to Globalization, Employer Branding.		

References

- Chaturvedi B.M. (2005). *Total Brand Management: An Introduction*. Bangalore. Oxford University Press.
- Das, Naveen. (2002). *Brand Management Perspectives and Practices*. Hyderabad. ICFAI University Press.
- Kapfere, Jean Noel. (2012) *The New Strategic Brand Management*. (5th edition). London. Kogan Page.
- Pati, (2002). Debashish. *Branding Concepts*. Gurgaon. Macmillan.
- Ray. (1990). *Brand Management Financial Perspectives*. New Delhi. Tata McGraw Hill.
- Subrato Sengupta. (1990). *Brand Positioning Strategies for Competitive Advantage*. New Delhi. Tata McGraw Hill.

Course Code: PMG176D05	Course Title: CUSTOMER RELATIONSHIP & SUPPLY CHAIN MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To introduce the concepts on Customer Relationship Management.
- To introduce the concepts, challenges in Supply Chain Management

COURSE CONTENTS		
Unit 1	Introduction to CRM	10 Hours
Cost of acquiring customers; Turning customer acquisition into customer loyalty; Internet and its effect on CRM; Terminologies in CRM; CRM and business intelligence; Marketing retrospective on product to customer; Campaign management; CRM marketing initiatives; Customer privacy; Marketing automation; Call centre and customer care; Automating the contact centre; Customer service for success.		
Unit 2	Technology in CRM and implementation	15 Hours
Sales force automation and mobile CRM; Field force automation; Evolution of e - CRM; multichannel CRM, Data integration; Major types of data analysis; Click stream analysis; Personalization and collaborative filtering; Pre-implementation checklist; CRM implementation and challenges;		
Unit 3	Introduction to Supply Chain Management	15 Hours
Supply chain –objectives–importance–what is SCM - decision phases in supply chain –process view– Nature and scope of SCM, supply chain drivers– facilities – inventory – transportation – sourcing – pricing - obstacles. Understanding Supply chain dynamics – Bullwhip effect, impact of lead time, inventory management, offshoring & outsourcing, Designing the supply chain – The Toyota Production System		
Unit 4	SCM Across Organization	10 Hours
Procurement – Strategic & operational issues in procurement, Items of procurement, contracts, markets & auctions. Distribution Management – Strategic & operational issues on Distribution, Items of distribution & delivery, Transportation, storage & warehousing, The role of contracts in distribution & marketing		

References

- Jill Dyche. (2001). *Customer Relationship Management*. New York. Addison-Wesley
- Sunil Chopra and Peter Meindl, D.V.Kalra. Supply chain management–strategy, planning and operation, Prentice Hall, 3rd Edition, 2009.
- Narayan Rangaraj, G Raghuram, Mandyam M Srinivasan. Supply Chain Management for Competitive Advantage, Tata McGraw Hill, Third Print 2009

GENERAL MANAGEMENT SPECIALISATION

Course Code: PMG176E01	Course Title: TECHNOLOGY MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To equip the students the different aspects of impact of emerging technology
- To study about managing technology issues.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Science and Technology Policy systems; Leveraging Knowledge; Learning Organization and World Class Organization; Dual use Technology; Integrating Road mapping into Technical Planning; Legal aspects of Technology Management.		
Unit 2	Critical Factors in Managing Technology	15 Hours
International Technology Management policy; Flexibility in Technology Management; Management of Change and Choice of Technology; Technology sourcing; Managing Uncertainty, Complexity and Chaos; R&D, Productivity and Business Appraisal of Technology potentials; Innovation and Design Management.		
Unit 3	Business and Technology Strategy	10 Hours
Global Competitiveness, Technology strategy and Planning , Technology Alliances and Joint Ventures ; Critical Technology Bridging , Marketing Technology ,Technology intelligence (TI), Corporate Venturing , Integrating Road mapping with Business and Technology.		
Unit 4	Technology Management in Emerging Industries	15 Hours
Globalization of industry , Managing technologies in emerging industries, Knowledge Intensive industries- Bio-pharm , Biotechnology, ICT , Nanotechnology, Material Science and other emerging industries; Technology Transfer, Collaborative Innovation Environment; Business and Government relations , Technological Competitiveness in developing and developed countries.		

References

- Betz, Frederic. (1996). *Strategic Technology Management*. New Delhi. McGraw Hill
- Gerard H. Gaynor. (1996). *Handbook of Technology Management*. New Delhi. McGraw Hill
- Robert Szakonyl.(2006).*Handbook of Technology Management* .Noida. Vikas Books Private Limited
- Tarek M. Khalil (2000) *Management of Technology*. New Delhi. Tata McGraw Hill.

Course Code: PMG176E02	Course Title: INTELLECTUAL PROPERTY RIGHTS	Credits: 4	Hours: 50
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Objectives

- To enrich issue based inputs of the severity of IPR and its relevance in the globalised era
- To understand how IPR affects technology transfer across countries

COURSE CONTENTS		
Unit 1	Introduction	08 Hours
IPR- Meaning, Invention and Creativity, An Overview of Intellectual Property (IP), Importance, Protection , types ; Forms of Industrial Properties- Patents, Industrial Designs, Plant Varieties, Copyrights, Trademarks.		
Unit 2	International Protection of Intellectual Property Rights	16 Hours
General Agreement on Trade and Tariff (GATT), Establishment of WTO, GATS ; Patent Co-operation Treaty, TRIPS agreement, Bern Convention, Rome convention.		
Unit 3	Patents, Copyrights, Trademarks, Other Intellectual Property Rights	16 Hours
Introduction to Patents- Overview, Historical development, Concepts on Novelty, Utility, Non-obviousness; Patentable and Non-Patentable Inventions; Procedure for Filing of patents; Acquisition of Patent rights; Compulsory Licenses, Patent offices in India and Jurisdiction; Copyrights and related rights, Trade Marks and rights arising from Trademark registration, Definitions, Industrial Designs, Protection of Geographical Indications at National and International levels, Plant Varieties, Application Procedures, Trade Secret.		
Unit 4	Legal Aspects of Intellectual Property Rights	10 Hours
Infringement of Patents and Remedies; Modification of granted Patents; Violation-Copyright and related rights, Trade Marks; Protection against unfair competition; Enforcement of Intellectual Property Rights.		

References

- Prabuddha Ganguli, (2008) *“Intellectual Property Rights”* New Delhi. McGraw Hill Education India
- A.Chandrasekaran. (2004). *Intellectual property law*. Chennai. C.Sitaraman& Co.Pvt.Ltd.,
- G.P.Reddy. (2004). *Intellectual Property Rights & other Law*. Hyderabad. Gogia law agency.
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- Dr.VikesVashishth.(2002)*Law & practice of intellectual property in India*. New Delhi.Bharath law House Pvt.Ltd.
- V.K. Unni.(2002). *Trademarks & the emerging concepts of cyber property Rights*,Kolkata. Eastern Law House.

Course Code: PMG176E03	Course Title: DISASTER MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To understand various disasters management practices followed.
- To monitor and control the outcomes of disaster management practices.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Definition, Disaster Preparedness, Goals and Objectives of ISDR Programme, Risk Identification, Risk Sharing; Disaster and Development - Development Plans and Disaster Management, Alternative to Dominant Approach, Disaster - Development Linkages, Principle of Risk Partnership.		
Unit 2	Application of Technology In Disaster Risk Mitigation	15 Hours
Data Bases, RDBMS, Management Information Systems, Decision Support System and Other Systems like GIS, Geographic Information Systems, Intranets and Extranets, Video Teleconferencing; Trigger Mechanism, Remote Sensing-an Insight, Contribution of Remote Sensing and GIS.		
Unit 3	Awareness of Risk Reduction	10 Hours
Trigger Mechanism, Constitution of Trigger Mechanism, Risk Reduction by Education, Disaster Information Networks, Risk Reduction by Public Awareness; Disaster Management Committees- Roles and Responsibilities.		
Unit 4	Business continuity Planning	15Hours
Implication of Development Planning, Financial Arrangements, Areas of Improvement, Disaster Preparedness, Community Based Disaster Management, Emergency Response; Seismic Waves, Earthquakes and Faults, Measures of An Earthquake, Magnitude And Intensity, Ground Damage, Tsunamis and Earthquakes.		

References

- Amitasinvhal. (2010). *Understanding earthquake disasters*.TMH.
- Pardeepsahni, Alka Dhameja and Uma Medury. (2001).*Disaster mitigation: Experiences and reflections*.PHI Learning Pvt. Ltd.

Course Code: PMG176E04	Course Title: E-GOVERNANCE	Credits: 4	Hours: 50
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Objectives

- To provide the knowledge of good governance using information and communication technologies.
- To study different E- governance models.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
E-Governance-Definition, Need, Nature and Scope, Issues, Applications and Digital Divide; Evolution of E-Governance, Present global trends in E-Governance, Other related issues.		
Unit 2	Models of E-Governance	10 Hours
Digital Governance – Broadcasting/ Wilder Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive-Service Model, Government-to-Citizen-to-Government Model (G2C2G); Evolution in E-Governance and Maturity Models- Five Maturity Levels, Characteristics of Maturity Levels, Key areas, Towards Good Governance.		
Unit 3	Infrastructure and Strategies	10 Hours
E – readiness, Infrastructural Preparedness - Digital System, Legal, Institutional, Human, Technological; Evolutionary Stages in E-Governance – Introduction, National Data Warehouses, Census Data, Prices of Essential Commodities, Agriculture, Rural Development, Health, Planning, Education, Commerce and Trade, Other Sectors; Other areas for Data Warehousing and Data Mining.		
Unit 4	Case Studies	20 Hours
Nepalese Context- Cyber Laws, Implementation in the Land Reform, Human Resource Management Software; India: NICNET, Collectorate, Computer-aided Administration of Registration Department (CARD), Smart Nagarpalika, National Reservoir Level and Capacity Monitoring System, Computerization in Andhra Pradesh, Ekal Seva Kentra, Sachivalaya Vahini, Bhoomi, IT in Judiciary, E-Khazana, DGFT, PRAJA, E-Seva, E-Panchyat, General Information Services of National Informatics Centre; E-Governance initiative in USA; E-Governance in China Brazil and Sri Lanka.		

References

- Backus, Michael. (2001).*E-Governance in Developing Countries*. IICD Research Brief.
- C.S.R. Prabhu. (2004).*E-Governance: Concepts and Case Studies*. Prentice-Hall of India Private Limited.

Course Code: PMG176E05	Course Title: EVENT MANAGEMENT	Credits: 4	Hours: 50
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Objectives

- To imbibe knowledge and skills towards conceptualizing and planning of events.
- To understand different ways of managing diverse events.

COURSE CONTENTS		
Unit 1	Introduction	10 Hours
Designing - Corporate Events, Corporate Hospitality Ensuring ROI; Managing Customer Expectations; Types of Corporate Events; In-House vs Event Management Companies; Corporate Event Packages; Staff Events, Customer Events Team Building, Menu and Wine Selection.		
Unit 2	Event Activities	12 Hours
Charity Events and Award Ceremonies; Setting Fundraising Targets and Objectives; Working with Volunteers and Committees; Generating Goodwill and Media Exposure; Commissioning Celebrities; MCs and Entertainment; Outdoor Events, Concerts, Logistics, Types of Outdoor Events, Risk Management.		
Unit 3	Event Planning	12 Hours
Health and Safety Planning and Logistics; Marketing and Sponsorship; HR Management; Programming Entertainment and Celebrity Events; Concerts, Launches, Fashion shows, National Festivals and High-Profile Charity Events Liaisoning with Agents; Contract Negotiations; Client Briefings.		
Unit 4	Exhibition Management	16 Hours
Types, Trade Shows vs. Consumer Shows; Running an Exhibition, Exhibiting a Show; Designing Exhibition Stands; Managing a Sales Team; Making the Most Out of Exhibiting; Event Logistics Sports Event Management; Creativity; Types of Sporting Hospitality; Logistics and Onsite Management Choosing Sporting Celebrities and Managing Expectations Paparazzi and Entourages; Onsite Staff Selection and Admissions Management		

References

- Joe Goldblatt, Kathleen S. Nelson.(2001).*The International Dictionary of Event Management*. John Wiley & Sons, Inc.ISBN-13: 978-0471394532
- Julia Rutherford Silvers.(2012).*Professional Event Coordination*. Wiley Desktop Editions ISBN-13: 978-0471263050
- Lynn Van Der Wagen, Brenda R. Carlos.(2004).*Event Management*. Prentice Hall Inc.ISBN-13: 978-0131149380