

Course curriculum and syllabus for the Post Graduate students Diploma program in Management Studies provided by Dr. Mar Theophilus Institute of Management Studies under the Flag of VES's Education Trust.

Post Graduate Diploma in Management Syllabus

Batch 2024 - 2026

DMTIMS – Navi Mumbai

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About DMTIMS

With the city of dreams, Mumbai within an hour on the right side and the twin hill stations of Lonavala & Khandala within an hour on its left side, located in the precincts of a peaceful and vibrant urban community, in the midst of swaying palm trees and open lawns and sublimely surrounded by malls, shopping centres, multi cuisine restaurants, medical centres, railway stations and bus depots within 2 kms of its campus, Dr. Mar Theophilus Institute of Management Studies, under the Vishweshwar Education Society Trust (VES), is an ideal locale for a conducive two year higher management education study. Led by a distinguished and exceptional faculty team, scholarly community of students, steered by an outstanding Board of Studies, a rich legacy of UG to PG educational institutes and buoyed by international collaborations, Dr. Mar Theophilus Institute of Management Studies (DMTIMS) is emerging as the most preferred Business School in Navi Mumbai within a short span of time.

DMTIMS, through its 2-year full time AICTE approved PGDM program aims to impart education, combined with creation, dissemination and application of knowledge, met in an integrated form, to create a synergetic impact. The Institute fosters and nurtures leaders capable of making a positive difference in the management of corporate sectors. We inculcate human values and professional ethics in our students, which help them make decisions and conceive and create paths that are good and long lasting not only for them, but also for the society, the nation, and for the world as a whole.

In today's times, a mere management certificate cannot suffice the niche needs of specific skill sets in the industry today. Especially since work place evolved post the pandemic and with science, technology and management practices changing at an ever-increasing rate, a gap is formed between the foundation provided by an academic education and the technical and management competencies required in today's technical and business environment. Thus, we here at DMTIMS, decided to give that extra edge to our student leaders through professional certification programs in order to bridge the education gap, arising out of this change. Thus, DMTIMS has partnered with established companies and colleges like IMS-Pro School, Kenbuddy, TeamLease, Slikun Institute of Management & Technology, Technolite, MTC Global, Stock Street, St.Thomas College, Bhilai, Christian College of Engineering & Technology (CCET), Bhilai, MGM College, Dimapur, VocSkills, Eudoxia Research Centre etc. to provide that 'in trend' industry specific skill sets, to its budding management leaders.

Global managers today are considered as bereft of managerial skills, without the core element of being socially sensitive. In order to cater to one of our core values of social sensitivity and environment sensitivity, our PGDM students, undertake social relevance project which helps them to sensitize towards the socially underprivileged and lesser people around them. Their skills to empathize, be compassionate, to care for and to nurture are honed thoroughly through these projects. Hence, DMTIMS partners with well-known NGOs working for the underprivileged like orphans, senior citizens, cancer patients, rural villages etc. like Shashwat Foundation, Swami Brahmanand Pratishthan, Sammaan, Dr. Mar Theophilus Ashraya Bhavan, Rays of Hope, Prem Daan etc. to consciously sensitize its young management minds to be socially and environmentally sensitive leaders, too.

Within a short span of its existence, DMTIMS has been consistently ranked for its academic excellence by many reputed organizations. DMTIMS was ranked 2nd in 'Top Emerging B-schools in Mumbai' by the 2023 Times of India national rankings and 3rd in 'Top Emerging B-Schools in Mumbai' by the 2022 Times of India national rankings. DMTIMS was also recently

awarded the '2023 Best Management College in Maharashtra for Industry Interface' by the Centre for Education Growth & Research (CEGR).

Moving towards a progressive B-school environment, DMTIMS has also partnered with professional bodies like the Association of Indian Management Schools (AIMS), as Lifetime Institutional Member and is also the member of ACBSP. (Accreditation Council for Business Schools and Programs).

Post Graduate Diploma in Management (PGDM-Flagship Programme of DMTIMS – Navi Mumbai)

The two year Post Graduate Diploma in Management is designed to prepare students for careers in industry, across functional areas. The program equips students with strong conceptual skills to manage businesses in an integrated manner. The emphasis is on developing a holistic manager with a vision to take on the challenges of the future. The PGDM (Flagship Program of DMTIMS – Navi Mumbai) is approved by AICTE, Ministry of HRD, and Government of India. It is also granted MBA equivalent status by AICTE.

The Course for the PGDM program is spread over six terms, each term being of 11-12 weeks. The first three terms are essentially devoted to foundation courses, across core areas of management. The course curriculum follows a well-designed course structure, divided into six trimesters with three trimester each academic year. During the first year all students pursue the same course of study which enables them to build a firm foundation of management concepts and skills across all the key disciplines. In the final year all students specialize in area of their choice from any area of the offered disciplines.

DMTIMS offers Industry 5.0 designed syllabus for its PGDM program relevant to dynamic global business environment with emphasis on International Marketing, Human Capital Management, Global Finance & FinTech, Global Supply Chain Management & Operations and International Business Management. The intellectual capital includes experienced and qualified faculty members with excellent track records in different fields of specializations in business and management from both academia and industry. With Faculty members being more than just teachers; they mentor each student in terms of providing academic advice, help them enable to adjust to the higher education learning environment and also mentor to help them progress successfully throughout the study period and thereafter.

Managers require analytical and decision-making skills in key functional areas of management to handle problems in real life situations. To acquire these skills, it is imperative to understand the fundamentals of core areas of Business Accounting, Quantitative Methods for Business Decisions, Human Capital Management, Marketing & Sales Management, International Businesses, Strategy, Economics, Financial Management, Human Capital, and Marketing & Strategic Management.

Thus, the course curriculum of DMTIMS PGDM program of two years, is an enriched and perfect blend of academic classroom lectures, co-curricular, culture and sports activities, employment based skill certifications, field projects in the social sector domain and a robust four month industry exposure through the means of industry internships.

Dr. Mar Theophilus Institute of Management Studies, Navi Mumbai

Course Structure PGDM (Batch 2024-26)

FIRST YEAR

TRIMESTER: I

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Organizational Behavior-I	PG-1101	3	30
2	Accounting for Managers	PG-1102	3	30
3	Quantitative Techniques for Business Decisions-I	PG-1103	3	30
4	Managerial Economics	PG-1104	3	30
5	Principles & Practice of Management	PG-1105	3	30
6	Personal & Professional Skills Program-I (Managerial Communication)	PG-1106	3	30
7	Marketing Management-I	PG-1107	3	30
8	<i>MS Office & Advance Excel</i>	<i>CR-1101</i>	<i>3</i>	<i>30</i>
	Total Credits and Hours		24	240

TRIMESTER: II

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Organizational Behavior-II	PG-1201	3	30
2	Cost & Management Accounting	PG-1202	3	30
3	Quantitative Techniques for Business Decisions-II	PG-1203	3	30
4	Macro Economics	PG-1204	3	30
5	Financial Management-I	PG-1205	3	30
6	Personal & Professional Skills Program-II	PG-1206	3	30
7	Marketing Management-II	PG-1207	3	30
8	<i>Power BI</i>	<i>CR-1201</i>	<i>3</i>	<i>30</i>

	Total Credits and Hours		24	240
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TRIMESTER: III

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Human Resource Management	PG-1301	3	30
2	Financial Management-II	PG-1302	3	30
3	Legal Aspects of Business	PG-1303	3	30
4	Research Applications in Business	PG-1304	3	30
5	Operation Management	PG-1305	3	30
6	International Business Environment	PG-1306	3	30
7	Business Environment & Policy	PG-1307	3	30
8	Social Responsibility Project (Part I)	--	3	30
	Total Credits and Hours		24	240

SECOND YEAR

TRIMESTER: IV

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Business Policy & Ethics	PG-2401	3	30
2	Summer Internship	PG-2403	12	120
3	6 Electives (Two each from area of Specialization as certifications) (6*2 credit each)	-----	6	60
4	<i>HR Generalist & NLP (HR)</i> <i>Business Analysis (GM)</i> <i>Marketing Analytics (MKT)</i> <i>Financial Modeling (FIN)</i>	<i>CR-2401</i>	3	30
	Total Credits and Hours		24	240

TRIMESTER: V

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
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1	Corporate Governance & Corporate Social Responsibility	PG-2501	3	30
2	Strategic Management	PG-2502	3	30
3	4 Electives (Two each from two areas of Specialization) (4*3 credit each)	-----	12	120
4	Dissertation (Synopsis Submission)	-----	2	20
5	<i>Six Sigma Green Belt (GM)</i> <i>Digital Marketing (MKT)</i> <i>Financial Analysis (FIN)</i>	CR-2501	3	30
	Total Credits and Hours		23	210

TRIMESTER: VI

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Social Relevance Project Dissertation (Final Submission)	PG-2601	6	60
2	Functional Project Dissertation (Final Submission)	PG-2602	6	60
3	Entrepreneurship/General Management Project Dissertation (Final Submission)	PG-2603	6	60
5	<i>Certification</i>	CR-2601	3	30
	Total Credits and Hours		21	210

Total Credits: 140

Total Hours: 1400 Hours

SUMMARY

	Academic	Field Study
1st Year		
1 st Trimester	240 Hrs	--
2 nd Trimester	240 Hrs	--
3 rd Trimester	210 Hrs	30 Hrs
2nd Year		
4 th Trimester	120 Hrs	120 Hrs
5 th Trimester	210 Hrs	--
6 th Trimester	210 Hrs	--
TOTAL	1250 Hrs	150 Hrs

LIST OF ELECTIVES

MARKETING MANAGEMENT TRIMESTER: IV

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Consumer Behavior	PG-MK01	3	30
2	Marketing Research	PG-MK02	3	30
3	Sales and Distribution Management	PG-MK03	3	30
4	Digital & Social Media Marketing	PG-MK04	3	30
5	Retail Management	PG-MK05	3	30

TRIMESTER: V

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Product & Brand Management	PG-MK06	3	30
2	Customer Relationship Management	PG-MK07	3	30
3	Marketing of Services	PG-MK08	3	30
4	B2B Marketing	PG-MK09	3	30

TRIMESTER: VI

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Integrated Marketing Communication	PG-MK10	3	30
2	International Marketing	PG-MK11	3	30
3	Rural Marketing	PG-MK12	3	30

FINANCIAL MANAGEMENT**TRIMESTER: IV**

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Financial Modeling Using Excel	PG-FM01	3	30

2	Investment Analysis & Portfolio Management	PG-FM02	3	30
3	Management of Banks & Financial Institutions	PG-FM03	3	30
4	Mergers, Acquisitions and Corporate Restructuring	PG-FM04	3	30
5	Behavioral Finance	PG-FM05	3	30

TRIMESTER: V

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Derivatives & Risk Management	PG-FM06	3	30
2	Management of Financial Services	PG-FM07	3	30
3	International Financial Management	PG-FM08	3	30
4	Business Valuation	PG-FM09	3	30

TRIMESTER: VI

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Project Financing & Management	PG-FM10	3	30
2	Contemporary Issues in Finance	PG-FM11	3	30
3	Income Tax Planning	PG-FM12	3	30

HUMAN RESOURCE MANAGEMENT TRIMESTER: IV

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Human Resource Planning	PG-HR01	3	30
2	Managing Employee Relations	PG-HR02	3	30
3	Performance Management & Competency Mapping	PG-HR03	3	30
4	Strategic Human Resource Management	PG-HR04	3	30
5	Team Dynamics at Workplace	PG-HR05	3	30

TRIMESTER: V

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Compensation & Reward Management	PG-HR06	3	30
2	Labour and Employment Laws	PG-HR07	3	30
3	Learning & Development	PG-HR08	3	30
4	Cross Cultural Management	PG-HR09	3	30

TRIMESTER: VI

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Organizational Change & Development	PG-HR10	3	30
2	Global Human Resource Management	PG-HR11	3	30
3	HR Analytics	PG-HR12	3	30

OPERATIONS MANAGEMENT**TRIMESTER: IV**

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Supply Chain & Logistics Management	PG-OP01	3	30
2	Total Quality Management & Six Sigma Methodology	PG-OP02	3	30
3	Emerging Technologies Trend in Business	PG-OP03	3	30
4	Enterprise Resource Planning	PG-OP04	3	30
5	Sourcing Management	PG-OP05	3	30

TRIMESTER: V

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
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1	Project Management	PG-OP06	3	30
2	Operations Strategy	PG-OP07	3	30
3	Lean Manufacturing	PG-OP08	3	30
4	Sales Operations Planning	PG-OP09	3	30

TRIMESTER: VI

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Services Operations Management	PG-OP10	3	30
2	Business Intelligence & Applications	PG-OP11	3	30
3	Management of Manufacturing Systems	PG-OP12	3	30

INTERNATIONAL BUSINESS

TRIMESTER: IV

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	International Trade Procedures & Documentation	PG-IB01	3	30
2	Global Logistics Management	PG-IB02	3	30
3	WTO & Intellectual Property Rights	PG-IB03	3	30
4	International Trade Laws	PG-IB04	3	30
5	Geopolitical Environment for Business	PG-IB05	3	30

TRIMESTER: V

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Cross Cultural Management	PG-IB06	3	30
2	Export Thrust Product & Market	PG-IB07	3	30
3	New Emerging RTAs	PG-IB08	3	30
4	Global Business Strategy	PG-IB09	3	30

TRIMESTER: VI

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	International Business Negotiation	PG-IB10	3	30
2	Global Business Ethics and Corporate Governance	PG-IB11	3	30
3	Global Marketing	PG-IB12	3	30

INTERNATIONAL BUSINESS MANAGEMENT WITH IT**TRIMESTER: IV**

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	E-business	PG-IT01	3	30
2	Software Project Management	PG-IT02	3	30
3	Data Warehousing & Big Data for Business Intelligence	PG-IT03	3	30
4	System Analysis & Design	PG-IT04	3	30
5	I.T Strategy	PG-IT05	3	30

TRIMESTER: V

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Advanced Statistical Techniques for Analytics	PG-IT06	3	30
2	Managing Business on Cloud	PG-IT07	3	30
3	Business Intelligence & Data Mining	PG-IT08	3	30
4	Information Security Management	PG-IT09	3	30

TRIMESTER: VI

S. NO	NOMENCLATURE	SUBJECT CODE	CREDITS	HOURS
1	Managing I.T Enabled Services	PG-IT10	3	30
2	Business Transformations using AI, IoT & Machine Learning	PG-IT11	3	30
3	Introduction to R	PG-IT12	3	30

TRIMESTER: I

ORGANIZATIONAL BEHAVIOUR-I

(PG-1101)

Credits: 03 Hours: 24+(6)=30 Hrs

Course Objective: The objective of this course is to provide an overview of the theories and practices of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective. It helps the students to be aware about different managerial functions and their application in an organizational setting. The course also introduces the importance of behavioral aspect of human resources in organizational context and focuses on various topics pertaining to individual behavioral orientation to management such as Learning and Motivation.

Learning Outcome: By the end of the course successful students will be able to describe the concept of management and manager, and will be able to develop an approach to become an effective manager. Students will be able to compare how the transition in industrial practices facilitated the emergence of different Management approaches. They will be able to describe learning process, and how learning of desirable behavior can be achieved in organizational setting. They will be able to identify and assess motivating components for self or others, and utilize such information in facilitating improvement in performance.

Contents:

Unit I:

Evolution and Framework of Management: Taylor's Scientific Management Theory, Fayol's Administrative Management, Weber's Ideal Bureaucracy, Human Relations Approach (Hawthorne studies). Framework of Management: Concept, Nature, Scope and Managerial Functions, Management Levels, Managerial Roles & Managerial Skills, Power & Authority, Delegation of Authority.

Unit II:

Organizational Structure and Design: Concept and Evolution: Meaning of Organization Structure, Types of Organization Structure: Divisional Structure, Adhocracy, Matrix Structure, Network, Virtual Organizational Structure, Mechanistic and Organic Design, Dimensions of Organizational Structure.

Unit III:

Behavioral Concepts: Nature and Concepts of OB, Models of Organizational Behavior, Relationship with Other Fields, Contemporary Challenges. Concepts of Learning: Nature and Significance of Learning, Process of Learning, Principles of Learning, Theories of Learning: Classical Conditioning, Operant Conditioning, Cognitive Learning Theory, Social –Learning Theory, Reinforcement Theory, and Behavioral Management: Steps of OB Modification Process.

Unit IV:

Motivation Concepts: Nature of Motivation, Classification of Motives, Motivation Process, Theories of Motivation: Content Theory; Maslow's Need Hierarchy Model, Herzberg's Two-Factor Theory, McClelland's Theory of Needs, Process Theory; Vroom's Expectancy Theory, Porter and Lawler Expectancy Theory, Adams Equity Theory, Theory X, Theory Y & Theory Z, System Consideration.

Unit V:

Personality: Personality Development, Determinants of Personality, Types of Personality, Attributes of Personality, Five –Factor model of Personality, The Myers-Briggs Type Indicator: (MBTI), Theories of Personality: Freudian Theory (Psychoanalytic Theory of Personality), Jungian Theory given by Carl Jung, Job Fit Theory, Johari Window.

Text Books:

1. Robbins, S.A., & Coulter, M.A. (2017). *Management* (14th Ed.). New Delhi: Pearson.

Suggested Readings:

1. Gilbert, D.R., James, A. F., & Freeman, S.R. *Management* (6th Ed). Pearson Education.
2. Harold K., & Heinz, W. (2006). *Essentials of Management* (6th Ed). Tata Mc Graw Hill.
3. Robbins, S. A., Judge T. A., & Vohra, N. (2013). *Organizational Behavior* (15th Ed). New Delhi: Pearson Education India, Delhi.
4. Luthans, F. (2017). *Organizational Behaviour: An Evidence-Based Approach* (12th Ed.). Tata Mc Graw Hill.
5. Bateman, T. S., & Snell, S.A. (2011). *Management: Leading and Collaborating in a Competitive World* (11th Ed.). New Delhi: Tata McGraw- Hill Publishing.
6. Draft, R. L. (2015). *Management* (12th Ed.). Thomson south-Western.
7. Robbins, S.P., Judge, T.A., & Sanghi, S. (2009). *Organizational Behaviour* (13th Ed.). Pearson Education.
8. Rao, V.S.P., & Krishna, V. H. *Management Text and Cases*. Excel Publication
9. Singh, K. (2013). *Organizational behavior* (2nd Ed.). Pearson Education
10. Bhatt, & Kumar (2016). *Principles of Management: Competencies, Processes, and Practices*
11. (2nd Ed.). Oxford Publications.

Note: Latest edition of the readings may be used.

ACCOUNTING FOR MANAGERS (PG-1102)

Credits: 03 Hours: 30

Course Objective: Accounting and reporting have become an important activity of business world. The performance of business entity is expressed and evaluated in financial terms. The objective of this course is to describe the students the vivid details, principles and practice of accountancy with a learning objective of making, analyzing and most important interpreting the financial statements of the business organizations.

Learning Outcome: Students will be able to demonstrate knowledge of various converged accounting standards related to financial accounting within global and domestic framework, Students will be able to comprehend accounting system to create (record, classify, and summarize) financial data needed to solve a variety of business problems, Students will recognize commonly used financial statements, their components and how this information will be used in decision making, Students will learn relevant financial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business world.

Contents:

Unit I:

Financial Statements

Meaning of financial accounting, Accounting as an information system, Generally Accepted Accounting Principles (GAAPs), Introduction to International Financial Reporting Standards (IFRSs), Indian Accounting Standards: IndAS1, IndAS2, IndAS7, IndAS16, IndAS18, IndAS33, IndAS101, Financial Statements : An introduction, Recording and Classification of Business Transactions, (Journal, Posting Rules and Ledger), Final Accounts (with adjustments), Understanding of Statement of Profit and Loss and Balance Sheet (As per Schedule III of Companies Act, 2013 Part I and II), Understanding and Interpreting corporate financial statements included in annual reports of selected companies, Case Study on Financial Statements

Unit II:

Valuation of Tangible Fixed Assets

Cost of Acquisition, Borrowing Costs on Fixed Assets, Depreciation (As Per IndAS-16), Methods of Depreciation (Straight Line and Diminishing Balance Method), Changing the Depreciation Method, Disposal of Depreciable Assets , Numerical Examples

Unit III:

Inventory Valuation

Meaning and Nature of Inventory, Purpose & Benefit of Holding Inventory, Methods of Inventory Valuation (FIFO, LIFO, Weighted Average Cost Methods), Valuation of inventories as per IndAS-2, Perpetual Inventory System

Unit IV:

Statements of Change in Financial Position

Cash Flow Statement (As per IndAS-7), Preparation of cash flow statement, Interpretation of Cash Flow Statement

Unit V:

Financial Statements Analysis

Introduction of Ratio, Ratio Analysis and interpretation of Ratios: Liquidity Ratios, Profitability Ratios, Efficiency Ratios, Activity Analysis Ratios, Use & Significance of Ratio, Limitation of Ratio Analysis, Common Size statements, Trend Analysis, DuPont Analysis

Text Book:

1. Maheshwari S.N, Maheshwari S.K., Maheshwari Sharad -An Introduction to Accountancy||, Vikas Publication, Delhi, 11th Edition.

Reference Books/Suggested Readings:

Madhu Vij, —Management Accounting||, Excel publications Pvt. Ltd., New Delhi

Anthony, Hawkins and Merchant, -Accounting – Text & Cases||, Mcgraw Hill, New Delhi

Horngren, C.T, Sundlem G.N, -Introduction to Management Accounting||, Pearson Education.

Ambrish Gupta, -Financial Accounting for management – an analytical perspective, Pearson education, New Delhi.

R. Narayanaswamy, — Financial Accounting||, PHI learning Pvt. Ltd., Delhi

D.S. Rawat — Guide to IndASs||, Taxmann

V Rajasekaran, R. Lalitha, -Financial Accounting||, Pearson Education, New Delhi

Note: Latest edition of the readings may be used.

QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS–I(PG-1103)

Credits: 03 **Hours:** 24+(6)=30 Hrs

Course Objective: The basic objective is to make students understand the basic concepts of probability distribution and their applications in business and management. The purpose of this course is to expose students to a variety of statistical techniques for dealing with the challenges presented by these data. The focus is on the application of statistical techniques such as sampling methods, probability, hypothesis testing etc. and the interpretation of results using these techniques. It stresses on conceptual understanding and facilitates them to use, apply and analyze data and draw inferences. All the relevant topics will be covered using EXCEL, SPSS.

Learning Outcome: The students will be able to develop skills in structuring and analyzing business problems statistically and creating an in depth insight into the applications of quantitative management techniques using excel. This will help students in effective decision making process.

Contents:

Unit I:

Discrete and Continuous Probability distribution: Types of probability distribution, discrete probability distribution, binomial distribution, mean and variance of binomial distribution, poisson distribution, mean and variance of poisson distribution.

Continuous Probability distribution: Normal distribution, standard normal distribution, Approximation of Binomial and Poisson distribution to Normal Distribution.

Unit II:

Sampling and Sampling distribution: Introduction, Purpose of sampling, Principles of sampling, Methods of sampling, Random sampling method - Simple random sampling, Methods of obtaining a simple random sample, Stratified sampling, Systematic sampling, Multi-stage sampling. Non- random sampling - Judgement sampling, Quota sampling, Conveyance sampling. Size of sample, Merits of sampling method. Sampling and non-sampling errors, Sampling Distribution, Central Limit Theorem.

Unit III:

Statistical Inference: Estimation for single and two populations: Introduction, Properties of good estimators, Types of estimates - Confidence limits for population mean, Confidence limits for population proportion, Confidence limits for difference of two means, Confidence limits for difference of two proportions. Determination of proper sample size.

Hypothesis Testing : Procedure of hypothesis testing: Type 1 and Type II Error, One tailed and two tailed Tests ; Test of hypothesis concerning large samples - Testing hypothesis about the difference between two means- **z test**, Testing hypothesis about a Population Proportion, Testing hypothesis about the difference between two Proportion, Hypothesis testing about two population variances- **F Test** , Small Sample Theory – **t test**, Properties of χ^2 distribution, Testing hypothesis about the difference between two means, Difference between two related populations. Overview of Anova.

Unit IV:

Non-parametric Test: Chi – square test on Goodness of fit and Contingency Tables: Introduction, Chi- Square distribution, Important properties of Chi-square distribution, Chi- Square Test of Independence, Chi- Square Test of Homogeneity, Chi-Square Goodness of fit test, Conditions for the application of Chi-square, Use of the Chi-square Table.

Unit V:

Correlation, Regression and Time series : Correlation – meaning and uses, types of correlation, Karl pearson coefficient of correlation, rank correlation coefficient, when ranks are not given, equal rank ; **Régression Analysis** – meaning and uses, methods of studying regression- methods of least square, method of deviation from mean, standard error and estimate; **Time Series Anaysis** – Introduction, component of time series, identification of trend, Moving Average method.

Text Book:

1. Business Statistics in Practice: Using Data, Modelling and Analytics by Bruce Bowerman.
2. Complete Business Statistics by Amir D aczel

Suggested Reading/References:

1. Sharma J.K., *Business Statistics*, Pearson Education India
2. N.D. Vohra: *Business Statistics*, Mc Graw Hill
3. Bajpai, N. *Business Statistics*, Pearson Education India
4. Render ;Barry, Ralph M Stair Jr and Michael E Hanna, *Quantitative Analysis for Management*, 8th Ed., Prentice Hall ,New Delhi
5. Anderson; David R, Dennis J. Sweeney and Thomas A. Williams, *Quantitative Methods for Business*, Prentice-Hall, West Publishing Company
6. Srivastava, U. K.; G. V. Shenoy and S. C. Sharma *Quantitative Techniques for ManagerialDecisions*, Prentice-Hall, New Age International P(Ltd) Publishers
7. Gupta S.C., *Fundamental of Statistics*, Himalaya Publishing House
8. Sancheti, D.C. and V. K. Kapoor: *Business Mathematics*, Sultan Chand & Sons
9. Richard I Levin, David S. Rubin: *Statistics for Management*, Pearson Prentice Hall Education Inc Ltd
10. Anderson Sweeney Williams :Quantitative methods for Business

Note: Latest edition of the readings may be used.

MANAGERIAL ECONOMICS(PG-1104)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The objective of the course is to equip students with a complete understanding of basic business economic concepts and to apply these concepts in managerial decision making. The subject provides an over-view of micro economic environment to handle different situations in the market settings.

Learning Outcome: Apply the economic way of thinking to individual decisions and business decisions, Measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income, Understand the different costs of production and how they affect short and long run decisions, Understand the four basic market models of market and how price and quantity are determined in each model

Contents:

Unit I:

Introduction: Problems and solutions to economic problems. Nature, feature and scope of managerial economics. Distinction between economics and managerial economics. Importance of managerial economics. Objectives of business firms: Neoclassical model, sales revenue maximization model, Behavioral approach, managerial enterprise model.

Unit II:

Demand and Supply Analysis: Demand; Elasticity of demand; significance of demand analysis for firm. Supply analysis; elasticity of supply and its types. Concept of market equilibrium & its impact on price and quantity. Cardinal utility analysis: Total utility, marginal utility and relationship between them. Ordinal utility analysis: Budget line, Indifference curve and consumer equilibrium. Demand Forecasting: concepts, steps and different methods of Demand Forecasting. Criteria for good forecasting methods.

Unit III:

Production and Cost Analysis: Long run and short run production function, relationship between TP, MP and AP. Law of returns to factor, returns of scale. Impact of technological change on return. Concept of isoquant, isocost lines and Producer equilibrium. Cost concepts and its classification; Economies of scale and scope, and implications for a firm; Managerial decision making and non- traditional (engineering, incremental, etc.) costs. Revenue concepts and its classification.

Unit IV:

Market structure: Various market forms and their comparison; Perfect competition equilibrium, break even analysis, and shut down point. Monopoly concept; sources of monopoly power; equilibrium; Price discrimination. Monopolistic competition: meaning, equilibrium, concept of excess capacity. Oligopoly: Meaning, features. Types of pricing strategies.

Unit V:

Economics of Information: Definition and causes of market failure. Externalities: types and their inefficiency. Types of goods. Free rider problem and ways of correcting market failure. The

problem of adverse selection, market signaling, moral hazard problem; Principal- Agent problem in public and private enterprises. Incentives in the principal agent framework.

Text Book:

1. Pindyck, R. S., & Rubinfeld, D. L. (8th Edition). Microeconomics. Upper Saddle River, N.J: Pearson/Prentice Hall.
2. Dwivedi, D.N. (2018). Managerial Economics, Vikas Publishing House Pvt. Ltd, New Delhi.

Reference Books:

1. Paul, A Samuelson & William D. Nordhaus-Economics, (Indian Adaptation by Sudip Chaudhury & Anindya Sen), (2018), Tata McGraw-Hill.
2. Png, Ivan (2018)– Managerial Economics, Routledge.
3. Lipsey and Chrystal(2018)-Economics, OUP.
4. Ferguson, S. C. and Maurice, C. E.- -Economic Analysis- Theory and Application||, (2018), McGraw-Hill Education, New Delhi.

PRINCIPLES AND PRACTICE OF MANAGEMENT (PG-1105)

Credits: 03

Hours: 24+6= 30 Hrs

Course Objective: The course aims at equipping students with an understanding of how to manage organizations. Objective of the course is to provide understanding of management principles for business organizations, its competitive impact on organizations, and human & ethical issues.

Learning Outcome: At the end of the course, students will be able to learn about the application of management principles for business organizations. It will help students to learn and gain exposure to the challenges and opportunities of managing in an Information Age and to understand the interaction Human and Organizations. They will learn about emerging technologies and its impact on society and related issues.

Contents:

Module -I

Concept of Management – Functions and responsibilities of managers-Fayol's principles of management- management thought the classical school- the human relations school- system theory- contingency management. Planning-The nature and purpose of planning- types of planning- advantages and limitations of planning - Concept and nature of objective – Types of objective- importance of objectives- management by objectives (MBO).

Module –II

Strategies and Policies – Concept of corporate strategy- formulation of strategy- types of strategies- types of policies- principles of formulation of policies- decision making- decision making process.

Module III

Organizing – Nature and purpose of organizing- basis of departmentation-span of management determinants of span of management- line and staff relationship- line and staff conflicts-bases of delegation-delegation and decentralization-methods of decentralization-leadership-types.

Module IV

Directing – Directing and problems in human relationship-motivation-communication and leadership-coordinating- Controlling – Concept and process of control, control of overall performance, human aspect of control.

Module V

Staffing-process-HRM and Personnel Management-meaning and definition- objectives- HR planning process-recruitment-selection-training-placement-source of recruitment-methods of recruitment-performance appraisal-meaning and concept-career planning-promotion and transfer-compensation management-concept and objectives- wage and salary-grievance redressal mechanism

Text Book:

- Chris Argyris, Personality and Organisation, Harper and Row, New York, 1957.

- Charles Handy, Trust and the Virtual Organisation, Harvard Business Review, May - June 1995.
- George R. Terry and Stephen G. Franklin, Principles of Management, AITBS, Delhi, 2000.

Reference Books:

1. G.B. Giglione and A.G. Bedein, Conception of Management Control Theory, Academy of Management Journal, June 1974.
2. Jerry Billy E. Goetz, Management Planning and Control, McGraw-Hill, New York, 1979.
3. Joan Woodward (ed.) Industrial Organisation, Behaviour and Control, Oxford University Press, London, 1970.
4. Paul E. Holden, L.S. Fish, and Hubert L. Smith, Top Management Organisation and Control, McGrawHill, New York, 1981.
5. P.G. Aquinas, Organisational Behaviour, Excel Books, New Delhi.
6. Scanlon Burt K., Principles of Management and Organisation Behaviour, John Wiley and Sons, 1973.
7. Tom K. Reeves and Joan Woodward, The Study of Management Control.

Note: Latest edition of the readings may be used.

Course Descriptor							
Participant	PGDM		Academic Year				
Course Title	PRINCIPLES AND PRACTICES OF MANAGEMENT		Course Code	PG1105			
Credit	03		No. of Hours	30			
Faculty	Prof.						
Program Outcomes:				Hours			
1	PO1	Applying knowledge of management theories and practices to solve business problems. Perspective Management is integral to management in terms of understanding various theories and mechanisms for running regular managerial functions and therefore all Cos are relevant to PO1.		7			
2	PO2	PO2 focuses on development of critical and analytical skills. Student assignments, case studies and presentations in CO2, CO3, CO4, CO5 and CO6. Students enhance their critical thinking skills by learning how to analyze and evaluate various perspectives objectively. Critical thinking is essential for making informed decisions, solving problems, and assessing the validity of different viewpoints.		4			
3	PO3	PO4 considers understanding global, economic, legal and ethical aspects of business. Students understand the ethical implications of different perspectives and learn to make ethical decisions in various contexts. Ethical decision-making skills is also essential for maintaining trust, integrity, and social responsibility in organizations and society. CO5 focuses on enabling the learners to working collaboratively, understanding the legal, economic and ethical aspects through case studies. and working ethically in dealing with others, be it one's own team members or one's clients.		-			
4	PO4	PO5 focuses on the ability to lead self an others towards the achievement of organizational goals, and all the COs help students work towards developing students perspective and understanding towards the organisational framework and functioning and therefore the achievement of organizational vision and mission		4			
Course Objectives							
The course aims at equipping students with an understanding of how to manage technology in organizations. Objective of the course is to provide understanding of the technologyfor business organizations, its competitive impact on organizations, and human & ethical issues.							
Course Outcomes:				Hours			
	01	At the end of the course, students will be able to learn about the application of computer technology for business organizations					
	02	It will help students to learn and gainexposure to the challenges and opportunities of managing in an Information Age and to understand the interaction between IT and Organizations					
	03	They will learn about emerging technologies and its impact on society and related issues.					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	PO1	PO2	PO3	PO4	PO5	
	1	3	2	-	1	2	

	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							
Session	Module	Description			CO	Hours	
	Concept of Management	Functions and responsibilities of managers-Fayol's principles of management- management thought the classical school- the human relations school- system theory- contingency management. Planning-The nature and purpose of planning- types of planning- advantages and limitations of planning - Concept and nature of objective – Types of objective- importance of objectives- management by objectives (MBO).					
	Strategies and Policies	Concept of corporate strategy- formulation of strategy- types of strategies- types of policies- principles of formulation of policies- decision making- decision making process.					
	Organizing	Nature and purpose of organizing- basis of departmentation-span of management determinants of span of management- line and staff relationship- line and staff conflicts-bases of delegation-delegation and decentralization-methods of decentralization-leadership-types.					
	Directing	Directing and problems in human relationship-motivation-communication and leadership- coordinating- Controlling – Concept and process of control, control of overall performance, human aspect of control.					
	Personnel Management	Staffing-process-HRM and Personnel Management -meaning and definition- objectives- HR planning process-recruitment-selection-training-placement- source of recruitment-methods of recruitment- performance appraisal-meaning and concept- career planning-promotion and transfer- compensation management-concept and objectives- wage and salary-grievance redressal mechanism					
Total						24	
Required & Recommended Reading:							

<ol style="list-style-type: none"> 1. Chris Argyris, Personality and Organisation, Harper and Row, New York, 1957. 2. Charles Handy, Trust and the Virtual Organisation, Harvard Business Review, May - June 1995. 3. George R. Terry and Stephen G. Franklin, Principles of Management, AITBS, Delhi, 2000. 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

PERSONAL & PROFESSIONAL SKILLS PROGRAM – I
(Managerial Communication)(PG-1106)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course is aimed at first screening the students to know the level of their language skills and then equipping them with the necessary techniques and skills of communication to make them perform as per the expected corporate guidelines. The main aim is to make the students familiar with the nuances of effective communication along with the significance of oral, written, visual and audio-visual forms of communication. They will also enhance their employability and business management skills through extensive business readings and the regular practice of aptitude and reasoning

Learning Outcome: The students will get familiar with the basics of communication skills; They will learn about effective use of body language, gestures and postures; They will be good at writing business letters, emails, minutes of meeting and other business correspondence; They will learn basic business etiquettes; They will highly motivated to emerge as an exemplary business personality; They will be good at aptitude and reasoning.

Contents:

Unit I:

Introduction to Managerial communication: Screening of students by Letter writing and 1 minute speech on the given simple topics, Process of Communication, Dos and don'ts of effective communication, Forms of Communication, formal and informal communication, levels of communication, channels of communication, Barriers to communication; importance & objectives of Communication,

Unit II:

Fundamentals of Oral and Written Communication: Nonverbal communication - Body Language, Gestures, Postures, Facial Expressions, LSRW, Business Proposal: Guidelines for writing Business Proposal, Features, Format/Structure, Types of Business Proposal, Business Plan, Difference between a business proposal and a business plan

Unit III:

Ingredients of Professional Communication: 7C's of written communication, Business Report writing, Notice-agenda-minutes, Email Writing,

Unit IV:

Business letters: AIDA approach to writing business letters, types of business letter-Inquiries, Quotations, Orders, Complaints/Claims & adjustments

Unit V:

Personal Grooming and Business Etiquettes: Personal grooming, Telephone etiquettes; Video call etiquettes, Net etiquettes; Dining Etiquettes, Business card etiquettes, Cubicle Etiquette, Business Readings, **Aptitude and Reasoning.**

Text Book:

1. Rizvi, M. Ashraf. Effective Technical Communication, McGraw Hill, Chennai

Suggested Readings:

1. Kumar, Sanjay. & Lata, Pushp. Communication Skills, Oxford University Press, India.
2. Ludlow, R. & Panton, F. The Essence of Effective Communication. PHI.
3. Munter Mary, Guide to Managerial communication, PHI.
4. Smeltzer, Managerial Communication. McGraw Hill.
5. Chhabra T.N. Business Communication: Concepts and Skills, Sun India Publications

Course Descriptor					
Participant	PGDM		Academic Year		
Course Title	PERSONAL & PROFESSIONAL SKILLS PROGRAM – I (Managerial Communication)		Course Code	PG1106	
Credit	03		No. of Hours	30	
Faculty	Prof.				
Program Outcomes:				Hours	
1	PO1	Apply knowledge of management theories to Services Marketing.		7	
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4	
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-	
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4	
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5	
Course Objectives					
Course Objective: The course is aimed at first screening the students to know the level of their language skills and then equipping them with the necessary techniques and skills of communication to make them perform as per the expected corporate guidelines. The main aim is to make the students familiar with the nuances of effective communication along with the significance of oral, written, visual and audio-visual forms of communication. They will also enhance their employability and business management skills through extensive business readings and the regular practice of aptitude and reasoning.					
Course Outcomes:				Hours	
	01	The students will get familiar with the basics of communication skills; They will learn about effective use of body language, gestures and postures;			
	02	They will be good at writing business letters, emails, minutes of meeting and other business correspondence			
	03	They will learn basicbusiness etiquettes; They will highly motivated to emerge as an exemplary business personality			
	04	They will be good at aptitude and reasoning.			
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)					
CO	PO1	PO2	PO3	PO4	PO5
1	3	2	-	1	2
2	2	2	-	3	2
3	3	2	-	2	2
4	2	3	2	3	3
Indicative Content & Session Plan					
Session	Module	Description		CO	Hours

	Introduction to Managerial communication:	Screening of students by Letter writing and 1 minute speech on the given simple topics, Process of Communication, Dos and donts of effective communication, Forms of Communication, formal and informal communication, levels of communication, channels of communication, Barriers to communication; importance & objectives of Communication,		
	Fundamentals of Oral and Written Communication;	Nonverbal communication - Body Language, Gestures, Postures, Facial Expressions, LSRW, Business Proposal: Guidelines for writing Business Proposal, Features, Format/Structure, Types of Business Proposal, Business Plan, Difference between a business proposal and a business plan		
	Ingredients of Professional Communication:	7C's of written communication, Business Report writing, Notice-agenda-minutes, Email Writing		
	Business letters	AIDA approach to writing business letters, types of business letter- Inquiries, Quotations, Orders, Complaints/Claims & adjustments		
	Personal Grooming and Business Etiquettes	Personal grooming, Telephone etiquettes; Video call etiquettes, Net etiquettes; Dining Etiquettes, Business card etiquettes, Cubicle Etiquette, Business Readings, Aptitude and Reasoning.		
Total				30
Required & Recommended Reading:				
1. Kumar, Sanjay. & Lata, Pushp. Communication Skills, Oxford University Press, India. 2. Ludlow, R. & Panton, F. The Essence of Effective Communication. PHI. 3. Munter Mary, Guide to Managerial communication, PHI. 4. Smeltzer, Managerial Communication. McGraw Hill. 5. Chhabra T.N. Business Communication: Concepts and Skills, Sun India Publications				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				

Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

TRIMESTER: II

ORGANIZATIONAL BEHAVIOUR-II(PG- 1201)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course is designed to explain the student about intrapersonal, interpersonal and group behavior, for efficient and effective utilization of human resources in organizational setting and equip them with behavioral skills in managing people at workplace. The course includes various topics of organizational behavior such as 'Values', 'Attitudes', 'perception', 'Personality', 'Leadership', 'Group Dynamics', 'Team Building' and 'Conflict Resolution'.

Learning Outcome: By the end of the course successful students will be able to utilize theoretical concepts to understand intrapersonal and interpersonal behavior, and will be able to suggest scope of improvement in individual and group effectiveness. They will be able to analyze how a leader differs from the manager, and develop an approach to lead constructively in the existing working environment. They will be able to integrate and balance task-oriented and people oriented leadership approaches to achieve organizational goals. Students will be able to describe functioning of the groups and how its processes affect goals and performance of an individual, or group. They will be able to identify form of intrapersonal and interpersonal conflicts, and respond constructively to different forms of conflict.

Contents:

Unit I:

Values, Attitude and Perception: Nature of Values, Types of Values: Terminal and Instrumental Values, Determinants of Values, Importance of Values in Organizational Behavior, Value across Culture: Hofstede Model. Nature & Dimension of Attitudes, Components of Attitude- The ABC Model, Types of Attitude, Cognitive Dissonance Theory, Attitude Formation, Attitude Change, Measurement of Attitude, Job Satisfaction. Perceptual Process Model, Attribution Theory: Attribution Errors, Self- Fulfilling Prophecy, Perceptual Errors in Organizational Setting.

Unit II:

Leadership: Nature, Leadership Styles, Traits of Effective Leader, Leadership Skills, Models and Theories of Leadership: Trait Theory, Behavioral Perspectives; Contingency Perspective; Fiedler Contingency Theory, The Hersey-Blanchard Situational Leadership Theory, The Path-Goal Theory, Contemporary issues in Leadership: Transactional and Transformational Theories of Leadership.

Unit III:

Group Dynamics: Nature of Group Dynamics, Types, Stages of Group Formation: The Five Stage Model; Group Structure, Group Tasks-Group Decision Making, Team Development: Nature, Significance, Comparing Work Groups and Work Teams, Types of Work-Teams, Team-Effectiveness Model, Team Process, Contemporary Issues in Managing Teams.

Unit IV:

Organizational Conflict: Concepts, Types of Conflicts, Process of Conflict, Levels of Conflict, Transactional Analysis, Conflict Resolution- Strategies for Minimizing Dysfunctional Conflict, Modes of Handling Conflict, Negotiation (BATNA).

Unit V:

Work Stress: Concept of Stress, Sources of Stress, Role of Individual Differences in Stress, Consequences of Stress, Managing of Stress.

Text Books:

1. Robbins, S. A., Judge T. A., & Vohra, N. (2016). *Organizational Behavior* (16th Ed.). New Delhi: Pearson Education India, Delhi.

Suggested Readings:

1. Robbins, S.P., Judge, T.A., & Sanghi, S. (2009). *Organizational Behaviour* (13th Ed.). Pearson Education.

2. Aswathappa, K. (2016). *Organisational Behaviour* (12th Ed.). New Delhi: Himalaya Publishing House.

3. Rao, V.S.P. (2009). *Organizational Behavior*. New Delhi: Excel books.

4. Luthans, F. (2017). *Organizational Behaviour: An Evidence-Based Approach* (12th Ed.). Tata Mc Graw Hill

5. Pareek U., (2004). *Understanding Organizational Behaviour*. New Delhi, Oxford University Press.

6. Griffin, R., & Moorehead, G. (2011). *Organizational Behavior* (10th Ed). New Delhi, Cengage Learning.

7. Singh, K. (2013). *Organizational behavior* (2nd Ed.). Pearson Education

8. Robbins, S. P., & Judge, T.A. (2012). *Organizational Behavior* (15th Ed.). New Delhi, Prentice Hall India Pvt. Ltd New Delhi.

Note: Latest edition of the readings may be used.

Course Descriptor							
Particip ant	PGDM		Academic Year				
Course Title	ORGANIZATIONAL BEHAVIOUR-II		Course Code	PG1201			
Credit	03		No. of Hours	30			
Faculty	Prof.						
Program Outcomes:				Hours			
1	PO1	Apply knowledge of management theories to Services Marketing.		7			
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4			
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-			
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4			
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5			
Course Objectives							
The course is designed to explain the student about intrapersonal, inter-personal and group behavior, for efficient and effective utilization of human resources in organizational setting and equip them with behavioral skills in managing people at workplace. The course includes various topics of organizational behavior such as Values', Attitudes', perception', Personality', Leadership', Group Dynamics', Team Building' and 'Conflict Resolution'.							
Course Outcomes:				Hours			
	01	By the end of the course successful students will be able to utilize theoretical concepts to understand intrapersonal and interpersonal behavior, and will be able to suggest scope of improvement in individual and group effectiveness					
	02	They will be able to analyze how a leader differs from the manager, and develop an approach to lead constructively in the existing working environment.					
	03	They will be able to integrate and balance task-oriented and people oriented leadership approaches to achieve organizational goals, describe functioning of the groups and how its processes affect goals and performance of an individual, or group					
	04	They will be able to identify form of intrapersonal and interpersonal conflicts, and respond constructively to different forms of conflict.					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	PO1	PO2	PO3	PO4	PO5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2 35	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan							
Session	Module	Description	CO	Hours			
	Values, Attitude and Perception: Nature of Values, Types of Values:	Terminal and Instrumental Values, Determinants of Values, Importance of Values in Organizational Behavior, Value across Culture: Hofstede Model. Nature & Dimension of Attitudes, Components of Attitude- The ABC Model, Types of Attitude, Cognitive Dissonance Theory, Attitude Formation, Attitude Change, Measurement of Attitude, Job Satisfaction. Perceptual Process Model, Attribution Theory: Attribution Errors, Self- Fulfilling Prophecy, Perceptual Errors in Organizational Setting.					
	Leadership:	Nature, Leadership Styles, Traits of Effective Leader, Leadership Skills, Models and Theories of Leadership: Trait Theory, Behavioral Perspectives; Contingency Perspective; Fiedler Contingency Theory, The Hersey-Blanchard Situational Leadership Theory, The Path-Goal Theory, Contemporary issues in Leadership: Transactional and Transformational Theories of Leadership.					
	Group Dynamics:	Nature of Group Dynamics, Types, Stages of Group Formation: The Five Stage Model; Group Structure, Group Tasks-Group Decision Making, Team Development: Nature, Significance, Comparing Work Groups and Work Teams, Types of Work-Teams, Team-Effectiveness Model, Team Process, Contemporary Issues in Managing Teams.					
	Organizational Conflict:	Concepts, Types of Conflicts, Process of Conflict, Levels of Conflict, Transactional Analysis, Conflict Resolution- Strategies for Minimizing Dysfunctional Conflict, Modes of Handling Conflict, Negotiation (

		BATNA).		
	Work Stress:	Work Stress: Concept of Stress, Sources of Stress, Role of Individual Differences in Stress, Consequences of Stress, Managing of Stress.		
Total				30
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Robbins, S.P., Judge, T.A., & Sanghi, S. (2009). <i>Organizational Behaviour</i> (13th Ed.). Pearson Education. 2. Aswathappa, K. (2016). <i>Organisational Behaviour</i> (12th Ed.). New Delhi: Himalaya Publishing House. 3. Rao, V.S.P. (2009). <i>Organizational Behavior</i>. New Delhi: Excel books. 4. Luthans, F. (2017). <i>Organizational Behaviour: An Evidence-Based Approach</i> (12th Ed.). Tata Mc Graw Hill 5. Pareek U., (2004). <i>Understanding Organizational Behaviour</i>. New Delhi, Oxford University Press. 6. Griffin, R., & Moorehead, G. (2011). <i>Organizational Behavior</i> (10th Ed). New Delhi, Cengage Learning. 7. Singh, K. (2013). <i>Organizational behavior</i> (2nd Ed.). Pearson Education 8. Robbins, S. P., & Judge, T.A. (2012). <i>Organizational Behavior</i> (15th Ed.). New Delhi, Prentice Hall India Pvt. Ltd New Delhi. 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MARKETING MANAGEMENT - I(PG-1202)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course intends to provide knowledge about marketing theory, concepts and its practical application. By the end of the term, students will be able to have the understanding of the concepts, strategies and contemporary issues in marketing.

Learning Outcome: Creating & developing the understanding of marketing concepts and its evolution; Enable students towards gaining knowledge of contemporary issues in marketing; Apply the theoretical marketing concepts to the practical situations; Analyze how to do market segmentation, targeting and positioning, know the consumer and the competition in market; Understand unique marketing mixes and selling propositions for specific products

Contents:

Unit I:

Marketing Concepts: Introduction, Marketing Philosophies, evolution of marketing in society, Importance and scope of Marketing, Elements of Marketing - Need, Want, Demand, Desire, Benefits, Value Exchange, B2B, B2C, B2G, McCarthy's 4P classification, Lauterborn's 4C's classification & 4A's Framework of rural marketing, Adapting marketing to new liberalized economy – Digitalisation, Customisation, changing marketing practices.

Unit II:

Marketing Environment: Basics of Marketing Environment, Uncontrollable & Controllable Factors & their components, their impact on marketing decisions, Changing marketing environment in India, Concept of Market potential & Market Share, dealing with competition,

Unit III:

Market Segmentation, Targeting and Positioning (STP): Market Segmentation, Basis of segmentation & its types, Targeting- Patterns of Target Market Selection, Positioning-Concept of Positioning, Value proposition & USP, repositioning, Perceptual Mapping

Unit IV- Product & services in Marketing: Meaning, definition, Concept & characteristics of consumer and organizational markets, Basis & classification of products & services, Product service continuum, Product as a brand & as a commodity, Trademark, Marketing Myopia, Remarketing & Demarketing, Intellectual Property (IPRs)

Unit V:

Contemporary Issues in Marketing: Introduction to electronic & digital marketing, social marketing, Introduction to post modern marketing, Green Marketing, Rural marketing, Retail Marketing, Relationship based marketing, Affiliate marketing, Overseas Marketing, Institutional Marketing, VUCA, Marketing 2.0, 3.0, 4.0

Cases:

1. Lage Raho Munna Bhai - unravelling brand 'GandhiGiri' - by ARUNABHA GHOSH, TAPAN BABU- Economic and Political Weekly December 23, 2006
2. Rise of Penguin Dads by Shobita Dhar, Times Trends 25.02.2

Text Books:

1. Ramaswami, S., Namakumari. S,(2018) marketing management– Indian Context Global Perspective, Sage Publications, 6th Edition
2. Kotler, P. (2013). Marketing management: A south Asian perspective. 13th edition, Pearson Education India.

Suggested Readings:

1. Kotler, P., & Keller, K. (2015). Marketing management 15th edition. Prentice Hall.
2. Rajan Saxena, Marketing Management, (2009) 4th edition, Tata McGraw-Hill Education
3. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian 14th Edition Tata Mc Graw Hill.
4. Czinkota, Kotabe, Marketing Management, II edition, Thomson Publications.

Course Descriptor						
Particip ant	PGDM		Academic Year			
Course Title	MARKETING MANAGEMENT - I		Course Code	PG-1202		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
This course intends to provide knowledge about marketing theory, concepts and its practical application By the end of the term, students will be able to have the understanding of the concepts, strategies and contemporary issues in marketing.						
Course Outcomes:				Hours		
	01	Creating & developing the understanding of marketing concepts and its evolution				
	02	Enable students towards gaining knowledge of contemporary issues in marketing; Apply the theoretical marketing concepts to the practical situations				
	03	Analyze how to do market segmentation, targeting and positioning, know the consumer and the competition in market				
	04	Understand unique marketing mixes and selling propositions for specific products				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
CO		PO1	PO2	PO3	PO4	PO5
1		3	2	-	1	2
2		2	2	-	3	2
3		3	2	-	2	2
4		2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Marketing Concepts:	Introduction, Marketing Philosophies, evolution of marketing in society, Importance and scope of Marketing, Elements of Marketing - Need, Want,				

		Demand, Desire, Benefits, Value Exchange, B2B, B2C, B2G, Mccarthy's 4P classification, Lauterborn's 4C's classification & 4A's Framework of rural marketing, Adapting marketing to new liberalized economy – Digitalisation, Customisation, changing marketing practices.		
	Marketing Environment:	Basics of Marketing Environment, Uncontrollable & Controllable Factors & their components, their impact on marketing decisions, Changing marketing environment in India, Concept of Market potential & Market Share, dealing with competition,		
	Market Segmentation, Targeting and Positioning (STP):	Market Segmentation, Basis of segmentation & its types, Targeting-Patterns of Target Market Selection, Positioning-Concept of Positioning, Value proposition & USP, repositioning, Perceptual Mapping		
	Unit IV- Product & services in Marketing:	Meaning, definition, Concept & characteristics of consumer and organizational markets, Basis & classification of products & services, Product service continuum, Product as a brand & as a commodity, Trademark, Marketing Myopia, Remarketing & Demarketing, Intellectual Property (IPRs)		
	Contemporary Issues in Marketing:	Introduction to electronic & digital marketing, social marketing, Introduction to post modern marketing, Green Marketing, Rural marketing, Retail Marketing, Relationship based marketing, Affiliate marketing, Overseas Marketing, Institutional Marketing, VUCA, Marketing 2.0, 3.0, 4.0		
			Total	30
Required & Recommended Reading:				
1. Kotler, P., & Keller, K. (2015). Marketing management 15th edition. Prentice Hall. 2. Rajan Saxena, Marketing Management, (2009) 4th edition, Tata McGraw-Hill Education				

3. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian 14 th Edition Tata Mc Graw Hill. 4. Czinkota, Kotabe, Marketing Management, II edition, Thomson Publications.				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

COST AND MANAGEMENT ACCOUNTING(PG-1203)

Credits: 03 Hours: 24+(6)=30 Hrs

Course Objective: The objective of the course is to familiarize the students with concepts, principles, techniques, procedures and statements of Cost and Management Accounting. This course also covers application aspects of Management Accounting techniques for strategic decision making and interpreting financial health of business organizations.

Learning Outcome: Students will demonstrate progressive learning in the elements of managerial decision making, including planning, analyzing and controlling activities in a business environment; Students will comprehend workable knowledge of cost management systems i.e, budgetary control and standard costing for effective cost control in corporate world; Students will understand techniques of overheads allocation in conventional and contemporary costing systems for effective ascertainment of cost; Students will be acquainted with the skills of marginal costing and its application in strategic decision making for better profitability.

Contents:

Unit I:

Concepts of Cost and Management Accounting: Cost Volume Profit Analysis: Concepts; Relevant Cost and Differential Cost; BEP, P/V Ratio, Margin of Safety, Break Even Chart, Price Fixation; Marginal Cost Equations and their application in practice; Key-factor concept

Unit II:

Application of Marginal Costing in Corporate Decision Making: Alternative decision making process-Making buy decision; Selection of Plant Decision; Optimum Utilization of Plant Decision; Selection of Suitable Product Mix; Utilization of Idle Plant Capacity; Profit Planning through change in Product Price; Closing Down or Suspending Activities; Sell or Process Further; Continue or Shutdown of business operation, etc.; Impact of foreign exchange movement on managerial decisions

Unit III:

Activity Based Costing System: Concept of ABC; Functional Area, Activities and Cost Drivers; Allocation of overheads under ABC; Numerical Examples; ABC system and Corporate Strategy; Applications of Activity Based Costing; Case Study

Unit IV:

Application of Standard Costing in Cost Control: Fixation of Standard Cost; Computation of Material, Labour Variances; Analysis & Interpretation of Variances

Cost Management Techniques: Life Cycle Costing; Target Costing; Responsibility Accounting

Unit V:

Budgetary Control & Reporting: Budget, Budgeting and Budgetary Control; Types of Budget: Cash Budget, Fixed Budget, Flexible Budget, Production Budget, HR Budget; Budgetary Control & Reporting, Zero base budgeting, performance budgeting

Text Book:

1. Ravi M. Kishore, „Cost & Management Accounting’, Taxmann , New Delhi, 6th Edition.

Course Descriptor						
Participant	PGDM		Academic Year			
Course Title	COST AND MANAGEMENT ACCOUNTING		Course Code	PG-1203		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
The objective of the course is to familiarize the students with concepts, principles, techniques, procedures and statements of Cost and Management Accounting. This course also covers application aspects of Management Accounting techniques for strategic decision making and interpreting financial health of business organizations.						
Course Outcomes:				Hours		
	01	Students will demonstrate progressive learning in the elements of managerial decision making, including planning, analyzing and controlling activities in a business environment				
	02	Students will comprehend workable knowledge of cost management systems i.e, budgetary control and standard costing for effective cost control in corporate world				
	03					
	04					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours

	Concepts of Cost and Management Accounting: Cost Volume Profit Analysis:	Cost Volume Profit Analysis: Concepts; Relevant Cost and Differential Cost; BEP, P/V Ratio, Margin of Safety, Break Even Chart, Price Fixation; Marginal Cost Equations and their application in practice; Key-factor concept		
	Application of Marginal Costing in Corporate Decision Making:	Alternative decision making process- Making buy decision; Selection of Plant Decision; Optimum Utilization of Plant Decision; Selection of Suitable Product Mix; Utilization of Idle Plant Capacity; Profit Planning through change in Product Price; Closing Down or Suspending Activities; Sell or Process Further; Continue or Shutdown of business operation, etc.; Impact of foreign exchange movement on managerial decisions		
	Activity Based Costing System:	Concept of ABC; Functional Area, Activities and Cost Drivers; Allocation of overheads under ABC; Numerical Examples; ABC system and Corporate Strategy; Applications of Activity Based Costing; Case Study		
	Application of Standard Costing in Cost Control:	Fixation of Standard Cost; Computation of Material, Labour Variances; Analysis & Interpretation of Variances Cost Management Techniques: Life Cycle Costing; Target Costing; Responsibility Accounting		
	Budgetary Control & Reporting	Budget, Budgeting and Budgetary Control; Types of Budget: Cash Budget, Fixed Budget, Flexible Budget, Production Budget, HR Budget; Budgetary Control & Reporting, Zero base budgeting, performance budgeting		

Total **30**

Required & Recommended Reading:

1. Garrison Noreen & Brewer, 'Managerial Accounting', McGraw Hill Education Pvt. Ltd, New Delhi, Thirteenth Edition.
2. SN Maheshwari & SK maheshwari, 'Accounting For Management' Vikas Publishing House

Pvt Ltd, Delhi, 2014 Edition 3. MY Khan & PK Jain, <u>Cost Accounting</u> McGraw Hill Education Pvt. Ltd, New Delhi. 4. Jain, Narang, Agarwal, <u>Accounting For managers</u> , Kalyani Publishers, New Delhi, Fourth Edition. 5. MN Arora, <u>Cost Accounting Principles and Practice</u> Vikas Publishing House Pvt Ltd, Delhi 6. Asish K Bhattacharya, <u>Principles and Practice of Cost Accounting</u> , PHI Publication, New Delhi				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	C O
Written -1 – Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

Reference Books/Suggested Readings:

References:

- Salesforce. (2023). State of Marketing Report. Retrieved from [URL]
- McKinsey. (2021). AI in Sales and Marketing: It's about the Customer. Retrieved from [URL]
- Johnson, A. & Smith, B. (2019). The Impact of Programmatic Buying on Advertising Effectiveness. *Journal of Marketing Research*, 35(2), 123-140.
- Harvard Business Review. (2020). Predictive Analytics: Driving Sales and Customer Satisfaction. Retrieved from [URL]
- PricewaterhouseCoopers. (2022). AI and Robotics in Marketing: Challenges and Opportunities. Retrieved from [URL]
- Deloitte. (2021). Ethical Implications of AI and Robotics in Marketing. Retrieved from [URL]

7. Garrison Noreen & Brewer, Managerial Accounting, McGraw Hill Education Pvt. Ltd, New Delhi, Thirteenth Edition.
8. SN Maheshwari & SK maheshwari, Accounting For Management Vikas Publishing House Pvt Ltd, Delhi, 2014 Edition

9. MY Khan & PK Jain, _Cost Accounting' McGraw Hill Education Pvt. Ltd, New Delhi.
10. Jain, Narang, Agarwal, _Accounting For managers', Kalyani Publishers, New Delhi, Fourth Edition.
11. MN Arora, _Cost Accounting Principles and Practice' Vikas Publishing House Pvt Ltd, Delhi
12. Asish K Bhattacharya, _Principles and Practice of Cost Accounting', PHI Publication, New Delhi

Note: Latest edition of the readings may be used.

QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS-II(PG-1204)

Credits: 03

Hours: 30

Course Objective: Decision-making being a fundamental part of the management process pervades the activities of every business manager. It is manager's competence as a decision-maker that enables us to distinguish between a good manager and a bad manager. With this objective, this course will help students to use advanced analytical techniques to make better decisions and to solve problems. Knowledge of a scientific approach to solve managerial problems manually as well as using EXCEL, QM for Windows will be delivered to the students.

Learning Outcome: This course will help students to use advanced analytical techniques to make better decisions and to solve problems. It will help them to arrive at an optimal or near optimal solutions to complex decision making problems and take decisions under uncertainty.

Contents:

Unit I:

Linear Programming: Formulation, Graphical method, Duality, simplex method and sensitivity analysis using Excel solver.

Unit II:

Transportation Problems: Formulation, Initial transportation cost using North-West Corner Rule, Least cost method, Vogel's Approximation method. Optimal solution using MODI's method. Travelling Salesman Problem, Special cases of transportation- Unbalanced problem, Degeneracy

Unit III:

Assignment problems: Formulation, Hungarian Method, Special cases in assignment problems:- Unbalanced problems, maximization objective and multiple optimal solutions.

Unit IV:

Queuing Theory and Markov Chain: Basic structure of a Queuing system, Calling population, Arrival parameters, Queue parameters, System structure, Service parameters, Performance metrics, Basic concepts and M/M/1 model ,operating characteristics, Cost Analysis behavior. Markov Chains Analysis.

Unit V:

Theory of Games and Simulation: Game with Pure Strategies, Game with Mixed Strategies, Dominance Rule and Graphical Method. Introduction to simulation, process of simulation, Monte Carlo simulation.

Text Books:

1. N.D. Vohra; *Quantitative Techniques in Management*, Tata McGraw-Hill Education
2. Natarajan, Balasubramani P, Tamilarasi,A; *Operations Research*, Pearson Education

Suggested Reading:

1. Taha, Hamdy ; *Operations Research: An Introduction*, Pearson Education
2. Mahadevan,B; *Operations Management: Theory & Practice*, Pearson Education
3. Sharma J.K., *Operations Research; Theory and Applications*, Macmillan India Ltd
4. Kapoor V.K.; *Operations Research Techniques for Management*, Sultan Chand & Sons
5. Swarup K., Gupta P.K., Manmohan; *Operations Research* , Sultan Chand & Sons
6. Wagner H.M.; *Principles of Operations Research with Applications to Managerial Decisions*, Prentice-Hall
7. Kalavathy, *Operations Research*, Vikas Publishing House, ND.

Note: Latest edition of the readings may be used.

MACRO ECONOMICS(PG-1205)

Credit: 03

Hours:

24+(6)=30 Hrs

Course Objective: The purpose of this course is to familiarize the student with the generally accepted principles of macroeconomics. This course is meant to give students insight into the dynamics of our national economy. The knowledge gained in the course will make students better informed citizens and allow them to follow the debates over national economic policy reported in the news media. This course is also a foundation course that will prepare students to be successful in upper division finance, marketing, business administration, economics, government, and social work courses.

Learning Outcome: Demonstrate an understanding of the nature and construction of key macroeconomic data; Demonstrate an understanding of the connection between microeconomics and macroeconomics; Use these models to analyze the macroeconomic effects of monetary and fiscal policy changes as well as other economic shocks; Use these models to interpret historical and current events; and Demonstrate an understanding of issues regarding the value and limitations of monetary and fiscal policy.

Contents:

Unit I:

Macroeconomics: An Overview: Introduction: Macro economics, importance & Limitations of macroeconomics. Interdependence of micro and macro economics: An Integration, Micro foundation of macroeconomics, Some fundamental concepts of macroeconomics, stock and flow, Circular flow of two, three and four sector economy.

Unit II:

National Income and Economic Welfare: Definitions of National Income; Keynes approach to national income, post Keynesian developments in national income analysis, GDP, GNP, NNP and its aggregates, methods and measurement of nation's income, precautions in measuring national income. Importance and difficulties of national income analysis, national income and economic welfare: The Nexus; Tobin's Measure of Economic welfare (MEW). Social Accounting: growth of social accounting system; Sectoral breakdown in social accounting, importance and problems in preparation of social accounting.

Unit III:

Macro Economic Theories: Consumption function; APC and MPC, Keynes psychological law of consumption: assumptions, determinants and criticism of the law. Investment function: meaning and types of investment; determinants of investment; marginal efficiency of capital; shifts in investment function; capital stock and investment rate; MEC and MFC. Multiplier: Assumptions; meaning, working and limitations of multiplier, leakages and injections. Credit Creation: Mechanism and Limitations

Unit IV:

Demand for and Supply of Money: Keynesian theory of money demand; money supply: Components, Determinants of money supply, High powered money, Money multiplier. Concepts of Aggregate Demand and Aggregate Supply, Product market equilibrium; Money Market Equilibrium; General Equilibrium of Product Market and Money Market; Simultaneous shift in IS and LM functions; Criticism against General Equilibrium framework.

Unit V:

Inflation, Unemployment and Business Cycles: Inflation: Types of Inflation, Characteristics, Causes, Measurement and Effects of social cost of inflation. Inflationary Gap, Inflation and the multiplier. Unemployment: meaning, measurement and types of unemployment; Theories of Unemployment; Employment , Unemployment and the Wellbeing. Business Cycles; features and types of Trade Cycles; Phases of Trade Cycles; Keynes theory of Trade Cycles. Phillips Curve: Wage-Unemployment Relation.

Text Book:

1. Ghosh, B.N.(2018), Modern Macroeconomics: Theory and Policy, Ane Books Pvt Ltd, New Delhi

Reference Books:

1. Dornbusch, Fischer and Startz (2010), Macroeconomics, McGraw Hill, 11th edition.
2. N. Gregory Mankiw(2010). Macroeconomics, Worth Publishers, 7th edition.
3. Olivier Blanchard(2009), Macroeconomics, Pearson Education, Inc., 5th edition.
4. Richard T. Froyen(2005), Macroeconomics, Pearson Education Asia, 2nd edition.
5. Andrew B. Abel and Ben S. Bernanke(2011), Macroeconomics, Pearson Education, Inc., 7th edition.

Course Descriptor						
Participant	PGDM		Academic Year			
Course Title	MACRO ECONOMICS		Course Code	PG-1205		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
The purpose of this course is to familiarize the student with the generally accepted principles of macroeconomics. This course is meant to give students insight into the dynamics of our national economy. The knowledge gained in the course will make students better informed citizens and allow them to follow the debates over national economic policy reported in the news media. This course is also a foundation course that will prepare students to be successful in upper division finance, marketing, business administration, economics, government, and social work courses.						
Course Outcomes:				Hours		
	01	Demonstrate an understanding of the nature and construction of key macroeconomic data; Demonstrate an understanding of the connection between microeconomics and macroeconomics.				
	02	Use these models to analyze the macroeconomic effects of monetary and fiscal policy changes as well as other economic shocks				
	03	Use these models to interpret historical and current events				
	04	Demonstrate an understanding of issues regarding the value and limitations of monetary and fiscal policy				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
CO		PO1	PO2	PO3	PO4	PO5
1		3	2	-	1	2
2		2	2	-	3	2
3		3	2	-	2	2
4		2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Macroeconomics: An Overview:	Introduction: Macro economics,				

		importance & Limitations of macroeconomics. Interdependence of micro and macro economics: An Integration, Micro foundation of macroeconomics, Some fundamental concepts of macroeconomics, stock and flow, Circular flow of two, three and four sector economy		
	National Income and Economic Welfare:	Definitions of National Income; Keynes approach to national income, post Keynesian developments in national income analysis, GDP, GNP, NNP and its aggregates, methods and measurement of nation's income, precautions in measuring national income. Importance and difficulties of national income analysis, national income and economic welfare: The Nexus; Tobin's Measure of Economic welfare (MEW). Social Accounting: growth of social accounting system; Sectoral breakdown in social accounting, importance and problems in preparation of social accounting		
	Macro Economic Theories:	Consumption function; APC and MPC, Keynes psychological law of consumption: assumptions, determinants and criticism of the law. Investment function: meaning and types of investment; determinants of investment; marginal efficiency of capital; shifts in investment function; capital stock and investment rate; MEC and MFC. Multiplier: Assumptions; meaning, working and limitations of multiplier, leakages and injections. Credit Creation: Mechanism and Limitations		
	Demand for and Supply of Money:	Keynesian theory of money demand; money supply: Components, Determinants of money supply, High powered money, Money multiplier. Concepts of Aggregate Demand and Aggregate Supply, Product market equilibrium; Money Market Equilibrium; General Equilibrium of		

		Product Market and Money Market; Simultaneous shift in IS and LM functions; Criticism against General Equilibrium framework.		
	Inflation, Unemployment and Business Cycles:	Inflation: Types of Inflation, Characteristics, Causes, Measurement and Effects of social cost of inflation. Inflationary Gap, Inflation and the multiplier. Unemployment: meaning, measurement and types of unemployment; Theories of Unemployment; Employment, Unemployment and the Wellbeing. Business Cycles; features and types of Trade Cycles; Phases of Trade Cycles; Keynes theory of Trade Cycles. Phillips Curve: Wage-Unemployment Relation.		
Total				30
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Dornbusch, Fischer and Startz (2010), Macroeconomics, McGraw Hill, 11th edition. 2. N. Gregory Mankiw(2010). Macroeconomics, Worth Publishers, 7th edition. 3. Olivier Blanchard(2009), Macroeconomics, Pearson Education, Inc., 5th edition. 4. Richard T. Froyen(2005), Macroeconomics, Pearson Education Asia, 2nd edition. 5. Andrew B. Abel and Ben S. Bernanke(2011), Macroeconomics, Pearson Education, Inc., 7th edition. 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	

Live Case Discussion				
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTMS	

FINANCIAL MANAGEMENT-I(PG-1206)

Credits: 03
Hrs

Hours: 24+(6)=30

Course Objective: The objective of this course is to equip the students with framework, concepts, and techniques necessary for analyzing corporate finance problems and issues, based on fundamental principles of modern financial theory and real world applications. The main focus of the course is to provide an understanding of investment decisions from the point of view of corporate financial managers.

Learning Outcome: After studying this course, student will be able: To understand the linkage between Financial Management and Value Creation; To appreciate various roles and functions of Finance Manager; To master basic tools of financial decision making like time value of money; To develop appreciation of basic risk-return relationship and learn about different sources of finance; To learn tools necessary for taking investment decisions; To learn to use spreadsheet in handling financial data.

Contents:

Unit I:

Introduction: Nature of Financial management, scope of finance, finance function, finance manager's role, and Financial goal: profit maximization Vs wealth maximization. Factors influencing financial decisions, Concept of Agency. Agency problems – conflict of goals.

Unit II:

Time Value of Money and Applications: Present & Future value of an annuity, Perpetuity, Computation of EMI, Loan amortization schedule.

Unit III:

Long-Term Financing: Ordinary Shares, Right Issue of equity shares, Preference Shares, Debentures, Term Loan, and Warrants, Emerging Sources, Overview of Structured and Institutional Finance;

Cost of capital - concept, determinants, significance & computation of cost of debt, cost of preference shares, cost of equity capital, cost of retained earning, & weighted average cost of capital, Market Value based cost of capital

Unit IV:

Risk and Return: Types of Risk; Measures of Risk, Risk and Return of a Single Asset; Risk and Return of Portfolio (only two asset portfolio) Beta and Capital Asset Pricing Model (CAPM)

Unit V:

Capital Budgeting: Techniques of capital budgeting-payback, ARR. Discounted CF Techniques - NPV, IRR, PI calculation of cash flows, Numerical examples. Risk analysis in capital budgeting- Certainty equivalent method, Risk adjusted discount rate and sensitivity & Scenario analysis, Decision Tree

Text Book:

1. Brigham & Houston, Fundamentals of Financial Management, Cengage Learning, 12th Edition

Suggested Readings:

1. Brealy, Myers, Allen and Mohanty, -Principles of Corporate Finance||, 11e ,McGraw Hill
2. Keown, Martin, Petty and Scott, -Financial Management: Principles and Applications|| Pearson, 10th Edition
3. Damodran, Aswath, Corporate Finance, John Wiley & Sons, Inc.
4. Khan, M. Y. and Jain, P. K .—Financial Management||, McGraw Hill Education Pvt. Ltd, New Delhi, 8th Edition
5. James C. Van Horn,—Financial Management Policy||. Ed. Twelfth, PHI
6. Prasanna Chandra, -Financial Management- Theory & Practice||, Tata- McGraw Hill.
7. Pandey, I.M.; Financial Management; 11th Ed.(2015),Vikas Publishing House

Note: Latest edition of the readings may be used.

Course Descriptor							
Participant		PGDM	Academic Year				
Course Title		FINANCIAL MANAGEMENT-I	Course Code	PG-1206			
Credit		03	No. of Hours	30			
Faculty		Prof.					
Program Outcomes:				Hours			
1	PO1	Apply knowledge of management theories to Services Marketing.		7			
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4			
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-			
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4			
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5			
Course Objectives							
The objective of this course is to equip the students with framework, concepts, and techniques necessary for analyzing corporate finance problems and issues, based on fundamental principles of modern financial theory and real world applications. The main focus of the course is to provide an understanding of investment decisions from the point of view of corporate financial managers.							
Course Outcomes:				Hours			
	01	Students will be able to understand the linkage between Financial Management and Value Creation					
	02	To appreciate various roles and functions of Finance Manager					
	03	To master basic tools of financial decision making like time value of money; To develop appreciation of basic risk-return relationship and learn about different sources of finance					
	04	To learn tools necessary for taking investment decisions; To learn to use spreadsheet in handlingfinancial data.					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	PO1	PO2	PO3	PO4	PO5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							
Session	Module	Description			CO	Hours	
	Introduction:	Nature of Financial management,					

		scope of finance, finance function, finance manager's role, and Financial goal: profit maximization Vs wealth maximization. Factors influencing financial decisions, Concept of Agency. Agency problems – conflict of goals.		
	Time Value of Money and Applications:	Present & Future value of an annuity, Perpetuity, Computation of EMI, Loan amortization schedule.		
	Long-Term Financing:	Ordinary Shares, Right Issue of equity shares, Preference Shares, Debentures, Term Loan, and Warrants, Emerging Sources, Overview of Structured and Institutional Finance; Cost of capital - concept, determinants, significance & computation of cost of debt, cost of preference shares, cost of equity capital, cost of retained earning, & weighted average cost of capital, Market Value based cost of capital		
	Risk and Return:	Risk and Return: Types of Risk; Measures of Risk, Risk and Return of a Single Asset; Risk and Return of Portfolio (only two asset portfolio) Beta and Capital Asset Pricing Model (CAPM)		
	Capital Budgeting:	Techniques of capital budgeting- payback, ARR. Discounted CF Techniques - NPV, IRR, PI calculation of cash flows, Numerical examples. Risk analysis in capital budgeting- Certainty equivalent method, Risk adjusted discount rate and sensitivity & Scenario analysis, Decision Tree		
Total				30
Required & Recommended Reading:				
1. Brealy, Myers, Allen and Mohanty, -Principles of Corporate Finance , 11e ,McGraw Hill 2. Keown, Martin, Petty and Scott, -Financial Management: Principles and Applications Pearson, 10 th Edition 3. Damodran, Aswath, Corporate Finance, John Wiley & Sons, Inc. 4. Khan, M. Y. and Jain, P. K. —Financial Management , McGraw Hill Education Pvt. Ltd, New				

Delhi, 8 th Edition 5. James C. Van Horn,—Financial Management Policy . Ed. Twelfth, PHI 6. Prasanna Chandra, -Financial Management- Theory & Practice , Tata- McGraw Hill. 7. Pandey, I.M.; Financial Management; 11th Ed.(2015),Vikas Publishing House				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

PERSONAL & PROFESSIONAL SKILLS PROGRAM – II
(Self-Assessment and Employability Skills)(PG-1207)

Credits: 3
24+(6)=30 Hrs

Hours:

Course Objective: The course is aimed at making the students understand themselves better and to enhance their conversational skills. The students will also be guided and motivated to develop skills for aptitude, reasoning and employability. They will do self exploration and would enhance their employability through rigorous practice of GD and Interviews.

Learning Outcome: The students will be able to explore their strengths, weaknesses and the areas of improvement; They will learn writing a good résumé; They will learn the basics of Interview and GD skills and gain confidence.

Contents:

Unit I:

Résumé Writing Skills: Guidelines for writing a good résumé, difference between CV and résumé, Types of résumés, preparing résumé, handling queries related to your resume, Covering Letter.

Unit II:

Self Awareness and Image Building: Johari Window, SWOT Analysis, Transactional Analysis, Negotiating for Business- Types, Strategy and Tactics, Gender sensitization

Unit III:

Interview Techniques: Types of Interviews, FAQ of Interviews, Interview Skills, Preparing and Practicing Self introduction, Proper body posture, importance of gestures

Unit IV:

Group Discussion Techniques:, Group Discussion – Definition, Types and Techniques, Does and Don'ts of GD's, Videos of group discussion, Mock Group Discussion, **Aptitude and Reasoning.**

Text Book:

1. Rizvi, M. Ashraf. Effective Technical Communication, McGraw Hill, Chennai.

Suggested Readings:

1. Ramachandran, K.K & Karthick, K.K. From Campus to Corporate, Pearson, Delhi.
2. Bhatti, J.R. The Dynamics of Successful Personality development and Projection, Pearson.
3. Carnegie Dale, How to win Friends and Influence People, New York: Simon & Schuster.
4. Kumar, Sanjay. & Lata, Pushp. Communication Skills, Oxford University Press, India.
5. Thomas A Harris, I am ok, You are ok , New York-Harper and Row
6. Daniel Coleman, Emotional Intelligence, Bantam Book,

Note: Latest edition of the readings may be used.

Course Descriptor						
Participant	PGDM		Academic Year			
Course Title	PERSONAL & PROFESSIONAL SKILLS PROGRAM–II (Self - Assessment and Employability Skills)		Course Code	PG-1207		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
The course is aimed at making the students understand themselves better and to enhance their conversational skills. The students will also be guided and motivated to develop skills for aptitude, reasoning and employability. They will do self exploration and would enhance their employability through rigorous practice of GD and Interviews.						
Course Outcomes:				Hours		
	01	The students will be able to explore their strengths, weaknesses and the areas of improvement				
	02	They will learn writing a good résumé				
	03	They will learn the basics of Interview and GD skills and gain confidence				
	04					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Résumé Writing Skills:	Guidelines for writing a good résumé, difference between CV and résumé, Types of résumés, preparing résumé,				

		handling queries related to your resume, Covering Letter.		
	Self Awareness and Image Building:	Johari Window, SWOT Analysis, Transactional Analysis, Negotiating for Business- Types, Strategy and Tactics, Gender sensitization		
	Interview Techniques:	Types of Interviews, FAQ of Interviews, Interview Skills, Preparing and Practicing Self introduction, Proper body posture, importance of gestures		
	Group Discussion Techniques	Group Discussion – Definition, Types and Techniques, Does and Don'ts of GD's, Videos of group discussion, Mock Group Discussion, Aptitude and Reasoning.		
Total				30
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Ramachandran, K.K & Karthick, K.K. From Campus to Corporate, Pearson, Delhi. 2. Bhatti, J.R. The Dynamics of Successful Personality development and Projection, Pearson. 3. Carnegie Dale, How to win Friends and Influence People, New York: Simon & Schuster. 4. Kumar, Sanjay. & Lata, Pushp. Communication Skills, Oxford University Press, India. 5. Thomas A Harris, I am ok, You are ok , New York-Harper and Row 6. Daniel Coleman, Emotional Intelligence, Bantam Book, 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

TRIMESTER: III

HUMAN RESOURCE MANAGEMENT(BM 1301)

Credits: 03

Hours: 30

Course Objective: The course is a modest attempt towards the understanding of activities, trends and challenges of current human resource management. It enables the student to comprehend thoroughly the vital aspects and applications of various Human Resource Management functions.

Learning Outcome: At the end of this course student will be sensitized with all people related matters, recent trends and impact. They will be able to understand HR processes and its importance in the organization

Contents:

Unit I:

Human Resource Management: Concept, Nature & scope of HRM, Evolution of HRM, Difference between personnel Management, HRM & HRD, Objectives & Functions of HRM, Current Challenges of HR in Dynamic environment, Strategic HRM, Contemporary Issues in HR;

Unit II:

Human Resource Planning & Talent acquisition: HRP: Concept, Importance of HRP, Factors affecting HRP, Planning Process, and Barriers to HRP. Job Analysis & Design – Steps of Job Analysis, Method of Job Analysis; Job Design: Factors affecting Job design. Sources of Recruitment, Recruitment Process, Constraints and Challenges in the Recruitment Process, Factors Governing/ Affecting Recruitment, Selection: Concepts, Selection Process, Different Selection Test, Interview, Placement & Induction.

Unit III:

Training and Development: Concept, Objective, Factors influencing training and development, The Training and Development Process, Methods, purpose & practices, four stages of training: Training Need Assessment, designing, implementation and Training Evaluation.

Unit IV:

Performance Management: Concept & Introduction, Objective, Rationale for Performance Appraisal, Procedures and Method of performance Management, Potential Appraisal. **Compensation Management & Job evaluation:** Introduction of the concepts, difference between wage & salary, Base and supplementary Compensation, Innovations in Compensation Management, Pay Band System, ESOP, Flexi- Time Schedules.

Unit V:

Industrial Relations: Overview of Industrial Relations- Nature and concepts and issues, models – unitary, pluralist, systems. Paradigm shift in IRs.

Text Books:

1. Dessler, G. & Varkkey, B. *Human Resource Management*, 12th edition, Pearson Publication

Suggested Readings:

1. Rao V S P, *-Human resource Management, Text & cases*||, 3rd Edition, Excel Books.
2. Ivansevich John M, *-Human Resource Management*||, Tata McGraw Hill.
3. Ashwathapa, K, *-Human Resource & Personnel Management, Text & Cases*||, Tata McGraw Hill.
4. Pareek, Udai; Rao, T.V., *"Designing and Managing Human Resource Systems*|| Oxford & IBH Publishing Co.
5. Armstrong, M. (2006). *Armstrong's Handbook of human resource management practices* (10th ed.). London: Kogan page.
1. D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, *Human Resource Management*, John Wiley and Sons, New Delhi.
2. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, *Managing Human Resources*, Prentice Hall, New Jersey.
3. Ian, Beardwell, and Len Holden, *Human Resource Management*, Prentice Hall.
4. Saiyadain, Mirza S., *Human Resource Management*, Tata McGraw-Hill Pub. Co. Ltd., New Delhi.
5. Chhabra T. N., *Human Resource Management*, Dhanpat Rai and Co. Pvt. Ltd. New Delhi.
6. Bernardin, H. John, *Human Resource Management*, Tata McGraw Hill.

Note: Latest edition of the readings may be used.

MARKETING MANAGEMENT – II

PG-1302

Credits: 03

24+(6)=30 Hrs

Hours:

Course Objective: The course brings important insight about traditional 4Ps of marketing. The course will enable the students to understand different aspects of marketing associated with new product development, product mix, distribution and promotional strategies.

Learning outcome: Implication of product mix strategy; Application of suitable strategy at different stage of PLC; Pricing approaches and different kinds of pricing strategy; Precaution in using line extension strategy; Application of promotion mix to market goods and services.

Contents:

Unit I:

Product and Product Mix Decision- Product level, value hierarchy, Product Vs Brand, Types of Brands, Product Vs Services, Product mix, Product line length, Product width, Product depth, Product mix strategy; Line extension, Line filling, Line pruning, Precaution in line filling, Product life cycle, Respective strategies of product life cycle, New product development, Packaging and Labeling.

Unit II:

Pricing Decision - Concept of pricing, Factors influencing pricing of commodity, Consumer psychology, Steps in setting the price, Different types of pricing strategies and approaches. Pricing and psychology of consumption, HBR Case (John Gourville and Dilip Soman).

Unit-III:

Promotion and Promotion Mix Decision - Integrated marketing communication, Role of marketing communication, Developing effective marketing communication. Characteristics of marketing communication mix, Advertising, sales promotion, public relation, Direct marketing, personal selling, Tele marketing, E marketing, word of mouth publicity. The concept of customer value and perceived value.

Unit-IV:

Distribution Mix decision - Channel conflict, Basic concepts of wholesaling and retailing, channel dynamics, VMS, HMS, Market logistics decision

Unit-V:

Contemporary issues – New branding strategies, co-branding, Mega marketing, Serviceproduct, Omni channel, Managing business in VUCA world.

Text Books:

1. Kotler, P., & Keller, K. (2015). Marketing management. Prentice Hall.
2. Kotler, P. (2013). Marketing management: A south Asian perspective. Pearson Education India.

Reference Books / Suggested Readings:

1. Ramaswami, S., Namakumari, S., (2013) marketing management—Global Perspective Indian Context, Macmillan Publishers India Ltd,
2. Rajan Saxena, Marketing Management, (2009) , Tata McGraw-Hill Education
3. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian (2010). Tata Mc Graw Hill.
4. Czinkota, Kotabe, Marketing Management, Thomson Publications.

Course Descriptor						
Participant	PGDM		Academic Year			
Course Title	MARKETING MANAGEMENT – II		Course Code	PG-1302		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
The course brings important insight about traditional 4Ps of marketing. The course will enable the students to understand different aspects of marketing associated with new product development, product mix, distribution and promotional strategies.						
Course Outcomes:				Hours		
	01	Implication of product mix strategy; Application of suitable strategy at different stage of PLC				
	02	Pricing approaches and different kinds of pricing strategy				
	03	Precaution in using line extension strategy				
	04	Application of promotion mix to market goods and services.				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Product and Product Mix Decision-	Product level, value hierarchy, Product Vs Brand, Types of Brands, Product Vs Services, Product mix, Product line length, Product width, Product depth, Product mix strategy; Line extension, Line filling, Line pruning, Precaution in				

		line filling, Product life cycle, Respective strategies of product life cycle, New product development, Packaging and Labeling.		
	Pricing Decision	Concept of pricing, Factors influencing pricing of commodity, Consumer psychology, Steps in setting the price, Different types of pricing strategies and approaches. Pricing and psychology of consumption, HBR Case (John Gourville and Dilip Soman).		
	Promotion and Promotion Mix Decision -	Integrated marketing communication, Role of marketing communication, Developing effective marketing communication. Characteristics of marketing communication mix, Advertising, sales promotion, public relation, Direct marketing, personal selling, Tele marketing, E marketing, word of mouth publicity. The concept of customer value and perceived value.		
	Distribution Mix decision	Channel conflict, Basic concepts of wholesaling and retailing, channel dynamics, VMS, HMS, Market logistics decision		
	Contemporary issues	New branding strategies, co-branding, Mega marketing, Serviceproduct, Omni channel, Managing business in VUCA world.		
Total			22	
Required & Recommended Reading:				
1. Ramaswami, S., Namakumari. S,(2013) marketing management–Global Perspective Indian Context, Macmillan Publishers India Ltd, 2. Rajan Saxena, Marketing Management, (2009) , Tata McGraw-Hill Education 3. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian (2010). Tata Mc Graw Hill. 4. Czinkota, Kotabe, Marketing Management, Thomson Publications.				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				

Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

FINANCIAL MANAGEMENT – II

(PG-1303)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The main objective of the course is to develop understanding of financing and dividend decisions of firm. The particular emphasis will be on planning & controlling of firm's short term financial resources. The students are expected to familiarize themselves of various decision making processes which lead to the management of working capital, capital structure and dividend.

Learning Outcome: After studying this course, student will be able: To learn how to design an optimal capital structure; To understand various factors affecting dividend decisions; To manage working capital of a firm; To learn usage of spreadsheet in handling financial data

Contents:

Unit I:

Capital structure: Conceptual aspects, Net income & Traditional views. Net operating income approach. MM I & II (Trade off Theory) hypothesis and Pecking Order Theory. Capital structure planning & policy. Leverage-Operating leverage, financial leverage, combined leverage, use of leverage.

Unit II:

Dividend Decisions: Dividend Theories-Relevance/irrelevance, Gordon model, Walter model, MM Hypothesis. Determinants of dividend policy, Forms of dividends-cash, stock dividend, stock split, share buy -back and taxation aspects

Unit III:

Working Capital Overview & Financing: Introduction of Working Capital. Nature and Planning of Working Capital. Source of Financing Working Capital:-Trade Credits, Accrued expenses, Deferred income, Bank Credit, Commercial Papers & Certificate of Deposits. MPBF, Overview of Procedure for obtaining Working Capital Finance from Banks.

Unit IV:

Management of Inventory: Techniques of Inventory Management and control-EOQ, Reorder Level,

Cash Management: Motives for holding cash and marketable securities, Cash Management Objectives, Determining the optimum level of cash, Models of Cash Management: Baumol , Miller & Orr. Collection and Payment Strategies, e-payments, Overview of treasury functions, investing surplus cash

Unit V:

Receivable Management: Objective of Receivable Management, Credit Policy: Nature and Goals, Credit Policy Variables: Credit Standards, Credit Analysis, Credit Terms and Collection Policies and Procedures. Factoring –Definition, types & Mechanism.

Text Book:

1. Brigham & Houston, Fundamentals of Financial Management, Cengage Learning, 12th Edition

Suggested Readings:

1. Brealy, Myers, Allen and Mohanty, –Principles of Corporate Finance||, 11e, McGraw Hill
2. Keown, Martin, Petty and Scott, –Financial Management: Principles and Applications|| Pearson, 10th Edition
3. Damodran, Aswath, Corporate Finance, John Wiley & Sons, Inc.
4. Khan, M. Y. and Jain, P. K. —Financial Management||, McGraw Hill Education Pvt. Ltd, New Delhi, 8th Edition
5. James C. Van Horn, —Financial Management Policy||. Ed. Twelfth, PHI
6. Prasanna Chandra, –Financial Management- Theory & Practice||, Tata- McGraw Hill.
7. Pandey, I.M.; Financial Management; 11th Ed.(2015), Vikas Publishing House

Note: Latest edition of the readings may be used.

Course Descriptor						
Participant	PGDM		Academic Year			
Course Title	FINANCIAL MANAGEMENT – II		Course Code	PG-1303		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
The main objective of the course is to develop understanding of financing and dividend decisions of firm. The particular emphasis will be on planning & controlling of firm’s short term financial resources. The students are expected to familiarize themselves of various decision making processes which lead to the management of working capital, capital structure and dividend.						
Course Outcomes:				Hours		
	01	After studying this course, student will be able				
	02	To learn how to design an optimal capital structure				
	03	To understand various factors affecting dividend decisions				
	04	To manage working capital of a firm; To learn usage of spreadsheet in handling financial data				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Capital structure:	Conceptual aspects, Net income & Traditional views. Net operating income approach. MM I & II (Trade off Theory) hypothesis and Pecking Order Theory.				

		Capital structure planning & policy. Leverage-Operating leverage, financial leverage, combined leverage, use of leverage.		
	Dividend Decisions:	Dividend Theories- Relevance/irrelevance, Gordon model, Walter model, MM Hypothesis. Determinants of dividend policy, Forms of dividends-cash, stock dividend, stock split, share buy -back and taxation aspects		
	Working Capital Overview & Financing:	Introduction of Working Capital. Nature and Planning of Working Capital. Source of Financing Working Capital:-Trade Credits, Accrued expenses, Deferred income, Bank Credit, Commercial Papers & Certificate of Deposits. MPBF, Overview of Procedure for obtaining Working Capital Finance from Banks.		
	Management of Inventory:	Techniques of Inventory Management and control-EOQ, Reorder Level, Cash Management: Motives for holding cash and marketable securities, Cash Management Objectives, Determining the optimum level of cash, Models of Cash Management: Baumol , Miller & Orr. Collection and Payment Strategies, e-payments, Overview of treasury functions, investing surplus cash		
	Receivable Management:	Objective of Receivable Management, Credit Policy: Nature and Goals, Credit Policy Variables: Credit Standards, Credit Analysis, Credit Terms and Collection Policies and Procedures. Factoring –Definition, types & Mechanism.		
Total				30
Required & Recommended Reading:				

1. Brealy, Myers, Allen and Mohanty, -Principles of Corporate Finance||, 11e ,McGraw Hill
2. Keown, Martin, Petty and Scott, -Financial Management: Principles and Applications|| Pearson, 10th Edition
3. Damodran, Aswath, Corporate Finance, John Wiley & Sons, Inc.
4. Khan, M. Y. and Jain, P. K. —Financial Management||, McGraw Hill Education Pvt. Ltd, New Delhi, 8th Edition
5. James C. Van Horn,—Financial Management Policy||. Ed. Twelfth, PHI
6. Prasanna Chandra, -Financial Management- Theory & Practice||, Tata- McGraw Hill.
7. Pandey, I.M.; Financial Management; 11th Ed.(2015), Vikas Publishing House

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

LEGAL ASPECTS OF BUSINESS

(PG-1304)

Credits: 03

Hours: 24+(6)=30

Hrs

Course Objective: The objective of this course to acquaint students with general business & company related legal issues to help them become more informed, sensitive and effective business leaders, to focus on legal and statutory compliances and to develop the skills to interpret the laws and apply it to practical problems affecting the day to day operations of a business enterprise.

Learning Outcome: After completing this course the students would be able to: Understand the importance of law and legal institutions in business; Understand the basics of the laws relating to contracts and companies; Apply legal provisions to practical problems affecting the day to day operations of a business enterprise.

Contents:

Unit I:

Indian Contract Act: Nature and kinds of contracts, Essential elements of a valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality of object and condition on Contingent contracts, performance of contract, discharge of contract, quasi contract, remedies for breach of contract

Unit II:

Special Contracts: Indemnity and guarantee, Bailment and Pledge, Agency

Unit III:

The sales of goods act, 1930: General principles, conditions and warranties, doctrine of caveat emptor, transfer of ownership, sale by non owners, performance of a contract of sale, remedial measures.

Unit IV:

Negotiable Instrument Act: The Negotiable Instrument Act, 1881; meaning and types of negotiable instrument, parties to negotiable instrument, presentment of negotiable instrument, dishonor of cheques (Sec-138), negotiation of negotiable instrument, discharge of parties, liabilities of a banker, Hundis.

Unit V:

The Indian Companies act, 2013: Company and its various forms v/s other forms of business, formation of a company, memorandum of association, articles of association, prospectus, shares and share capital, company formation, general meetings and proceedings, directors.

Text Books:

1. Legal Aspects of Business by Akhileshwar Pathak by Tata McGraw Hill Education Private Limited, 5e
2. Elements of Mercantile Law by N D Kapoor published by Sultanchand and Sons
3. Business law including Company law by N D Kapoor published by Sultanchand and Sons

Suggested Readings:

1. Mercantile Law by M C Kucchal
2. Business and Corporate Laws by V S Datey, Taxman Publication
3. Business Law by Satish B Mathur published by Tata McGraw Hill Education Private Limited, Edition 2011

Note: Latest edition of the readings may be used.

Course Descriptor						
Particip ant	PGDM		Academic Year			
Course Title	LEGAL ASPECTS OF BUSINESS		Course Code	PG-1304		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.			7	
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.			4	
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.			-	
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.			4	
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.			5	
Course Objectives						
The objective of this course to acquaint students with general business &company related legal issues to help them become more informed, sensitive and effective business leaders, to focus on legal and statutory compliances and to develop the skills to interpret the laws and apply it to practical problems affecting the day to day operations of a business enterprise.						
Course Outcomes:					Hou rs	
	01	After completing this course, the students would be able to: Understand the importance of law and legal institutions in business				
	02	Understand the basics of the laws relating to contracts and companies				
	03	Apply legal provisions to practical problems affecting the day to day operations of a business enterprise				
	04					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
CO		PO1	PO2	PO3	PO4	PO5
1		3	2	-	1	2
2		2	2	-	3	2
3		3	2	-	2	2
4		2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Indian Contract Act:	Nature and kinds of contracts, Essential elements of a valid contract, offer and acceptance, consideration,				

		capacity to contract, free consent, legality of object and condition on Contingent contracts, performance of contract, discharge of contract, quasi contract, remedies for breach of contract		
	Special Contracts:	Indemnity and guarantee, Bailment and Pledge, Agency		
	The sales of goods act, 1930:	General principles, conditions and warranties, doctrine of caveat emptor, transfer of ownership, sale by non owners, performance of a contract of sale, remedial measures		
	Negotiable Instrument Act:	The Negotiable Instrument Act, 1881; meaning and types of negotiable instrument, parties to negotiable instrument, presentment of negotiable instrument, dishonor of cheques (Sec-138), negotiation of negotiable instrument, discharge of parties, liabilities of a banker, Hundis.		
	The Indian Companies act, 2013:	Company and its various forms v/s other forms of business, formation of a company, memorandum of association, articles of association, prospectus, shares and share capital, company formation, general meetings and proceedings, directors.		
Total				22
Required & Recommended Reading:				
1. Mercantile Law by M C Kucchal 2. Business and Corporate Laws by V S Datey, Taxman Publication 3. Business Law by Satish B Mathur published by Tata McGraw Hill Education Private Limited, Edition 2011				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	

Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedul e	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

RESEARCH APPLICATIONS IN BUSINESS

(PG-1305)

Credits: 03

Hours: 30

Course Objective: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making. Objective of the course is to provide understanding of fundamental concepts in the field of research and to apply process of Business research in Finance, Marketing, Human Resource and Operations Management areas.

Learning Outcome: At the end of the course, students will be able to learn about the research process, tools and techniques in order to apply for managerial decision making. Students will learn to apply research tools to conduct research and analysis of data for different management areas. They will learn to apply statistical tool like SPSS and have understanding of other statistical softwares for analysis of research data.

Contents:

Unit I:

Introduction to Business Research & Research across fundamental areas: Business Research concept, Research process steps, Types of research –Exploratory, descriptive, empirical, correlational, quantitative, qualitative, causal research. Research Designs- Cross Sectional Design, Longitudinal Design, Experimental, non-experimental and quasi-experimental study designs.

Applications of Research in fundamental management areas: Finance, Marketing, Human Resource and Operations Management.

Unit II:

Measurement Scales and Introduction to SPSS: Primary Scales of Measurements, Attitude scales. Questionnaire Designing. Reliability and Validity in research.

Concepts of Univariate, Bivariate and Multivariate analyses, Introduction and application of SPSS, Preparing data for analysis, Descriptive statistics in SPSS.

Unit III:

Data analysis using SPSS: Formulating and testing of hypothesis with reference to application of SPSS to ANOVA. Basic concepts of Factor analysis and Discriminant analysis, Application of SPSS for factor analysis as Data Reduction technique.

Unit IV:

Research Applications and Introduction to Statistical Softwares: Research in different Management areas and Statistical softwares overview with reference to different areas: EVIEWS, MINITAB, STATA, GARCH, SAS.

Unit V:

Report Writing: Types and Layout of Research Report, Precautions in Preparing the Research Report. Executive Summary, Bibliography and Annexure in the Report: Their Significance, Writing Research Proposal. Project Report Proforma and Guidelines (SIP and Dissertation Reports/FRP).

Suggested Textbook:

1. Zikmund __Business Research Methods‘Cengage Learning
2. MalhotraNaresh K. __Marketing Research. An Applied Orientation‘, Pearson Education Asia
3. Cooper Donald R. and Schindler Pamela S. __Business Research Methods‘, Tata McGraw-Hill

Suggested Readings:

1. Kothari C.R., *Research Methodology Methods and Techniques*, New Age International Publishers.
2. Chawla and Sondhi __ Research Methodology-Concepts and Cases‘ Vikas Publishing House
3. Naval Bajpai __Business Research Methods‘ Pearson Education
4. Srivastava T N and ShailajaRege __Business Research Methodology|| McGraw Hill

Course Descriptor						
Participant	PGDM		Academic Year			
Course Title	RESEARCH APPLICATIONS IN BUSINESS		Course Code	PG-1305		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making. Objective of the course is to provide understanding of fundamental concepts in the field of research and to apply process of Business research in Finance, Marketing, Human Resource and Operations Management areas.						
Course Outcomes:				Hours		
	01	students will be able to learn about the research process, tools and techniques in order to apply for managerial decision making				
	02	Students will learn to apply research tools to conduct research and analysis of data for different management areas.				
	03	They will learn to apply statistical tool like SPSS and have understanding of other statistical software for analysis of research data				
	04					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Introduction to Business Research & Research across fundamental areas:	Business Research concept, Research process steps, Types of research – Exploratory, descriptive, empirical, correlational, quantitative, qualitative, causal research. Research Designs-				

		<p>Cross Sectional Design, Longitudinal Design, Experimental, non-experimental and quasi-experimental study designs.</p> <p>Applications of Research in fundamental management areas: Finance, Marketing, Human Resource and Operations Management.</p>		
	Measurement Scales and Introduction to SPSS:	<p>Primary Scales of Measurements, Attitude scales. Questionnaire Designing. Reliability and Validity in research.</p> <p>Concepts of Univariate, Bivariate and Multivariate analyses, Introduction and application of SPSS, Preparing data for analysis, Descriptive statistics in SPSS</p>		
	Data analysis using SPSS:	Formulating and testing of hypothesis with reference to application of SPSS to ANOVA. Basic concepts of Factor analysis and Discriminant analysis, Application of SPSS for factor analysis as Data Reduction technique.		
	Research Applications and Introduction to Statistical Softwares:	Research in different Management areas and Statistical softwares overview with reference to different areas: EVIEWS, MINITAB, STATA, GARCH, SAS		
	Report Writing	Types and Layout of Research Report, Precautions in Preparing the Research Report. Executive Summary, Bibliography and Annexure in the Report: Their Significance, Writing Research Proposal. Project Report Proforma and Guidelines (SIP and Dissertation Reports/FRP).		
Total				30
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Kothari C.R., <i>Research Methodology Methods and Techniques</i>, New Age International Publishers. 2. Chawla and Sondhi -<i>Research Methodology-Concepts and Cases</i> Vikas Publishing House 3. Naval Bajpai -<i>Business Research Method</i> Pearson Education 4. Srivastava T N and ShailajaRege -<i>Business Research Methodology</i> McGraw Hill 				

Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

OPERATIONS MANAGEMENT(PG-1306)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The basic objective is to make the students aware about the basic concepts of Operations Management. It also covers topic like product design & development, plant location & layout, inventory management, supply chain aspect, quality and familiarity with network diagrams. Due emphasis will be on application of Operation Research models, in order to enhance decision taking capabilities

Learning Outcome: Having successfully completed this course, students will be able to demonstrate knowledge and understanding of: The role of operations management both at a strategic level and for the effective production of goods and services; The various tools of operations management; The behavioral aspects of managing operations; How Operations contributes to wider aspects of firms capabilities and Competencies; The importance of operational paradigms and how they are integrated together in managing operations including TQM and BPR.

Contents:

Unit I:

Introduction – Product design: Introduction to operations management, Evolution and scope of operations management, servicing as a part of Operations management, manufacturing trends in India, OM's future challenges. Concept of Product Life Cycle (PLC) & Technology Life Cycle (TLC); Product Development Process: Funnel Approach, Product Platform, Modular Approach, Target Costing, Value Engineering, Reverse Engineering, Concurrent Engineering, Mass Production v/s Mass Customization.

Unit II:

Process design: Process Design: Design of processes- concept, determinants of process characteristics in operations- Flow, volume & variety, Types of processes & operations systems, Process-product matrix, Process Design issues in services systems, Product services matrix.

Unit III:

Plant layout and Location planning; Plant layout: Implications of Layout Planning types of Layouts: Process layout, Product layout, Group Technology Layout, Fixed position Layout, Performance Measures for layout design .Plant Location: Globalization of operations, Factors affecting location decisions, Qualitative and Quantitative Location planning methods, Lean processing in operations

Unit IV:

Capacity Planning and Inventory: Defining capacity, measures of capacity, Process mapping & Capacity analysis, Augmentation of capacity, Decision Tree for capacity planning; MRP – I and MRP – II, ERP, Types of inventory, EOQ model and inventory cost, ABC analysis.

Unit V:

Introduction to Quality control, Supply chain and network analysis: Meaning of quality, product and process quality, brief introduction to Statistical Quality Control (SQC), control charts- X Bar chart. Introduction to SCM; Network diagram – Activity on Arrow (AOA), Activity on Node(AON);Critical Path Method, Types of Floats, ES, LS,EF, LF, Total Completion time, Project scheduling - Analysis of project networks, CPM (Critical Path Method), Environment & Safety considerations.

Text Books:

1. Mahadevan,B; Operations Management: Theory & Practice (2007), Pearson Education
2. Chary, Production & Operations Management, Tata McGraw Hill(2009)

Suggested readings/References:

3. Heizer, Jay; Render, Barry et al. Operations Management (2009), Pearson Education.
4. Gaither, Norman; Frazler, Greg. Operations Management (2004), Cengage Learning.
5. Stevenson, William J. Operations Management (2009), Tata McGraw Hill (9e).
6. Buffa, Eduard S & Sarin, Rakesh K; Modern Productions/ Operations Management, eighth edition,(1987)
7. Kachru, Upendra, Production & Operations Management,(2007), Excel Books
8. Chase, Richard B, Jacobs & Auilano, Operations Management for Competitive Advantage, (10 edition), Tata Mc Graw Hill
9. Ray Wild. Production & Operations Management,5 edition, Cassel (1995)

Course Descriptor						
Particip ant	PGDM		Academic Year			
Course Title	OPERATIONS MANAGEMENT		Course Code	PG-1306		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.			7	
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.			4	
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.			-	
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.			4	
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.			5	
Course Objectives						
The basic objective is to make the students aware about the basic concepts of Operations Management. It also covers topic like product design & development, plant location & layout, inventory management, supply chain aspect, quality and familiarity with network diagrams. Due emphasis will be on application of Operation Research models, in order to enhance decision taking capabilities						
Course Outcomes:					Hours	
	01	Students will be able to learn about the research process, tools and techniques in order to apply for managerial decision making				
	02	Students will learn to apply research tools to conduct research and analysis of data for different management areas.				
	03	They will learn to apply statistical tool like SPSS and have understanding of other statistical software for analysis of research data				
	04					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Introduction – Product design:	Introduction to operations management, Evolution and scope of operations management, servicing as a part of Operations management,				

		manufacturing trends in India, OM's future challenges. Concept of Product Life Cycle (PLC) & Technology Life Cycle (TLC); Product Development Process: Funnel Approach, Product Platform, Modular Approach, Target Costing, Value Engineering, Reverse Engineering, Concurrent Engineering, Mass Production v/s Mass Customization.		
	Process design:	Process Design: Design of processes-concept, determinants of process characteristics in operations- Flow, volume & variety, Types of processes & operations systems, Process-product matrix, Process Design issues in services systems, Product services matrix.		
	Plant layout and Location planning;	Plant layout and Location planning; Plant layout: Implications of Layout Planning types of Layouts: Process layout, Product layout, Group Technology Layout, Fixed position Layout, Performance Measures for layout design .Plant Location: Globalization of operations, Factors affecting location decisions, Qualitative and Quantitative Location planning methods, Lean processing in operations		
	Capacity Planning and Inventory:	Defining capacity, measures of capacity, Process mapping & Capacity analysis, Augmentation of capacity, Decision Tree for capacity planning; MRP – I and MRP – II, ERP, Types of inventory, EOQ model and inventory cost, ABC analysis.		
	Introduction to Quality control, Supply chain and network analysis:	Introduction to Quality control, Supply chain and network analysis: Meaning of quality, product and process quality, brief introduction to Statistical Quality Control (SQC), control charts- X Bar chart. Introduction to SCM; Network diagram – Activity on Arrow (AOA),		

		Activity on Node(AON);Critical Path Method, Types of Floats, ES, LS,EF, LF, Total Completion time, Project scheduling - Analysis of project networks, CPM (Critical Path Method), Environment & Safety considerations.		
Total				30
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Heizer, Jay; Render, Barry et al. Operations Management (2009), Pearson Education. 2. Gaither, Norman; Frazler, Greg. Operations Management (2004), Cengage Learning. 3. Stevenson, William J. Operations Management (2009), Tata McGraw Hill (9e). 4. Buffa, Eduard S & Sarin, Rakesh K; Modern Productions/ Operations Management, eighth edition,(1987) 5. Kachru, Upendra, Production & Operations Management,(2007), Excel Books 6. Chase, Richard B, Jacobs & Aulano, Operations Management for Competitive Advantage,(10 edition), Tata Mc Graw Hill 7. Ray Wild. Production & Operations Management,5 edition, Cassel (1995) 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INTERNATIONAL BUSINESS ENVIRONMENT

(PG-1307)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The Primary objective of this course is to acquaint the students to emerging global trends to business environment and introducing learners to the framework of International Business. This course introduces students to the world of international business and management by studying cultural influences, government and business structures in our global economy. The subject will focus on different trade theories in order to understand the international trade. Also, unit of regional economic integration will focus on group of countries with the vested interest

Learning Outcome: After going through the subject, the student will have a bird's eye view about global business environment and also global dynamics. One can understand the complex phenomenon of Globalization, its growth drivers and various modes of entry to international business. The reader will also identify the role of supra bodies like WTO, IMF, World bank and other related policy matters. The unit on Trade theories will help in understanding the role of trade in economy and related policies being promoted by the country. Finally, role of BOP, FOREX, FDI, FII, and regulatory aspects like FERA, FEMA will help in Indian context.

Contents:

Unit I:

Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, Reasons for international trade, India's involvement in International Business.

Unit II:

International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks in Indian business environment; Framework for analyzing international business environment with reference to India. International institutions - WTO, IMF, World Bank, UNCTAD, ADB, etc. ; commodity agreements, quota, buffer stock, bilateral and multilateral agreements; ease of doing business in India (WB Report); Make in India policy.

Unit III:

International Trade: Theories of international trade (classical theories like absolute advantage, comparative advantage, etc and modern theories like factor endowment theory, factor price equalization theorem, export base theory, endogenous growth theory, Product cycle theory and Linder's theory of representative demand. World trading environment – Volume, composition and direction of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs and

**non tariff measures and their effects with special reference to India. India's foreign trade-
Volume, composition and direction of trade.**

Course Descriptor

Unit IV:

Regional Economic Integration: Levels of Regional Economic Integration: Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of EU, NAFTA, ASEAN, BRICS and SAARC. Costs and benefits of regional economic integration. India and regional trading agreements.

Unit V:

Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Current situation of India's BOP account, Disequilibrium in BOP; Correction of Disequilibrium. International financial System: meaning, foreign exchange markets- meaning, types, markets for exchange; money market; credit market; Bond market; stock market; foreign investment: meaning, types, venture capital; foreign investment (FDI & FII) in Indian perspective.

Text Books:

1. Aswothapa, K. –International Business, Mc Graw Hill, New Delhi, Forth Edition.
2. Krugman, P. and Maurice, O. – International Economics; Theory and Policy, Pearson education, 8th Edition.
3. Hill, Charles W. L. – International Business, Tata McGraw-Hill

Suggested Readings:

4. Bhatia, H. L. – International Economics, Vikash Publishing House, New Delhi
5. Cherunilam, F. – Business Environment, Text and Cases, HPH, New Delhi
6. Goyal, A. and Goyal, M. – Business Environment, VK India Publications, New Delhi.
7. Mishra, S. K. and Puri, V. K. – Economic Environment and Business, Himalaya Publishing House, New Delhi
8. Mishra, S. K. and Puri, V. K. – Indian Economy, Himalaya Publishing House, 30th Edition, New Delhi

Participant	PGDM		Academic Year			
Course Title	INTERNATIONAL BUSINESS ENVIRONMENT		Course Code	PG-1307		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:					Hours	
1	PO1	Apply knowledge of management theories to Services Marketing.			7	
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.			4	
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.			-	
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.			4	
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.			5	
Course Objectives						
The Primary objective of this course is to acquaint the students to emergingglobal trends to business environment and introducing learners to the framework of International Business. This course introduces students to the world of international business and management by studying cultural influences, government and business structures in our global economy. The subject will focus on different trade theories in order to understand the international trade. Also, unit of regional economic integration will focus on group of countries with the vested interest						
Course Outcomes:					Hours	
	01	The Primary objective of this course is to acquaint the students to emergingglobal trends to business environment and introducing learners to the framework of International Business				
	02	This course introduces students to the world of international business and management by studying cultural influences, government and business structures in our global economy				
	03	The subject will focus on different trade theories in order to understand the international trade				
	04	Also, unit of regional economic integration will focus on group of countries with the vested interest				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Introduction:	International Business - Importance, nature and scope; Globalization;				

		Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, Reasons for international trade, India's involvement in International Business.		
	International Business Environment:	: Political, Legal, Economic, and Cultural environment and associated risks in Indian business environment; Framework for analyzing international business environment with reference to India. International institutions - WTO, IMF, World Bank, UNCTAD, ADB, etc. ; commodity agreements, quota, buffer stock, bilateral and multilateral agreements; ease of doing business in India(WB Report); Make in India policy		
	International Trade:	Theories of international trade (classical theories like absolute advantage, comparative advantage, etc and modern theories like factor endowment theory, factor price equalization theorem, export base theory, endogenous growth theory, Product cycle theory and Linder's theory of representative demand. World trading environment – Volume, composition and direction of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs and non tariff measures and their effects with special reference to India. India's foreign trade- Volume, composition and direction of trade.		
	Regional Economic Integration:	Levels of Regional Economic Integration: Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of EU, NAFTA, ASEAN, BRICS and SAARC. Costs and benefits of		

		regional economic integration. India and regional trading agreements.		
	Balance of Payment Account:	Components of BOP: Current Account, Capital Account, Official Reserve Account; Current situation of India's BOP account, Disequilibrium in BOP; Correction of Disequilibrium. International financial System: meaning, foreign exchange markets-meaning, types, markets for exchange; money market; credit market; Bond market; stock market; foreign investment: meaning, types, venture capital; foreign investment (FDI & FII) in Indian perspective.		
Total				22
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Bhatia, H. L. – International Economics, Vikash Publishing House, New Delhi 2. Cherunilam, F. – Business Environment, Text and Cases, HPH, New Delhi 3. Goyal, A. and Goyal, M. – Business Environment, VK India Publications, New Delhi. 4. Mishra, S. K. and Puri, V. K. – Economic Environment and Business, Himalaya Publishing House, New Delhi 5. Mishra, S. K. and Puri, V. K. – Indian Economy, Himalaya Publishing House, 30th Edition, New Delhi 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

BUSINESS ENVIRONMENT & POLICY

(PG-1308)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The objective of the course is to develop an understanding of Indian Business Environment and the impact of various policies on the Indian economy. The subject also train the students to understand concept of macro economics and theories and solve the problem of macroeconomic environment.

Learning Outcome: Understand the concept, significance and changing dimensions of Business Environment; Identify various types of Business Environment and tools for scanning the Environment; Gain insights on role of economic systems, economic planning, government policies, economic reforms, liberalization and its impact on business; Learn about emerging dimensions in socio-cultural environment and its relevance for a business firm.

Contents:

Unit I:

Introduction: Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and strategic management. Managing diversity. Scope of business, characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.

Unit II:

Economic Environment: Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection Act and Competition Law. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.

Unit III:

Political and Socio-cultural Environment: Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention. Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.

Unit IV:

Technological environment: Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology. Unemployment: Indian case; Policies to reduce unemployment: General, Indian perspective, their implications for business enterprises; Inflation in India; Impact of inflation on Indian business and coping up strategies.

Unit V:

Macroeconomic Policies: Fiscal policy: tools and economic effects. Money and Monetary Policy: tools, money multiplier and role of RBI in controlling money supply. Role of interest rates and spending and policy constraints. Monetary and Fiscal reforms and their structural adjustment. Recent Applications: Capital account convertibility and Macroeconomic crises. Macroeconomic reforms: Banking sector reforms, capital market reforms, insurance sector reforms, etc.

Text Book:

1. Aswathappa, K.; Essentials of Business Environment, Himalaya Publishing House, New Delhi.
2. Rangarajan, C.A.; Perspective in Economics, S.Chand & Sons, New Delhi.

Suggested Readings/Reference Books:

1. Cherunillam, F.(2018), Business Environment, Himalaya Publishing House, New Delhi
2. Dhingra, I. C. (2018), The Indian Economy; Environment and Policy, Sultan ChandPublishers, New Delhi.
3. Goyal, A. and Goyal, M. (2018), Business Environment, VK India Publications, New Delhi.
4. Ghosh, B.(2017), Economic Environment of Business, Vikash Publishing House, Delhi

Suggested Readings

News Papers:

1. The Economic Times (Daily)
2. Business Standards (Daily)
3. The Times of India, Editorial Page (Selected Articles)

Journals and Magazines:

1. Journal of Monetary Economics
2. Economic and Political Weekly
3. Indian Journal of Economics and Business
4. Monthly Commentary on Indian Economic Condition
5. Business World
6. Business Toda

Course Descriptor						
Particip ant	PGDM		Academic Year			
Course Title	BUSINESS ENVIRONMENT & POLICY		Course Code	PG-1308		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.			7	
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.			4	
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.			-	
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.			4	
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.			5	
Course Objectives						
The objective of the course is to develop an understanding of Indian Business Environment and the impact of various policies on the Indian economy. The subject also train the students to understand concept of macro economics and theories and solve the problem of macroeconomic environment.						
Course Outcomes:				Hours		
	01	Understand the concept, significance and changing dimensions of Business Environment				
	02	Identify various types of Business Environment and tools for scanning the Environment				
	03	Gain insights on role of economic systems, economic planning, government policies, economic reforms, liberalization and its impact on business;				
	04	Learn about emerging dimensions in socio-cultural environment and its relevance for a business firm.				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Introduction:	Type of Environment-internal, external, micro and macro environment. Competitive structure of industries, environmental analysis and				

		strategic management. Managing diversity. Scope of business, characteristics of business. Objectives and the uses of study. Process and limitations of environmental analysis.		
	Economic Environment:	Nature of Economic Environment. Economic factors-growth strategy, basic economic system, economic planning, Economic policies- new industrial policy, FEMA, Monetary and fiscal policies. Consumer Protection Act and Competition Law. Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.		
	Political and Socio-cultural Environment:	Political and Socio-cultural Environment: Functions of state, economic roles of government, government and legal environment. The constitutional environment, rationale and extent of state intervention. Nature and impact of culture on business, culture and globalization, social responsibilities of business, social audit, business ethics and corporate governance, Demographic environment population size, migration and ethnic aspects, birth rate, death rate and age structure.		
	Technological environment:	Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology. Unemployment: Indian case; Policies to reduce unemployment: General, Indian perspective, their implications for business enterprises; Inflation in India; Impact of inflation on Indian business and coping up strategies.		

	Macroeconomic Policies:	Fiscal policy: tools and economic effects. Money and Monetary Policy: tools, money multiplier and role of RBI in controlling money supply. Role of interest rates and spending and policy constraints. Monetary and Fiscal reforms and their structural adjustment. Recent Applications: Capital account convertibility and Macroeconomic crises. Macroeconomic reforms: Banking sector reforms, capital market reforms, insurance sector reforms, etc.		
Total				30
Required & Recommended Reading:				
1. The Economic Times (Daily) 2. Business Standards (Daily) 3. The Times of India, Editorial Page (Selected Articles)				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

TRIMESTER: IV

BUSINESS POLICY AND ETHICS

(PG-2401)

Credits: 3

Hours: 24+(6)=30 Hrs

Course Objective: The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate students about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions.

Learning Outcome: The students will be able to understand inherent ethical principles of business and will be able to analyse ethical problems and issues in various situations. It will encourage critical ethical thinking and decision making.

Contents:

Unit I:

Introduction to Business Policy and Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business.

Unit II:

Business Ethics: Introduction, Concepts and Theories: Business Ethics, Principles of personal and professional ethics, Importance and need for business ethics, Values, ethics and business strategy, code of conduct and ethics for managers, ethical decision making, changing business environment and ethical challenges, Definitions of ethics, normative theories of business ethics, Ethical theories in relation to business.

Unit III:

Ethics in business decisions: Ethics of consumer protection, Marketing ethics, Ethical issues in human resource management, Corporate ethics: investors rights, privileges, problems and protection, ethical dilemmas, their sources and resolution. Ethics in the workplace; emerging business ethics issues, Growth of global corporations, role of multi-national corporations, international business issues.

Unit IV:

Ethics and Environment: Environmental concerns, Environment preservation: Role of stakeholders, New trends in environmentalism, Role of corporations in environmental management, environment codes, the emerging role of interest groups and government codes. Sustainable development.

Unit V:

Ethics Management: Role of organizational culture in ethics. Structure of ethics management: Ethics Committee, Ethics Officers, and the CEO. Communicating ethics: Communication Principles, Channels, Training programmes, and evaluation. Ethical Audit, Corporate Governance and ethical responsibility. Transparency International and other ethical bodies.

Text Book:

1. Fernanado, A.C. (2013). *Business Ethics: An Indian Perspective*. Pearson Education India

Suggested Readings:

1. Albuquerque Daniel (2009), *Business Ethics*, Oxford University Press.
2. O.C. Ferrell, J. Fraedrick, and L. Ferrell (2014), *Business Ethics: Ethical Decision Making and Cases*, Cengage Learning
3. Michael Sandel's course on Justice at Harvard University – <http://justiceharvard.org/> (compulsory viewing)

Course Descriptor							
Particip ant	PGDM		Academic Year	2022 – 2023			
Course Title	BUSINESS POLICY AND ETHICS		Course Code	PG-2401			
Credit	03		No. of Hours	30			
Faculty	Prof.						
Program Outcomes:				Hours			
1	PO1	Apply knowledge of management theories to Services Marketing.		7			
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4			
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-			
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4			
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5			
Course Objectives							
The course seeks to bridge the gap between the ethical behavior of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate students about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions							
Course Outcomes:				Hours			
	01	The students will be able to understand inherent ethical principles of business and will be able analyse ethical problems and issues in various situations					
	02	It will encourage critical ethical thinking and decision making.					
	03						
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	PO1	PO2	PO3	PO4	PO5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							
Session	Module	Description			CO	Hours	
	Introduction to Business Policy and Strategies:	Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent					

		through Vision and Mission Statements, Core Competencies of Business.		
	Business Ethics: Introduction, Concepts and Theories:	Business Ethics, Principles of personal and professional ethics, Importance and need for business ethics, Values, ethics and business strategy, code of conduct and ethics for managers, ethical decision making, changing business environment and ethical challenges, Definitions of ethics, normative theories of business ethics, Ethical theories in relation to business.		
	Ethics in business decisions:	Ethics of consumer protection, Marketing ethics, Ethical issues in human resource management, Corporate ethics: investors rights, privileges, problems and protection, ethical dilemmas, their sources and resolution. Ethics in the workplace; emerging business ethics issues, Growth of global corporations, role of multi-national corporations, international business issues.		
	Ethics and Environment:	Environmental concerns, Environment preservation: Role of stakeholders, New trends in environmentalism, Role of corporations in environmental management, environment codes, the emerging role of interest groups and government codes. Sustainable development		
	Ethics Management:	Role of organizational culture in ethics. Structure of ethics management: Ethics Committee, Ethics Officers, and the CEO. Communicating ethics: Communication Principles, Channels, Training programmes, and evaluation. Ethical Audit, Corporate Governance and ethical responsibility. Transparency International and other ethical bodies.		
Total				30
Required & Recommended Reading:				

1. Albuquerque Daniel (2009), <i>Business Ethics</i> , Oxford University Press. 2. O.C. Ferrell, J. Fraedrick, and L. Ferrell (2014), <i>Business Ethics: Ethical Decision Making and Cases</i> , Cenage Learning Michael Sandel's course on Justice at Harvard University – http://justiceharvard.org/ (compulsory viewing)				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

TRIMESTER: V

CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY

(PG-2501)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course is designed to familiarize the students with the concepts and statutory framework and implementation of corporate governance and corporate social responsibility in India. It imparts the knowledge of current practices in the area of Corporate Governance. This course creates awareness among the students related to ethical issues in the corporate decision making.

Learning Outcome: Upon successful completion, students will have the knowledge and skills to; Demonstrate a clear understanding of the purpose and nature of companies; Evaluate different stakeholders' roles and significance in relation to corporate governance; Explain the importance of regulation, markets and information in corporate governance; Evaluate international differences and similarities in relevant institutions and developments; Critically assess governance concerns for individual companies and their stakeholders.

Contents:

Unit I:

Conceptual Framework Of Corporate Governance: Meaning and Importance of Corporate Governance; theories and models of corporate governance, Landmarks in the emergence of corporate governance.

Unit II:

Corporate Board and Board Committees: Structure and composition of company Boards: Chairman, CEO, Non-executive and Independent Directors. Role and responsibilities of the Chairman and Board of Directors; Board Committees and their role and functions: Finance, Audit, Compensation and other Statutory Committees, Women on Corporate Board.

Unit III:

Codes and Standards of Corporate Governance: Sir Adrian Cadbury Committee, (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA), Initiatives in India: Clause 49 of listing agreement, initiatives in the Companies Act, 2013.

Unit IV:

Corporate Scandals Worldwide: Maxwell Communication, BCCI, Enron (US) 2001, World.com (2002), Satyam Computers Ltd. (India) 2009, Kingfisher Airlines (India) 2013, Sahara Group of Companies.

Unit V:

Social Responsibility of Business: Meaning; corporate philanthropy; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance;

environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.

Text Books:

1. Fernando, A.C., *Corporate Governance: Principles, Policies and Practices*, Pearson Education, India
2. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

Suggested Readings:

1. Kevin, K. (2005). *Corporate governance*. England: John Wiley & Sons.
2. Prasad, K. (2006). *Corporate governance*. New Delhi: Prentice Hall of India.
3. Reed, D., & Mukherjee, S. (Ed.). (2006). *Corporate governance, economic reforms, and development: the India experience*. New Delhi: Oxford University Press

Note: Latest edition of the readings may be used.

STRATEGIC MANAGEMENT

(PG-2502)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: Strategic Management helps to understand holistic view of the organization and it also helps the students to analyze the situation from generalist perspectives. . It requires comprehensive, integrated and coordinated approach to formulate and execute effective strategy at different levels of the organization. The course throws the light on strategic formulation and implementation keeping in mind market dynamics and capability of the organization.

Learning Outcome: By the end of the term, learning outcome can be achieved in the context of Understanding the basic facts, concepts and fundamentals of strategic management; Evaluating various aspects of competition and strategic choices taken; Analyzing strategic planning and resource allocation; Applying appropriate decision-making techniques for different levels of the organization; Understanding market dynamics and internal capability of the organization.

Contents:

Unit I:

Concept of strategy, corporate, business and functional level strategy, Strategic management process, Vision, Mission and Objectives. Characteristics of good mission and vision statement.

Case: Coca –Cola goes green: The launch of coke life (Ivey Case) ,Core competence and its characteristics, 7S and 5M framework

Unit II:

Ansoff Matrix, BCG Matrix – Significance in Strategy formulation, Corporate level strategies: Stability, Growth and Retrenchment strategy , Combination Strategy Business Level Strategies: Cost Leadership, Differentiation, Focus Strategy, Offensive strategies, Defensive strategies and Competitive advantage

Case : Showrooming at Best Buy

Unit III:

Structural analysis of competitive environment, Strategic analysis and choice-Criteria forevaluating strategic alternatives, Operational and derived functional plans to implement strategy. ETOP/ CA analysis

Unit IV:

Strategic evaluation and control, Strategic control and operational control, techniques of strategic evaluation, External Growth strategy: Merger , Acquisition , joint Ventures, Foreign collaboration as a strategy for growth, BCG and GE Matrix

Unit V:

Contemporary issues- Balance score card, Porter five forces model, Red ocean and blue ocean strategy. Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries,

Text Books:

1. Business Policy & Strategic Management: Azhar Kazmi, (TATA McGraw Hill).
2. Strategic Management: John Pearce II, Richard B. Robinson, AmitaMital, TATA McGraw Hill.

Suggested Readings

1. Strategic Management: Srinivasan, (PHI Learning Pvt. Ltd.).
2. Strategic Planning & Management: P.K. Ghosh, Sultan Chand & Sons.
3. Demystify Strategy-Text and Cases: Amit Kapoor
4. Business Policy and Strategic Management: M. Jeyarathnam, Himalaya Publishing
5. Business Policy and Strategic Management: Aurnob Roy, Vrinda Publications (P)
6. Strategic Management: Fred R. David, (PHI Learning Pvt. Ltd.).

Course Descriptor						
Participant	PGDM		Academic Year			
Course Title	STRATEGIC MANAGEMENT		Course Code	PG-2502		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
Strategic Management helps to understand holistic view of the organization andit also helps the students to analyze the situation from generalist perspectives. . It requires comprehensive, integrated and coordinated approach to formulate and execute effective strategy at different levels of the organization. The course throws the light on strategic formulation and implementation keeping in mind market dynamics and capability of the organization.						
Course Outcomes:				Hours		
	01	By the end of the term, learning outcome can be achieved in the context of Understanding the basic facts, concepts and fundamentals of strategic management				
	02	Evaluatingvarious aspects of competition and strategic choices taken				
	03	Analyzing strategic planning and resourceallocation				
	04	Applying appropriate decision-making techniques for different levels of the organization; Understanding market dynamics and internal capability of the organization.				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
		Concept of strategy, corporate,				

		business and functional level strategy, Strategic management process, Vision, Mission and Objectives. Characteristics of good mission and vision statement. Case: Coca –Cola goes green: The launch of coke life (Ivey Case) ,Core competence and its characteristics, 7S and 5M framework		
		Ansoff Matrix, BCG Matrix – Significance in Strategy formulation, Corporate level strategies: Stability, Growth and Retrenchment strategy , Combination Strategy Business Level Strategies: Cost Leadership, Differentiation, Focus Strategy, Offensive strategies, Defensive strategies and Competitive advantage		
		Structural analysis of competitive environment, Strategic analysis and choice-Criteria for evaluating strategic alternatives, Operational and derived functional plans to implement strategy. ETOP/ CA analysis		
		Strategic evaluation and control, Strategic control and operational control, techniques of strategic evaluation, External Growth strategy: Merger , Acquisition , joint Ventures, Foreign collaboration as a strategy for growth, BCG and GE Matrix		
		Contemporary issues- Balance score card, Porter five forces model, Red ocean and blue ocean strategy. Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries,		
			Total	30
Required & Recommended Reading:				
1.	Strategic Management: Srinivasan, (PHI Learning Pvt. Ltd.).			
2.	Strategic Planning & Management: P.K. Ghosh, Sultan Chand & Sons.			
3.	Demystify Strategy-Text and Cases: Amit Kapoor			
4.	Business Policy and Strategic Management: M. Jeyarathnam, Himalaya Publishing			

5.	Business Policy and Strategic Management: Aurnob Roy, Vrinda Publications (P)			
6.	Strategic Management: Fred R. David, (PHI Learning Pvt. Ltd.).			
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MARKETING MANAGEMENT

TRIMESTER: IV

LIST OF ELECTIVES

ELECTIVES OF MARKETING MANAGEMENT

CONSUMER BEHAVIOUR(PG-MK01)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: Investigate theories and research on how consumers make decisions, process information, develop preferences and make choices, Explore how marketing tactics are used to influence consumer behavior and used for marketing management decisions

Learning Outcome: Remember the different consumer behaviour perspectives; Apply tools used by businesses/organizations to understand consumer behavior; Understand stimulus-response model of consumer behavior; Analyze the consumer behaviour to gain real consumer insights; Evaluate consumer behavior from a sustainable perspective according to existent theories and research.

Contents:

Unit I:

Introduction to Consumer: Consumer behavior perspectives, CB vs. OB, Individual vs Organization buying, Consumer v/s Customer, different why's of consumer, Need of study, Applications of Consumer Behaviour in marketing functions of a firm, Handling Different Types of Consumers, Consumer Lifestyle (AIO's). Approaches of Consumer Decision Making: Consumer Buying Process, determinants of decision making, Problem Solving Perspective, Economic view of decision making, Family Buying Process, Blackbox model,

Unit II:

Internal Influences: Consumer Needs and Motivation, Dynamic Nature of Motivation, Models of Motivation & their application in CB, Lifestyle and Psychographic Segmentation, Consumer Advocacy , Consumer Motivation & market place behaviour, Consumer Perception: Sensation v/s Perception, The Absolute Threshold, The Differential Threshold, Subliminal perception, Perceptual Process, Product & Service images, Perceptual Mapping, Learning & Consumer Involvement: Cues, Response, Reinforcement, Behavioural Learning Theories - Classical conditioning Theory, Instrumental conditioning Theory, Cognitive Learning Theory, Personality : Personality basics, Theories of Personality and Understanding Consumer Diversity, Personality Traits, Self and Self Image.

Consumer Attitude: Influence of Attitude on Buying Behaviour:, Structural Models of Attitudes - Tri component Attitude Model, Multi attribute Attitude Model, Consumer Attitude Formation, Sources of influence on Attitude formation, Strategies of Attitude Change,

Unit III:

External Influences: Groups-Types of Groups, Reference Groups, Applications of Reference Groups, Social Class, Lifestyle profiles of Social Class, Culture and Subculture.

Unit IV :

Models of Consumer Behaviour:Traditional Models- Economic, Psychoanalytical, Sociological, Contemporary Models-Howard – Sheth Model, Blackbox model, Nicosia Model, Engel Kollat Blackwell

Unit V:

Applications of Consumer Behaviour: Role of Consumer Behaviour in Segmentation, Targeting, Positioning

Cases- 1 Campbell Soup Co.

2. Lifebuoy/Unilever Asia Private Limited “Superfast Handwash”

Text Books:

1. Schiffman, G L., & Wisenblit J, Kumar Ramesh S., (2014). Consumer Behaviour, Prentice-Hall.
2. Engel, J. F., Kollat, D, Miniard W Paul, Rehman Zillur (2017). Blackwell. RD, Consumer Behaviour.

Suggested Readings:

1. Loudon, L. D., & Albert, J. Della Bitta.(2017). *Consumer Behaviour*, Indian edition
2. Solomon, M. R. (2014). *Consumer behavior: buying, having, and being*. Engelwood Cliffs, NJ: Prentice Hall.
3. Khan, M. (2007). *Consumer behaviour and advertising management*. New Age International.
4. Krishna, Rajneesh. (2014). *Consumer Behaviour*, Oxford

Course Descriptor					
Participant	PGDM		Academic Year		
Course Title	ELECTIVES OF MARKETING MANAGEMENT – CONSUMER BEHAVIOUR		Course Code	PG-MK01	
Credit	03		No. of Hours	30	
Faculty	Prof.				
Program Outcomes:				Hours	
1	PO1	Apply knowledge of management theories to Services Marketing.		7	
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4	
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-	
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4	
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5	
Course Objectives					
Investigate theories and research on how consumers make decisions, process information, develop preferences and make choices, Explore how marketing tactics are used to influence consumer behavior and used for marketing management decisions					
Course Outcomes:				Hours	
	01	Remember the different consumer behavior perspectives; Apply tools used by businesses/organizations to understand consumer behavior			
	02	Understand stimulus-response model of consumer behavior			
	03	Analyze the consumer behaviour to gain real consumer insights			
	04	Evaluate consumer behavior from a sustainable perspective according to existent theories and research.			
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)					
CO	PO1	PO2	PO3	PO4	PO5
1	3	2	-	1	2
2	2	2	-	3	2
3	3	2	-	2	2
4	2	3	2	3	3
Indicative Content & Session Plan					
Session	Module	Description		CO	Hours
	Introduction to Consumer:	Consumer behavior perspectives, CB vs. OB, Individual vs Organization buying, Consumer v/s Customer, different why's of consumer, Need of study, Applications of Consumer Behaviour in marketing functions of a firm, Handling Different Types of			

		Consumers, Consumer Lifestyle (AIO's). Approaches of Consumer Decision Making: Consumer Buying Process, determinants of decision making, Problem Solving Perspective, Economic view of decision making, Family Buying Process, Blackbox model,		
	Internal Influences:	<p>Consumer Needs and Motivation, Dynamic Nature of Motivation, Models of Motivation & their application in CB, Lifestyle and Psychographic Segmentation, Consumer Advocacy , Consumer Motivation & market place behaviour, Consumer Perception: Sensation v/s Perception, The Absolute Threshold, The Differential Threshold, Subliminal perception, Perceptual Process, Product & Service images, Perceptual Mapping, Learning & Consumer Involvement: Cues, Response, Reinforcement, Behavioural Learning Theories - Classical conditioning Theory, Instrumental conditioning Theory, Cognitive Learning Theory, Personality : Personality basics, Theories of Personality and Understanding Consumer Diversity, Personality Traits, Self and Self Image.</p> <p>Consumer Attitude: Influence of Attitude on Buying Behaviour:, Structural Models of Attitudes - Tri component Attitude Model, Multi attribute Attitude Model, Consumer Attitude Formation, Sources of influence on Attitude formation, Strategies of Attitude Change,</p>		
	External Influences:	Groups-Types of Groups, Reference Groups, Applications of Reference Groups, Social Class, Lifestyle profiles of Social Class, Culture and Subculture.		
	Models of Consumer Behaviour:	Traditional Models- Economic, Psycholoanalytical, Sociological, Contemporary Models-Howard –		

		Sheth Model, Blackbox model, Nicosia Model, Engel Kollat Blackwell		
	Applications of Consumer Behaviour:	Role of Consumer Behaviour in Segmentation, Targeting, Positioning		
Total				30
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Loudon, L. D., & Albert, J. Della Bitta.(2017). <i>Consumer Behaviour</i>, Indian edition 2. Solomon, M. R. (2014). <i>Consumer behavior: buying, having, and being</i>. Engelwood Cliffs, NJ: Prentice Hall. 3. Khan, M. (2007). <i>Consumer behaviour and advertising management</i>. New Age International. 4. Krishna, Rajneesh. (2014). <i>Consumer Behaviour</i>, Oxford 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MARKETING RESEARCH(PG-MK02)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course will familiarize the students about the field of marketing research. All marketing decisions are based on marketing research which is a combination of consumer research, pricing research, etc.

Learning Outcome: After the completion of the course the student will be able to: Develop an understanding of the applications of research in Marketing; Differentiate between different types of research and marketing research; Apply the core concepts of marketing research in marketing decision making; Analyze the consumer behavior based on the data; Measure the effectiveness of the research in making better decisions

Contents:

Unit I:

Importance and role of research in marketing, Types of marketing research, Significance of market research, Market research process: An overview. Defining the Problem; Primary & Secondary Research. Types of Marketing research designs.

Unit II:

Attitude Measurement: Theory of measurement, Types of scaling, Focus group discussion, Observation techniques, Questionnaire designing, Pre-testing the research instrument. Reliability and validity in measurement, Multi-Dimensional scaling

Unit III:

Sampling: Census and sample, Sampling design process, Classification of sampling techniques- probability and non-probability, Sample size determination, Sampling and Non-Sampling errors. Data collection, Online data collection and interaction content on web. Preliminary Analysis and Interpretation of Data: Data editing and coding, Processing and Tabulation.

Unit IV:

Hypothesis testing: Choice of analysis techniques; Assumptions for statistics, Normality testing, hypothesis testing, Test of significance and associations (t-test and χ^2 -test), Analysis of Variances and Co-variances, Simple and multiple linear regression, moderation and mediation, Factor analysis, Discriminant analysis, , Cluster analysis, Conjoint analysis, perceptual mapping.

Unit V:

Report Preparation and Presentation: Preparing marketing research report and presentation, Format of report, common, problems in preparing report, Critical nature of report, Graphical presentation of reports, Ethical issues in marketing research.

Text Books:

1. Malhotra, Naresh K& Das, S. (2015).*Marketing Research*. 7th Ed. Pearson Education
2. Zikmund, William G., and Babin, Barry J. (2012).*Essentials of Marketing Research*. 5th Ed. South Western College Publishing

Suggested Readings:

1. Joseph F. Hair, William C. Black, Barry J. Babin, Rolph E. Anderson(2014). *Multivariate Data Analysis*. Pearson Education
2. Beri, G.C. (2013). *Marketing Research*. 5th Ed. McGraw Hill
3. Churchill, Gilbert A. (2010). *Basic Marketing Research*. 7th Ed. Cengage Learning.
4. Chawla, D. & Sondhi, N. (2011). *Research Methodology: Concepts and Cases*. Vikas Publishing House

Note: Latest edition of the readings may be used.

Course Descriptor					
Participant	PGDM		Academic Year	2022 – 2023	
Course Title	MARKETING RESEARCH PG		Course Code	PG-MK02	
Credit	03		No. of Hours	30	
Faculty	Prof.				
Program Outcomes:				Hours	
1	PO1	Apply knowledge of management theories to Services Marketing.		7	
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4	
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-	
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4	
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5	
Course Objectives					
The course will familiarize the students about the field of marketing research. All marketing decisions are based on marketing research which is a combination of consumer research, pricing research, etc.					
Course Outcomes:				Hours	
	01	After the completion of the course the student will be able to: Develop an understanding of the applications of research in Marketing			
	02	Differentiate between different types of research and marketing research			
	03	Apply the core concepts of marketing research in marketingdecision making; Analyze the consumer behavior based on the data			
	04	Measure the effectiveness of theresearch in making better decisions			
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)					
CO	PO1	PO2	PO3	PO4	PO5
1	3	2	-	1	2
2	2	2	-	3	2
3	3	2	-	2	2
4	2	3	2	3	3
Indicative Content & Session Plan					
Session	Module	Description		CO	Hours
		Importance and role of research in marketing, Types of marketing research, Significance of market research, Market research process: An overview.Defining the Problem;			

		Primary & Secondary Research. Types of Marketing research designs.		
	Attitude Measurement	Theory of measurement, Types of scaling, Focus group discussion, Observation techniques, Questionnaire designing, Pre-testing the research instrument. Reliability and validity in measurement, Multi-Dimensional scaling		
	Sampling:	Census and sample, Sampling design process, Classification of sampling techniques- probability and non-probability, Sample size determination, Sampling and Non-Sampling errors. Data collection, Online data collection and interaction content on web. Preliminary Analysis and Interpretation of Data: Data editing and coding, Processing and Tabulation.		
	Hypothesis testing:	Choice of analysis techniques; Assumptions for statistics, Normality testing, hypothesis testing, Test of significance and associations (t-test and χ^2 -test), Analysis of Variances and Co-variances, Simple and multiple linear regression, moderation and mediation, Factor analysis, Discriminant analysis, , Cluster analysis, Conjoint analysis, perceptual mapping.		
	Report Preparation and Presentation:	Preparing marketing research report and presentation, Format of report, common, problems in preparing report, Critical nature of report, Graphical presentation of reports, Ethical issues in marketing research.		
Total				30
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Joseph F. Hair, William C. Black, Barry J. Babin, Rolph E. Anderson (2014). <i>Multivariate Data Analysis</i>. Pearson Education 2. Beri, G.C. (2013). <i>Marketing Research</i>. 5th Ed. McGraw Hill 3. Churchill, Gilbert A. (2010). <i>Basic Marketing Research</i>. 7th Ed. Cengage Learning. 4. Chawla, D. & Sondhi, N. (2011). <i>Research Methodology: Concepts and Cases</i>. Vikas Publishing House 				

Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 – Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

SALES & DISTRIBUTION MANAGEMENT(PG-MK03)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage for the firm inside the market. It includes focuses on the sales process, the key decisions in the area of marketing intermediaries (including technology aspects) and other inter-related concepts to improve understanding of sales and distribution function.

Learning Outcome: Understand the roles and responsibilities of the Sales Managers; Manage and enhance the sales force productivity and performance; Plan and implement an effective sales strategy for their organizations; Design and implement distribution channel strategy; Manage the Channels efficiency and effectiveness; wholesaling, and retailing.

Contents:

Unit I:

Sales Management: Nature, Meaning and Significance of Sales Management and Personal selling; Evolution of Sales Management, Role of Selling in Marketing, Characteristics of a successful Salesman; Types of Selling, Selling Functions, Sales Funnel; Process of Effective Selling: Sales strategies; Prospecting: Meaning, process & methods; Ways to approach a customer; Sales presentation; Handling objections; Closing a sale; Current issues in sales management; Case lets and applications.

Unit II:

Sales Force Management: Meaning of Sales Force Management; Determining the sales force and size of the sales force; Hiring Procedure: Job Analysis, description and specifications for the sales personnel, Recruiting, Selecting & Socializing the sales personnel; Introduction to: Training & Development of the sales force; Sales force motivation and Compensation plans; Sales Contests, Sales meetings. Case lets and applications.

Unit III:

Sales Organization: Introduction to: Sales organization concepts; Sales territories; Sales quotas; Sales budgeting; Routing and scheduling of the sales force; Evaluating and controlling Sales Performance; Case lets and applications.

Unit IV:

Distribution- The Concept, Philosophy and Design: Integrating sales with distribution, Marketing Intermediaries: Type, Role and Functions of Marketing Intermediaries; Different types of Channels of Distribution, Choice of Channel of Distribution; Channel Management Decisions: Selecting, Training, Motivating, Evaluating and Modifying channel members; Channel Power; Channel Conflict: Types of Conflict, Managing Conflict to increase channel coordination; Vertical Marketing System and Horizontal Marketing System. Channel performance evaluation, International Channels, Mode of entry decision

Unit V:

Logistics and Emerging Trends: Structure, Flow, Scope Inventory management, Outbound and Reverse Logistic management: Meaning, Objective, Functions and Significance; Logistics integration for customer service satisfaction; Major forms of transportation & their characteristics; Overview of warehousing management: Location/ types of warehouses; Retailing as last resort of outbound logistics.

Cases:

1. Dabbawala's of Mumbai (Ivey-9B04D011)
2. Dell Computers on Designing channels

Text Books:

1. Krishna K Havaladar And Vasant M Cavale, 'Sales And Distribution Management: Text And Cases', (3rd Edition, 2017), TATA Mc Graw Hill India
2. Panda, T. K., & Sahadev, S. (2nd Edition, 2011). Sales and distribution management. Oxford Publication.

Suggested Readings:

1. Spiro, R. L., Rich, G. A., & Stanton, W. J. (12th Edition, 2008). Management of a sales force. McGraw-Hill/Irwin.
2. Still, R. R., Cundiff, E. W., & Govoni, N. A. (1988). Sales management: decisions, strategies, and cases, New Jersey: Prentice-Hall.
3. Coughlan, A. T., Anderson, E., Stern, L. W., & Adel, I. (2006). El-Ansary. Marketing Channels. Prentice-Hall.
4. Jobber, D., & Lancaster, G. (2007). Selling and sales management. Painos. Harlow: Pearson Education.

Course Descriptor					
Participant	PGDM		Academic Year	2022 – 2023	
Course Title	SALES & DISTRIBUTION MANAGEMENT		Course Code	PG-MK03	
Credit	03		No. of Hours	30	
Faculty	Prof.				
Program Outcomes:				Hours	
1	PO1	Apply knowledge of management theories to Services Marketing.		7	
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4	
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-	
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4	
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5	
Course Objectives					
The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage for the firm inside the market. It includes focuses on the sales process, the key decisions in the area of marketing intermediaries (including technology aspects) and other inter-related concepts to improve understanding of sales and distribution function.					
Course Outcomes:				Hours	
	01	Understand the roles and responsibilities of the Sales Managers; Manage and enhance the sales force productivity and performance			
	02	Plan and implement an effective sales strategyfor their organizations;			
	03	Design and implement distribution channel strategy; Manage the Channels efficiency and effectiveness; wholesaling, and retailing.			
	04				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)					
CO	PO1	PO2	PO3	PO4	PO5
1	3	2	-	1	2
2	2	2	-	3	2
3	3	2	-	2	2
4	2	3	2	3	3
Indicative Content & Session Plan					
Session	Module	Description		CO	Hours
	Sales Management:	Nature, Meaning and Significance of Sales Management and Personal selling; Evolution of Sales Management, Role of Selling in Marketing, Characteristics of a successful Salesman; Types of Selling, Selling Functions, Sales Funnel; Process			

		of Effective Selling: Sales strategies; Prospecting: Meaning, process & methods; Ways to approach a customer; Sales presentation; Handling objections; Closing a sale; Current issues in sales management; Case lets and applications.		
	Sales Force Management:	Meaning of Sales Force Management; Determining the sales force and size of the sales force; Hiring Procedure: Job Analysis, description and specifications for the sales personnel, Recruiting, Selecting & Socializing the sales personnel; Introduction to: Training & Development of the sales force; Sales force motivation and Compensation plans; Sales Contests, Sales meetings. Case lets and applications.		
	Sales Organization:	Introduction to: Sales organization concepts; Sales territories; Sales quotas; Sales budgeting; Routing and scheduling of the sales force; Evaluating and controlling Sales Performance; Case lets and applications.		
	Distribution- The Concept, Philosophy and Design:	Integrating sales with distribution, Marketing Intermediaries: Type, Role and Functions of Marketing Intermediaries; Different types of Channels of Distribution, Choice of Channel of Distribution; Channel Management Decisions: Selecting, Training, Motivating, Evaluating and Modifying channel members; Channel Power; Channel Conflict: Types of Conflict, Managing Conflict to increase channel coordination; Vertical Marketing System and Horizontal Marketing System. Channel performance evaluation, International Channels, Mode of entry decision		
	Logistics and Emerging Trends:	Structure, Flow, Scope Inventory management, Outbound and Reverse Logistic management: Meaning, Objective, Functions and Significance; Logistics		

		integration for customer service satisfaction; Major forms of transportation & their characteristics; Overview of warehousing management		
Total				30
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Spiro, R. L., Rich, G. A., & Stanton, W. J. (12th Edition, 2008). Management of a sales force. McGraw-Hill/Irwin. 2. Still, R. R., Cundiff, E. W., & Govoni, N. A. (1988). Sales management: decisions, strategies, and cases, New Jersey: Prentice-Hall. 3. Coughlan, A. T., Anderson, E., Stern, L. W., & Adel, I. (2006). El-Ansary. Marketing Channels. Prentice-Hall. 4. Jobber, D., & Lancaster, G. (2007). Selling and sales management. Painos. Harlow: Pearson Education. 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

DIGITAL & SOCIAL MEDIA MARKETING

(PG-MK04)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: Digital Marketing has been designed to help the students to understand how to plan, implement and manage a comprehensive digital marketing strategy. It will teach them how to engage with customers online and use the internet as a marketing channel.

Learning Outcome: Enable learner understand the concept of digital marketing and its utilities; Learner will get a familiarity with the decisions involved in running a digital marketing campaign; Learner will reiterate the importance of digital marketing decision and its implications; Learner will learn the different methods of budgetary planning in digital marketing; To evaluate the digital Campaigns of various companies.

Contents:

Unit I:

Framework for Digital Marketing: Digital Marketing Landscape & P-O-E-M framework, Commercial beginnings of the Web- Web 2.0, The Future Web 3.0, different digital technology marketing platforms, Internet Business models & marketing in a connected world, Internet as a marketing platform, critical success factors for internet marketing, benefits and barriers to Internet marketing.

Unit II:

Digital Marketing Environment & Digital Marketing Mix: Market opportunity analysis in the new economy, Global digital Marketing issues, Consumer Behavior Online, Privacy within Digital Contexts, Product development: influence of interactivity and individualization, Pricing on the internet – the economics of pricing & various pricing strategies, Internet as a distribution channel and disintermediation, Online Partnerships: Introduction to Affiliate marketing, On-line promotion: direct marketing, viral marketing, organizing campaigns in digital ecosystem,

Unit III:

Current trends in Digital Marketing: Search Engine Optimization- Keyword Research , How Google Works ,Search Engine Factors ,On Page & Off Page Optimization, Meta Tags, Images, Content, Video, Links and How to Get Them , Pay per Click- How to Create a PPC Campaign ,Implementing PPC Budget, Targeting Your Advertising , Measuring & Managing Your Campaigns, Digital Display Advertising-Creating and implementing banner campaign

Unit IV:

Use of social media in Digital Marketing: Social Media Marketing- Increasing Website Traffic Using Facebook, Twitter, Twitter marketing, Video, etc., Building Brand Awareness Using Social Media, Mobile Marketing- Various Forms of Mobile marketing,

Unit V:

Digital Analytics: Introduction to Digital analytics, Google Analytics, Free versus Paid, Account setup and navigation, Defining audience overview, Behavior, Acquisition source, Sales Funnel in digital world, Important Metrics in social Media analytics,

Text Book:

1. Charlesworth, Alen. (2014). Digital Marketing: A Practical Approach, RoutedgePublication
2. Social Media Marketing, Barker & Barker, Cengage Publication (2017)

Suggested Readings:

1. Moutusy Maity (2017) Internet Marketing, Oxford University Press
2. Bayne, M. (1997) Internet Marketing Plan. New York: John Wiley & Sons.
3. The Art of Digital Marketing, Dodson, Wiley India (2017)
4. Chaffey, Dave, Chadwick, Fiona, Ellis. (2012). Digital Marketing: Strategy, Implementation and Practice, 5/E, Pearson.
5. Seema Gupta (2018), Digital Marketing, McGraw Hill Education

Course Descriptor						
Participant	PGDM		Academic Year			
Course Title	DIGITAL & SOCIAL MEDIA MARKETING		Course Code	PG-MK04		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
Digital Marketing has been designed to help the students to understand how to plan, implement and manage a comprehensive digital marketing strategy. It will teach them how to engage with customers online and use the internet as a marketing channel.						
Course Outcomes:				Hours		
	01	Enable learner understand the concept of digital marketing and its utilities				
	02	Learner will get a familiarity with the decisions involved in running a digital marketing campaign				
	03	Learner will reiterate the importance of digital marketing decision and its implications				
	04	Learner will learn the different methods of budgetary planning in digital marketing; To evaluate the digital Campaigns of various companies				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Framework for Digital Marketing:	Digital Marketing Landscape & P-O-E-M framework, Commercial beginnings of the Web- Web 2.0, The Future Web 3.0, different digital technology marketing platforms, Internet Business models & marketing in a connected				

		world, Internet as a marketing platform, critical success factors for internet marketing, benefits and barriers to Internet marketing.		
	Digital Marketing Environment & Digital Marketing Mix:	Market opportunity analysis in the new economy, Global digital Marketing issues, Consumer Behavior Online, Privacy within Digital Contexts, Product development: influence of interactivity and individualization, Pricing on the internet – the economics of pricing & various pricing strategies, Internet as a distribution channel and disintermediation, Online Partnerships: Introduction to Affiliate marketing, On-line promotion: direct marketing, viral marketing, organizing campaigns in digital ecosystem,		
	Current trends in Digital Marketing:	Search Engine Optimization- Keyword Research , How Google Works ,Search Engine Factors ,On Page & Off Page Optimization, Meta Tags, Images, Content, Video, Links and How to Get Them , Pay per Click- How to Create a PPC Campaign ,Implementing PPC Budget, Targeting Your Advertising , Measuring & Managing Your Campaigns, Digital Display Advertising-Creating and implementing banner campaign		
	Use of social media in Digital Marketing:	Social Media Marketing- Increasing Website Traffic Using Facebook, Twitter, Twitter marketing, Video, etc., Building Brand Awareness Using Social Media, Mobile Marketing- Various Forms of Mobile marketing,		
	Digital Analytics:	Introduction to Digital analytics, Google Analytics, Free versus Paid, Account setup and navigation, Defining audience overview, Behavior, Acquisition source, Sales Funnel in digital world, Important Metrics in social Media analytics,		
Total				30
Required & Recommended Reading:				

<ol style="list-style-type: none"> 1. Moutusy Maity (2017) Internet Marketing, Oxford University Press 2. Bayne, M. (1997) Internet Marketing Plan. New York: John Wiley & Sons. 3. The Art of Digital Marketing, Dodson, Wiley India (2017) 4. Chaffey, Dave, Chadwick, Fiona, Ellis. (2012). Digital Marketing: Strategy, Implementation and Practice, 5/E, Pearson. 5. Seema Gupta (2018), Digital Marketing, McGraw Hill Education 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

RETAIL MANAGEMENT(PG-MK05)

Credits: 03
Hrs

Hours: 24+(6)=30

Course Objective: To make the students understand the basic facts, concepts & theories of Retail Management; the current scenario of the market, the type & nature of competition; all the functioning at a retail outlet; to acquire the knowledge about the emerging trends in different fields of Retail Management, to enable students learn & deal with the decisions involved in running a retail firm and the concepts and principles for making these decisions.

Learning Outcome: Enable learner understand the concept of Retail, function of Retail; To familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions; To reiterate the importance of consumer behavior in retail marketing decision making and its regulating factors/ implications; To introduce the students to technological innovations in retail; To appraise students about various trends in retailing & also understand the new technologies in Retail.

Contents:

Unit I:

Introduction to Retail : Global and Indian Perspective, Role and Relevance of Retail in Indian context, factors affecting growth of retail in India, Organized & Unorganized Retail, Definition & Functions of Retailer, Classification of Retail Formats: Store based retail format: On Area, On Merchandise viz convenience stores, Supermarkets, Warehouse stores, Category Killer, Departmental Store, Factory outlet, Specialty store, Discount Store, SBO, MBO Non-store retailing formats – Direct marketing, Direct selling, Vending machines, E-commerce & its future prospects, Retailing Concepts, Theories of Retailing , Concept of retail life cycle

Unit II:

Retail Shopper Behavior: Understanding Customer psychology and behavior, Major factors affecting buying behavior, Retail buying process, Relationship Marketing in Retailing, Customer service, providing superior services, importance of service in retail. Managing Customer complaints

– how to handle customer complaints, Gap Analysis - Knowledge gap, Standard gap and Delivery gap, encouraging loyalty

Unit III:

Store Location: Steps in selecting a retail location, Factors affecting location of a store, Retail Store Design, Store Layout – key considerations, steps for designing layout, Types of store layout – Free flow, Grid, Race track, Herringbone and Spine layout, factors of design decisions, Feature areas in store, Importance of layout of store, Managing the store, Store operations strategy – Tasks to be performed at store level, store administration, Managing human resource in store,

Unit IV:

Store Display & Merchandise Management: Retail Marketing & Communication, Display as promotion tool, personal selling and its importance in retailing, Category Management & Merchandise presentation technique, Retail selling process, Retail Mix, Private Labels – Defining private labels, Pre-requisites of private labels, advantages of store brands, how to create private brands, Visual merchandising – its importance in retailing, Franchising, Vendor Management, Mall Management, Concepts in Mall design.

Unit V:

Contemporary issues in retailing: Shrinkage in retailing, defining retail shrinkage, Types of shrinkage, latest data in retail shrinkage, Steps to prevent retail shrinkage, Radio frequency identification, Growing importance of Online Retail, Internet & Fraud, Technological revolutions in Retail, Airport Retailing – Global and Indian scenario, significance of airport retail in India, Luxury retail, counterfeiting of copycat brands, Role, importance and application of IT in retail

Cases:

1. Showrooming at Best Buy (HBR Case_ID_515019-PDF-ENG)
2. BigBasket.com (HBR Case_ID_W15263-PDF-ENG)

Text Books:

1. Michael Levy, Barton A. Weitz, Ajay Pandit (2017)- Retailing Management, Special Indian edition, 8th edition, Tata McGraw-Hill Education.
2. Pradhan, S. (2016). Retailing Management Text & Cases, 5th edition. Tata McGraw-Hill Education.

Suggested Readings:

1. Barry, B. (2012). Retail management: a strategic approach. 12th edition Pearson Education India.
2. David Gilbert, Retail Marketing Management, Pearson Education
3. Vedamani, G. G. (2003). Retail management. Jaico Publishing House
4. Online: www.indiaretailing.com & www.ibef.org

Note: Latest edition of the readings may be used.

MARKETING MANAGEMENT

TRIMESTER: V

PRODUCT & BRAND MANAGEMENT

(PG-MK06)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course objective is to make the students to understand the basic facts, concepts & Theories of Brand Management by providing insights into how to create profitable branding strategies by building, adjusting and managing brand equity.

Learning Outcome: Learner will be enabled to remember and understand the concept of brand and its function; Students will get familiarize with the techniques of Brand and Product management; This course will help them to understand the brand management decisions; This course will help them to analyze various approach and portfolio strategies in branding; Evaluate the Branding process and development of brands of various companies

Contents:

Unit I:

Product Concepts: What is a product, Classification of Product, Levels of product, Product Mix concepts - Product Line, Product Length, Product Depth, Product Breadth, Product mix decisions, Line extension and stretching strategies, Role of Brand in Product Management.

Unit II:

Brand & Branding Decision: Introduction to brand, Definition and meaning of brand, Branding Challenges & opportunities Individual level Introduction to non product related means of branding, Advantages of branding, Branding strategies and battle of brands.

Unit III:

Brand Knowledge, Identity and Brand positioning: Customer based brand equity, Role of CLV in branding and its relationship, Introduction to Brand Knowledge: Awareness & images, Brand Images in terms of attributes & benefits, Introduction to P.O.P and P.O.D, establishment of P.O.P and P.O.D, Kapferer's Brand Identity Prism Model; Concept of Straddle Positioning in branding, David Aaker model of brand identity and personality, Brand Positioning and various positioning strategies.

Unit IV:

Brand Equity: The brand equity concept, Keller and David A. Aaker model of Brand Equity, defining brand equity, Measuring brand equity, Building brand equity. Brand image and brand equity relationship, Customer Based Brand Equity (CBBE) model in details, Measurement of Brand Equity: Inter brand organization.

Unit V:

Brand Architecture Strategies: Introduction to Brand Architecture strategies and its designing, Brand -Product Matrix, Brand Portfolio & Hierarchy, Corporate Branding: Introduction, Designing Marketing Program to build brand equity: Product oriented, Price oriented, Channel oriented, Counterfeit Brands,

Text Books:

1. Kevin Lane Keller, Strategic Brand Management, 4E.(2013) Pearson India Pvt. Ltd
2. Tapan K. Panda, Product and Brand Management (2016). 1E. Oxford University Press

Suggested Readings:

1. Richard Elliott, Percy & Pervan, Strategic Brand Management, 2E. Oxford University
2. Sengupta, S. (2005). Brand positioning: strategies for competitive advantage. TataMcGraw-Hill Education.
3. Majumdar, R. (2007). Product management in India. PHI Learning Pvt. Ltd.
4. Gupta , S.L, Product Management, Wisdom Publications.
5. Lehmann and Winer, Product Management, TATA McGraw Hill.

Course Descriptor						
Participant	PGDM		Academic Year	2022 – 2023		
Course Title	PRODUCT & BRAND MANAGEMENT		Course Code	PG-MK06		
Credit	03		No. of Hours	30		
Faculty	Prof.					
Program Outcomes:				Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.		7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5		
Course Objectives						
The course objective is to make the students to understand the basic facts, concepts & Theories of Brand Management by providing insights into how to create profitable branding strategies by building, adjusting and managing brand equity						
Course Outcomes:				Hours		
	01	Learner will be enabled to remember and understand the concept of brand and its function				
	02	Students will get familiarize with the techniques of Brand and Product management				
	03	This course will help them to understand the brand management decisions				
	04	This course will help them to analyze various approach and portfolio strategies in branding; Evaluate the Branding processand development of brands of various companies				
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	PO1	PO2	PO3	PO4	PO5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3
Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Product Concepts:	What is a product, Classification of Product, Levels of product, Product Mix concepts - Product Line, Product Length, Product Depth, Product Breadth, Product mix decisions, Line extension and				

		stretching strategies, Role of Brand in Product Management		
	Brand & Branding Decision:	Introduction to brand, Definition and meaning of brand, Branding Challenges & opportunities Individual level Introduction to non product related means of branding, Advantages of branding, Branding strategies and battle of brands.		
	Brand Knowledge, Identity and Brand positioning:	Customer based brand equity, Role of CLV in branding and its relationship, Introduction to Brand Knowledge: Awareness & images, Brand Images in terms of attributes & benefits, Introduction to P.O.P and P.O.D, establishment of P.O.P and P.O.D, Kapferer's Brand Identity Prism Model; Concept of Straddle Positioning in branding, David Aakar model of brand identity and personality, Brand Positioning and various positioning strategies.		
	Brand Equity:	The brand equity concept, Keller and David A. Aakar model of Brand Equity, defining brand equity, Measuring brand equity, Building brand equity. Brand image and brand equity relationship, Customer Based Brand Equity (CBBE) model in details, Measurement of Brand Equity: Inter brand organization.		
	Brand Architecture Strategies:	Introduction to Brand Architecture strategies and its designing, Brand - Product Matrix, Brand Portfolio & Hierarchy, Corporate Branding: Introduction, Designing Marketing Program to build brand equity: Product oriented, Price oriented, Channel oriented, Counterfeit Brands,		
			Total	30
Required & Recommended Reading:				
1. Richard Elliott, Percy & Pervan, Strategic Brand Management, 2E. Oxford University 2. Sengupta, S. (2005). Brand positioning: strategies for competitive advantage. Tata McGraw-Hill Education.				

3.	Majumdar, R. (2007). Product management in India. PHI Learning Pvt. Ltd.			
4.	Gupta , S.L, Product Management, Wisdom Publications.			
5.	Lehmann and Winer, Product Management, TATA McGraw Hill.			
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

CUSTOMER RELATIONSHIP MANAGEMENT

(PG-MK07)

Credits: 03
24+(6)=30 Hrs

Hours:

Course Objective: At the end of the course, the students will be able to understand the fundamentals of Customer Relationship Management, its scope and concept; familiar with the key concepts like Customer Life Cycle (CLC) & Customer Lifetime Value (CLV), Loyalty Management, Relationship Marketing etc.; equipped with knowledge to understand planning and implementing CRM projects and use it in designing marketing strategies and in enhancing the effectiveness of marketing programs; able to appreciate the role of IT for success of CRM with the emphasis on data handling & specifications of e-CRM.

Learning Outcome: The students will remember the different CRM concepts; They will understand to work in Customer Relationship Projects; Apply the knowledge of CLV to maintain the retention; Analyze the CRM projects for better results; Evaluate the automation of sales, marketing and services by means of CRM

Contents:

Unit I:

Concept of Customer Relationship Management: Evolution and benefits of CRM, Framework - Strategic Imperative-Adoption and implementation of CRM- The CRM Roadmap- Customer Centric Marketing and Internal Marketing; Operational issues in implementing CRM-Process view, Attraction vs Retention; Conceptual Foundations-Evolution and Benefits of CRM; Building Customer Relationship-Zero Customer Defection, CRM Framework;

Unit II:

Architecture of CRM: Fundamental components of CRM- Operational, Analytical and Collaborative, SFA, EMA, CSS, Technical considerations, E CRM.

Unit III:

Implementation of CRM: Components of CRM Solution, Campaign Management, Sales Force Automation, Customer Service & Support, CSS Capabilities, CRM Implementation Roadmap, Customer centric Organizational structure, Internal Marketing, Decisions related to CRM implementation, Loyalty Programs, Reward Programs, CRM Programs, Role of Employees, Challenges of CRM Implementation

Unit IV:

Economics of Customer Relationship Management: Market Share vs Customer Share orientation, CLV and its calculation, Markov Analysis, Analytics in CRM, Activity based Costing, Customer profitability

Unit V:

CRM Applications- Characteristics of Services, Service Quality Dimensions, Service Quality, Satisfaction and Loyalty, Customer Defections, Service Recovery, CRM in Healthcare, Hospitality, Banks and Airline, CRM in business markets, Key account Management

Cases: 1. Starbucks Co.

2. Hubspot and Motion AI: Chatbot enabled CRM

Text Books:

1. Shainesh, G; Seth Jagdish N, Customer Relationship Management. (2016). A Strategic Perspective, Macmillan Publications.
2. Rai, Alok Kumar. (2013). Customer Relationship Management: Concepts and Cases. PHI

Suggested Readings:

1. Chaturvedi, Mukesh., Chaturvedi, Abhinav .(2005).Customer Relationship Management, Excel Books.
2. Zikmund, William G.;McLeod, Raymond ;Gilbert, Faye W. (2010). Customer Relationship Management, Wiley.
3. Buttle, Francis, Maklan, Stan. (2015). Customer Relationship Management: Concepts and Technologies, Routledge.
4. Greenberg, Paul. (2010). CRM at the speed of light, Mc Graw Hill.

Course Descriptor								
Participant		PGDM	Academic Year	2022 – 2023				
Course Title		CUSTOMER RELATIONSHIP MANAGEMENT	Course Code	PG-MK07				
Credit		03	No. of Hours	30				
Faculty		Prof.						
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
At the end of the course, the students will be able to understand the fundamentals of Customer Relationship Management, its scope and concept; familiar with the key concepts like Customer Life Cycle (CLC) & Customer Lifetime Value (CLV), Loyalty Management, Relationship Marketing etc.; equipped with knowledge to understand planning and implementing CRM projects and use it in designing marketing strategies and in enhancing the effectiveness of marketing programs; able to appreciate the role of IT for success of CRM with the emphasis on data handling & specifications of e-CRM.								
Course Outcomes:				Hours				
	01	The students will remember the different CRM concepts						
	02	They will understand to work in Customer Relationship Projects; Apply the knowledge of CLV to maintain the retention						
	03	Analyze the CRM projects for better results						
	04	Evaluate the automation of sales, marketing andservices by means of CRM						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
		CO	P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hour		

	Concept of Customer Relationship Management:	Evolution and benefits of CRM, Framework - Strategic Imperative-Adoption and implementation of CRM-The CRM Roadmap- Customer Centric Marketing and Internal Marketing; Operational issues in implementing CRM-Process view, Attraction vs Retention; Conceptual Foundations-Evolution and Benefits of CRM; Building Customer Relationship-Zero Customer Defection, CRM Framework;		
	Architecture of CRM:	Fundamental components of CRM-Operational, Analytical and Collaborative, SFA, EMA, CSS, Technical considerations, E CRM.		
	Implementation of CRM:	Components of CRM Solution, Campaign Management, Sales Force Automation, Customer Service & Support, CSS Capabilities, CRM Implementation Roadmap, Customer centric Organizational structure, Internal Marketing, Decisions related to CRM implementation, Loyalty Programs, Reward Programs, CRM Programs, Role of Employees, Challenges of CRM Implementation		
	Economics of Customer Relationship Management:	Market Share vs Customer Share orientation,CLV and its calculation, Markov Analysis, Analytics in CRM, Activity based Costing, Customer profitability		
	CRM Applications-	Characteristics of Services, Service Quality Dimensions, Service Quality, Satisfaction and Loyalty, Customer Defections, Service Recovery, CRM in Healthcare, Hospitality, Banks and Airline, CRM in business markets, Key account Management		
Total				30
Required & Recommended Reading:				

1. Shainesh, G; Seth Jagdish N, Customer Relationship Management. (2016). A Strategic Perspective, Macmillan Publications. 2. Rai, Alok Kumar. (2013). Customer Relationship Management: Concepts and Cases. PHI				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 – Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MARKETING OF SERVICES(PG-MK08)

Credits: 3
24+(6)=30 Hrs

Hours:

Course Objective: The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. This course provides a practical introduction to the theory and concept of services marketing to a range of organizational settings and contexts.

Learning Outcome: Upon successful completion, students will be able to: Identify the challenges faced by the service industry in the current business environments; Understand and explain the difference between marketing of physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing; Utilize the concepts of services marketing in solving the challenges faced in services delivery as outlined in the services gap model; Develop a framework for service optimization and delivery Measure the effectiveness of the service operations on the organizational performance

Contents:

Unit I:

Introduction to Services Marketing: Nature and Concept of Service, the emergence of services economy; Goods VS services; Classification of Services; Credence Quality of services; Service profit chain; Services Marketing Trilogy. Focusing on the customer: customer-defined standards, Physical Evidence & Servicecape; Impact of the Service Environment on Consumers; Service empowerment.

Unit II:

Customer Expectations of Services and Service Optimization: Service Expectations: Types of expectations; Zone of Tolerance; Factors influencing Consumer Expectations; Consumer decision making process for services; Service encounters/Moment of Truth: Meaning; Types and Importance; Cycle of success; Segmenting, targeting, positioning of services.

Managing Demand and Capacity – Capacity Constraints; Demand Patterns; Strategies to deal with imbalances; Yield Management; Waiting line strategies; Service recovery and its role in CRM; Employees' and customers' role in service delivery.

Unit III:

Service Blueprinting: Challenges to services design, new service development, developing the service blueprint, frontline and back-office operations, quality function deployment, The Gap Model, Dimensions of service quality: SERVQUAL; Service innovations.

Unit IV:

Service Marketing Mix: Service Product; Pricing of Services - Approaches to pricing of services and Pricing strategies; Design the service communication mix; Service Distribution- Branding and distribution of services; Service Promotion- Design the service communication mix; People component in Service-People-employer role in service delivery; Service Process; Physical evidence in service; Role of Servicescape; self-service technologies.

Unit V:

Applications of Services Marketing: Marketing Financial Services, Healthcare etc; Role of e-channels in services. Case lets and case discussions.

Textbooks:

1. Lovelock, C., Patterson, P. G., & Wirtz, J. (2014). *Services marketing*. 6th Ed. Pearson Education.
2. Zeithaml, V. A., Bitner, M. J., Gremler, D. D. & Pandit, A. (2013). *Services marketing*. 6th Ed. McGraw-Hill Higher Education.

Suggested Readings:

1. Nargundkar, R. (2006). *Services Marketing*. 2nd Ed. Tata McGraw-Hill Education.
2. Verma, H. V. (2012). *Services Marketing: Text and Cases*. 2nd Ed. Pearson Education India.
3. Chowdhary, N., & Choudhary, M. (2008). Text book of Marketing of Services. *The Indian experience*. Macmillan Publishing Co, New Delhi.
4. Apte, G. (2004). *Services marketing*. Oxford University Press.

Note: Latest edition of the readings may be used.

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	MARKETING OF SERVICES	Course Code	PG-MK08				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
The objective of this course is to supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services. This course provides a practical introduction to the theory and concept of services marketing to a range of organizational settings and contexts.							
Course Outcomes:			Hours				
	01	Upon successful completion, students will be able to: Identify the challenges faced by the service industry in the current business environments					
	02	Understand and explain the difference between marketing of physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing;					
	03	Utilize the concepts of services marketing in solving the challenges faced in services delivery as outlined in the services gap model					
	04	Develop a framework for service optimization and delivery Measure the effectiveness of the service operations on the organizational performance					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
		P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Introduction to Services Marketing:	Nature and Concept of Service,the emergence of services economy; Goods VS services; Classification of Services; Credence Quality of services; Service profit chain; Services Marketing Trilogy.Focusing on the customer: customer-defined standards, Physical Evidence & Service cape; Impact of the Service Environment on Consumers; Service empowerment.		
	Customer Expectations of Services and Service Optimization:	<p>Service Expectations: Types of expectations; Zone of Tolerance; Factors influencing Consumer Expectations; Consumer decision making process for services; Service encounters/Moment of Truth: Meaning; Types and Importance; Cycle of success; Segmenting, targeting, positioning of services.</p> <p>Managing Demand and Capacity – Capacity Constraints; Demand Patterns; Strategies to deal with imbalances; Yield Management; Waiting line strategies; Service recovery and its role in CRM; Employees’ and customers’ role in service delivery</p>		
	Service Blueprinting:	Challenges to services design, new service development, developing the service blueprint, frontline and back-office operations, quality function deployment, The Gap Model,Dimensions of service quality: SERVQUAL; Service innovations		
	Service Marketing Mix:	Service Product; Pricing of Services - Approaches to pricing of services and Pricing strategies; Design the service communication mix; Service Distribution- Branding and distribution of services; Service Promotion- Design the service communication mix; People component in Service-People-		

		employer role in service delivery; Service Process; Physical evidence in service; Role of Servicescape; self-service technologies.		
	Applications of Services Marketing	Marketing Financial Services, Healthcare etc; Role of e- channels in services. Case lets and case discussions.		
Total				22
Required & Recommended Reading:				
1. Nargundkar, R. (2006). <i>Services Marketing</i> . 2nd Ed. Tata McGraw-Hill Education. 2. Verma, H. V. (2012). <i>Services Marketing: Text and Cases</i> . 2 nd Ed. Pearson Education India. 3. Chowdhary, N., &Choudhary, M. (2008). Text book of Marketing of Services. <i>The Indianexperience</i> . Macmillan Publishing Co, New Delhi. Apte, G. (2004). <i>Services marketing</i> . Oxford University Press				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Lengt h of Assessment Type	Weight age of Assess ment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

NESS 2 BUSINESS MARKETING(PG-MK09)

Credits: 03
24+(6)=30 Hrs

Hours:

Course Objective: The course objective of this course is to explore various components of B2B, and their role in Procurement & Vendor Development, Relationship building, marketing strategies, Alliances, Supply Chain, B2B Communications, Performance Measurement, Value Based Pricing and Consumer Centric Approach to Channel Design. The course enables an understanding of the challenges faced by business organizations in planning and executing a structured strategy for their B2B clients.

Learning Outcome: The students will be able to identify the different B2B situation; They will understand to work in B2B relationship based selling; Apply the knowledge of B2B to maintain the relationship and understanding of demand conditions; Analyze the B2B situation and its determinants for better results; Evaluate the automation of sales, marketing and services by means of B2B marketing concept.

Contents:

Unit I:

How is B2B selling different, Changing trends in sales messages & long-term view in sales operations, Strategic focus of B to B operations, Key elements of account management,

Unit II:

Patterns of Demand and its determination in B to b operations, Challenges in lead generations, use of webinars and other modern techniques, Use of telemarketing and LinkedIn in business development, generating more enquiries from web-site & nurturing contact, importance of marketing intelligence,

Unit III:

Meeting with prospects: do's and don'ts, Preparation before sales meeting, Research about business buying behavior and market segmentations, target market strategy, decision –makers in buying process, Concept of in and out suppliers and re-buy situations, Selecting the Channel partner, evaluation and conflict handling

Unit IV:

Typical B to B sales cycle, Different stages of sales cycle, Difference between seller's and buyer's view of a solutions, accelerating the sales, One to one selling approach, relationship selling, Use of sales promotion and publicity,

Unit V:

Managing the competitive bid, Different forms of bid and bidding process, maximizing the referrals, barriers in repeat sales, ensuring customer loyalty, need of a sale system, Commonly used terms like Transit Insurance/ payment terms / EMD / Warranty / Delivery / Price Escalation / Quotations / Letter of Intent / Purchase order / Proforma Invoice / Form -c|| and Form -D|| / Excise exemption certificate / Octroi Exemption certificate / goods received inward note (GRIN) / Commissioning

Text Books:

1. Business Marketing Management by Michael D Hutt, Sharma, & Thomas W. Speh Cengage – Key Handbook
2. Business Marketing Concept & cases – Sharad Sarin McGraw Hill

Suggested Readings:

1. Business Marketing – Havaladar : McGraw Hill
2. Business Markets Management - Anderson, Narayan das, Narus Sheysadri - Pearson
3. Case Studies such as Flipkart, Agro sector, ITC – Case Lets – References

Course Descriptor			
Participant	PGDM	Academic Year	2022 – 2023
Course Title	BUSINESS 2 BUSINESS MARKETING	Course Code	PG-MK09
Credit	03	No. of Hours	30
Faculty	Prof.		
Program Outcomes:			Hours
1	P O 1	Apply knowledge of management theories to Services Marketing.	7
2	P O 2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	P O 3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	P O 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	P O 5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5
Course Objectives			
<p>The course objective of this course is to explores various components of B2B, and their role in Procurement & Vendor Development, Relationship building, marketing strategies, Alliances, Supply Chain, B2B Communications, Performance Measurement, Value Based Pricing and Consumer Centric Approach to Channel Design. The course enables an understanding of the challenges faced by business organizations in planning and executing a structured strategy for their B2B clients.</p>			
Course Outcomes:			Hours
	01	Upon successful completion, students will be able to: Identify the challenges faced by the service industry in the current business environments	
	02	Understand and explain the difference between marketing of physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing	
	03	Utilize the concepts of services marketing in solving the challenges faced in services delivery as outlined in the services gap model	
	04	Develop a framework for service optimization and delivery Measure the effectiveness of the service operations on the organizational performance	
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)			

		CO	PO1	PO2	PO3	PO4	PO5		
		1	3	2	-	1	2		
		2	2	2	-	3	2		
		3	3	2	-	2	2		
		4	2	3	2	3	3		
Indicative Content & Session Plan									
Session	Module	Description				CO	Hours		
		How is B2B selling different, Changing trends in sales messages & long-term view in sales operations, Strategic focus of B to B operations, Key elements of account management,							
		Patterns of Demand and its determination in B to b operations, Challenges in lead generations, use of webinars and other modern techniques, Use of telemarketing and LinkedIn in business development, generating more enquiries from web-site & nurturing contact, importance of marketing intelligence,							
		Meeting with prospects: do's and don'ts, Preparation before sales meeting, Research about business buying behavior and market segmentations, target market strategy, decision –makers in buying process, Concept of in and out suppliers and re-buy situations, Selecting the Channel partner, evaluation and conflict handling							
		Typical B to B sales cycle, Different stages of sales cycle, Difference between seller's and buyer's view of a							

		solutions, accelerating the sales, One to one selling approach, relationship selling, Use of sales promotion and publicity,		
		Managing the competitive bid, Different forms of bid and bidding process, maximizing the referrals, barriers in repeat sales, ensuring customer loyalty, need of a sale system, Commonly used terms like Transit Insurance/ payment terms / EMD / Warranty / Delivery / Price Escalation / Quotations / Letter of Intent / Purchase order / Proforma Invoice / Form -c and Form -D / Excise exemption certificate / Octroi Exemption certificate / goods received inward note (GRIN) / Commissioning		
Total				30
Required & Recommended Reading:				
1. Business Marketing – Havaladar : McGraw Hill 2. Business Markets Management - Anderson, Narayan das, Narus Sheysadri - Pearson 3. Case Studies such as Flipkart, Agro sector, ITC – Case Lets – References				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MARKETING MANAGEMENT

TRIMESTER: VI

INTEGRATED MARKETING COMMUNICATION

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: To make the students understand the different elements of IMC and how can they be applied for promotions of products, provide a picture of rapidly changing pace of advertising and ad-agencies in the total context of Integrated Marketing Communications; the aim of the subject is to acquaint the students with concepts and techniques for developing an effective IMC program.

Learning Outcome: Remember the tools of IMC; Understand the advertising management design; Apply the IMC tools; Analyze the promotional mix tools to design the IMC campaign; Evaluate the IMC Campaigns of various companies

Contents:

Unit I:

Introduction to IMC: Meaning, Promotional Mix- Tools for IMC, Discussion on each elements, Advertising vs. Sales Promotion, Advertising vs. Personal Selling, Growth of Advertising and Promotion, IMC Planning for branding and positioning, Role of IMC in Marketing Process

Unit II:

Advertising and Media Planning: Organizing Advertising and Promotion, Advertising Agency, Types of Ad Agency, Agency Compensation, Specialized Services, And Collateral Services, Creative Strategy - Advertising Creativity, Advertising Campaigns, Media Planning and Strategy- Media Plan, Media Mix, Developing and Implementing Media Strategies, Evaluation of Media; Advertising Research- Testing Process, Measuring Advertising Effects

Unit III:

Personal Selling: Determining IMC objectives, DAGMAR approach, problems in Setting Objectives, Allocating the Promotional Budget, Budget Approaches. Advertising Appeals, Creative Tactics and Client Approval

Unit IV:

Other Elements of Promotions-Sales Promotion, Sales Promotion & Promotion Mix, Impact of Sales Promotion on Sales, Issues and challenges involved in Sales Promotion, Techniques of Consumer Promotion and Trade Promotion, Public Relations,

Unit V:

Regulatory and Ethical Perspectives

Regulation of Advertising and Promotion, Evaluating the social, ethical and economic aspects of Advertising and Promotion.

Cases: 1. The Need for a Creative Revolution in Online Advertising

3. Cannes Festival- The Olympic Games of Advertising

Text books:

1. Belch George E; Belch Michael; Purani Keyoor. (2017). Advertising and Promotion- An Integrated Marketing Communications Perspective, Mc Graw Hill.
2. Kumar, Malaval. (2015). Integrated Marketing Communication, Pearson

Suggested Readings:

1. Hackley, Chris; Hackley,Runpaka Amy. (2017). Advertising and Promotion. SagePublishing.
2. Yeshin, Tony. (2012). Integrated Marketing Communications- The Holistic Approach. Routledge.
3. Kaser, Kan. (2012).Advertising and Sales Promotion. Cengage Learning.
4. Dutta, Kirti. (2016). Integrated Marketing Communication. Oxford

Course Descriptor							
Participant	PGDM	Academic Year	2022 – 2023				
Course Title	INTEGRATED MARKETING COMMUNICATION	Course Code	PG-MK10				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	P O 1	Apply knowledge of management theories to Services Marketing.	7				
2	P O 2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	P O 3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	P O 4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	P O 5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
To make the students understand the different elements of IMC and how canthey be applied for promotions of products, provide a picture of rapidly changing pace of advertising and ad-agencies in the total context of Integrated Marketing Communications; the aim of the subject is to acquaint the students with concepts and techniques for developing an effective IMC program.							
Course Outcomes:			Hours				
	01	Remember the tools of IMC					
	02	Understand the advertising management design					
	03	Apply the IMC tools; Analyze the promotional mix tools to design the IMC campaign					
	04	Evaluate the IMC Campaigns of various companies					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan							
Session	Module	Description	CO	Hours			
	Introduction to IMC:	Meaning, Promotional Mix- Tools for IMC, Discussion on each elements, Advertising vs. Sales Promotion, Advertising vs. Personal Selling, Growth of Advertising and Promotion, IMC Planning for branding and positioning, Role of IMC in Marketing Process					
	Advertising and Media Planning:	Organizing Advertising and Promotion, Advertising Agency, Types of Ad Agency, Agency Compensation, Specialized Services, And Collateral Services, Creative Strategy - Advertising Creativity, Advertising Campaigns, Media Planning and Strategy- Media Plan, Media Mix, Developing and Implementing Media Strategies, Evaluation of Media; Advertising Research- Testing Process, Measuring Advertising Effects					
	Personal Selling:	Determining IMC objectives, DAGMAR approach, problems in Setting Objectives, Allocating the Promotional Budget, Budget Approaches. Advertising Appeals, Creative Tactics and Client Approval					
	Other Elements of Promotions-	Sales Promotion, Sales Promotion & Promotion Mix, Impact of Sales Promotion on Sales, Issues and challenges involved in Sales Promotion, Techniques of Consumer Promotion and Trade Promotion, Public Relations,					
	Regulatory and Ethical	Regulation of Advertising and Promotion, Evaluating the social,					

	Perspectives	ethical and economic aspects of Advertising and Promotion.		
Total				30
Required & Recommended Reading:				
1.	Hackley, Chris; Hackley, Rungpaka Amy. (2017). Advertising and Promotion. Sage Publishing.			
2.	Yeshin, Tony. (2012). Integrated Marketing Communications- The Holistic Approach. Routledge.			
3.	Kaser, Kan. (2012). Advertising and Sales Promotion. Cengage Learning.			
4.	Dutta, Kirti. (2016). Integrated Marketing Communication. Oxford			
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weightage of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INTERNATIONAL MARKETING(PG-MK11)

Credits: 03
24+(6)=30 Hrs

Hours:

Course Objective: To impart knowledge about concepts and theories of international marketing and their applications in deciding about marketing strategies related to product, pricing, distribution and promotion in international business.

Learning Outcome: After the end of this term, students would be able to Understand Environmental dynamics of international market; Analyze Market entry strategies for international market; Understand Pricing strategies for international market with reference to socio-cultural environment of the country; Evaluate Distribution decisions for international market and international promotion mix; Apply the knowledge of cultural diversity to devise effective strategies for international market.

Contents:

Unit I:

Introduction and Overview: Nature, scope and importance of international marketing, international market orientation, Scanning and monitoring global marketing environment, Controllable and Uncontrollable environment and its influence on international market decision, International marketing segmentation, selection and positioning, International marketing information system.

Strategic planning, International market entry strategies: exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad, and strategic alliances, Exit strategies.

Unit II:

International Product Planning and Pricing Decisions : Major product decisions, Product features and quality: product design, labelling, packaging, branding and product support services, Product standardization v/s. adaptation, Managing product line, International product life cycle, New product development, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing.

Unit III:

International Distribution Decisions: International distribution channels and their roles and functions, Selection and management of overseas agents, International logistics: inventory management, transportation, warehousing and insurance, Alternative middlemen choices, Factors affecting choice of channels. Locating, selecting and motivating channel members.

Unit IV:

International Promotion: Promotion strategies across countries: complexities and issues, country of origin effect, International promotion tools and planning: advertising personal selling publicity and sales promotion, Viral marketing, Global sponsorships, Developing international promotion campaign, emerging trends in international marketing: ecological concerns and international marketing ethics, International CSR practices.

Unit V:

Contemporary issues: Cultural diversity managing cross- cultural relationship.

Text Books:

1. Cateora, Philip R. and John L. Graham. (2017). International Marketing; Tata McGraw-Hill.
2. Paul, Justin; Kapoor, Ramneek. (2012). International Marketing Text and Cases. Tata McGraw-Hill.

Suggested Readings:

1. Kotabe, M. And Helsen, K. (2016). Global Marketing Management; John Wiley.
2. Jain, Subhash C. (2001). International Marketing Management; PWS-Kent Publishing Company.
3. Fayerweather, John. (1976). International Marketing; Prentice Hall of India.
4. Keegan, W. (2002). Global Marketing Management; Prentice Hall of India.
5. Albaum, Gerald; Duer, Edwin; Josiassen. (2016). International Marketing and Export Management

Course Descriptor								
Participant	PGDM		Academic Year	2022 – 2023				
Course Title	INTERNATIONAL MARKETING		Course Code	PG-MK11				
Credit	03		No. of Hours	30				
Faculty	Prof.							
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
To impart knowledge about concepts and theories of international marketing and their applications in deciding about marketing strategies related to product, pricing, distribution and promotion in international business.								
Course Outcomes:				Hours				
	01	After the end of this term, students would be able to Understand Environmental dynamics of international market						
	02	Analyze Market entry strategies for international market; Understand Pricing strategies for international market with reference to socio-cultural environment of the country						
	03	Evaluate Distribution decisions for international market and international promotion mix						
	04	Apply the knowledge of cultural diversity to devise effective strategies for international market.						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
		CO	PO 1	PO 2	PO 3	PO 4	PO 5	
	1		3	2	-	1	2	
	2		2	2	-	3	2	
	3		3	2	-	2	2	
	4		2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Introduction	Nature, scope and importance of						

	and Overview	<p>international marketing, international market orientation, Scanning and monitoring global marketing environment, Controllable and Uncontrollable environment and its influence on international market decision, International marketing segmentation, selection and positioning, International marketing information system.</p> <p>Strategic planning, International market entry strategies: exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad, and strategic alliances, Exit strategies</p>		
	International Product Planning and Pricing Decisions :	<p>Major product decisions, Product features and quality: product design, labelling, packaging, branding and product support services, Product standardization v/s. adaptation, Managing product line, International product life cycle, New product development, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing</p>		
	International Distribution Decisions:	<p>International distribution channels and their roles and functions, Selection and management of overseas agents, International logistics: inventory management, transportation, warehousing and insurance, Alternative middlemen choices, Factors affecting choice of channels. Locating, selecting and motivating channel members.</p>		
	International Promotion:	<p>Promotion strategies across countries: complexities and issues, country of origin effect, International promotion tools and planning: advertising personal</p>		

		selling publicity and sales promotion, Viral marketing, Global sponsorships, Developing international promotion campaign, emerging trends in international marketing: ecological concerns and international marketing ethics, International CSR practices.		
	Contemporary issues:	Cultural diversity managing cross-cultural relationship.		

Total

30

Required & Recommended Reading:

1. Kotabe, M. And Helsen, K. (2016). Global Marketing Management; John Wiley.
2. Jain, Subhash C. (2001). International Marketing Management; PWS-Kent Publishing Company.
3. Fayerweather, John. (1976). International Marketing; Prentice Hall of India.
4. Keegan, W. (2002). Global Marketing Management; Prentice Hall of India.
5. Albaum, Gerald; Duer, Edwin; Josiassen. (2016). International Marketing and Export Management

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

RURAL MARKETING(PG-MK12)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course intends to acquaint students with the rural and agricultural market environment. It enables them to understand rural consumer markets and hence contribute in the upcoming global economic scenario where rural markets are emerging as potential markets.

Learning Outcome: At the end of the course students will be able to: Identify the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices in this area; Demonstrate the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies; Apply the appropriate concepts and techniques in the area of rural marketing; Analyze the rural marketing mix (4 A's) to meet the needs of rural consumers; Evaluate concept and methodology for conducting the research in rural market.

Contents:

Unit I:

Introduction to Rural Markets: Definition, nature and characteristics of Rural Market, Rural Market structure: Demographic, Physical, Economic Environment, Rural marketing vs. Urban Marketing, Rural Marketing: Challenges and Opportunities.

Unit II:

Rural Consumer Behavior: Profile and lifestyle of Rural Consumer, Segmentation: Rural Market Segmentation tools, Targeting and Positioning, Rural Consumer Behavior, Rural Shopping Habits, Rural Customer Buying Decision Process, Factors Affecting Consumer Behavior -Cultural, Social, Technological, Economic and Political.

Unit III:

The Rural Marketing Mix: Product: Significance, concept and product Mix Decisions, Pricing strategy :Objectives ,Policies and Strategies, Promotion : Advertising , Sales Promotion and PR in Rural Markets ,Communication in Rural Marketing ,language and culture, Distribution Strategies, Channels of Distribution, Role of Government, Financial institutions, Public Sector undertakings, Regulated Markets and Public Distribution Systems.

Unit IV:

Understanding Agricultural Markets: Scope of Agricultural Marketing, Traditional Agricultural Marketing System, Challenges in Agricultural Marketing: Transportation, grading, standardization, Economic Importance of Agricultural Marketing, Export potential of Agricultural Markets.

Unit V:

Innovation in Rural Markets : Significance of innovation in rural markets, Importance of Market information in Rural Marketing, Emergence of organized retailing in Rural India, Key drivers of organized retail, cases in organized retail ;Operative models adopted by Indian Companies, E-channels in Rural marketing.

Text Books:

1. Kashyap, P. (2016). *Rural Marketing*. 3rd Ed. Pearson Education.
2. Dogra, B.&Ghuman, K. (2008).*Rural Marketing*. McGraw Hill.

Suggested Readings:

1. Prahalad, C .K (2004). *The Fortune at the Bottom of the Pyramid*. 5th Ed. Pearson Education.
2. Badi, R.V. &Badi, N.V. (2010). *Rural Marketing*; Himalaya Publishing House.
3. Krishnamacharyulu C.G & Ramakrishna L. (2012).*Rural Marketing*. 2nd Ed. Pearson Education.

Note: Latest edition of the readings may be used.

Course Descriptor								
Participant	PGDM		Academic Year					
Course Title	RURAL MARKETING		Course Code	PG-MK12				
Credit	03		No. of Hours	30				
Faculty	Prof.							
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
The course intends to acquaint students with the rural and agricultural market environment. It enables them to understand rural consumer markets and hence contribute in the upcoming global economic scenario where rural markets are emerging as potential markets.								
Course Outcomes:				Hours				
	01	After the end of this term, students would be able to Understand Environmental dynamics of international market						
	02	Analyze Market entry strategies for international market; Understand Pricing strategies for international market with reference to socio-cultural environment of the country						
	03	Evaluate Distribution decisions for international market and international promotion mix;						
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Introduction to Rural Markets	Definition, nature and characteristics of Rural Market,						

		Rural Market structure: Demographic, Physical, Economic Environment, Rural marketing vs. Urban Marketing, Rural Marketing: Challenges and Opportunities.		
	Rural Consumer Behavior:	Profile and lifestyle of Rural Consumer, Segmentation: Rural Market Segmentation tools, Targeting and Positioning, Rural Consumer Behavior, Rural Shopping Habits, Rural Customer Buying Decision Process, Factors Affecting Consumer Behavior - Cultural, Social, Technological, Economic and Political.		
	The Rural Marketing Mix:	Product: Significance, concept and product Mix Decisions, Pricing strategy :Objectives ,Policies and Strategies, Promotion : Advertising , Sales Promotion and PR in Rural Markets ,Communication in Rural Marketing ,language and culture, Distribution Strategies, Channels of Distribution, Role of Government, Financial institutions, Public Sector undertakings, Regulated Markets and Public Distribution Systems		
	Understanding Agricultural Markets:	Scope of Agricultural Marketing, Traditional Agricultural Marketing System, Challenges in Agricultural Marketing: Transportation, grading, standardization, Economic Importance of Agricultural Marketing, Export potential of Agricultural Markets.		
	Innovation in Rural Markets :	Significance of innovation in rural markets, Importance of Market information in Rural Marketing, Emergence of organized retailing		

		in Rural India, Key drivers of organized retail, cases in organized retail ;Operative models adopted by Indian Companies, E- channels in Rural marketing.		
Total				22
Required & Recommended Reading:				
1.	Prahalad, C .K (2004). <i>The Fortune at the Bottom of the Pyramid</i> . 5th Ed. Pearson Education.			
2.	Badi, R.V. &Badi, N.V. (2010). <i>Rural Marketing</i> ; Himalaya Publishing House.			
3.	Krishnamacharyulu C.G & Ramakrishna L. (2012). <i>Rural Marketing</i> . 2nd Ed. PearsonEducation.			
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Lengt h of Assessment Type	Weight age of Assess ment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

FINANCIAL MANAGMENT

TRIMESTER: IV

ELECTIVE OF FINANCIAL MANAGEMENT

FINANCIAL MODELING USING EXCEL

Credits: 03
24+(6)=30 Hrs

(PG-FM01)

Hours:

Course Objective: The course aims to develop skills in designing and constructing robust financial models through excel and use the support tools and techniques in the spreadsheet program. The student is expected to learn application of modeling particularly in the areas of financial analysis, project appraisal, sensitivity and scenario analysis, valuation and portfolio construction. The students will be able to appreciate the difference between what makes a good model and a bad one, follow a logical, structured and disciplined approach towards model building and improve his knowledge of Excel functionality.

Learning Outcome: To apply knowledge and understanding of Finance and Investment concepts in Spreadsheet environment on real/simulated data; To be able to organize and structure financial data meaningfully; To create robust and dynamic financial models enabling accurate and efficient analysis of historical data and appropriate projection of decision variables.

Contents:

Unit I:

Introduction to Modeling, Understanding the Basics of Excel; Advanced Features of Excel; Database Functions in Excel; Creating Charts; Using Forms and Control Toolbox; Understanding Finance Functions present in Excel; Creating Dynamic Models and Using web interface for prices of traded assets Date and Time Functions; Sensitivity Analysis using Excel; Goal Seek, Data Table, Scenario Manager; Other Sensitivity Analysis Features

Unit II:

Financial Statement Analysis Using Excel; Preparing common size statements; Forecasting Financial Statements using Excel: Defining assumptions of forecast in all financial statements, Integrate assumptions and drivers into financial models; Analyzing Financial Statements by using Spreadsheet Model

Unit III:

Excel in Project Appraisal; Determining Project Viability, Hurdle Rate; Risk Analysis in Project Appraisal; Simulation in Project Appraisal

Unit IV:

Excel in Valuation; Determination of Value Drivers; DCF Valuation; Risk Analysis in Valuation

Unit V:

Excel in Portfolio Theory; Determining Efficient Portfolio; Creating Dynamic Portfolios; Portfolio Insurance; Fixed Income Portfolio Management using Excel

Text Book:

1. Day, A. L. (2012), –Mastering Financial Modelling in Microsoft Excel: A practitioner's guide to applied corporate finance|| Pearson Education, New Delhi

Suggested Readings

1. Benninga, S., & Czaczkas, B. (2000). Financial modeling. MIT press.
2. Proctor, K. S. (2004). Building financial models with Microsoft Excel: A guide for business professionals (Vol. 269). John Wiley & Sons.
3. Mohanty, Pitabas. Spreadsheet Skills for Finance Professionals, Taxmann

Note: Latest edition of the readings may be used

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Credits: 03
24+(6)=30 Hrs

Hours:

Course Objective: The objective of this course is to develop understanding of how a company's securities and portfolio offerings are created and analyzed. The students also develop an understanding of functioning of capital markets with an emphasis on application.

Learning Outcome: After the successful completion of the course the students will be able to: understand the Primary Issue Market of Equities; reckon the Risk and Return metrics of an equity investment; conduct valuation of a stock and arrive at entry/exit decisions; create a portfolio of stocks with a given risk and return objective

Contents:

Unit I:

Introduction to Security Analysis: The Role of Security Markets in Economy, Various Securities and their Characteristics, Objective of the Security Analysis, Functions of an Organized Security Market, Primary Equity Market, IPOs, Overview of Listing/Delisting Norms (Domestic & International Stock Exchanges) and SEBI Guidelines, Secondary Market, Trading Mechanism

Unit II:

Risk, Return and Asset Pricing: Measurement of Risk and Return, CAPM Model, Single Index Model, APT, Multi Factor Models

Unit III:

Fundamental Analysis&Valuation: Economic Analysis, Industry Analysis, Company analysis, Equity Valuation: Dividend Discount Model, Bond Yield and Bond Valuation.

Unit IV:

Technical Analysis: Basic Premises, Technical Chart Patterns, Technical indicators, Oscillators, Moving Average Analysis, Market Efficiency, Microstructure and Behavioral Finance

Unit V:

Portfolio Management: Portfolio Theory, Markowitz Model, Portfolio Selection and Diversification, Revision & Rebalancing, Portfolio Evaluation- Sharpe, Treynor, Jensen measures.

Text Book:

1. Bodie, Z., Kane, A., Marcus, A.J., and Mohanty, P., "Investments (SIE)", McGraw Hill Education, Delhi, 10th Edition.

Suggested Readings:

1. Prasanna Chandra, _Investment Analysis and Portfolio Management_|| McGraw Hill Education, New Delhi
2. Reilly, F. K., & Brown, K. C. (2012). Investment analysis and portfolio management. Cengage Learning.
3. Graham, B. (1988). Graham and Dodd's security analysis. London: McGraw-Hill.
4. Kevin, S. (2015). Security analysis and portfolio management. PHI Learning Pvt. Ltd.
5. Elton, Edwin J. and M.J. Gruber, (1991) _Modern Portfolio Theory and Investment Analysis_, 4th Edition, John Wiley and Sons,

Note: Latest edition of the readings may be used

Course Descriptor							
Participant		PGDM		Academic Year		2022 – 2023	
Course Title		INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT		Course Code		PG-FM02	
Credit		03		No. of Hours		30	
Faculty		Prof.					
Program Outcomes:						Hours	
1	PO1	Apply knowledge of management theories to Services Marketing.				7	
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.				4	
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.				-	
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.				4	
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.				5	
Course Objectives							
The objective of this course is to develop understanding of how a company’s securities and portfolio offerings are created and analyzed. The students also develop an understanding of functioning of capital markets with an emphasis on application.							
Course Outcomes:						Hours	
	01	After the successful completion of the course the students will be able to: understand the Primary Issue Market of Equities					
	02	reckon the Risk and Return metrics of an equity investment					
	03	conduct valuation of a stock and arrive at entry/exit decisions					
	04	create a portfolio of stocks with a given risk and return objective					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	PO1	PO2	PO3	PO4	PO5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							
Session	Module	Description			CO	Hours	
	Introduction to Security Analysis:	The Role of Security Markets in Economy, Various Securities and their Characteristics, Objective of the Security Analysis, Functions of an Organized Security Market, Primary Equity Market, IPOs, Overview of Listing/Delisting Norms (Domestic & International Stock Exchanges) and					

		SEBI Guidelines, Secondary Market, Trading Mechanism		
	Risk, Return and Asset Pricing:	Measurement of Risk and Return, CAPM Model, Single Index Model, APT, Multi Factor Models		
	Fundamental Analysis&Valuation:	Economic Analysis, Industry Analysis, Company analysis, Equity Valuation: Dividend Discount Model, Bond Yield and Bond Valuation.		
	Technical Analysis:	Basic Premises, Technical Chart Patterns, Technical indicators, Oscillators, Moving Average Analysis, Market Efficiency, Microstructure and Behavioral Finance		
	Portfolio Management:	Portfolio Theory, Markowitz Model, Portfolio Selection and Diversification, Revision & Rebalancing, Portfolio Evaluation- Sharpe, Treynor, Jensen measures.		
Total				22

Required & Recommended Reading:

1. Prasanna Chandra, _Investment Analysis and Portfolio Management|| McGraw Hill Education, New Delhi
2. Reilly, F. K., & Brown, K. C. (2012). Investment analysis and portfolio management. Cengage Learning.
3. Graham, B. (1988). Graham and Dodd's security analysis. London: McGraw-Hill.
4. Kevin, S. (2015). Security analysis and portfolio management. PHI Learning Pvt. Ltd.
5. Elton, Edwin J. and M.J. Gruber, (1991) _Modern Portfolio Theory and Investment Analysis', 4th Edition, John Wiley and Sons,

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation	1 hour (1,500		As per	

on secondary research/Role Plays/ Live Case Discussion	words Equivalent)	30%	DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS

Credits: 03

Hours: 30

Course Objective: Commercial Bank Management is an in-depth study of commercial banking in the liberalized Indian economy. This subject aims at sensitizing the students with the regulatory framework for banks in India. This course will provide the students with tools used in interpreting and evaluating performance, productivity and efficiency of banking organizations. It is designed to familiarize the students with new banking practices and processes

Learning Outcome: The students will learn an overview of the Indian banking industry and its regulations; They will understand basic principles of banking company operations and standard banking Products; Providing generic skills to students for performing risk management at banks

Contents:

Unit I:

Banking Architecture in India: An Overview Indian Banking System-banking structure in India, Evaluation of Banking system and future trends, Financial System structure in India and Types of Banks, Digital Banking, Banking Terminologies and Products, Overview of Stress Testing, Systemically Important Banks. Latest developments in banking

Unit II:

Sources and Application of Funds: Sources of bank funds (Types of Deposit Accounts), The Credit Process, Financial Appraisal for the Credit Decision. Different Types of Loans and Their Features, Non-Fund Based Credit. Loan Pricing, Risk Classification and Credit Rating, Modes of Credit delivery-CC, OD, Bills Finance, Credit Monitoring and NPA management, Emerging trends with respect to Insolvency and Bankruptcy Code, The Treasury Function, Market Risk, Banks' Investment portfolio in India, Valuation of Investments, Marking to Market(HFT and AFS categories)

Unit III:

Banking Regulation: Functions of Reserve Bank of India, Anti-Money Laundering and KYC Norms in India, Prudential Norms, Classifications of Assets - Standard, Sub-standard, Doubtful & Loss Assets classification (Banks & Financial Institutions) classification, Capital adequacy Norms and Basel I, II & III Norms. Overview of International regulatory framework.

Unit IV:

Bank financial statements and performance analysis: Analysis of the Banking Structure and Performance Measurement, Interpreting Bank Balance Sheet and Income Expenditure Statements, Supervisory Mechanism of RBI for Banks –CAMELS Approach, Financial Statement Analysis and Bank Performance Measurement –CAR, NPA, Liquidity Ratios, Structural Ratios and Profitability Ratios, NIM & CDR. Off Balance sheet Analysis.

Unit V:

Management of Banking Organizations: Loan Management, Investment Management, Liquidity Management, Profit and Growth Management, Asset Liability Management, Using traditional GAP and Modern Techniques, ALM. Risk Management in Banking Sector.

Text Book:

1. Justin Paul & Padmalatha Suresh, –Management of Banking & Financial Services||, Pearson Education, Delhi, 3rd Edition.

Suggested Readings:

1. L M Bhole, –Financial Institutions and Markets||, Tata Mcgraw-Hill
2. –Basic of Banking|| Taxmann Publication (Indian Institute of Banking and Finance)
3. –Banking products and Services|| Taxmann Publication (Indian Institute of Banking and Finance)
4. M.Y.Khan, –Indian Financial System||, Tata McGraw Hills
5. –General Bank Management||:Indian Institute of Banking-Macmillan
6. Vinay Dutta & Kanhaiya Singh, –Commercial Bank Management|| , Tata McGraw Hill
7. –Principles and Practices of Banking|| , Indian Institute of Banking & Finance, MacMillan

Note: Latest edition of the readings may be used.

Course Descriptor								
Participant		PGDM	Academic Year					
Course Title		MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS	Course Code	PG-FM03				
Credit		03	No. of Hours	30				
Faculty		Prof.						
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
Commercial Bank Management is an in-depth study of commercial banking in the liberalized Indian economy. This subject aims at sensitizing the students with the regulatory framework for banks in India. This course will provide the students with tools used in interpreting and evaluating performance, productivity and efficiency of banking organizations. It is designed to familiarize the students with new banking practices and processes								
Course Outcomes:				Hours				
	01	The students will learn an overview of the Indian banking industry and its regulations						
	02	They will understand basic principles of banking company operations and standard banking Products						
	03	Providing generic skills to students for performing risk management at banks						
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		

	Banking Architecture in India:	An Overview Indian Banking System-banking structure in India, Evaluation of Banking system and future trends, Financial System structure in India and Types of Banks, Digital Banking, Banking Terminologies and Products, Overview of Stress Testing, Systemically Important Banks. Latest developments in banking		
	Sources and Application of Funds:	Sources of bank funds (Types of Deposit Accounts), The Credit Process, Financial Appraisal for the Credit Decision. Different Types of Loans and Their Features, Non-Fund Based Credit. Loan Pricing, Risk Classification and Credit Rating, Modes of Credit delivery-CC, OD, Bills Finance, Credit Monitoring and NPA management, Emerging trends with respect to Insolvency and Bankruptcy Code, The Treasury Function, Market Risk, Banks' Investment portfolio in India, Valuation of Investments, Marking to Market(HFT and AFS categories)		
	Banking Regulation:	Functions of Reserve Bank of India, Anti-Money Laundering and KYC Norms in India, Prudential Norms, Classifications of Assets - Standard, Sub-standard, Doubtful & Loss Assets classification (Banks & Financial Institutions) classification, Capital adequacy Norms and Basel I, II & III Norms. Overview of International regulatory framework		
	Bank financial statements and performance analysis:	Analysis of the Banking Structure and Performance Measurement, Interpreting Bank Balance Sheet and Income Expenditure Statements, Supervisory Mechanism of RBI for Banks –CAMELS Approach, Financial Statement Analysis and Bank Performance Measurement –CAR, NPA, Liquidity Ratios, Structural Ratios and Profitability Ratios, NIM & CDR.		

		Off Balance sheet Analysis.		
	Management of Banking Organizations:	Loan Management, Investment Management, Liquidity Management, Profit and Growth Management, Asset Liability Management, Using traditional GAP and Modern Techniques, ALM. Risk Management in Banking Sector		
Total				22
Required & Recommended Reading:				
1. L M Bhole, -Financial Institutions and Markets , Tata Mcgraw-Hill 2. -Basic of Banking Taxmann Publication (Indian Institute of Banking and Finance) 3. -Banking products and Services Taxmann Publication (Indian Institute of Banking and Finance) 4. M.Y.Khan, -Indian Financial System , Tata McGraw Hills 5. -General Bank Management :Indian Institute of Banking-Macmillan 6. Vinay Dutta & Kanhaiya Singh, -Commercial Bank Management , Tata McGraw Hill 7. -Principles and Practices of Banking , Indian Institute of Banking & Finance, MacMillan				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Credits- 03
Hrs

Hours: 24+(6)=30

Course Objective: The objective of this course is to sensitize the students about mergers, acquisitions and corporate restructuring for achieving fast growth and maximize shareholders' value in the context of ever increasing competition thrown up by liberalization and globalization of Indian economy.

Learning Outcome: After completion of the course, students will be able to: Understand the process and economic rationale for M&As; Comprehend typical valuation techniques in M&As; Apply the valuation techniques to M&A assessment and decision-making; Acquire analytical skills in analyzing real-world cases in M&As.

Contents:

Unit I:

Introduction: Mergers and Acquisition: Type and Characteristics, Historic and Recent Trends; Perspectives on Mergers and Acquisition: Economic Perspective, Financial Theory and Strategic Perspective

Unit II:

Due Diligence, Negotiations and Deal Structuring: Due Diligence Challenges, Checklist for Due Diligence, Due Diligence in India, Negotiation in Merger and Acquisition, Structuring of Transactions, Regulatory approval and deal making in India, Methods of Payment in Mergers and Acquisition.

Unit III:

Valuation: Mergers and Acquisition Valuation – Free Cash flow basis of Valuation, Capital Budgeting based valuation, Dividend Growth Valuation Model, Relative valuation method.

Unit IV:

Corporate restructuring: different methods of restructuring – joint ventures, sell off and spin off, divestitures, Equity Carve outs, Voluntary Liquidation, Master Limited Partnership, management buy outs, Demergers, International Mergers and Restructuring.

Unit V:

Corporate Control Mechanism and Takeover defenses: Internal and external control mechanism, voting rights, dual class recapitalization; Takeover tactics: Financial defensive measures, coercive offer and defense, Poison pill defense, Defenses by Indian firms and regulatory aspects in India with respect to take over defenses.

Text Books:

2. Arzac R. Enrique, 'Valuation for Mergers, Buyout and Restructuring', John Wiley & Sons Inc., 2nd edition.

Suggested Readings:

1. Bruner Robert F, Applied Mergers and Acquisitions, With CDrom, John Wiley.
2. J. Weston, Mark Mitchell, J. Harold Mulherin, Takeovers, Restructuring, and Corporate Governance, Pearson New International Edition.
3. SudiSudarsanam, Creating Value from Mergers and Acquisitions- The Challenges, Financial Times/Prentice Hall.
4. Hooke, Jeffrey C., M&A, John Wiley and Sons.
5. Gaughan, PA, Mergers, Acquisition and Corporate Restructurings, John Wiley and Sons
6. J. Fred Weston, Kwang S. Chung and Susan E. Hoag, Mergers, Restructuring and Corporate Control, PHI India
7. B Rajesh Kumar, Mergers and Acquisitions, Publisher ,McGraw Hill, Delhi
8. Damodaran Aswath, Damodaran on Valuation, Wiley Publication, Delhi, 2nd edition

Note: Latest edition of the readings may be used

Course Descriptor								
Participant	PGDM		Academic Year					
Course Title	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING		Course Code	PG-FM04				
Credit	03		No. of Hours	30				
Faculty	Prof.							
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
The objective of this course is to sensitize the students about mergers, acquisitions and corporate restructuring for achieving fast growth and maximize shareholders' value in the context of ever increasing competition thrown up by liberalization and globalization of Indian economy.								
Course Outcomes:				Hours				
	01	After completion of the course, students will be able to						
	02	Comprehend typical valuation techniques in M&As						
	03	Apply the valuation techniques to M&A assessment and decision-making; Acquire analytical skills in analyzing real-world cases in M&As.						
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Introduction:	Mergers and Acquisition: Type and Characteristics, Historic and Recent						

		Trends; Perspectives on Mergers and Acquisition: Economic Perspective, Financial Theory and Strategic Perspective		
	Due Diligence, Negotiations and Deal Structuring:	Due Diligence Challenges, Checklist for Due Diligence, Due Diligence in India, Negotiation in Merger and Acquisition, Structuring of Transactions, Regulatory approval and deal making in India, Methods of Payment in Mergers and Acquisition		
	Valuation:	Mergers and Acquisition Valuation – Free Cash flow basis of Valuation, Capital Budgeting based valuation, Dividend Growth Valuation Model, Relative valuation method.		
	Corporate restructuring:	different methods of restructuring – joint ventures, sell off and spin off, divestitures, Equity Carve outs, Voluntary Liquidation, Master Limited Partnership, management buy outs, Demergers, International Mergers and Restructuring.		
	Corporate Control Mechanism and Takeover defenses:	Internal and external control mechanism, voting rights, dual class recapitalization; Takeover tactics: Financial defensive measures, coercive offer and defense, Poison pill defense, Defenses by Indian firms and regulatory aspects in India with respect to take over defenses.		

Total **22**

Required & Recommended Reading:

1. Bruner Robert F, [Applied Mergers and Acquisitions, With CDrom](#), John Wiley.
2. [J. Weston](#), [Mark Mitchell](#), [J. Harold Mulherin](#), [Takeovers, Restructuring, and Corporate Governance](#), Pearson New International Edition.
3. [SudiSudarsanam](#), [Creating Value from Mergers and Acquisitions](#)- The Challenges, Financial Times/Prentice Hall.
4. Hooke, Jeffrey C., M&A, John Wiley and Sons.
5. Gaughan, PA, Mergers, Acquisition and Corporate Restructurings, John Wiley and Sons
6. J. Fred Weston, Kwang S. Chung and Susan E. Hoag, Mergers, Restructuring and Corporate Control, PHI India
7. B Rajesh Kumar, Mergers and Acquisitions, Publisher ,McGraw Hill, Delhi

Damodaran Aswath, Damodaran on Valuation, Wiley Publication, Delhi, 2 nd edition				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

BEHAVIOURAL FINANCE(PG-FM05)

Credits- 03

Hours: 24+(6)=30 Hrs

Course Objective: The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. Behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behavior.

Learning Outcome: To help students appreciate the limitations of 'rational' models of investment decision making; Introduce students to an alternate framework for understanding price discovery in the markets; To help students identify persistent or systematic behavioural factors that influence investment behavior

Contents:

Unit I:

Conventional finance and challenges-to market efficiency, Building Blocks of Behavioural Finance – Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes

Unit II:

Brief History of Rational Thought-Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi-Rational Choice

Unit III:

Decision-making-under risk and uncertainty, Expected Utility Theory, Decision-making in historical perspective, Allais and Ellsberg's paradoxes, Errors in Decision-Making

Unit IV:

Prospect theory, Loss aversion theory, and Mental Accounting, Heuristics and biases, overconfidence and emotion, financial decision-making stemming from heuristics and biases, overconfidence and emotion

Unit V:

Group Behavior-Conformism, herding, fatal attractions

Text Books:

3. William Forbes, Behavioural Finance, John Wiley and Sons, Delhi

Suggested Readings:

1. H. Kent Baker, John R. Nofsinger : Behavioural Finance: Investors, Corporations, and Markets, John Wiley and Sons
2. Lucy Ackert & Richard Deaves, Behavioural Finance: Psychology, Decision- Making and Markets, Cengage Learning

Course Descriptor							
Participant	PGDM		Academic Year				
Course Title	BEHAVIOURAL FINANCE		Course Code	PG-FM05			
Credit	03		No. of Hours	30			
Faculty	Prof.						
Program Outcomes:				Hours			
1	PO1	Apply knowledge of management theories to Services Marketing.		7			
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4			
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-			
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4			
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5			
Course Objectives							
The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. Behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors’ interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behavior.							
Course Outcomes:				Hours			
	01	To help students appreciate the limitations of ‘rational’ models of investment decision making					
	02	Introduce students to an alternate framework for understanding price discovery in the markets					
	03	To help students identify persistent or systematic behavioural factors that influence investment behavior					
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	PO 1	PO 2	PO 3	PO 4	PO 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							
Session	Module	Description			CO	Hours	

	Conventional finance and challenges-	To market efficiency, Building Blocks of Behavioural Finance – Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes		
	Brief History of Rational Thought-	Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi-Rational Choice		
	Decision-making-	under risk and uncertainty, Expected Utility Theory, Decision-making in historical prospective, Allais and Elsborg's paradoxes, Errors in Decision-Making		
	Prospect theory	Loss aversion theory, and Mental Accounting, Heuristics and biases, overconfidence and emotion, financial decision-making stemming from heuristics and biases, overconfidence and emotion		
	Group Behavior-	Conformism, herding, fatal		
Total				22
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. H. Kent Baker, John R. Nofsinger : Behavioural Finance: Investors, Corporations, and Markets, John Wiley and Sons 2. Lucy Ackert & Richard Deaves, Behavioural Finance: Psychology, Decision- Making and Markets, Cengage Learning 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100		As per DMTIMS	

	words Equivalent)	30%	schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

FINANCIAL MANAGMENT

TRIMESTER: V

DERIVATIVES AND RISK MANAGEMENT(PG-FM06)

Credits: 03 Hours: 24+(6)=30 Hrs

Course Objective: This course sets up the study in the field of investments related to future, options and other derivative products. This course will acquaint students with derivative securities, pricing, hedging and trading strategies. This course also provides an introduction to financial risks and the issues involved in identifying, measuring, computing and managing financial risks. The focus is on different types of risk, tools and methods for identifying sources of risk and risk mitigation.

Learning outcome: At the end of this course, students will be able to: Understand different forms of risk related to banks, insurance companies and mutual funds, and risk management techniques used by modern organizations; Acquire basic skills for pricing financial derivatives like future and options (binomial and Black-Scholes option pricing models); Learn application of different derivative tools like forwards, futures and options, and hedging strategies.

Contents:

Unit I:

Introduction to Risk: An Overview of Risk Management, Introduction to different forms of risk: Risks related to Banks, Insurance companies, Mutual Fund & Hedge Fund, Capital Market, Currency Market and commodity market.

Unit II:

Introduction to Derivatives: Introduction to Derivatives instruments: Forward, Future, Options and their pay-offs. Swaps; design, types and uses.

Unit III:

Pricing of Future and options: Future pricing, Put call parity, Binomial & Black & Scholes model of Option pricing

Unit IV:

Risk Measurement: Sensitivity analysis, Simulation, Precise measure of Risk: Standard deviation and coefficient of variation, Beta; Investor's Risk: Delta, Gamma, Vega, Theta, Rho; Value at Risk: VaR and expected shortfall, VaR and Capital, Use of VaR for margins, coherent risk measures.

Unit V:

Risk Hedging Strategies through Derivatives: Hedging strategies through futures, Option strategies (Protective Put, Covered Calls, Straddle, Strangle, Spreads, Collars), Application of risk hedging techniques of derivatives in capital market, currency market, and commodity market.

Text Book:

4. Rustagi R.P, -Derivatives and Risk Management||, Taxmann, Delhi, 2014

Suggested Readings:

1. John C. Hull, —Options, Futures, & Other Derivatives||, Prentice Hall, Delhi , 2018
2. John C. Hull, Fundamentals of Future & Option Markets, Pearson Education, New Delhi, 2018
3. Robert W. Kolb and James A. Overdahl|Futures, Options, and Swaps, 5th edition, Blackwell Publishers, 2009
4. Karen A. Horcher, Essentials of Financial Risk Management, John Wiley & Sons, 2005
5. Philippe Jorion, Financial Risk Manager Handbook: FRM Part I /, Part 2, Wiley Finance, 2013

6. John C. Hull, Risk management and financial institutions, Wiley India, 4th Ed., 2016

Note: Latest edition of the readings may be used

Course Descriptor								
Participant	PGDM		Academic Year					
Course Title	DERIVATIVES AND RISK MANAGEMENT		Course Code	PG-FM06				
Credit	03		No. of Hours	30				
Faculty	Prof.							
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
This course sets up the study in the field of investments related to future, options and other derivative products. This course will acquaint students with derivative securities, pricing, hedging and trading strategies. This course also provides an introduction to financial risks and the issues involved in identifying, measuring, computing and managing financial risks. The focus is on different types of risk, tools and methods for identifying sources of risk and risk mitigation.								
Course Outcomes:				Hours				
	01	To help students appreciate the limitations of ‘rational’ models of investment decision making;						
	02	Introduce students to an alternate framework for understanding price discovery in the markets						
	03							
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Introduction to Risk:	An Overview of Risk Management, Introduction to different forms of risk:						

		Risks related to Banks, Insurance companies, Mutual Fund & Hedge Fund, Capital Market, CurrencyMarket and commodity market.		
	Introduction to Derivatives:	Introduction to Derivatives instruments: Forward, Future, Options and their pay-offs. Swaps; design, types and uses.		
	Pricing of Future and options:	Future pricing, Put call parity, Binomial & Black & Scholes models of Option pricing		
	Risk Measurement:	Sensitivity analysis, Simulation, Precise measure of Risk: Standard deviation and coefficient of variation, Beta; Investor's Risk: Delta, Gamma, Vega, Theta, Rho; Value at Risk: VaR and expected shortfall, VaR and Capital, Use of VaR for margins, coherent risk measures.		
	Risk Hedging Strategies through Derivatives:	Hedging strategies through futures, Option strategies (Protective Put, Covered Calls, Straddle, Strangle, Spreads, Collars), Application of risk hedging techniques of derivatives in capital market, currency market, and commodity market.		

Total

22

Required & Recommended Reading:

1. John C. Hull, —Options, Futures, & Other Derivatives||, Prentice Hall, Delhi , 2018
2. John C. Hull, Fundamentals of Future & Option Markets, Pearson Education, New Delhi,2018
3. Robert W. Kolb and James A. OverdahlFutures, Options, and Swaps, 5th edition, BlackwellPublishers, 2009
4. Karen A. Horcher, Essentials of Financial Risk Management, John Wiley & Sons, 2005
5. Philippe Jorion, Financial Risk Manager Handbook: FRM Part I /, Part 2, *Wiley Finance*, 2013
6. John C. Hull, Risk management and financial institutions, Wiley India, 4th Ed., 2016

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

1) Knowledge:

- To acquire and develop skill to develop financial modeling.
- To enable students to describe different types of financial statement and their evaluation strategies, Valuation.

2) Skills:

- To evaluate financial performance of company and forecast its valuations..

MANAGEMENT OF FINANCIAL SERVICES

(PG-FM07)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course has been designed to provide knowledge about financial intermediaries, services offered by them and their role and importance in the financial market operations. The aim of the course is to examine the present status and developments that are taking place in the financial services sector along with the regulatory guidelines for their organization and functioning.

Learning outcome: The course is designed to enable the students: to obtain an overview of the Indian financial System and Services ; to understand operational aspects of various financial services; to acquaint the students with the regulatory frame work for the Financial services industry

Contents:

Unit I:

Financial Services: An Overview, Financial Services in India-Nature Scope and Types of Financial Services: fund based and non-fund based financial services, NBFCs: An overview. International perspective of Financial Services; **Merchant Banking:** Services provided by Merchant bankers, SEBI Guidelines for Merchant Bankers

Unit II:

Leasing and Hire purchase: Meaning and Types of leasing – Legislative-frameworks – Matters on Depreciation and Tax – Problems of leasing – Hire Purchasing- Concept and features, Problems of Hire Purchasing; **Factoring:** Introduction and Mechanism, Forms of factoring; Forfeiting; **Housing Finance:** An Overview

Unit III:

Mutual Funds: Constitution, management and classification of schemes, SEBI guidelines for Mutual Funds in India, Growth of mutual funds in India, Role of AMFI; **Insurance services and products**-Introduction, policies and practices, Evaluation of insurance in India, New trends in insurance sector and development of micro-insurance and its prospects. Bancassurance, Reinsurance

Unit IV:

Depository system in India: Overview, Functions of Depository, Organization, Mechanism, Legal framework: Eligibility criteria for a depository, Agreement between Depository and Issuers, Rights and Obligation of Depositories, Records maintained by Depository, Functioning of NSDL and CDSL; **Credit Rating** –Introduction, Importance, Issues. Rating methodology and Benchmarks, Indian and International Credit Rating Agencies, SEBI guidelines for Credit Rating

Unit V:

Venture capital: concept and types, regulatory framework; How Venture Capitalists Evaluate Potential Venture Opportunities-- Managing Risk and Reward in the Entrepreneurial Venture, Term Sheet and Exit options; **Securitization:** ABS & MBS Concepts, Participants and Mechanism, Asset Reconstruction Companies

Text Book:

1. Vij, M. & Dhavan, S., Merchant Banking & Financial Services, McGraw Hill, Delhi, 2nd Edition.

Suggested Readings:

1. Pathak, Bharti V. , The Indian Financial System: Markets, Institutions and Services, Pearson Education, Delhi
2. Indian Institute of Banking and Finance, Mutual Fund Industry-Product and services, Taxman
3. Gordon, E. and Natrajan, K., Financial Markets and Services, Himalaya Publishing House
4. Machiraju, H.R., Merchant Banking-Principles and Practices, Vikas Publications
5. Shanmugham, R. , Financial Services, Wiley Publications.
6. Khan, M.Y., Financial Services, Tata McGraw Hill
7. Guruswami, S., Merchant Banking & Financial Services, Tata McGraw Hill

Note: Latest edition of the readings may be used

Course Descriptor								
Participant		PGDM	Academic Year	2022 – 2023				
Course Title		MANAGEMENT OF FINANCIAL SERVICES	Course Code	PG-FM07				
Credit		03	No. of Hours	30				
Faculty		Prof.						
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
This course has been designed to provide knowledge about financial intermediaries, services offered by them and their role and importance in the financial market operations. The aim of the course is to examine the present status and developments that are taking place in the financial services sector along with the regulatory guidelines for their organization and functioning.								
Course Outcomes:				Hours				
	01	The course is designed to enable the students						
	02	to obtain an overview of the Indian financial System and Services						
	03	to understand operational aspects of various financial services						
	04	to acquaint the students with the regulatory frame work for the Financial services industry						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Financial Services:	An Overview, Financial Services in India-Nature Scope and Types of						

		Financial Services: fund based and non-fund based financial services, NBFCs: An overview. International perspective of Financial Services; Merchant Banking: Services provided by Merchant bankers, SEBI Guidelines for Merchant Bankers		
	Leasing and Hire purchase:	Meaning and Types of leasing – Legislative-frameworks – Matters on Depreciation and Tax – Problems of leasing – Hire Purchasing- Concept and features, Problems of Hire Purchasing; Factoring: Introduction and Mechanism, Forms of factoring; Forfeiting; Housing Finance: An Overview		
	Mutual Funds	Constitution, management and classification of schemes, SEBI guidelines for Mutual Funds in India, Growth of mutual funds in India, Role of AMFI; Insurance services and products-Introduction, policies and practices, Evaluation of insurance in India, New trends in insurance sector and development of micro-insurance and its prospects. Bancassurance, Reinsurance		
	Depository system in India:	Overview, Functions of Depository, Organization, Mechanism, Legal framework: Eligibility criteria for a depository, Agreement between Depository and Issuers, Rights and Obligation of Depositories, Records maintained by Depository, Functioning of NSDL and CDSL; Credit Rating – Introduction, Importance, Issues. Rating methodology and Benchmarks, Indian and International Credit Rating Agencies, SEBI guidelines for Credit Rating		
	Venture capital:	concept and types, regulatory framework; How Venture Capitalists Evaluate Potential Venture Opportunities-- Managing Risk and Reward in the Entrepreneurial		

		Venture, Term		
Total				30
Required & Recommended Reading:				
1.	Pathak, Bharti V. , The Indian Financial System: Markets, Institutions and Services,Pearson Education, Delhi			
2.	Indian Institute of Banking and Finance,Mutual Fund Industry-Product and services,Taxman			
3.	Gordon, E. and Natrajan, K., Financial Markets and Services, Himalaya Publishing House			
4.	Machiraju, H.R., Merchant Banking-Principles and Practices, Vikas Publications			
5.	Shanmugham, R. , Financial Services, Wiley Publications.			
6.	Khan,M.Y., Financial Services, Tata McGraw Hill			
Guruswami, S., Merchant Banking & Financial Services, Tata McGraw Hill				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Lengt h of Assessment Type	Weight age of Assess ment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

1) Knowledge:

- To acquire and develop skill to develop financial modeling.
- To enable students to describe different types of financial statement and their evaluation strategies, Valuation.

2) Skills:

- To evaluate financial performance of company and forecast its valuations..

INTERNATIONAL FINANCIAL MANAGEMENT

Credits: 03
24+(6)=30 Hrs

Hours:

Course Objective: The objective of the course is to familiarize the participants with concepts and practices of International Financial Management. The focus of this course is to provide a conceptual framework of key decision areas in international finance. The course covers Forex market, currency hedging, risk analysis, international financing and capital budgeting in multinational context.

Learning Outcome: Students will understand the additional complexities financial managers face as the organization moves from a domestic to an international arena; Students will comprehend various aspects of currency market operations for trading and hedging perspectives of a multinational organization; Students will be acquainted with the knowledge of foreign exchange risk and exposure management; Students will learn the techniques and instruments of raising funds from abroad and its investment in projects; Students will have the knowledge of FDI trend in India along with its importance for sustainable growth of different sectors.

Contents:

Unit I:

Global financial environment and IFM: Overview, objectives, functions, MNCs and international business activities, Role of Finance Manager in the Global context. International Monetary Systems- Gold standard, Bretton Wood system, Floating system, other alternative exchange rate system Balance of Payment-Current and Capital Account transactions, BOP adjustments

Unit II:

Foreign exchange Market: Nature, structure, participants, types of orders, exchange rate quotations, spot and forward rates, Arbitrage. Exchange rate determination and purchasing power parity, Theories of exchange rate behavior, Pegged exchange rate, Interest rate parity Currency derivatives- Forward, Future and option contracts, Swaps- Currency & Interest Rate, hedging and speculative activities through currency derivatives Case related to forex operations

Unit III:

Foreign Exchange risk and exposure management: Concepts of risk and exposures; Translation, transaction and economic exposures; FASB-52 standard, Foreign Exchange exposure management techniques; Evaluation and management of Political Risk, International transfer pricing

Unit IV:

International Financing Decisions: International Equity- ADRs and GDRs; International debt markets and instruments; External Commercial Borrowings (ECBs), International portfolio investment, Foreign Direct Investment (FDI) in India

Unit V:

International Investment Decisions: International capital budgeting- NPV, IRR and APV. Cost of capital and capital Structure of multinational company.

Text Book:

1. Madhu Vij, International Financial Management, Excel books , Delhi, 2nd Edition

Reference Books/Suggested Readings:

1. Apte P G, International Financial Management, Tata McGraw-Hill.
2. Eun , Resnik, International Financial Management, Tata McGraw Hill.
3. Shapiro, Multinational Financial Management, Prentice-Hall, New Delhi.
4. Madudra Jeff, International Financial Management, Cengage Learning, New Delhi.
5. G Shailaja, 'International Finance' , Universities Press, New Delhi
6. Vyuptakesh Sharan, International Financial Management, PHI Learning, New Delhi, Sixth ed.

Note: Latest edition of the readings may be used

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	INTERNATIONAL FINANCIAL MANAGEMENT	Course Code	PG-FM08				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
The objective of the course is to familiarize the participants with concepts and practices of International Financial Management. The focus of this course is to provide a conceptual framework of key decision areas in international finance. The course covers Forex market, currency hedging, risk analysis, international financing and capital budgeting in multinational context.							
Course Outcomes:			Hours				
	01	Students will understand the additional complexities financial managers face as the organization moves from a domestic to an international arena					
	02	Students will comprehend various aspects of currency market operations for trading and hedging perspectives of a multinational organization					
	03	Students will be acquainted with the knowledge of foreign exchange risk and exposure management; Students will learn the techniques and instruments of raising funds from abroad and its investment in projects					
	04	Students will have the knowledge of FDI trend in India along with its importance for sustainable growth of different sectors.					
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
		P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
			214				

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Global financial environment and IFM:	Overview, objectives, functions, MNCs and international business activities, Role of Finance Manager in the Global context. International Monetary Systems- Gold standard, Bretton Wood system, Floating system, other alternative exchange rate system Balance of Payment-Current and Capital Account transactions, BOP adjustments		
	Foreign exchange Market:	Nature, structure, participants, types of orders, exchange rate quotations, spot and forward rates, Arbitrage. Exchange rate determination and purchasing power parity, Theories of exchange rate behavior, Pegged exchange rate, Interest rate parity Currency derivatives- Forward, Future and option contracts, Swaps- Currency& Interest Rate, hedging and speculative activities through currency derivatives Case related to forex operations		
	Foreign Exchange risk and exposure management:	Concepts of risk and exposures; Translation, transaction and economic exposures; FASB-52 standard, Foreign Exchange exposure management techniques; Evaluation and management of Political Risk, International transfer pricing		
	International Financing Decisions:	International Equity- ADRs and GDRs; International debt markets and instruments; External Commercial Borrowings (ECBs), International portfolio investment, Foreign Direct Investment (FDI) in India		
	International	International capital budgeting- NPV,		

	Investment Decisions:	IRR and APV. Cost of capital and capital Structure of multinational company.		
Total				22
Required & Recommended Reading:				
1.	Apte P G, International Financial Management, Tata McGraw-Hill.			
2.	Eun , Resnik, International Financial Management, Tata McGraw Hill.			
3.	Shapiro, Multinational Financial Management, Prentice-Hall, New Delhi.			
4.	Madudra Jeff, International Financial Management, Cengage Learning, New Delhi.			
5.	G Shailaja, 'International Finance', Universities Press, New Delhi			
6.	Vyuptakesh Sharan, International Financial Management, PHI Learning, New Delhi, Sixth ed.			
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

BUSINESS VALUATION(PG-FM09)

Credits: 03
24+(6)=30 Hrs

Hours:

Course Objective: The objective of this course is to help the participants understand the different techniques used in valuing companies; and to provide insights into how companies create, maintain, and (or) destroy value.

Learning Outcome: After the end of this course, the participants should be able to: Choose the appropriate valuation model for the valuation to be conducted; Collect and handle the data needed for the valuation; Construct and use a free cash-flow based model for enterprise valuation; On their own do a complete valuation of a company; Present a valuation for the management of a company; Identify and quantify the value creation of an enterprise.

Contents:

Unit I:

Introduction to Valuation: Concept and Types of Value, Valuation Approaches, Misconception about valuation, Recap of Basics of Dividend Discounting Model and Modigliani and Miller Theorem.

Unit II:

Theory of DCF Valuation: Basics of FCF, CCF, FCFE, and APV Valuation methods with zero growth and in the presence of Growth, Valuation in the presence of dividend distribution tax. Valuation in the context of LBO and LCO

Unit III:

DCF Valuation in Practice: Estimating Discount Rates: Practical issues we face while estimating the discount rate, Estimating Free cash flow: Practical issues we face while estimating and forecasting free cash flows, Understanding the EVA method of valuation, finding the terminal value correctly

Unit IV:

Relative Valuation: Sales, Profit, and Asset Based Multiples; Price-earnings and Price-Book Value Multiples: key differences; Balance sheet and income statement based multiples: key differences, Advantages and Limitations of Relative Valuation

Unit V:

Valuation in Special Cases:Valuing in Mergers and Acquisitions: Estimating discount rate after merger, adjustments made while computing the free cash flows, valuing synergy, valuing private companies,Valuation of a company in Distress Sale, Uses of Option Pricing models in asset valuation, uses and misuses of option pricing theory in company valuation. Written Valuation Reports.

Text Book:

5. Mohanty, Pitabas; (2015) Business Valuation Text and Cases; 1e, Taxmann

Reference Books:

1. Damodaran, Aswath. (2016) Damodaran on valuation: security analysis for investment and corporate finance. Vol. 324. John Wiley & Sons
2. Palepu, K. G., Healy, P. M., & Peek, E. (2013). Business analysis and valuation: IFRS edition. Cengage learning.
3. Corporate Professionals (2018) Business Valuation in India: Beyond The Numbers. Wolters Kluwer
4. Damodaran, A. (2011). The little book of valuation: how to value a company, pick a stock and profit. John Wiley & Sons.
5. Koller, T., Goedhart, M., & Wessels, D. (2010). Valuation: measuring and managing the value of companies (Vol. 499). John Wiley and sons.

Course Descriptor								
Participant		PGDM			Academic Year	2022 – 2023		
Course Title		BUSINESS VALUATION			Course Code	PG-FM09		
Credit		03			No. of Hours	30		
Faculty		Prof.						
Program Outcomes:						Hours		
1	PO1	Apply knowledge of management theories to Services Marketing.				7		
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.				4		
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.				-		
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.				4		
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.				5		
Course Objectives								
The objective of this course is to help the participants understand the different techniques used in valuing companies; and to provide insights into how companies create, maintain, and (or) destroy value.								
Course Outcomes:						Hours		
	01	After the end of this course, the participants should be able to: Choose the appropriate valuation model for the valuation to be conducted						
	02	Collect and handle the data neededfor the valuation						
	03	Construct and use a free cash-flow based model for enterprise valuation						
	04	On their own do a complete valuation of a company; Present a valuation for the management of a company; Identify and quantify the value creation of an enterprise						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Introduction to Valuation	Concept and Types of Value, Valuation Approaches, Misconception about valuation, Recap of Basics of Dividend Discounting Model and Modigliani and						

		Miller Theorem.		
	Theory of DCF Valuation:	Basics of FCF, CCF, FCFE, and APV Valuation methods with zero growth and in the presence of Growth, Valuation in the presence of dividend distribution tax. Valuation in the context of LBO and LCO		
	DCF Valuation in Practice:	Estimating Discount Rates: Practical issues we face while estimating the discount rate, Estimating Free cash flow: Practical issues we face while estimating and forecasting free cash flows, Understanding the EVA method of valuation, finding the terminal value correctly		
	Relative Valuation:	Sales, Profit, and Asset Based Multiples; Price-earnings and Price-Book Value Multiples: key differences; Balance sheet and income statement based multiples: key differences, Advantages and Limitations of Relative Valuation		
	Valuation in Special Cases:	Valuing in Mergers and Acquisitions: Estimating discount rate after merger, adjustments made while computing the free cash flows, valuing synergy, valuing private companies, Valuation of a company in Distress Sale, Uses of Option Pricing models in asset valuation, uses and misuses of option pricing theory in company valuation. Written Valuation Reports.		
			Total	30
Required & Recommended Reading:				
<ol style="list-style-type: none"> 1. Damodaran, Aswath. (2016) Damodaran on valuation: security analysis for investment and corporate finance. Vol. 324. John Wiley & Sons 2. Palepu, K. G., Healy, P. M., & Peek, E. (2013). Business analysis and valuation: IFRS edition. Cengage learning. 3. Corporate Professionals (2018) Business Valuation in India: Beyond The Numbers. WoltersKluwer 				

4.

Damodaran, A. (2011). The little book of valuation: how to value a company, pick a stockand profit. John Wiley & Sons.

5.

Koller, T., Goedhart, M., &Wessels, D. (2010). Valuation: measuring and managing thevalue of companies (Vol. 499). John Wiley and sons.

Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Lengt h of Assessment Type	Weight age of Assess ment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

FINANCIAL MANAGMENT

TRIMESTER: VI

PROJECT FINANCING AND MANAGEMENT

(PG-FM10)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course aims to provide an overview of project finance. It familiarizes students with project planning, feasibility analysis, selection and its execution. It also sensitizes with the issues of cost and complexity associated with financing of large scale investments in emerging markets

Learning Outcome: Upon successful completion of this course, the students will be able: to utilize specialized evaluation techniques to determine and evaluate project feasibility; to analyze, synthesize and communicate the financial context of projects and compare alternative funding schemes for project performance; to understand various project financing options with their suitability to varied project types; to professionally communicate the project scope, design and implementation.

Contents:

Unit I:

Project Planning: Overview: - Types of Capital Investments; Strategy and Resource Allocation; Business level Strategies, Strategic Planning for investing decisions, Generation and Screening of Project Ideas.

Unit II:

Project Feasibility: An Overview of Market and Demand Analysis, Technical Feasibility; Financial Feasibility, Economic viability, Social Cost and Benefit Analysis.

Unit III:

Project Selection: Assessing Project Risk: completion risk, technological risk, economic risk, currency risk, political risk, environmental risk, Force Majeure Risk; Investment Criteria: Discounted Cash Flow analysis, The Cost of Capital, Financial Modeling and Project Evaluation, Real Options analysis to evaluate project.

Unit IV:

Project Financing: Detailed Project Report, Sources of Project funds: Equity, Long term Debt, Bank loans, International Capital Market, Working capital advances, Angel Investors, Venture Capital and private Equity:- The VC Investment Appraisal Process and Management, Current Concerns of the Indian VC and PE Industry

Unit V:

Project Implementation & Review: Pre-requisites for successful project implementation, Network Techniques for project Management: PERT, CPM. Project Review: control of in-process projects, The post completion audit.

Text Book:

1. Chandra Prasana, Projects – Planning Analysis, Financing, Implementation, and Review, McGraw Hill, New Delhi, 7th Edition

Suggested Readings:

1. Ghattas, R. G., Practical Project Management, Pearson Education.
2. Bhavesh M. Patel, Project And Management, Vikas Publication House
3. Lock, Denis, Handbook, Project Management, Efficient Offset Printer.
4. Kerner Harlod, Project Management, CBS Publishers.
5. P.K Joy, Total Project Management, McMillan
6. S.Chaudhary, Project Management, Tata McGraw Hill
7. John D Finnerty, Projecting Financing, John Wiley & Sons Inc.
8. John D Finnerty, Project Financing: Asset Based financial engineering, John Wiley & sons Inc.

Note: Latest edition of the readings may be used

Course Descriptor								
Participant		PGDM	Academic Year					
Course Title		PROJECT FINANCING AND MANAGEMENT	Course Code	PG-FM10				
Credit		03	No. of Hours	30				
Faculty		Prof.						
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
This course aims to provide an overview of project finance. It familiarizes students with project planning, feasibility analysis, selection and its execution. It also sensitizes with the issues of cost and complexity associated with financing of large scale investments in emerging markets								
Course Outcomes:				Hours				
	01	Upon successful completion of this course, the students will be able: to utilize specialized evaluation techniques to determine and evaluate project feasibility						
	02	to analyze, synthesize and communicate the financial context of projects and compare alternative funding schemes for project performance						
	03	to understand various project financing options with their suitability to varied project types						
	04	to professionally communicate the project scope, design and implementation.						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		

	Project Planning:	Overview: Types of Capital Investments; Strategy and Resource Allocation; Business level Strategies, Strategic Planning for investing decisions, Generation and Screening of Project Ideas.		
	Project Feasibility:	An Overview of Market and Demand Analysis, Technical Feasibility; Financial Feasibility, Economic viability, Social Cost and Benefit Analysis.		
	Project Selection:	Assessing Project Risk: completion risk, technological risk, economic risk, currency risk, political risk, environmental risk, Force Majeure Risk; Investment Criteria: Discounted Cash Flow analysis, The Cost of Capital, Financial Modeling and Project Evaluation, Real Options analysis to evaluate project.		
	Project Financing:	Detailed Project Report, Sources of Project funds: Equity, Long term Debt, Bank loans, International Capital Market, Working capital advances, Angel Investors, Venture Capital and private Equity:- The VC Investment Appraisal Process and Management, Current Concerns of the Indian VC and PE Industry		
	Project Implementation & Review:	Pre-requisites for successful project implementation, Network Techniques for project Management: PERT, CPM. Project Review: control of in-process projects, The post completion audit.		
			Total	30
Required & Recommended Reading:				

1. Ghattas, R. G., Practical Project Management, Pearson Education.
2. Bhavesh M. Patel, Project And Management, Vikas Publication House
3. Lock, Denis, Handbook, Project Management, Efficient Offset Printer.
4. Kerner Harlod, Project Management, CBS Publishers.
5. P.K Joy, Total Project Management, McMillan

6.	S.Chaudhary, Project Management, Tata McGraw Hill			
7.	John D Finnerty,Projecting Financing, John Wiley & Sons Inc.			
8.	John D Finnerty, Project Financing: Asset Based financial engineering, John Wiley & sonsInc.			
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Lengt h of Assessment Type	Weight age of Assess ment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

CONTEMPORARY ISSUES IN FINANCE(PG-FM11)

Credit: 3

Hours: 24+(6)=30 Hrs

Course Objective: The course aims to develop a thorough understanding of selected current issues in the financial arena, from both academic and practitioner perspectives. This course covers new innovations and developments in the areas of banking, financial services, capital market, taxation and economic environment.

Learning Outcome: Upon successful completion of this course, the students will be able; to acquire a detailed and critical knowledge of contemporary issues related to Banking, Financial services and capital market; to sensitize with latest developments of theory and practice in the area of Finance & Economy that shape strategic financial decisions; to equip students in tackling real-life problems and facilitating the smoother transition in financial professionals.

Contents:

Unit I:

Finance and Economy: Securitization and Asset Backed Securities: History, Structures prevalent in India, Various Asset Class, Regulatory Requirements & Drivers of Securitization in India; Goods and Services Tax (GST): Journey, Advantages, Components, changes after GST; Economic Crises and The Twin Balance Sheet Problem in India; Sustainable finance & Social responsible investment; Interaction of monetary and fiscal policies and its impact on business

Unit II:

Banking: Digitization in Banking: Crypto currency: Architecture, Operations; Payments Bank in India; Ewallets: working in india; API Banking in india; Banking through Machine learning, Artificial Intelligence and Robo Advisory in wealth Management; Priority Sector Lending: Lending to SME, Financial Inclusion, Farm Sector, and Current Government Schemes; Shadow banking; Micro Finance & Financial Inclusion

Unit III:

Banking: Re-capitalization plan at Banking by Government & Need for bailout package; Risk management in banks post financial crisis; Interest rate determination by Bank and Bank spread

Unit IV:

Financial Services: Alternative investment: Direct investments in Start-ups and Private Companies, Private Placement debt – performance measurement; Crowd funding; Corporate Financial Restructuring in India: through a case study

Unit V:

Capital Market: Trading in Bond Market; Capital Market and sustainability: sustainable stock exchange, BSE-CSR index, BSE –carbon disclosure project; Neuro finance, Behavioral Finance, Conceptual and Research Issues; Fintech Companies; Algo Trading

Suggested Readings:

1. Asset, F. Securitization-A Financial, Legal and Trading Perspective for Indian Markets.
2. Balooni, A. (2017, February 28). Payments Banks in India: Challenges and Opportunities. Retrieved April 19, 2018, from <https://gomedici.com/payments-banks-in-india-challenges- and- opportunities>
3. Batra, K. (2014, September 08). What is Venture Capital & Growth of Venture capital in India. Retrieved April 19, 2018, from <https://www.charteredclub.com/what-is-venture- capital- growth-of-venture-capital-in-india/>
4. Bergeron, D., Nihalani, A., & Deshpande, A. (n.d.). Indian Banking: Risk Management Practices Must Catch Up With Growth. Retrieved April 19, 2018, from <https://www.brinknews.com/asia/indian-banking-risk-management-practices-must- catch-up- with-growth/>
5. Braude, K., & Flug, K. (2012). The interaction between monetary and fiscal policy: insights from two business cycles in Israel.
6. C. (n.d.). GST Return Filing & Invoicing Simplified with ClearTax GST Software. Retrieved April 19, 2018, from <https://cleartax.in/s/gst-law-goods-and-services-tax>
7. Chaudhari, K., Raje, M., & Singh, C. (2014). Corporate bond markets in India: A study and policy recommendations.
8. Compendium of Guidelines for Small Finance Banks – Financial Inclusion and Development. (n.d.). Retrieved April 19, 2018, from https://rbidocs.rbi.org.in/rdocs/content/pdfs/CF06072017_AN.pdf
9. Dasgupta, N. (2018, April 03). India pushes state banks to find own funding sources after

- \$32... Retrieved April 19, 2018, from <https://in.reuters.com/article/us-india-banks/india-pushes-state-banks-to-find-own-funding-sources-after-32-billion-bailout-idINKCN1H91FJ>
10. E-Wallet. (n.d.). Retrieved April 19, 2018, from https://www.officialpayments.com/hp_faq_acct_ewallet.jsp
 11. Flynn, S. I. (2018). Behavioral Finance. Behavioral Finance -- Research Starters Business, 1.
 12. Harris, L., Kyle, A. S., & Sirri, E. R. (2015). Statement of the Financial Economists Roundtable, April 2015: The Structure of Trading in Bond Markets. Financial Analysts Journal, 71(6), 5-8.
 13. HEDGE FUND. (2010). Retrieved April 19, 2018, from https://www.sebi.gov.in/sebi_data/attachdocs/1293006463914.pdf
 14. Islamic Finance. (2015, March 31). Retrieved from <http://www.worldbank.org/en/topic/financialsector/brief/islamic-finance#1>
 15. Jayadev, M. (2010). CORPORATE FINANCIAL RESTRUCTURING: AN ANALYSIS OF SELECT CASES. Retrieved from <http://tejas.iimb.ac.in/articles/38.php>
 16. Kendall, J. (2017). Fintech Companies Could Give Billions of People More Banking Options. Harvard Business Review Digital Articles, 2-4.
 17. Kodres, L. (2013). What Is Shadow Banking? Retrieved April 20, 2018, from <http://www.imf.org/external/pubs/ft/fandd/2013/06/basics.htm>
 18. Liu, H., & Wang, Y. (2018). The Value of Crowdfunding: An Explanation Based on Demand Uncertainty and Comparison with Venture Capital. Emerging Markets Finance & Trade, 54(4), 783-791. doi:10.1080/1540496X.2018.1434619
 19. McGuigan, N., Sin, S., & Kern, T. (2017). Sourcing Sustainable Finance in a Globally Competitive Market: An Instructional Case. Issues In Accounting Education, 32(1), 43-58. doi:10.2308/iace-51304
 20. Faraz, A., & Jain, P. (2017). PwC India FinTech Survey 2017. Retrieved April 23, 2018, from <https://www.pwc.in/consulting/financial-services/fintech/fintech-survey-2017.html>
 21. Rao, S. (2017, January 03). What is Islamic Banking and why does the RBI want it in India? Retrieved April 19, 2018, from <https://scroll.in/article/822234/what-is-islamic-banking-and-why-does-the-rbi-want-it-in-india>
 22. Rowley, J. (2018, March 30). Charting the adoption of direct startup investments by family offices. Retrieved April 19, 2018, from <https://techcrunch.com/2018/04/01/charting-the-adoption-of-direct-startup-investments-by-family-offices/>
 23. Sharma, M. (n.d.). India's Banks Need More Than a Bailout. Retrieved April 19, 2018, from <https://www.bloombergquint.com/opinion/2017/10/26/india-s-banks-need-more-than-a-bailout>
 24. Shetty, A. (2015, September 15). Your money: How banks fix their interest rates. Retrieved April 19, 2018, from <https://www.financialexpress.com/industry/banking-finance/demystifying-base-rate-and-spread-in-your-interest/135669/>
 25. Sontakke, K. A., & Ghaisas, A. (2017). Cryptocurrencies: A Developing Asset Class. International Journal Of Business Insights & Transformation, 10(2), 10-17. doi:10.1080/1540496X.2016.1193002

26. Starr, M. A. (2008). Socially Responsible Investment and Pro-Social Change. *Journal Of Economic Issues* (Association For Evolutionary Economics), 42(1), 51-73
27. Subramanian, A. (2015). Economic Crises and The Twin Balance Sheet Problem in India. Retrieved April 19, 2018, from <http://www.iitd.ac.in/CEAIIITD/pdfs/2/TBSmooc.pdf>
28. Sullivan, T. (2017, February 17). Transparency, Trust, and Bitcoin. Retrieved from <https://hbr.org/2015/06/transparency-trust-and-bitcoin>
29. Tykvová, T. (2017). When and Why Do Venture-Capital-Backed Companies Obtain Venture Lending?. *Journal Of Financial & Quantitative Analysis*, 53(3), 1049-1080. doi:10.1017/S0022109017000242
30. Vishwanathan, V. (2017, July 19). India has four payments banks now. Here is how they differ. Retrieved April 19, 2018, from <https://www.livemint.com/Money/W4GD9FVvweJfBJS9O6QQ6L/India-has-four-payments-banks-nowhere-is-how-they-differ.html>
31. Zimmer, S. (2018). Cryptocurrencies. *Cryptocurrencies -- Research Starters Business*, 1-5.

Supplementary Sources

1. Journal of Finance
2. <http://www.forbesindia.com/magazine/>
3. <https://hbr.org/search>

Note: Latest edition of the readings may be used

Course Descriptor								
Participant		PGDM	Academic Year	2022 – 2023				
Course Title		CONTEMPORARY ISSUES IN FINANCE	Course Code	PG-FM11				
Credit		03	No. of Hours	30				
Faculty		Prof.						
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
The course aims to develop a thorough understanding of selected current issues in the financial arena, from both academic and practitioner perspectives. This course covers new innovations and developments in the areas of banking, financial services, capital market, taxation and economic environment.								
Course Outcomes:				Hours				
	01	Upon successful completion of this course, the students will be able; to acquire a detailed and critical knowledge of contemporary issues related to Banking, Financial services and capital market						
	02	to sensitize with latest developments of theory and practice in the area of Finance & Economy that shape strategic financial decisions						
	03	to equip students in tackling real-life problems and facilitating the smoother transition in financial professionals						
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		CO 1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Finance and Economy:	Securitization and Asset Backed Securities: History, Structures						

		prevalent in India, Various Asset Class, Regulatory Requirements & Drivers of Securitization in India; Goods and Services Tax (GST): Journey, Advantages, Components, changes after GST; Economic Crises and The Twin Balance Sheet Problem in India; Sustainable finance & Social responsible investment; Interaction of monetary and fiscal policies and its impact on business		
	Banking:	Digitization in Banking: Crypto currency: Architecture, Operations; Payments Bank in India; Ewallets: working in india; API Banking in india; Banking through Machine learning, Artificial Intelligence and Robo Advisory in wealth Management; Priority Sector Lending: Lending to SME, Financial Inclusion, Farm Sector, and Current Government Schemes; Shadow banking; Micro Finance & Financial Inclusion		
	Banking:	Re-capitalization plan at Banking by Government & Need for bailout package; Risk management in banks post financial crisis; Interest rate determination by Bank and Bank spread		
	Financial Services:	Alternative investment: Direct investments in Start-ups and Private Companies, Private Placement debt – performance measurement; Crowd funding; Corporate Financial Restructuring in India: through a case study		

	Capital Market:	Trading in Bond Market; Capital Market and sustainability: sustainable stock exchange, BSE-CSR index, BSE – carbon disclosure project; Neuro finance, Behavioral Finance, Conceptual and Research Issues; Fintech Companies; Algo Trading		
			Total	30
Required & Recommended Reading:				

- Asset, F. Securitization-A Financial, Legal and Trading Perspective for Indian Markets.
- Balooni, A. (2017, February 28). Payments Banks in India: Challenges and Opportunities. Retrieved April 19, 2018, from <https://gomedici.com/payments-banks-in-india-challenges- and-opportunities/>
- Batra, K. (2014, September 08). What is Venture Capital & Growth of Venture capital in India. Retrieved April 19, 2018, from <https://www.charteredclub.com/what-is-venture- capital-growth-of-venture-capital-in-india/>
- Bergeron, D., Nihalani, A., & Deshpande, A. (n.d.). Indian Banking: Risk Management Practices Must Catch Up With Growth. Retrieved April 19, 2018, from <https://www.brinknews.com/asia/indian-banking-risk-management-practices-must-catch-up- with-growth/>
- Braude, K., & Flug, K. (2012). The interaction between monetary and fiscal policy: insights from two business cycles in Israel.
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- Chaudhari, K., Raje, M., & Singh, C. (2014). Corporate bond markets in India: A study and policy recommendations.
- Compendium of Guidelines for Small Finance Banks – Financial Inclusion and Development. (n.d.). Retrieved April 19, 2018, from https://rbidocs.rbi.org.in/rdocs/content/pdfs/CF06072017_AN.pdf
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- Flynn, S. I. (2018). Behavioral Finance. Behavioral Finance -- Research Starters Business, 1.
- Harris, L., Kyle, A. S., & Sirri, E. R. (2015). Statement of the Financial Economists Roundtable, April 2015: The Structure of Trading in Bond Markets. Financial Analysts Journal, 71(6), 5-8.
- HEDGE FUND. (2010). Retrieved April 19, 2018, from https://www.sebi.gov.in/sebi_data/attachdocs/1293006463914.pdf
- Islamic Finance. (2015, March 31). Retrieved from <http://www.worldbank.org/en/topic/financialsector/brief/islamic-finance#1>
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- Kodres, L. (2013). What Is Shadow Banking? Retrieved April 20, 2018, from <http://www.imf.org/external/pubs/ft/fandd/2013/06/basics.htm>
- Liu, H., & Wang, Y. (2018). The Value of Crowdfunding: An Explanation Based on Demand Uncertainty and Comparison with Venture Capital. Emerging Markets Finance & Trade, 54(4), 783-791. doi:10.1080/1540496X.2018.1434619
- McGuigan, N., Sin, S., & Kern, T. (2017). Sourcing Sustainable Finance in a Globally Competitive Market: An Instructional Case. Issues In Accounting Education, 32(1), 43-58. doi:10.2308/iace-51304
- Faraz, A., & Jain, P. (2017). PwC India FinTech Survey 2017. Retrieved April 23, 2018, from <https://www.pwc.in/consulting/financial-services/fintech/fintech-survey-2017.html>
- Rao, S. (2017, January 03). What is Islamic Banking and why does the RBI want it in India? Retrieved April 19, 2018, from

- <https://scroll.in/article/822234/what-is-islamic-banking-and-why-does-the-rbi-want-it-in-india>
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Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INCOME TAX PLANNING

(PG-FM12)

Credits: 03

Hours: 30

Course Objective: This course aims to address incidence of tax on various incomes, transactions, residency status, individual status and various business forms. The students will also be able to compute client's eligibility for various tax deductions from gross salary income, tax treatment of various allowances and perquisites, income from house property, other income, tax issue of business or profession income as well as a glimpse of tax planning and taxation aspects of various financial products.

Learning Outcome: Students will be able to understand technical terms used in taxation; This will enable students to calculate tax liabilities; They will also be capable to advice the taxation aspects of different financial products; This will enable students to have basic understanding of tax planning.

Contents:

Unit I:

Indian Tax System & Its feature: Direct and Indirect Taxes, Tax-induced distortions on investment and financing decisions, Indian Direct Tax structure, Income-tax (IT) Act, 1961 and Income Tax Rules (ITR), 1962, Residency Rules: Residential status of an individual, Residential status of other taxable entities, Indian income and foreign income, Tax incidence for different taxpayers, Advance tax and due dates, Tax Deducted at Source (TDS),

Unit II:

Personal Taxation-Computation: Salary Income, Gross Salary Income - Basic pay, Bonus, Allowances, Retirement benefits and Perquisites, Treatment of various Allowances, Treatment of Retirement Benefits, Profit in lieu of Salary, Deductions from Salary, Income from House Property, Basis of charge and applicability, Self Occupied and Let out House Property, Determination of Gross and Net Annual Value, Deductions

Unit III:

Income from Business or Profession, Scope of Income and its computation, Deductible and Inadmissible Expenses, Deemed Income and Special Provisions, Tax Shelter and Tax Holidays, Capital Gains in Transfer of Capital Assets, Nature of Capital Gain - Short Term or Long Term depending on capital asset and holding period, Application of Cost Inflation Index (CII) in

computing indexed cost of acquisition/renovation, Computation of Capital Gains/Losses, Income from Other Sources - Chargeability, Exemptions and Deduction, Clubbing of Income, Deductions under Chapter VI-A, Taxable income, Tax liability

Unit IV:

Taxability of Various Financial Products: Provident Fund and Small Savings Schemes Equity shares, Equity oriented products - Equity schemes of Mutual Funds, ETFs, ELSS, etc., Debt products

- Bonds, Debentures, Government Securities, Income schemes of Mutual Funds including Fixed Maturity Plans (FMPs), Securities Transaction Tax (STT) and Dividend Distribution Tax (DDT), Life and Health Insurance product, Taxation of Various Financial Transactions, Transaction in the nature of Gifts/Prizes/Winnings, Agricultural Income, Cash payment over a specified limit, Dividend and Bonus stripping provisions - shares, MF schemes including with reinvestment option

Unit V:

Need and Importance of Tax Planning, Tax Planning vs. Tax Evasion and Avoidance, Tax Planning vs. Tax Management, Deferral of tax liability, Maximizations of exclusions and credits, managing loss limitations

Text Book:

1. Ahuja G.K, Gupta Ravi , -Systematic Approach to Income Tax, Bharat Law House, New Delhi, 2019

Suggested Reading:

1. Singhania, V. K., & Singhania. M. -Income Tax including GST|| Delhi: Taxman Publications.
2. Singhania, V. K., & Singhania. M. -Students Guide to Income Tax- University Edition|| Delhi: Taxman Publications.

Note: Latest edition of the readings may be used.

Course Descriptor								
Participant	PGDM		Academic Year					
Course Title	INCOME TAX PLANNING		Course Code	PG-FM12				
Credit	03		No. of Hours	30				
Faculty	Prof.							
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
This course aims to address incidence of tax on various incomes, transactions, residency status, individual status and various business forms. The students will also be able to compute client’s eligibility for various tax deductions from gross salary income, tax treatment of various allowances and perquisites, income from house property, other income, tax issue of business or profession income as well as a glimpse of tax planning and taxation aspects of various financial products.								
Course Outcomes:				Hours				
	01	Students will be able to understand technical terms used in taxation						
	02	This will enable students to calculate tax liabilities						
	03	They will also be capable to advice the taxation aspects of different financial products						
	04	This will enable students to have basic understanding of tax planning.						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
		Indian Tax System & Its feature: Direct						

		and Indirect Taxes, Tax-induced distortions on investment and financing decisions, Indian Direct Tax structure, Income-tax (IT) Act, 1961 and Income Tax Rules (ITR), 1962, Residency Rules: Residential status of an individual, Residential status of other taxable entities, Indian income and foreign income, Tax incidence for different taxpayers, Advance tax and due dates, Tax Deducted at Source (TDS),		
		Personal Taxation-Computation: Salary Income, Gross Salary Income - Basic pay, Bonus, Allowances, Retirement benefits and Perquisites, Treatment of various Allowances, Treatment of Retirement Benefits, Profit in lieu of Salary, Deductions from Salary, Income from House Property, Basis of charge and applicability, Self Occupied and Let out House Property, Determination of Gross and Net Annual Value, Deductions		
		Income from Business or Profession, Scope of Income and its computation, Deductible and Inadmissible Expenses, Deemed Income and Special Provisions, Tax Shelter and Tax Holidays, Capital Gains in Transfer of Capital Assets, Nature of Capital Gain - Short Term or Long Term depending on capital asset and holding period, Application of Cost Inflation Index (CII) in computing indexed cost of acquisition/renovation, Computation of Capital Gains/Losses, Income from Other Sources - Chargeability, Exemptions and Deduction, Clubbing of Income, Deductions under Chapter VI-A, Taxable income, Tax liability		
		Taxability of Various Financial Products: Provident Fund and Small		

		<p>Savings Schemes Equity shares, Equity oriented products - Equity schemes of Mutual Funds, ETFs, ELSS, etc., Debt products</p> <p>- Bonds, Debentures, Government Securities, Income schemes of Mutual Funds including Fixed Maturity Plans (FMPs), Securities Transaction Tax (STT) and Dividend Distribution Tax (DDT), Life and Health Insurance product, Taxation of Various Financial Transactions, Transaction in the nature of Gifts/Prizes/Winnings, Agricultural Income, Cash payment over a specified limit, Dividend and Bonus stripping provisions - shares, MF schemes including with reinvestment option</p>		
		<p>Taxability of Various Financial Products: Provident Fund and Small Savings Schemes Equity shares, Equity oriented products - Equity schemes of Mutual Funds, ETFs, ELSS, etc., Debt products</p> <p>- Bonds, Debentures, Government Securities, Income schemes of Mutual Funds including Fixed Maturity Plans (FMPs), Securities Transaction Tax (STT) and Dividend Distribution Tax (DDT), Life and Health Insurance product, Taxation of Various Financial Transactions, Transaction in the nature of Gifts/Prizes/Winnings, Agricultural Income, Cash payment over a specified limit, Dividend and Bonus stripping provisions - shares, MF schemes including with reinvestment option</p>		
			Total	30
Required & Recommended Reading:				
1.	Singhanian, V. K., & Singhanian. M. -Income Tax including GST Delhi: Taxman Publications.			
2.	Singhanian, V. K., & Singhanian. M. -Students Guide to Income Tax- University Edition Delhi: Taxman Publications.			

Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weightage of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

HUMAN RESOURCE MANAGMENT

TRIMESTER: IV

ELECTIVE OF HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE PLANNING(PG-HR01)

Credit-3

Hours: 24+(6)=30 Hrs

Course Objective: The objective of this course is to provide an understanding of the importance of systematic planning for deployment and utilization of Human Resources. This course is designed to develop analytical abilities among the students for understanding the implication of change in the workforce situation and enable them to acquire the knowledge and skill necessary for planning manpower of a business organization.

Learning Outcome: At the end of this course student will be able to understand the factors to be considered while forecasting the supply and demand for human resources in an organization and the techniques used for estimating the workforce demand and the supply. They will be able to identify the importance of career planning and succession planning in an organization.

Content:

Unit I:

Human Resource Planning: concepts, Issues, Factors affecting HRP, Process, Work Measurement: methods.

Unit II:

Forecasting Human Resource Demands: Factors: internal, external, Types of forecast, Plan, Norms: Macro level, Micro Level: work volume basis, positioning basis, Approaches to Demand forecasting:

Statistical Techniques: Expert forecast, trend analysis, work force analysis, workload analysis, Ratio analysis, ratio trend analysis, regression analysis **Judgmental Techniques:** Managerial judgment, Nominal Group technique, Delphi technique, Brain storming & estimate Practices in India.

Unit III:

Forecasting People Supply: Supply Analysis Skill inventories, management inventories **Internal Supply Techniques:** Inflows-outflows, Labour Turnover, absenteeism, External supply, wastage analysis methods ,Cohort analysis, census analysis, **Human Resource Planning Models:** Markov, Renewal ,replacement charts and succession planning

Unit IV:

Human Resource Information System: Highlight objectives, stages of development, HRIS modules, products, contents & features.

Unit V:

Functional HR Plans: Career Planning role enhancement, lateral movement, Succession Planning: Impact of career planning, development & succession plan on HRP.

Text Books

1. Deepak Kumar Bhattacharya: Human Resource Planning, Excel Books ,3rd edition

Reference Books/Suggested Readings:

1. Sparkman Ross, Strategic Workforce Planning: Developing Optimized Talent Strategies for Future Growth, Kogan Page Publishers, 03-Feb-2018.
2. Monica Belcourt, Kenneth J Mobey: Strategic Human Resource Planning, 2nd edition, Thomson India.
3. M. P. Srivastava :Human Resource Planning:, IAMR, Manak Publication 1st edition
4. John Bernardin,: Human Resource Planning, An Experiential Approach:h McGraw Hill.

Note: Latest edition of the readings may be used

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	ELECTIVE OF HUMAN RESOURCE MANAGEMENT HUMAN RESOURCE PLANNING	Course Code	PG-HR01				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
The objective of this course is to provide an understanding of the importance of systematic planning for deployment and utilization of Human Resources. This course is designed to develop analytical abilities among the students for understanding the implication of change in the workforce situation and enable them to acquire the knowledge and skill necessary for planning manpower of a business organization.							
Course Outcomes:			Hours				
	01	At the end of this course student will be able to understand the factors to be considered while forecasting the supply and demand for human resources in an organization and the techniques used for estimating the workforce demand and the supply					
	02	They will be able to identifythe importance of career planning and succession planning in an organization.					
	03						
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
		P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	2	2	3	3	

Indicative Content & Session Plan							
Session	Module	Description	CO	Hou rs			
	Human Resource Planning:	concepts, Issues, Factors affecting HRP, Process, Work Measurement: methods.					
	Forecasting Human Resource Demands:	Factors: internal, external, Types of forecast, Plan, Norms: Macro level, Micro Level: work volume basis, positioning basis, Approaches to Demand forecasting: Statistical Techniques: Expert forecast, trend analysis, work force analysis, workload analysis,Ratio analysis, ratio trend analysis, regression analysis Judgmental Techniques: Managerial judgment, Nominal Group technique, Delphi technique, Brain storming & estimate Practices inIndia.					
	Forecasting People Supply:	Supply Analysis Skill inventories, management inventories Internal Supply Techniques: Inflows-outflows, Labour Turnover, absenteeism, External supply, wastage analysis methods ,Cohort analysis, census analysis, Human Resource Planning Models: Markov, Renewal ,replacement charts and succession planning					
	Human Resource Information System:	Human Resource Information System: Highlight objectives, stages of development, HRIS modules, products, contents & features.					
	Functional HR Plans:	Career Planning role enhancement, lateral movement, Succession Planning: Impact of career planning, development & succession plan on					

		HRP.		
Total				30
Required & Recommended Reading:				
1. Sparkman Ross , Strategic Workforce Planning: Developing Optimized Talent Strategies for Future Growth, Kogan Page Publishers, 03-Feb-2018. 2. Monica Belcourt, Keneth. J Mobey: Strategic Human Resource Planning, 2 nd edition, Thomson India. 3. M. P. Srivastava :Human Resource Planning:, IAMR, Manak Publication 1 st edition 4. John Bernardin,: Human Resource Planning, An Experiential Approach:h McGraw Hill.				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MANAGING EMPLOYEE RELATIONS(PG-HR02)

Credit-3

Hours: 24+(6)=30 Hrs

Course Objective: The course aims to help students develop an appreciation of various conceptual issues related to effective and efficient management of human resource and conditions under which management & unions' works. This course will help the students to develop an understanding of the interaction pattern among labour, management and the State. It will build awareness of certain important and critical issues in Industrial Relations.

Learning Outcome: By the end of this course student will be able to understand the relationship between major stakeholders, status of trade unions, impact of knowledge economy and strategic dimensions of IR, among other issues related to employee grievances, management discipline

Contents:

Unit I:

Employee Relations: Employee and Industrial Relations: An Overview, employee relation vs Industrial relations, Concepts & Models of IRS, IRs in the current context

Unit II:

Trade Union/Federations: Trade Unionism from Evolution to current status, types, structure & strategies, functions, recognition and registration, problems of Indian trade unions.

Unit III:

Collective Bargaining & Negotiation: Concept, process, collective bargaining as a method of negotiation, Types, bargaining issues, trends. **Employee Grievances:** approaches, nature, causes, procedure, Model, do's & don'ts while handling grievance. **Discipline:** concepts, the process of holding domestic enquiry in industry, **Industrial Dispute:** concepts, dispute settling machineries

Unit IV:

Legal Framework. An overview of Standing Orders 1946, Sexual Harassment at workplace Act, 2013, **Labour Welfare & Social Security schemes:** Concepts, objectives, classification of labour welfare, Intramural, extramural, Evolution of social security measures, formation of ILO, An overview of social security laws, Role of welfare officer

Unit V:

New Horizons in Employee building: promoting employee engagement, employee involvement like Quality circles, suggestion scheme, TQM, employee newsletter.

Text Book

1. Monappa, A ,Nambudri ,Selvaraj :Industrial Relations & Labour Laws, Mc Graw Hill 2nd Edition

Reference Books/Suggested Readings:

1. Ratnam Venkata C.S &Dhal M.Industrial Relations,Oxford University Press,2nd edition,2017.
2. Bray Deery Walsh Waring:Industrial Relations,Tata Mc Grow-Hill,3rd edition
3. Singh & Kumar.,‘Employee Relations Manangement’, Pearson,1st edition
4. Sharma A.M. -Aspects of Labour Welfare & Social Security|| Himalya Bombay

Note: Latest edition of the readings may be used

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	MANAGING EMPLOYEE RELATIONS	Course Code	PG-HR02
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives			
<p>The course aims to help students develop an appreciation of various conceptual issues related to effective and efficient management of human resource and conditions under which management & unions’ works. This course will help the students to develop an understanding of the interaction pattern among labour, management and the State. It will build awareness of certain important and critical issues in Industrial Relations.</p>			

Course Outcomes:			Hours
	01	By the end of this course student will be able to understand the relationship between major stakeholders, status of trade unions	
	02	impact of knowledge economy and strategic dimensions of IR, among other issues related to employee grievances, management discipline	
	03		
	04		

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	P O 1	P O 2	P O 3	P O 4	P O 5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3

Indicative Content & Session Plan			
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Session	Module	Description	CO	Hours
	Employee Relations:	Employee and Industrial Relations: An Overview, employee relation vs		

		Industrial relations, Concepts & Models of IRS, IRs in the current context		
	Trade Union/Federations:	Trade Unionism from Evolution to current status, types, structure & strategies, functions, recognition and registration, problems of Indian trade unions.		
	Collective Bargaining & Negotiation:	Concept, process, collective bargaining as a method of negotiation, Types, bargaining issues, trends. Employee Grievances: approaches, nature, causes, procedure, Model, do's & don'ts while handling grievance. Discipline: concepts, the process of holding domestic enquiry in industry, Industrial Dispute: concepts, dispute settling machineries		
	Legal Framework	Legal Framework. An overview of Standing Orders 1946, Sexual Harassment at workplace Act, 2013, Labour Welfare & Social Security schemes: Concepts, objectives, classification of labour welfare, Intramural, extramural, Evolution of social security measures, formation of ILO, An overview of social security laws, Role of welfare officer		
	New Horizons in Employee building:	promoting employee engagement, employee involvement like Quality circles, suggestion scheme, TQM, employee newsletter.		
Total				30
Required & Recommended Reading:				
1. Ratnam Venkata C.S & Dhal M. Industrial Relations, Oxford University Press, 2 nd edition, 2017. 2. Bray Deery Walsh Waring: Industrial Relations, Tata Mc Grow-Hill, 3 rd edition 3. Singh & Kumar., 'Employee Relations Management', Pearson, 1 st edition 4. Sharma A.M. -Aspects of Labour Welfare & Social Security Himalya Bombay				

Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

(PG-HR-03)

Credits: 03

Hours:

24+(6)=30 Hrs

Course Objective: To understand how performance management linked to overall organizational functions and practices; to understand the behavioral and organizational consequences of using performance measurement and performance management techniques; to identify and understand issues related to mismatch between actual and expected performance.

Learning Outcome: After this course students will be able to discuss the difference between performance appraisals and performance management. Identify the necessary characteristics of performance management tools, performance measurement methods and common problems related with performance management process. They will also Learn the process of competency mapping, models and performance review process.

Contents:

Unit I:

Introduction: Introduction to Performance Management: Concepts and Issues, Objectives of Performance Management, Features of effective Performance Management, Role of Performance Management in Organizational Development, Linkage of Performance Management to other HR Processes, Pay linked with performance.

Unit II:

Performance Management System: Nature and Scope of Performance Management System, aims and role of PMS, Characteristics of an ideal system, Dangers of poorly implemented PM system, Characteristics of a High Performance Work System (HPWS), Performance Management Process, e- PMS.

Unit III:

Performance Planning: Approaches to performance planning, Defining and Identifying Performance Indices: KPAs/ KPIs and KRAs for various job holders; Methods of performance appraisal, Errors in rating, Determinants of performance, Performance dimensions.

Unit IV:

Competency Mapping: Introduction and Concepts of Competence and Competency Mapping, Managing Competencies, Developing Competency models, developing the competency matrix, Competency based Performance Management System.

Unit V:

Performance Measurement and analysis: Approaches to Measuring Performance, Performance Measurement Metrics, Performance measurement through Balanced Scorecard, Performance Analysis, Appraisal forms, Model of rater motivation, Performance Review discussion, Objectives, , Main features of PRD, Process of PRD, Performance Communication, counseling, mentoring ,coaching, Performance Management audits, Ethical and legal issues in Performance Management. New Horizons in performance management, decline of bell curve and emergence of continuous feedback

Text Books:

1. Aguinis, H., *Performance Management*: Pearson Publication, 2nd edition.

Suggested Readings:

1. Bhattacharyya, D., K., *Performance management systems and strategies*, Pearson Education.
 2. Rao, T.V., *Performance Management and appraisal Systems*, Sage publication.
 3. Sanghi, S., *The Handbook of Competency Mapping*:,Sage Publication.
 4. Bacal, R., *Performance Management*, McGraw-Hill.
 5. Sahu, R.K., *Competency Mapping*:, Excell books.
 6. Sharma R. Radha, *360 Degree Feedback, C. Mapping, Assessment Centre*. Tata McGraw Hill.
 7. Bagchi, S.N. *Performance management*, Cengage Learning India.
 8. Armstrong, M., *Performance Management: Key Strategies and Practical Guidelines*. 3rd ed.,Viva Books.
- Some articles would also be provided.

Note: Latest edition of the readings may be used.

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING	Course Code					
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
To understand how performance management linked to overall organizational functions and practices; to understand the behavioral and organizational consequences of using performance measurement and performance management techniques; to identify and understand issues related to mismatch between actual and expected performance.							
Course Outcomes:			Hours				
	01	After this course students will be able to discuss the difference between performance appraisals and performance management					
	02	Identify the necessary characteristics of performance management tools, performance measurement methods and common problems related with performance management process					
	03	They will also Learn the process of competency mapping, models and performance review process.					
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
		P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
			257				

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Introduction:	Introduction to Performance Management: Concepts and Issues, Objectives of Performance Management, features of effective Performance Management, Role of Performance Management in Organizational Development, Linkage of Performance Management to other HR Processes, Pay linked with performance.		
	Performance Management System:	Nature and Scope of Performance Management System, aims and role of PMS, Characteristics of an ideal system, Dangers of poorly implemented PM system, Characteristics of a high Performance Work System (HPWS), Performance Management Process, e-PMS		
	Performance Planning:	Approaches to performance planning, Defining and Identifying Performance Indices: KPAs/ KPIs and KRAs for various job holders; Methods of performance appraisal, Errors in rating, Determinants of performance, Performance dimensions.		
	Competency Mapping:	Introduction and Concepts of Competence and Competency Mapping, Managing Competencies, Developing Competency models, developing the competency matrix, Competency based Performance Management System.		
	Performance Measurement and analysis:	Approaches to Measuring Performance, Performance Measurement Metrics, Performance measurement through Balanced Scorecard, Performance Analysis, Appraisal forms, Model of rater motivation, Performance Review discussion, Objectives, , Main features of PRD, Process of PRD, Performance Communication, counseling,		

		mentoring ,Coaching, Performance Management audits, Ethical and legal issues in Performance Management. New Horizons in performance management, decline of bell curve and emergence of continuous feedback		
Total				30
Required & Recommended Reading:				
1. Bhattacharyya, D., K., <i>Performance management systems and strategies</i> , Pearson Education. 2. Rao, T.V., <i>Performance Management and appraisal Systems</i> , Sage publication. 3. Sanghi, S., <i>The Handbook of Competency Mapping</i> ., Sage Publication. 4. Bacal, R., <i>Performance Management</i> , McGraw-Hill. 5. Sahu, R.K., <i>Competency Mapping</i> ., Excell books. 6. Sharma R. Radha, <i>360 Degree Feedback, C. Mapping, Assessment Centre</i> . Tata McGrawHill. 7. Bagchi, S.N. <i>Performance management</i> , Cengage Learning India. 8. Armstrong, M., <i>Performance Management: Key Strategies and Practical Guidelines</i> . 3 rd ed., Viva Books.				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

STRATEGIC HUMAN RESOURCE MANAGEMENT

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The main objective of the course is to develop the perspective of strategic human resource management in context to understand the relationship of HR strategy with overall corporate strategy. This course focuses on making the students understand the strategic role of specific HR systems in the context of changing forms of organization.

Learning Outcome: Upon successful completion of this course, the student will have reliably demonstrated ability to explain the feasibility and nature of the link between business strategy and HR strategy, Outline the key areas of Strategic Human Resource Management including commitment and engagement, organizational design, performance management, learning and development, international HR practices, and organizational culture, Describe key aspects of forecasting the human resources needs of an organization, Appraise the job analysis procedure and competency audit required for strategic HRM, Outline motivational techniques and feedback strategies that help employees reach professional and organizational goals

Contents:

Unit I:

Strategic Human Resource Management: Definition and Components; development & delivery of HR strategies, Strategic HR vs. Traditional HR, Strategic Business planning and HR, challenges in strategic human resource management, impact of strategic HRM, SHRM for competitive advantage. Strategic fit: A conceptual framework, Linking between HR strategy and Business Strategy: Managing Diversity, Transformational Leadership The best Fit Approach, HR bundles Approach, The best practice approach; TOWS Matrix, BCG Matrix, ABC, BSC, Gallop's Engagement model.

Unit III:

Strategic HR Acquisition: An Overview , Staffing System, Strategic Recruitment and Selection, Business Strategy and Training and Development, Human Side of Mergers and Acquisitions three-stage model of M&A, HRM and Firm performance linkages: Measures of HRM performance; Sustained competitive advantages through inimitable HR Practices.

Unit IV:

Strategic Reward Systems: Approach, Business Strategy and Compensation; Career Management: An SHRM Approach, Employee and career development systems.

Unit V:

Global Strategic human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection, inpatriate& repatriation. Strategic Options and HR decisions: Downsizing and Restructuring, JVs; MNCs; Outsourcing & Offshore assignments, Building a multicultural organization-multinational organization, strategic issues in international assignment.

Text Books:

1. Agarwala, T., Strategic Human Resource Management, Oxford University Press, New Delhi,1st edition.

Suggested Readings:

1. Jeffrey A., M., Strategic Human Resource Management, Thomson Learning Inc.
2. Prasad, K., Strategic Human Resource Management:, Macmillan Publication,1st edition.
3. Belcourt, M. and McBay, K., Strategic Human Resource Planning, Thomson Learning Inc., 2nd edition.

Note: Latest edition of the readings may be used.

(PG-HR05) TEAM DYNAMICS AT WORKPLACE

Credit-3

Hours: 24+(6)=30 Hrs

Course Objectives: This course is designed to equip the students to assess adequately his/her preconditions for leadership and team-building and to know the ways for further development of these preconditions. The student will also have the essential knowledge on dynamics in team processes and its management.

Learning Outcome: They will be able to understand and manage the impact of team dynamics on business results. Understand the difference in the dynamics of poor, good and great teams and will be able to recognize the impact of team dynamics on business results. They will also be able to pro- actively identify and eliminate dysfunctional team behaviours

Contents:

Unit I:

Group Dynamics: Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion, Group Decision Making and leadership **Team Building:** Concepts, team work and collaboration, evolution of social behavior, Five dynamics of working together; **Team Members:** Effective team members, Factors: working Knowledge, Teamwork

Unit II:

Team Relationships: Simple and Easy versus Complicated and hard, Connect Model; effective teamrelationships. Discovering the interpersonal orientation through FIRO-B, Experiential learning Methodologies-T- group sensitivity training, encounter groups, appreciative enquiry, discovering facets of interpersonal trust through Johari Model window, communication skills, Negotiation skills and strategies for team building

Unit III:

Team Problem Solving: Problem solving dynamics; Goal; Energies and the decision making process; Effective problem solving; cross-functional teams.

Unit IV:

Team Leader: Six dimensions of Team leadership; Managing performance; contemporary leadership thought.

Unit V:

Organization Environment: Promoting clarity, confidence and commitment, three dimensions: Management practices, Structure and processes; Systems. Team morale, conflict resolution in teams, competitive vs. collaborative behavior, developing collaboration

Text Book:

1. Daniel Levi: Group Dynamics for teams; Sage Publication, 4th edition

Suggested Readings:

1. Frank la Fasto & Carl Larson: When teams work Best; Sage Publication, 1st edition
2. West Michael - Effective Team Work, Excel Books publication, 1st edition
3. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience , Tata Mc Graw Hill,
4. Sadler Philip - Leadership , Crest Publishing House
5. Stephen Robbins, -Organizational Behavior||. Prentice Hall India Pvt. Ltd New Delhi.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	TEAM DYNAMICS AT WORKPLACE	Course Code	PG-HR05
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

This course is designed to equip the students to assess adequately his/her preconditions for leadership and team-building and to know the ways for further development of these preconditions. The student will also have the essential knowledge on dynamics in team processes and its management.

Course Outcomes:			Hours
	01	They will be able to understand and manage the impact of team dynamics on business results	
	02	Understand the difference in the dynamics of poor, good and great teams and will be able to recognize the impact of team dynamics on business results	
	03	They will also be able to pro- actively identify and eliminate dysfunctional team behaviours	
	04		

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

		P O 1	P O 2	P O 3	P O 4	P O 5	
	CO						
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Group Dynamics:	Groups – Nature, Group Size, Stages		

		of Group Development, Group Roles, Group Norms, Group Cohesion, Group Decision Making and leadership Team Building: Concepts, team work and collaboration, evolution of social behavior, Five dynamics of working together; Team Members: Effective team members, Factors: working Knowledge, Teamwork		
	Team Relationships:	Simple and Easy versus Complicated and hard, Connect Model; effective team relationships. Discovering the interpersonal orientation through FIRO-B, Experiential learning Methodologies-T- group sensitivity training, encounter groups, appreciative enquiry, discovering facets of interpersonal trust through Johari Model window, communication skills, Negotiation skills and strategies for team building		
	Team Problem Solving:	Problem solving dynamics; Goal; Energies and the decision making process; Effective problem solving; cross-functional teams.		
	Team Leader:	Six dimensions of Team leadership; Managing performance; contemporary leadership thought.		
	Organization Environment:	Promoting clarity, confidence and commitment, three dimensions: Management practices, Structure and processes; Systems. Team morale, conflict resolution in teams, competitive vs. collaborative behavior, developing collaboration		
			Total	22

Required & Recommended Reading:

1. Frank la Fasto & Carl Larson: When teams work Best; Sage Publication,1st edition
2. West Michael - Effective Team Work, Excel Books publication,1st edition

3. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience , Tata Mc Graw Hill,
4. Sadler Philip - Leadership , Crest Publishing House
5. Stephen Robbins, —Organizational Behavior||. Prentice Hall India Pvt. Ltd New Delhi.

Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

HUMAN RESOURCE MANAGEMENT

TRIMESTER: V

COMPENSATION AND REWARD MANAGEMENT

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: To develop an understanding of various conceptual and practical approaches to obtain compensation decisions; to identify the internal and external environmental factors that have an impact on the pay structure of an organization; to demonstrate an understanding of the issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Learning Outcome: After the completion of the course students will be able to describe the process and evaluate the implications of job evaluation, identify the internal and external environmental factors that have an impact on the pay structure of an organization and demonstrate an understanding of the process of designing a pay structure taking account of the company environment

Contents:

Unit I:

Compensation & Rewards: Concepts, Objectives & Dimensions of Compensation, Components of Compensation Plan, Factor influencing Compensation plan, Importance of an Ideal Compensation Plan, Compensation Management Process.

Unit II:

Compensation Structure: Job Evaluation: Aspects, Objective, Principles, Procedure & Methods, Designing a Compensation System, Establishing a Pay Structure, Designing Pay levels, Mix and structure, Graded Pay Structures, Broad-banding.

Unit III:

Wages and Salary Administration: Principles of wage and salary administration, Basic Wage Plans, Wage Policy, Pay Policies Considerations, Wage differentials. Theories of Wages: Economic, Behavioral.

Unit IV:

Incentive Schemes: Nature, Importance and drawbacks of Incentive payments, Pre-requisites for an efficient system, Types of Incentive Schemes, Performance linked Compensation Reasons, types of performance based compensation schemes, Variable Performance Linked Pay (VPLP), Employee Stock Option Plan (ESOP); Economic Value Added (EVA).

Unit V:

Employee Benefits & Services: Overview, Types of Employee Benefits and Services, Principle of Fringe Benefits, different steps in administration of benefits and services, future of fringe benefits; Executive Remuneration: Elements, Executive compensation strategies, trends of Executive remuneration; Preparation of Salary sheet using Microsoft Excel. Emerging trends & challenges of Remuneration. Remuneration Model, Compensation strategies,

Text Books:

1. Bhattacharyya, D., *Compensation management*, 2nd edition, Oxford Publication

Suggested Readings:

1. Singh, B.D., *Compensation and Reward Management*, 1st ed Excel Books, New Delhi.
2. Singh SoniShyam, *Compensation Management*. 1st ed. Excel Books
3. Henderson, R.O., *Compensation Management in a knowledge -Based world*, 10th Pearson Education.
4. Armstrong, M and Murlis H, *Reward Management: A Handbook of Remuneration Strategy and Practice*, 5th ed. Kogan Page.

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	COMPENSATION AND REWARD MANAGEMENT	Course Code	PG-HR06
Credit	03	No. of Hours	30
Faculty	Prof.		
Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

To develop an understanding of various conceptual and practical approaches to obtain compensation decisions; to identify the internal and external environmental factors that have an impact on the pay structure of an organization; to demonstrate an understanding of the issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

Course Outcomes:			Hours
01	After the completion of the course students will be able to describe the process and evaluate the implications of job evaluation		
02	Identify the internal and external environmental factors that have an impact on the pay structure of an organization and demonstrate an understanding of the process of designing a pay structure taking account of the company environment		
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

	CO	P O 1	P O 2	P O 3	P O 4	P O 5
1		3	2	-	1	2
2		2	2	-	3	2
3		3	2	-	2	2
4		2	3	2	3	3

Indicative Content & Session Plan							
Session	Module	Description	CO	Hours			
	Compensation & Rewards:	Concepts, Objectives & Dimensions of Compensation, Components of Compensation Plan, Factor influencing Compensation plan, Importance of an Ideal Compensation Plan, Compensation Management Process					
	Compensation Structure:	Compensation Structure: Job Evaluation: Aspects, Objective, Principles, Procedure & Methods, Designing a Compensation System, Establishing a Pay Structure, Designing Pay levels, Mix and structure, Graded Pay Structures, Broad-banding.					
	Wages and Salary Administration:	Principles of wage and salary administration, Basic Wage Plans, Wage Policy, Pay Policies Considerations, Wage differentials. Theories of Wages: Economic, Behavioral.					
	Incentive Schemes:	Nature, Importance and drawbacks of Incentive payments, Pre-requisites for an efficient system, Types of Incentive Schemes, Performance linked Compensation Reasons, types of performance based compensation schemes, Variable Performance Linked Pay (VPLP), Employee Stock Option Plan (ESOP); Economic Value Added (EVA).					
		Employee Benefits & Services: Overview, Types of Employee Benefits and Services, Principle of Fringe Benefits, different steps in administration of benefits and services, future of fringe benefits; Executive Remuneration: Elements, Executive compensation strategies, trends of Executive remuneration; Preparation of Salary sheet using Microsoft Excel. Emerging trends					

		& challenges of Remuneration. Remuneration Model, Compensation strategies,		
Total				22

Required & Recommended Reading:

- Singh, B.D., *Compensation and Reward Management*, 1st ed Excel Books, New Delhi.
- Singh Soni Shyam, *Compensation Management*. 1st ed. Excel Books
- Henderson, R.O., *Compensation Management in a knowledge -Based world*, 10th Pearson Education.
- Armstrong, M and Murlis H, *Reward Management: A Handbook of Remuneration Strategy and Practice*, 5th ed. Kogan Page.

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weightage of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

LABOUR AND EMPLOYMENT LAWS(PG-HR07)

Credit-3

Hours: 24+(6)=30 Hrs

Course Objective: This course is designed to impart knowledge on the development and the judicial setup of Labour Laws, salient features of welfare and wage, understanding of the laws related to Industrial Relations, Social Security and Working conditions.

Learning Outcome: Students will be able to understand the development and the judicial setup of Labour Laws. They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HR Practice. Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.

Contents:

Unit I:

Introduction, objective scope and emergence of labour laws their socio economic foundation. Role of the state and Labour

Unit II:

Law of working conditions: Factories Act, 1948: brief history – Definitions and Interpretation with the help of case references. Measures in regard to health safety,; Welfare, Working hours of adults, Employment of young persons, and Measures in regard to annual leaves with wages, Contract labour

Unit III:

Wages & Bonus Law: The minimum Wages Act – 1948, The Payment of Wages Act – 1936 The Payment of Bonus Act – 1965

Unit IV:

Social Security Laws: The Employees' Compensation Act – 1923, The Employees' State Insurance Act – 1948, The Employees' Provident Funds & Miscellaneous Provisions Act – 1952, The Payment of Gratuity Act – 1972.

Unit V:

Industrial Relations Laws: The Industrial Dispute Act – 1947, The Trade Union Act – 1926.

Text Book:

1. Padhi P.K.: Labour and Industrial Laws, 2nd Edition, PHI

Reference Books/Suggested Readings:

1. Kumar H.L, Labour & Industrial Law, vol.1, 10th edition, Universal Law publishing
2. Garg Ajay, Labour Laws one should know, Nabhi Publication latest edition
3. Labour Law Reporter

Note: Latest edition of the readings may be used.

LEARNING AND DEVELOPMENT(PG-HR08)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: To comprehend the concepts, principles and process of Training and Development; to disseminate training needs assessment and design training programmes in an Organizational setting; to give insight into the various approaches and techniques of training and developing human resource in an organization; to know tools and techniques involved in evaluation of training effectiveness.

Learning Outcome: Upon successful completion of this course, the student will have reliably demonstrated ability to explain the role of training and development in human resources management, explain the organizational, societal and individual costs and benefits of training and development, describe the psychology of the learning process on which training is based, analyze the training needs of an organization, assess, design and implement various methods, techniques and sources of training, evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

Contents:

Unit I:

Overview of Training and Development: Introduction to Employee Training and Development, concept and rationale, System Model of Training and Development, Organization and Management of training function; Process of Training.

Unit II:

Training Need Assessment: Meaning and Purpose of Training Need Assessment/ Identification, Importance of TNA, Needs Assessment Process- Organization analysis, Task analysis, and Person analysis; Methods used in Needs Assessment. Learning: Principles, Process and Theories of Learning in Training Program

Unit III:

Designing Training Programs: Designing effective training programmes, Work Environment Characteristics: Climate, Manager Support, and Technological Support. Organizational Environments: The Learning Organization, Knowledge Management.

Unit IV:

Implementing Training and Development Program: Developing Training modules, Transfer of Training: Training and Development Methods and Techniques: Mentoring, Coaching and Cross cultural training, Machine Learning **Training Evaluation:** Introduction, Reasons for Evaluating Training, Challenges in evaluation, Evaluation Process, Donald Kirkpatrick's Evaluation Model of Training Effectiveness, Measuring changes in Knowledge, Skills, Attitude & Behavior, Determining Return on Investment (ROI): Cost- Benefit Analysis. Strategic Training,

Unit V:

New horizons of Learning Organization: Nature of Learning Organization, Building a learning organization (Garvin-HBR), building blocks of learning organization, Block model, Peter Senge Model.

Text Books:

1. Raymond, A., N., and Kodwani A., D., *Employee Training and Development*, 5th ed. Mc Graw Hill

Suggested Readings:

1. Blanchard, P Nick, and James W. Thacker, *-Effective Training-Systems, Strategic and Practices*||, 5th ed. Pearson Education
2. Goldstein, *-Training in Organization*||, 4th ed. Thomson learning
3. Peter Bramley, *-Evaluating training effectiveness*||, 2nd ed. Mc Graw Hill
4. Martin Sloman, *-A handbook for training strategy*|| ,Gower Publishing,
5. Rolf P. Lynton &Udai Parikh, *-Training for Development*|| ,3rd ed., Sage Publications Pvt. Ltd
6. William E. Blank, *Handbook for Developing Competency Based Training Programmes*, Prentice-hall, New Jersey, 1982.
7. Dessler and Varkkey, — *Human Resource Management*||, 12th ed. Pearson

Article

David A. Garvin · Amy C. Edmondson · Francesca Gino Is Yours a Learning Organization? - March 2008 Issue Harvard Business Review

Note: Latest edition of the readings may be us

CROSS CULTURAL MANAGEMENT(PG-HR09)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: To provide a thorough understanding of the impact of an international context on management practices based on culture. To explain and evaluate frameworks for guiding cultural and managerial practice in international business.

Learning Outcome: The students will be able to understand the impact of an international context on management practices based on culture. Students should be able to understand and appreciate the cultural and managerial practice in international business.

Contents:

Unit-I:

Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives – Dispute Resolution and Negotiation.

Unit-II:

Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – *Guanxi*– Managing Informal Systems – Implications.

Unit-III:

Globalization & Cross Cultural Management: Planning Change: Meaning – Planning for Change – Planning in Different Culture – Planning in an Unstable Environment – Implications. International Strategies – Globalization and Localization – Defining Globalization – Roots – Global-Local Contradictions – Implication, Environmental Variables in Global Business, Human and Cultural Variables in Global Organizations, Cross Cultural Differences and Managerial Implication, Cross Cultural Research Methodologies and Hofstede's Herme's Stud, Structural Evolution of Global Organizations, Comparison of Cross-cultural Behaviour, Self-reference Criterion and Ethnocentrism, Cultural Orientation in International Business, Emic vs. Etic Dilemma, Cultural Uniqueness vs. Panculturalism

Unit-IV:

Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese

Model:Management. Changes in the Chinese model – Implications, **Diversity at Work:** Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation.

Unit-V:

Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation

– Emergent Strategy – Implications. Head Quarters and Subsidiary: Risk for the Multinational – Control – Implications, **Cross Cultural Leadership and Decision Making:** Cross Cultural Communication and Negotiation, Process and International Negotiation hurdles, Ethics in International Business, Western and Eastern Management Thoughts in the Indian Context

Text Book:

1. Helen Deresky, *International Management: Managing across Borders and Cultures*, 9th Edition, Pearson Education, 2017

Suggested Readings:

1. Richard M. Hodgetts & Fred Luthans, Jonathan Doh., *International Management Culture, Strategy and Behaviour*, 8th Edition, Tata McGraw Hill Publications
2. Hodgetts, R. M., & Luthans F, (2005), *International Management*, Tata McGraw Hill Publications, New Delhi.
3. Hill, C. (2007) *International Business: Competing in the Global Marketplace*. (6th ed) Tata McGraw-Hill.
4. Barlett, Christopher and Sumantra Ghoshal, *Managing Across Borders: The Transnational Solution*, Harvard Business School Press.
5. Leaptrott, Nan, *Rules of the Games: Global Business Protocol*, Thomson Executive Press.
6. Mary O'Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, JosseyBass Publishers, San Francisco, USA.
7. Adler, N J. *International Dimensions of Organisational Behaviour*. Boston, Kent.

Note: Latest edition of the readings may be used

HUMAN RESOURCE MANAGMENT

TRIMESTER: VI

ORGANISATIONAL CHANGE AND DEVELOPMENT

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course has been designed to familiarize students with the change and organizational development theories to improve organizational performance and create healthy places to work, and organizational intervention practices that encourage learning and change. The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students develop as potential change agents and OD professionals.

Learning Outcome: After the completion of the course students will be able to understand the implementation of the different intervention for individual, team and organizational level for change management. They will be able to understand the skill required for potential OD professional

Contents:

Unit I:

Organizational Change: Concept of planned change, Internal and External Factors of Change, Resistance to Change, Change Options Skills of Change Agent **Models of Change:** A Three Stage Model of the Change Process (Kurt Lewin , ADKAR, Mckinsey 7 s model) ,Strategies for Managing Change

Unit II:

Organization Development: Concept, Values, Assumptions, **Process of OrganizationDevelopment:** Understanding the organizational issues, diagnosing the problems, Feedback on diagnostic information, reverse mentoring, generation mix, open space technology, appreciative enquiry

Unit III:

Organizational Development Interventions: Team development Interventions, Inter-group interventions, Comprehensive OD Techniques.

Unit IV:

Structural Intervention: Job Design, Quality of Work life, Quality Circles, MBO, Socio technical Systems, Physical Setting and layout

Unit V:

Organizational Change and Development Issues: Organizational Power & Politics: Concepts Sources Contingency approach, Contingency model, Political implication, Strategies for managing political activities

Organizational Culture: Concepts, Changing Organization Culture, Strategies for merging Organizational Culture, Strategies for strengthening Organizational Culture

Recommended Text Books:

1. French, W.E. and Bell, Organization Development, Prentice-Hall of India, New Delhi.

Suggested Readings:

1. Singh Kavita :Organizational Change &Development, 2e, Excel publishing
2. W. Burke, Debra Noumair :Organization Development A Process of Learning and Changing ,3rd Edition Feb 2015,Pearson education.
3. Donald Brown: Experiential Approach to Organization Development: Pearson New International Edition.8th Edition Pearson education
4. Thornhill et al Managing Change, 1e. Prentice Hall.
5. Bhatia S.K: Management of Change and Organisation Development: Innovative Approachesand Strategies ,Deep and Deep Publications

Note: Latest edition of the readings may be used.

Course Descriptor							
Participant		PGDM	Academic Year				
Course Title		ORGANISATIONAL CHANGE AND DEVELOPMENT	Course Code	PG-HR-10			
Credit		03	No. of Hours	30			
Faculty		Prof.					
Program Outcomes:				Hours			
1	PO1	Apply knowledge of management theories to Services Marketing.		7			
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4			
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-			
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4			
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5			
Course Objectives							
The course has been designed to familiarize students with the change andorganizational development theories to improve organizational performance and create healthy places to work, and organizational intervention practices that encourage learning and change. The purpose of this course is to learn to plan and implement change at the individual, group andorganizational level. The course is designed to help the students develop as potential change agents and OD professionals.							
Course Outcomes:				Hours			
	01	After the completion of the course students will be able to understand the implementation of the different intervention for individual, team and organizational level for change management					
	02	They will be able to understand the skill required for potential OD professional					
	03						
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
		P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							

Session	Module	Description	CO	Hours
	Organizational Change:	Concept of planned change, Internal and External Factors of Change, Resistance to Change, Change Options Skills of Change Agent Models of Change: A Three Stage Model of the Change Process (Kurt Lewin , ADKAR, Mckinsey 7 s model) ,Strategies for Managing Change		
	Organization Development:	Concept, Values, Assumptions, Process of Organization Development: Understanding the organizational issues, diagnosing the problems, Feedback on diagnostic information, reverse mentoring, generation mix, open space technology, appreciative enquiry		
	Organizational Development Interventions:	Team development Interventions, Inter-group interventions, Comprehensive OD Techniques		
	Structural Intervention:	Job Design, Quality of Work life, Quality Circles, MBO, Socio technical Systems, Physical Setting and layout		
	Organizational Change and Development Issues: Organizational Power & Politics:	Concepts Sources Contingency approach, Contingency model, Political implication, Strategies for managing political activities Organizational Culture: Concepts, Changing Organization Culture, Strategies for merging Organizational Culture, Strategies for strengthening Organizational Culture		
			Total	22
Required & Recommended Reading:				

1. Singh Kavita :Organizational Change &Development, 2e, Excel publishing
2. W. Burke, Debra Noumair :Organization Development A Process of Learning and Changing 3rd Edition Feb 2015,Pearson education.
3. Donald Brown: Experiential Approach to Organization Development: Pearson New International Edition.8th Edition Pearson education

4. Thornhill et al Managing Change, 1e. Prentice Hall.
5. Bhatia S.K: Management of Change and Organisation Development: Innovative Approaches and Strategies ,Deep and Deep Publications

Learning and Teaching Methods:	
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Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:	
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Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:	
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Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

GLOBAL HRM(PG-HR11)

Credit-3

Hours: 24+(6)=30 Hrs

Course Objective: The objective of this course is to stimulate understanding and analysis of human resource issues in a multi cultural, political and economically dynamic global environment. It will enable the students in developing International Recruitment, Selection, Training and Compensation strategies for transnational organizations. It focuses on developing behavioral and cognitive skills to operate in different countries.

Learning Outcome: The students will be able to understand the human resource issues in the global environment .They will be aware of the key skills required by HR professionals working in an international context with multinational organizations and will enable them to effectively contribute to dynamic organizations.

Contents:

Unit-I:

Human Resource Management in Global Organization: Concept and Nature of International Human Resource Management, Domestic HR and IHRM compared,

Unit-II:

Culture and Management: Influence of culture on organization of management .Managers in a MNC –Business; Ethnocentric; Polycentric, Regiocentric, Geocentric, Role of international HR Manager

Unit-III:

Managing International HR Activities, Recruitment and Selection; Training and Development, Performance Management, Paying Expatriates, Managing Expatriates, International assignment for woman, entry, re entry issues, Repatriation process.

Unit-IV:

Ethical issues in IHRM: Business Ethics, National difference in ethics and social responsibility, Code of conduct in IHRM for MNC, Ethical dilemmas of an MNC

Unit-V:

Managing Manpower and International Strategic Alliances: Nature of strategic alliances, Benefits of strategic alliances, Pitfalls of strategic alliances, Scope of strategic alliances, managing alliance work

Text Book:

K & Dash Sadhna: International Human Resource Management, 2nd edition, McGraw-Hill Companies,

Reference Books/Suggested Readings:

1. SC Gupta: International Human Resource Management, McMillan Publishers, 2nd edition.
2. Rees Chris, International HRM, 3rd edition, Pearson, 2017.
3. Anne-Will Harzing & Ashly Pinnington: International Human Resource Management, 3rd edition, Sage Publication
4. Peter J. Dowling & Denise E. Welch: International Human Resource Management, 4th Edition, Cengage Learning.
5. Dennis Briscoe, Dennis R Briscoe., Randall Schuler, Lisbeth, International Human Resource Management 3rd Edition, Routledge

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	GLOBAL HRM	Course Code	PG-HR11				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
The objective of this course is to stimulate understanding and analysis of human resource issues in a multi cultural, political and economically dynamic global environment. It will enable the students in developing International Recruitment, Selection, Training and Compensation strategies for transnational organizations. It focuses on developing behavioral and cognitive skills to operate in different countries.							
Course Outcomes:			Hours				
	01	The students will be able to understand the human resource issues in the global environment					
	02	They will be aware of the key skills required by HR professionals working in an international context with multinational organizations and will enable them to effectively contribute to dynamic organizations.					
	03						
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
			287				

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Human Resource Management in Global Organization:	Concept and Nature of International Human Resource Management, Domestic HR and IHRM compared,		
	Culture and Management:	Influence of culture on organization of management .Managers in a MNC – Business; Ethnocentric; Polycentric, Regiocentric, Geocentric, Role of international HRManager		
		Managing International HR Activities, Recruitment and Selection; Training and Development, Performance Management, Paying Expatriates, Managing Expatriates, International assignment for woman, entry, re entry issues, Repatriation process.		
	Ethical issues in IHRM:	Business Ethics, National difference in ethics and social responsibility, Code of conduct in IHRM for MNC, Ethical dilemmas of an MNC		
	Managing Manpower and International Strategic Alliances:	Nature of strategic alliances, Benefits of strategic alliances, Pitfalls of strategic alliances, Scope of strategic alliances, managing alliance work		
			Total	22
Required & Recommended Reading:				
1. SC Gupta: International Human Resource Management,McMillan Publishers, 2 nd edition. 2. Rees Chris, International HRM, 3 rd edition, Pearson,2017. 3. Anne-Will Harzing& Ashly Pinnington: Interantional Human Resource Management,3 rd edition, Sage Publication 4. Peter J. Dowling& Denice E.Welch: International Human Resource Management, 4 th Edition,Cengage Learning. 5. Dennis Briscoe,Dennis R Briscoe.,Rundall Schuler,Lisbeth, International Human ResourceManagement 3 rd Edition, Routledge				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

HR ANALYTIC(PG-HR12)

Credit-03

Hours: 24+(6)=30 Hrs

Course Objective: The course will introduce multidisciplinary analytical methods that lead to better decision making in Human resource Management. The use of quantitative data such as how to use Human Resource Research results and tools like spread sheet applications in Human Resource will be discussed.

Learning Outcome: After completing the course the students will understand the benefits of using HR Analytics. They will understand how analytics can be used in decision making, impacting HR processes and the organizational strategies. Students will identify different metrics, tools and methods which is used in decision making.

Course Contents:

Unit I:

Introduction and Evolution of HR Analytic, Current Approaches to Measuring HR, HR Analytic Framework, From Level 1 to Level 5, LAM Framework. HCM 21 Frameworks, Talent ship Framework.

Unit II:

Data Sourcing and Data Mining; Data Collection Sources & Methods; Trend Analysis; Stages of HR Analytics, Leveraging HR Analytics for Organizational Success, HR Analytics and HR Delivery Model.

Unit III:

Meaning of Quantitative Techniques—Classification of Quantitative Techniques: Statistical Techniques and Programming Techniques—Application of Quantitative Techniques in Business, Industry and Management with special emphasis on management of human resources, HR Matrices: HR Cost Benefit Metrics, HR Decision Matrices.

Unit IV:

Application of various Univariate statistical tools and techniques in HR (Comparing Means, Variances, Proportions, Measuring associations, Simple correlation analysis, Simple regression)

Unit V:

Identification of Dimensions of a Psychological Variable, preparing questionnaire to measure construct and checking its validity.

Text Books:

1. Jac Fitz-enz & John R. Mattox II, Predictive Analysis for Human Resources; Wiley, 2017

Suggested Readings

1. Levenson, A. (2014). Employee Surveys That Work: Improving Design, Use, and Organizational Impact. Berrett-Koehler Publishers.
2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
3. Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill.
4. Pease, G., & Beresford, B. (2014). Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley.
5. Lahey, D. (2014). Predicting Success: Evidence-Based Strategies to Hire the Right People and Build the Best Team. Wiley.
6. Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press.
7. Davenport, T.H., & Kim, J. (2013). Keeping Up with the Quants: Your guide to understanding and using analytics. Harvard Business Review Press.
8. Kinley, N., & Ben-Hur S. (2013). Talent Intelligence: What you need to know to identify and measure talent. Jossey-Bass.
9. Sesil, J.C. (2013). Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Pearson FT Press.

Note: Latest edition of the readings may be used.

Course Descriptor								
Participant	PGDM	Academic Year						
Course Title	HR ANALYTIC	Course Code	PG-HR12					
Credit	03	No. of Hours	30					
Faculty	Prof.							
Program Outcomes:			Hours					
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
The course will introduce multidisciplinary analytical methods that lead to better decision making in Human resource Management. The use of quantitative data such as how to use Human Resource Research results and tools like spread sheet applications in Human Resource will be discussed								
Course Outcomes:				Hours				
	01	After completing the course the students will understand the benefits of using HR Analytics.						
	02	They will understand how analytics can be used in decision making, impacting HR processes and the organizational strategies						
	03	Students will identify different metrics ,tools and methods which is used in decision making.						
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
		CO	P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
		Introduction and Evolution of HR Analytic, Current Approaches to Measuring HR, HR Analytic Framework, From Level 1 to Level 5, LAM						

		Framework. HCM 21 Frameworks, Talent ship Framework.		
		Data Sourcing and Data Mining; Data Collection Sources & Methods; Trend Analysis; Stages of HR Analytics, Leveraging HR Analytics for Organizational Success, HR Analytics and HR Delivery Model.		
		Meaning of Quantitative Techniques—Classification of Quantitative Techniques: Statistical Techniques and Programming Techniques—Application of Quantitative Techniques in Business, Industry and Management with special emphasis on management of human resources, HR Matrices: HR Cost Benefit Metrics, HR Decision Matrices.		
		Application of various Univariate statistical tools and techniques in HR (Comparing Means, Variances, Proportions, Measuring associations, Simple correlation analysis, Simple regression)		
		Identification of Dimensions of a Psychological Variable, preparing questionnaire to measure construct and checking its validity.		
			Total	22

Required & Recommended Reading:

1. Levenson, A. (2014). Employee Surveys That Work: Improving Design, Use, and Organizational Impact. Berrett-Koehler Publishers.
2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
3. Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill.
4. Pease, G., & Beresford, B. (2014). Developing Human Capital: Using Analytics to Plan and Optimize Your

Learning and Development Investments. Wiley.

5. Lahey, D. (2014). Predicting Success: Evidence-Based Strategies to Hire the Right People and Build the Best Team. Wiley.
6. Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press.
7. Davenport, T.H., & Kim, J. (2013). Keeping Up with the Quants: Your guide to understanding and using analytics. Harvard Business Review Press.
8. Kinley, N., & Ben-Hur S. (2013). Talent Intelligence: What you need to know to identify and measure talent. Jossey-Bass.
9. Sesil, J.C. (2013). Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Pearson FT Press.

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

OPERATION MANAGEMENT

TRIMESTER: IV

ELECTIVE OF OPERATION MANAGEMENT

SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Credit: 03

Hours: 30

Course Objective: Supply Chain Management (SCM) is often described as one of the most powerful sources of competitive advantage for firms in recent times. Unlike the compartmentalized manner of efficiency and effectiveness (service) enhancement pursuit in traditional management, SCM attempts to further enhance the same at the value chain level through higher focus on coordination and integration among the various partners of the supply chain to provide greater value to the customers.

Learning Outcome: The students will understand the fundamentals of Supply Chain Management including its role in an organization and in integrating firms in a supply chain, concepts in SCM like coordination, planning for uncertainty, supply contracts, logistics management, outsourcing and procurement management. Apply various analytical methods and tools so that students are able to measure and evaluate various facets of supply chain performance. Understand practices in SCM that differentiate successful firms from others. Understand the challenges in SCM through a real industry project.

Contents:

Unit-I:

Introduction to Supply Chain: Nature & Concept, Value Chain

Introduction to Supply Chain Management, Strategic inventory in supply chains, Design of supply contracts

Unit-II:**Supply Chain Design and Coordination**

Product postponement strategies, The value of information, Supply chain design, Supply chain coordination: bullwhip effect in supply chains, Risk Pooling, Order processing

Unit-III:**Mass customization and Sustainability issues in Supply Chains**

Sustainability Issues in Supply Chains, SCM issues in Sales, Marketing and Distribution, Revenue management,

Unit-IV:**Strategic sourcing, supply management and outsourcing**

Strategic sourcing, supply management and outsourcing, Distribution Strategies

Unit-V:**Logistics and Warehousing**

Third Party and Fourth Party Logistics, Reverse Logistics, Modes/ Multi-modal transport, Containerization, Transportation decision (Pricing & Rate), Transportation network(routing & scheduling), Concepts of warehousing, Types & Functions of warehousing,

Text Books:

1. Simchi-Levi, D. et. al., *Designing and Managing the Supply Chain*, McGraw Hill
2. Agrawal, DK; *Textbooks of Logistics & Supply Chain Management*, Mc Millan

Suggested Reading/ References:

1. Handfield, Robert B & Nichols, Ernest L; *Introduction to Supply Chain Management*, Pearson Education
2. Sahay, BS(Editor), *Supply Chain Management for Global Competitiveness*, Mc Milan India Ltd
3. Raghuram , G & Rangaraj N; *Logistics & Supply Chain Management: Cases & Concepts*, Mc Millan
4. Kachru, Upendra. *Exploring the Supply Chain:Theory & Practice*, Excel Books

5. Shah, Janat. *Supply Chain Management: Text & Cases*, Pearson Education

*** Latest editions of all the suggested books are recommended**

TQM AND SIX SIGMA METHODOLOGY(PG-OP02)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: In the modern era, the quality plays a crucial role- whether in product design & development or services sector. The basic objective is make one aware about the importance of TQM in the industry. It also emphasizes the philosophies which brought revolution in the industry besides quality control tools and techniques and ‘Six Sigma’ and their applications in the industry.

Learning Outcome: The student will learn about importance of TQM, the philosophies, quality control tools and techniques and ‘Six Sigma’.

Contents:

Unit I:

Principle of Quality management: History & Basics of TQM, Quality Management, Types of Quality, Three levels of Quality, The Five paradigms of Quality, Dimensions of Product Quality, Service Quality, Cost of Quality, Quality Cost Indices. Implementing TQM - TQM and the Management of Change, Planning the Implementation of TQM, Sustained improvement. Organizational issues in TQM implementation

Unit II:

Philosophies of Quality Gurus: Williams Edward Deming, Joseph M. Juran Philip B. Crosby, Karu Ishikawa, Shiege Shingo, Genichi Taguchi, Walter Shewart, Masaaki Imai.

Benchmarking, Quality Certification & Awards: Benchmarking Process, Types of Benchmarking, Phases in Benchmarking Process, Deming Prize, Malcolm Baldrige Award, European Quality Award, ISO Certification- ISO 9001, ISO-14001.

Unit III:

Quality Improvement Tools: Statistical Quality Control, Statistical Process Control, Control Charts for variables, Pareto Charts & Pareto Diagram Analysis, Check sheet, Cause & Effect Diagram, Kaizen, FEMA, FTA

Unit IV:

Concepts and evolution of Total Productive Maintenance (TPM), Overall Equipment Effectiveness (OEE), Steps for TPM implementation, Design for Quality-Design, Innovation and Improvement, The Design Process, Quality Function Deployment (QFD) – The House of Quality

Unit V:

Quality Management System: Concept of Quality Management System, Quality Management System requirements, other management systems and models, Improvements made to Quality Management Systems, Key –six Sigma|| concepts, ‘SIX SIGMA’ Quality level, DPMO, DMAIC, DMADV, and Lean Six Sigma, Application of Six sigma green belt with suitable examples in different sectors

Text Books:

1. Gitlow, Howard S, *Quality Management*, Tata Mc Graw Hill
2. Evans, James R., *Total Quality: Management, Organization and Strategy*, Thomsan South Western

Suggested Readings:

1. Gryna F M, Chua R C H, Defeo J A, Juran’s Quality Planning and Analysis, Mc Graw Hill
2. Rao, V. Venkateswara & Basant Kumar, *Total Quality Management*, Mohit Publications
3. Joseph & Susan Berk, *Total Quality Management*, Excel Books
4. Summers, Donna C.S., *Quality Management: Creating & Sustaining Organizational Effectiveness*, Pearson
5. Chang, Richard Y & Kelly, P. Keith, *Improving Through Benchmarking*, Kogan Page Ltd, London
6. Evans, James R. & Dean James W., *Total Quality*, Thomsan South Western IS/ISO 9001:2000, New Delhi: Bureau of Indian Standards
7. Charantimath, Poornima M., *Total Quality Management*, Pearson

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	TQM AND SIX SIGMA METHODOLOGY	Course Code	PG-OP02
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

In the modern era, the quality plays a crucial role- whether in product design & development or services sector. The basic objective is make one aware about the importance of TQM in the industry. It also emphasizes the philosophies which brought revolution in the industry besides quality control tools and techniques and ‘Six Sigma’ and their applications in the industry.

Course Outcomes:			Hours
01	The student will learn about importance of TQM, the philosophies, quality control tools and techniques and ‘Six Sigma’.		
02			
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

CO	P O 1	P O 2	P O 3	P O 4	P O 5
1	3	2	-	1	2
2	2	2	-	3	2
3	3	2	-	2	2
4	2	3	2	3	3

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Principle of Quality	History & Basics of TQM, Quality		

	management:	Management, Types of Quality, Three levels of Quality, The Five paradigms of Quality, Dimensions of Product Quality, Service Quality, Cost of Quality, Quality Cost Indices. Implementing TQM - TQM and the Management of Change, Planning the Implementation of TQM, Sustained improvement. Organizational issues in TQM implementation		
	Philosophies of Quality Gurus:	Williams Edward Deming, Joseph M. Juran Philip B. Crosby, Karu Ishikawa, Shiego Shingo, Genichi Taguchi, Walter Shewart, Masaaki Imai. Benchmarking, Quality Certification & Awards: Benchmarking Process, Types of Benchmarking, Phases in Benchmarking Process, Deming Prize, Malcolm Baldrige Award, European Quality Award, ISO Certification- ISO 9001, ISO-14001.		
	Quality Improvement Tools:	Statistical Quality Control, Statistical Process Control, Control Charts for variables, Pareto Charts & Pareto Diagram Analysis, Check sheet, Cause & Effect Diagram, Kaizen, FEMA, FTA		
		Concepts and evolution of Total Productive Maintenance (TPM), Overall Equipment Effectiveness (OEE), Steps for TPM implementation, Design for Quality-Design, Innovation and Improvement, The Design Process, Quality Function Deployment (QFD) – The House of Quality		
	Quality Management System:	Concept of Quality Management System, Quality Management System requirements, other management systems and models, Improvements made to Quality Management Systems, Key -six Sigma concepts, =SIX SIGMA‘ Quality level, DPMO,		

		DMAIC, DMADV, and Lean Six Sigma, Application of Six sigma green belt with suitable examples in different sectors		
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Total

22

Required & Recommended Reading:

1. Gryna F M, Chua R C H, Defeo J A, Juran's Quality Planning and Analysis, Mc Graw Hill
2. Rao, V. Venkateswara & Basant Kumar, *Total Quality Management*, Mohit Publications
3. Joseph & Susan Berk, *Total Quality Management*, Excel Books
4. Summers, Donna C.S., *Quality Management: Creating & Sustaining Organizational Effectiveness*, Pearson
5. Chang, Richard Y & Kelly, P. Keith, *Improving Through Benchmarking*, Kogan Page Ltd, London
6. Evans, James R. & Dean James W., *Total Quality Management*, Thomsan South Western IS/ISO9001:2000, New Delhi: Bureau of Indian Standards
7. Charantimath, Poornima M., *Total Quality Management*, Pearson

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

EMERGING TECHNOLOGIES TRENDS IN BUSINESS

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: World is changing faster than ever before. Driven by new technologies, new business models and new generation of entrepreneurs, the world of business is being subjected to massive upheaval. The PGDM students are required to understand these trends and prepare themselves for the exciting future which required different methods of survival and growth.

Learning Outcome: The purpose of this course is to familiarize the students with fast paced developments in emerging business using Technologies and the impact made by these on business enterprises.

Contents:

Unit I:

Technological Trends and Cloud Computing: What is a Hype Cycle? Gartner Hyper cycle Well Known Technological Trends and Their Sources, (Saas, IaaS, PaaS) Service oriented

Architecture (SoA) Business Impact of Cloud Computing; What every Managers should know about Cloud

Unit II:

An Overview of Analytics and Big Data: What is Analytics? Business Intelligence; Big Data Analytics; Predictive and Prescriptive Analytics; Typical Business Applications Big Data - 5 Out-of-the Box Applications for Video Analytics ; Big Data: The Management Revolution; Business Intelligent and Analytics: From Big Data to Big Impact

Social Media and Social Networks: Business Impact of Social Media and Social Networks - Social networking: Communication revolution or evolution? How Facebook is taking over our lives

Unit III:

Artificial Intelligence and Machine Learning: What is AI; Robotics; NLP; Machine Learning; Typical Business Applications

An Overview of Internet of Things - What is IoT; Typical Business Applications; Autonomous Vehicles, Machine to Machine Communication

Unit IV:

Other Technologies: Gamification, Hologram technology, Augmented Reality, Virtual Reality and other applications

Unit V:

Disruptive Technologies with Business Impact: Block Chain; Bitcoin; 3D Printing; Collaborative Technologies etc

Text Book: To be suggested by InstructorSuggested Reading/ References:

1. Dubey Sanjiva Shankar , *Innovation with IT*, PHI learning
2. Dubey Sanjiva Shankar, *Cloud Computing and Beyond*, PHI learning
3. Dubey Sanjiva Shankar, *Technology and Innovation Management*, PHI learning

Note: Latest edition of the readings may be used.

Course Descriptor								
Participant		PGDM	Academic Year					
Course Title		EMERGING TECHNOLOGIES TRENDS IN BUSINESS	Course Code					
Credit		03	No. of Hours	30				
Faculty		Prof.						
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
World is changing faster than ever before. Driven by new technologies, new business models and new generation of entrepreneurs, the world of business is being subjected to massive upheaval. The PGDM students are required to understand these trends and prepare themselves for the exciting future which required different methods of survival and growth								
Course Outcomes:				Hours				
	01	The purpose of this course is to familiarize the students with fast paced developments in emerging business using Technologies and the impact made by these on business enterprises.						
	02							
	03							
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Technological Trends and Cloud Computing:	What is a Hype Cycle? Gartner Hyper cycleWell Known Technological Trends						

		<p>and Their Sources, (Saas, IaaS, PaaS) Service oriented</p> <p>Architecture (SoA) Business Impact of Cloud Computing; What every Managers should know about Cloud</p>		
	An Overview of Analytics and Big Data	<p>What is Analytics? Business Intelligence; Big Data Analytics; Predictive and Prescriptive Analytics; Typical Business Applications Big Data - 5 Out-of-the Box Applications for Video Analytics ; Big Data: The Management Revolution; Business Intelligent and Analytics: From Big Data to Big Impact</p> <p>Social Media and Social Networks: Business Impact of Social Media and Social Networks - Social networking: Communication revolution or evolution? How Facebook is taking over our lives</p>		
	Artificial Intelligence and Machine Learning:	<p>What is AI; Robotics; NLP; Machine Learning; Typical Business Applications</p> <p>An Overview of Internet of Things - What is IoT; Typical Business Applications; Autonomous Vehicles, Machine to Machine Communication</p>		
	Other Technologies:	Gamification, Hologram technology, Augmented Reality, Virtual Reality and other applications		
	Disruptive Technologies with Business Impact:	Block Chain; Bitcoin; 3D Printing; Collaborative Technologies etc		
Total				22
Required & Recommended Reading:				

1. Dubey Sanjiva Shankar , <i>Innovation with IT</i> , PHI learning 2. Dubey Sanjiva Shankar, <i>Cloud Computing and Beyond</i> , PHI learning Dubey Sanjiva Shankar, <i>Technology and Innovation Management</i> , PHI learning				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

ENTERPRISE RESOURCE PLANNING(PG-OP04)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course gives an introduction to process management, process flows and ERP. Without a backbone of ERP, no firm can hope for integration and fruitful interaction with its customers, suppliers, partners and stakeholders. Tailoring the ERP systems to the requirements of the process and the organization is a skill which is required in managers today.

Learning Outcome: This course help students learn the tools required for understanding the role of Business Process Reengineering technique and ERP systems in an organization. It also aims to provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems Integration of the business process.

Contents:

Unit I:

Introduction & Change management in BPR: Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance, Improvement, Pitfalls in BPR, Myths of BPR, Nature, process of change, Management of Change in BPR.

Unit II:

Business Process Management: What Does BPM Do? The Three Dimensions of BPM, BPM Business Drivers, Real-time monitoring, _What-if' analysis, Automation, Process mapping, Process Effectiveness, optimization, Process Transparency

Unit III:

ERP Introduction and Basic Modules of ERP System: Overview and Evolution of ERP-II through MRP, MRP-II & ERP; Opportunities and Problems of ERP; Identifying Benefits of ERP; Conceptual Model of ERP; ERP and the Competitive Advantage, Enterprise Resource Planning (ERP) evaluation and justification of ERP for Operations Management. Origin, Evolution, Business Intelligence, OLAP, Data warehousing, Data mining. Personnel Management; Training and Development; Skill Inventory; Material Planning and Control - Inventory; Forecasting; Manufacturing – Production Planning; Production Scheduling; Production Control; Sales and Distribution; Finance; Resource Management in global scenario; Add-on Modules – SCM, CRM, TMS etc.

Unit IV:

Managerial issues in ERP Systems: Concept Selling, IT Infrastructure, Implications of ERP systems on Business Organization, critical success factors in ERP systems, The ERP Market-Issue of Standard Vs. Customized ERP Solution; Culture, Implementation Issues, Resistance to change, Public Service and Organizations (PSO) Project, A Comparative Assessment and Selection of ERP Packages and Modules, Return on Investment, Pre and Post Implementation Issues, ERP & Internet; Critical Success & failure factors leading to security issues.

Unit V:

ERP Implementation Process: Data Migration, ERP Implementation life cycle, Post Implementation Maintenance, ERP Packages at Market – Introduction to SAP, ERP hands on experience in open source ERP package, Role of Consultants, Key Consultants in India, Vendors, recent developments in the field of ERP.

Text Books:

1. Alexis Leon, *ERP Demystified*, Tata McGraw Hill, New Delhi.
2. R. Radhakrishnan, S. Balasubramanian. *Business Process Reengineering*, PHI, Kiran Garimella, Michael Lees and Bruce Williams, *BPM Basics*, Wiley Publishing, Inc.
3. Kiran Garimella, Michael Lees and Bruce Williams, *BPM Basics*, Wiley Publishing, Inc.

Suggested Readings:

1. Vinod Kumar Garg and Venkitakrishnan N K, *Enterprise Resource Planning Concepts and Practice*, PHI.
2. Joseph A Brady, Ellen F Monk, Bret Wagner, *Concepts in Enterprise Resource Planning*, Thompson Course Technology.
3. Mary Summer, *Enterprise Resource Planning*, Pearson Education.
4. Jayaraman, M.S., Ganesh Natarajan and A. V. Rangaramanujan, *Business Process Reengineering*, Tata McGraw-Hill Publishing Co. Ltd
5. Tobias Blickle, Helge Hess, Joerg Klueckmann, Mike Lees, and Bruce Williams *Process Intelligence*, Wiley Publishing Inc.
6. B.R. Dey, *Business Process Reengineering and Change Management*, Wiley Publishing Inc.
7. Garg V.K. & Venkitakrishnan N K, *Enterprise Resource Planning – Concepts & Practice*||, PHI, New Delhi.
8. Rahul V Altekhar, P, *Enterprise Resource Planning, Theory and Practice*, Prentice Hall of India.
9. Sandoe, K., Corbitt, G. & Boykin, R, *Enterprise Integration*, John Wiley & Sons, Inc.
10. John Antonio, *The SAP/3 Handbook*, Tata McGraw Hill

Note: Latest edition of the readings may be used.

Course Descriptor								
Participant		PGDM	Academic Year					
Course Title		ENTERPRISE RESOURCE PLANNING	Course Code	PG-OP04				
Credit		03	No. of Hours	30				
Faculty		Prof.						
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
This course gives an introduction to process management, process flows and ERP. Without a backbone of ERP, no firm can hope for integration and fruitful interaction with its customers, suppliers, partners and stakeholders. Tailoring the ERP systems to the requirements of theprocess and the organization is a skill which is required in managers today								
Course Outcomes:				Hours				
	01	This course help students learn the tools required for understanding the role of Business Process Reengineering technique and ERP systems in an organization						
	02	It also aims to provide an understanding of the managerial issues involved in the design and implementation of Enterprise Resource Planning Systems Integration of the business process.						
	03							
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Introduction &Change	Concept, Need for Reengineering, Benefits, guiding principles, BPR and						

	management in BPR:	performance, Improvement, Pitfalls in BPR, Myths of BPR, Nature, process of change, Management of Change in BPR.		
	Business Process Management:	What Does BPM Do? The Three Dimensions of BPM, BPM Business Drivers, Real-time monitoring, 'What-if' analysis, Automation, Process mapping, Process Effectiveness, optimization, Process Transparency		
	ERP Introduction and Basic Modules of ERP System:	Overview and Evolution of ERP-II through MRP, MRP-II & ERP; Opportunities and Problems of ERP; Identifying Benefits of ERP; Conceptual Model of ERP; ERP and the Competitive Advantage, Enterprise Resource Planning (ERP) evaluation and justification of ERP for Operations Management. Origin, Evolution, Business Intelligence, OLAP, Data warehousing, Data mining. Personnel Management; Training and Development; Skill Inventory; Material Planning and Control - Inventory; Forecasting; Manufacturing – Production Planning; Production Scheduling; Production Control; Sales and Distribution; Finance; Resource Management in global scenario; Add-on Modules – SCM, CRM, TMS etc.		
	Managerial issues in ERP Systems:	Concept Selling, IT Infrastructure, Implications of ERP systems on Business Organization, critical success factors in ERP systems, The ERP Market-Issue of Standard Vs. Customized ERP Solution; Culture, Implementation Issues, Resistance to change, Public Service and Organizations (PSO) Project, A Comparative Assessment and Selection of ERP Packages and Modules, Return		

		on Investment, Pre and Post Implementation Issues, ERP & Internet; Critical Success & failure factors leading to security issues.		
	ERP Implementation Process:	Data Migration, ERP Implementation life cycle, Post Implementation Maintenance, ERP Packages at Market – Introduction to SAP, ERP hands on experience in open source ERP package, Role of Consultants, Key Consultants in India, Vendors, recent developments in the field of ERP.		
Total				22

Required & Recommended Reading:

1. Vinod Kumar Garg and Venkitakrishnan N K, *Enterprise Resource Planning Concepts and Practic*, PHI.
2. Joseph A Brady, Ellen F Monk, Bret Wagner, *Concepts in Enterprise Resource Planning*, Thompson Course Technology.
3. Mary Summer, *Enterprise Resource Planning*, Pearson Education.
4. Jayaraman, M.S., Ganesh Natarajan and A. V. Rangaramanujan, *Business Process Reengineering*, Tata McGraw-Hill Publishing Co. Ltd
5. Tobias Blickle, Helge Hess, Joerg Klueckmann, Mike Lees, and Bruce Williams *Process Intelligence*, Wiley Publishing Inc.
6. B.R. Dey, *Business Process Reengineering and Change Management*, Wiley Publishing Inc.
7. Garg V.K. & Venkitakrishnan N K, *Enterprise Resource Planning – Concepts & Practice*||, PHI, New Delhi.
8. Rahul V Altekari, P, *Enterprise Resource Planning, Theory and Practice*, Prentice Hall of India.
9. Sandoe, K., Corbitt, G. & Boykin, R, *Enterprise Integration*, John Wiley & Sons, Inc.
10. John Antonio, *The SAP/3 Handbook*, Tata McGraw Hill

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words)	40%	As per Exam schedule of	

	Equivalent)		DMTIMS	
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SOURCING MANAGEMENT(PG-OP05)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The basic objective of this course to introduce Global Sourcing, Strategic Sourcing, Negotiation-Performance Measurement and Sourcing Risk Management. It also aims to provide an understanding of Supplier Evaluation and Selection (Concepts)-Analytical Tools in Sourcing, Pricing Analyses Analytical Tools in Sourcing, Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis, Electronic Sourcing-Sustainability and Green Sourcing.

Learning Outcome: This course aims to provide students with an understanding of the impact that sourcing and supply management have on the success and profitability of firms in today's business environment, supplier management decisions (costs, prices, ethics, globalization, risks) , and discuss the influence that sourcing and supply management have on other functional activities.

Contents:

Unit I:

Introduction to Purchasing and supplier management: Why Purchasing Is Important, Supply Chains and Value Chains, Achieving Purchasing and Supply Chain Benefits, Four Enablers of Purchasing and Supply Chain Management 17 Capable Human Resources 19 Proper Organizational Design, Right Measures and Measurement Systems, The Evolution of Purchasing and Supply Chain Management

Unit II:

Supplier selection and evaluation: Recognize the Need for Supplier Selection, Identify Key Sourcing Requirements, Determine Sourcing Strategy, Identify Potential Supply Sources, Sourcing Alternatives, Limit Suppliers in Selection Pool, Determine the Method of Supplier Evaluation and Selection, Key Supplier Evaluation Criteria, Developing a Supplier Evaluation and Selection Survey, Supplier Selection, Reducing Supplier Evaluation and Selection Cycle Time

Unit III:

Contract Management: Introduction, Elements of a Contract, How to Write a Contract, Types of Contracts, Long-Term Contracts in Alliances and Partnerships, Nontraditional Contracting, Settling Contractual Disputes,

Unit IV:

Worldwide Sourcing: Overview, Why Source Worldwide? Barriers to Worldwide Sourcing, Progressing from Domestic Buying to International Purchasing, Information about Worldwide Sources, Cultural Understanding, Logistical Issues, Legal Issues, Organizational Issues, Costs Associated with International Purchasing, Currency Risk, Progressing from International Purchasing to Global Sourcing, Factors Separating Successful from Less Successful Global Sourcing Efforts, Global Sourcing Benefits, Future Global Sourcing Trends.

Unit V:

Performance Measurement and Evaluation: Why Measure Performance? Problems with Purchasing and Supply Chain Measurement and Evaluation, Purchasing and Supply Chain Performance Measurement Categories, Developing a Performance Measurement and Evaluation System, Performance Benchmarking: Comparing Against the Best, Balanced Scorecard for Purchasing and Supply.

Text Book:

Monczka, Handfield, Giunipero, Patterson, *Purchasing And Supply Chain Management*, South-Western- Cengage Learning

Suggested Readings:

1. P. Fraser Johnson , Anna Flynn, *Purchasing and Supply Management*, McGrawHill
2. Peter Baily, David Farmer, Barry Crocker, David Jessop, David Jones, *Procurement, Principles & Management*, Pearson
3. Robert B. Handfield, Larry C. Giunipero, et al. *Sourcing and Supply Chain Management*, Cengage Learning

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	SOURCING MANAGEMENT	Course Code	PG-OP05
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

The basic objective of this course to introduce Global Sourcing, Strategic Sourcing, Negotiation-Performance Measurement and Sourcing Risk Management. It also aims to provide an understanding of Supplier Evaluation and Selection (Concepts)-Analytical Tools in Sourcing, Pricing Analyses Analytical Tools in Sourcing, Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis, Electronic Sourcing-Sustainability and Green Sourcing.

Course Outcomes:			Hours
01	This course aims to provide students with an understanding of the impact that sourcing and supply management have on the success and profitability of firms in today's business environment, supplier management decisions (costs, prices, ethics, globalization, risks) , and discuss the influence that sourcing and supply management have on other functional activities.		
02			
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

	CO	PO 1	PO 2	PO 3	PO 4	PO 5
1		3	2	-	1	2
2		2	2	-	3	2
3		3	2	-	2	2
4		2	3	2	3	3

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Introduction to Purchasing and supplier management:	Why Purchasing Is Important, Supply Chains and Value Chains, Achieving Purchasing and Supply Chain Benefits, Four Enablers of Purchasing and Supply Chain Management 17 Capable Human Resources 19 Proper Organizational Design, Right Measures and Measurement Systems, The Evolution of Purchasing and Supply Chain Management		
	Supplier selection and evaluation:	Recognize the Need for Supplier Selection, Identify Key Sourcing Requirements, Determine Sourcing Strategy, Identify Potential Supply Sources, Sourcing Alternatives, Limit Suppliers in Selection Pool, Determine the Method of Supplier Evaluation and Selection, Key Supplier Evaluation Criteria, Developing a Supplier Evaluation and Selection Survey, Supplier Selection, Reducing Supplier Evaluation and Selection Cycle Time		
	Contract Management	Introduction, Elements of a Contract, How to Write a Contract, Types of Contracts, Long-Term Contracts in Alliances and Partnerships, Nontraditional Contracting, Settling Contractual Disputes,		
	Worldwide Sourcing:	Overview, Why Source Worldwide? Barriers to Worldwide Sourcing, Progressing from Domestic Buying to International Purchasing, Information about Worldwide Sources, Cultural Understanding, Logistical Issues, Legal Issues, Organizational Issues, Costs Associated with International Purchasing, Currency Risk, Progressing from International Purchasing to		

		Global Sourcing, Factors Separating Successful from Less Successful Global Sourcing Efforts, Global Sourcing Benefits, Future Global Sourcing Trends.		
	Performance Measurement and Evaluation:	Why Measure Performance? Problems with Purchasing and Supply Chain Measurement and Evaluation, Purchasing and Supply Chain Performance Measurement Categories, Developing a Performance Measurement and Evaluation System, Performance Benchmarking: Comparing Against the Best, Balanced Scorecard for Purchasing and Supply.		

Total

22

Required & Recommended Reading:

1. [P. Fraser Johnson](#), [Anna Flynn](#), *Purchasing and Supply Management*, McGrawHill
2. [Peter Baily](#), [David Farmer](#), [Barry Crocker](#), [David Jessop](#), [David Jones](#), *Procurement, Principles & Management*, Pearson
3. Robert B. Handfield, Larry C. Giunipero, et al. *Sourcing and Supply Chain Management*, Cengage Learning

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

OPERATION MANAGEMENT

TRIMESTER: V

PROJECT MANAGEMENT(PG-OP06)

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The basic objective of the Project Management is to make students aware about the various projects of national and international importance. Under project management, topics like CPM, PERT, network diagram, resource leveling and crashing of the projects are covered. It also helps managers to understand the project appraisal, feasibility analysis and risk analysis.

Learning Outcome: The student will learn CPM, PERT, network diagram, resource leveling and crashing of the projects, project appraisal, feasibility analysis and risk analysis. How they can plan their projects and minutely work out the cost and time overrun of projects. It also makes them aware about the multiple risks involved in implementing a project, and how to monitor a project, overcome risks.

Contents:

Unit I:

Introduction: Introduction to Project Management, Characteristics of Project Organization, Choosing an Organizational Form, Project Life Cycle, phases of Project management, Role of a Project Manager. Human aspects in Project Management - Project Leadership, Motivation in Project Management, Communication in the Project Environment, Conflict in Project Management

Unit II:

Project Planning: Creating the Work Breakdown Structure, Identifying the Tasks and Activities, Estimating Duration and Cost, Manpower Planning, Project Quality Planning, Organization Breakdown Structure (OBS), Cost Breakdown Structure (CBS)

Unit III:

Project Execution-I: Project Scheduling, Activity Sequencing, Schedule Development, Network diagram – Activity on Arrow (AOA), Activity on Node(AON), Critical Path Method, Types of Floats, ES, LS, EF, LF. Project management software.

Unit IV:

Project Execution-II: PERT (Programme evaluation & review Techniques) Resource Leveling Schedule Compression Techniques, Crashing of Project Networks with cost trade-off

Unit V:

Project Monitoring and Control: Project Monitoring and Control- Metrics, Measure Productivity, Taking corrective Actions, Senior Management Review Meetings, Projects Audit and Review.**Project Risk-** Risk Concepts & identification, Risk Assessment, Risk analysis- Qualitative and Quantitative, Prioritization of Risks Risk Response, Planning Monitoring the Risk,; **Project Appraisal Study** ;Environmental Analysis, Analysis of Strategic Capabilities, Creativity & Idea generation, Market Appraisal, Technical Appraisal, Social Cost Benefit Appraisal

Text Books:

1. Clifford F. Gray, Erik W. Larson, Gautam V. Desai, *Project Management- The Managerial Process*, McGraw Hill Education Private Limited
2. Sitangshu Khatua, *Project Management and Appraisal*, Oxford University Press

Suggested Reading:

1. PMBoK : Project Management Body of Knowledge
2. Jeffrey K. Pinto, *Project Management-Achieving Competitive Advantage*, Pearson Education
3. Prasanna Chandra, *Projects – Planning, Analysis, Selection, Financing, Implementation and Review*, Tata McGraw-Hill Publishing Company Limited
4. Jack Gido and James P. Clements, *Project Management*, Cengage Learning India Private Limited
5. Maylor, Harvey. *Project Management*. Pearson Education

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	PROJECT MANAGEMENT	Course Code	PG-OP06
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

The basic objective of the Project Management is to make students aware about the various projects of national and international importance. Under project management, topics like CPM, PERT, network diagram, resource leveling and crashing of the projects are covered. It also helps managers to understand the project appraisal, feasibility analysis and risk analysis.

Course Outcomes:			Hours
01	The student will learn CPM, PERT, network diagram, resource leveling and crashing of the projects, project appraisal, feasibility analysis and risk analysis.		
02	How they can plan their projects and minutely work out the cost and time overrun of projects.		
03	It also makes them aware about the multiple risks involved in implementing a project, and how to monitor a project, overcome risks.		
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

CO	PO 1	PO 2	PO 3	PO 4	PO 5
1	3	2	-	1	2
2	2	2	-	3	2
3	3	2	-	2	2
4	2	3	2	3	3

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Introduction:	Introduction to Project Management, Characteristics of Project Organization, Choosing an Organizational Form, Project Life Cycle, phases of Project management, Role of a Project Manager. Human aspects in Project Management - Project Leadership, Motivation in Project Management, Communication in the Project Environment, Conflict in Project Management		
	Project Planning:	Creating the Work Breakdown Structure, Identifying the Tasks and Activities, Estimating Duration and Cost, Manpower Planning, Project Quality Planning, Organization Breakdown Structure (OBS), Cost Breakdown Structure (CBS)		
	Project Execution-I:	Project Scheduling, Activity Sequencing, Schedule Development, Network diagram – Activity on Arrow (AOA), Activity on Node(AON), Critical Path Method, Types of Floats, ES, LS,EF, LF. Project management software.		
	Project Execution-II:	PERT (Programme evaluation & review Techniques) Resource Leveling Schedule Compression Techniques, Crashing of Project Networks with cost trade-off		
	Project Monitoring and Control:	Project Monitoring and Control- Metrics, Measure Productivity, Taking corrective Actions, Senior Management Review Meetings, Projects Audit and Review. Project Risk- Risk Concepts & identification, Risk Assessment, Risk analysis-		

		Qualitative and Quantitative, Prioritization of Risks Risk Response, Planning Monitoring the Risk,, Project Appraisal Study ;Environmental Analysis, Analysis of Strategic Capabilities, Creativity & Idea generation, Market Appraisal, Technical Appraisal, Social Cost Benefit Appraisal		
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Total **22**

Required & Recommended Reading:

1. PMBoK : Project Management Body of Knowledge
 2. Jeffrey K. Pinto, *Project Management-Achieving Competitive Advantage*, Pearson Education
 3. Prasanna Chandra, *Projects – Planning, Analysis, Selection, Financing, Implementation and Review*, Tata McGraw-Hill Publishing Company Limited
 4. Jack Gido and James P. Clements, *Project Management*, Cengage Learning India Private Limited
- Maylor, Harvey. *Project Management*. Pearson Education

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

OPERATIONS STRATEGY(PG-OP07)

Credits: 03

Hours: 30

Course Objective: Operations strategy is the link between the operational strategy and the business strategy. It seeks to provide the concepts and suggests approaches to develop competitive advantages for a organization on a long term basis on a sustainable orientation. The evolution of the subject is of recent origin and is of high significance in the newly emerged business environment that is volatile, dynamic in changing customer preferences with high emphasis on performance objectives as customization, delivery, flexibility and variety, customer service, speed and more besides the classical performance parameters of cost and quality.

Learning Outcome: The course is designed to provide an understanding of the role and relevance of operations strategy to an organization and also the basic concepts, techniques and methodologies relevant to operations strategy. Course coverage includes: understanding linkage of OS business strategy, Performance Objectives and operations strategy is developed in decision areas of Capacity, Technology, Supply network, and HR management & Organization Development. The course prepares students to understand the role of core competencies in an organization.

Contents:

Unit I:

Introduction to Operations Strategy: Resource based view of the firm; contents of strategy, operations strategy matrix, Operations Performance, Operations focus, Trade-offs, Performance Objectives

Unit II:

Capacity Strategy and Supply Network Strategy: Capacity Strategy, Capacity change, locations of capacity, numbers of sites, Supply Network Strategy, supply chain, value chain, partnership supply Strategy

Unit III:

Process Technology Strategy and Product and Service Development: Process Technology Strategy, scale/scalability; coupling/connectivity, product-process matrix, Product and Service Development and organization

Unit IV:

Performance Improvement and Sustainable Alignment: Improvement of Performance objectives, Operations Strategy of SME's, Sustainable Alignment

Unit V:

Building Improvement Strategies and Operations Capabilities: Building Improvement Strategies and Operations Capabilities, lean strategies

Text Book:

3. Slack N, Lewis M, *Operations Strategy*, Pearson Education.

Suggested Readings:

1. Manufacturing Strategy 3e: Texts and Cases (Paperback), by Alex Hill and Terry Hill, Palgrave Macmillan; 2008
2. Strategic Operations Management: The new competitive advantage Robert H Lowson, , Routledge, London and New York

Note: Latest edition of the readings may be used.

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	OPERATIONS STRATEGY	Course Code	PG-OP07				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
Operations strategy is the link between the operational strategy and the businessstrategy. It seeks to provide the concepts and suggests approaches to develop competitive advantagesfor a organization on a long term basis on a sustainable orientation. The evolution of the subject is ofrecent origin and is of high significance in the newly emerged business environment that is volatile, dynamic in changing customer preferences with high emphasis on performance objectives as customization, delivery, flexibility and variety, customer service, speed and more besides the classical performance parameters of cost and quality.							
Course Outcomes:			Hours				
	01	The course is designed to provide an understanding of the role and relevance ofoperations strategy to an organization and also the basic concepts, techniques and methodologies relevant to operations strategy					
	02	Course coverage includes: understanding linkage of OS business strategy, Performance Objectives and operations strategy is developed in decision areas of Capacity, Technology, Supply network, and HR management & Organization Development. The course prepares students to understand the role of core competencies in an organization.					
	03						
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
		P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	329	-	2	2	

		4	2	3	2	3	3		
Indicative Content & Session Plan									
Session	Module	Description				CO	Hours		
	Introduction to Operations Strategy:	Resource based view of the firm; contents of strategy, operations strategy matrix, Operations Performance, Operations focus, Trade-offs, Performance Objectives							
	Capacity Strategy and Supply Network Strategy:	Capacity Strategy, Capacity change, locations of capacity, numbers of sites, Supply Network Strategy, supply chain, value chain, partnership supply Strategy							
	Process Technology Strategy and Product and Service Development:	Process Technology Strategy, scale/scalability; coupling/connectivity, product-process matrix, Product and Service Development and organization							
	Performance Improvement and Sustainable Alignment:	Improvement of Performance objectives, Operations Strategy of SME's, Sustainable Alignment							
	Building Improvement Strategies and Operations Capabilities:	Building Improvement Strategies and Operations Capabilities, lean strategies							
Total							22		
Required & Recommended Reading:									
1. Manufacturing Strategy 3e: Texts and Cases (Paperback), by Alex Hill and Terry Hill, PalgraveMacmillan; 2008									
2. Strategic Operations Management: The new competitive advantage Robert H Lowson, ,Routledge, London and New York									
Learning and Teaching Methods:									
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars									

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

LEAN MANUFACTURING(PG-OP08)

Credits- 03

Hours -30

Course Objective: Lean Manufacturing helps in achieving competitiveness by reducing mud or wastes. The basic objective is to familiarize the students with the world class Toyota Production System and Lean Manufacturing philosophy and tools and techniques. It also emphasizes how to develop ‘Lean Thinking’ among people, and apply Lean Transformation in the organization.

Learning Outcome: The students will learn about the world class Toyota Production System and Lean Manufacturing philosophy, tools and techniques. How can he develop ‘Lean Thinking’ among people, and apply Lean Transformation.

Contents:

Unit I:

Introduction to Lean: A Brief History of Lean, Cottage Industry, Lean Manufacturing, Lean Thinking., importance of lean philosophy, Discussion on Toyota Production System.

Unit II:

Lean Transformation: How to Implement Lean Manufacturing, System assessment, Flow process and Value Stream Mapping & Identification of Sources of Wastes.

Unit III:

Lean Implementation: Lean implementation in a Manufacturing Company, Lean Implementation in Office Functions, Startup of lean processes and examples of application.

Unit IV:

Lean Leadership and Culture: Lean Initiatives taken by top brass of an organization, Organizational culture of a Lean implementer, employee involvement, involving people in change process.

Unit V:

Lean Tools & Techniques: Value Stream Mapping, Kaizen, 7 QC Tools, Five S, Visual management, Kanban System, Just in Time (JIT), One Piece Flow, Single Minute Exchange of Die (SMED), Standardized Work, Poka Yoke, Total Productive Maintenance.

Text Books:

1. Singh, Akhilesh N. *Lean Manufacturing: Principles to Practice*. Lean Solutions, Delhi NCR

Suggested Readings:

1. Jaya Krishna,S. (Ed.), *Lean Transformation: Perspective & Experiences*, ICFAI
2. Jaya Krishna,S.(Ed.), *Toyota: A Saga of Success*, ICFAI
3. Moser, Roger; Johns, Christopher. *Lean Production*, ICFAI
4. B. Kanka, *Lean Maintenance*, ICFAI.
5. T.P. Rajmanohar. *Lean Product Development: Concepts & Models*, ICFAI
6. Field, William M. *Lean Manufacturing: Tools, Techniques and How to Use Them*, St. Lucie Press, Florida
7. Wilson, Lonie, *How to Implement Lean Manufacturing*, Mc Graw Hill
8. Womac, James and Daniel Jones, *Lean Thinking*, Free Press, Revised Edition
9. Womac James & Daniel Jones et al., *The Machine that Changed the World*, RawsonAssociates

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	LEAN MANUFACTURING	Course Code	PG-OP08
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

Lean Manufacturing helps in achieving competitiveness by reducing mud or wastes. The basic objective is to familiarize the students with the world class Toyota Production System and Lean Manufacturing philosophy and tools and techniques. It also emphasizes how to develop ‘Lean Thinking’ among people, and apply Lean Transformation in the organization.

Course Outcomes:			Hours
01	The students will learn about the world class Toyota Production System and Lean		
02	Manufacturing philosophy, tools and techniques. How can he develop ‘Lean Thinking’ among people, and apply Lean Transformation.		
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

CO	P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Introduction to Lean:	A Brief History of Lean, Cottage Industry, Lean Manufacturing, Lean Thinking., importance of lean philosophy, Discussion on Toyota Production System.		

	Lean Transformation:	How to Implement Lean Manufacturing, System assessment, Flow process and Value Stream Mapping & Identification of Sources of Wastes.		
	Lean Implementation	Lean implementation in a Manufacturing Company, Lean Implementation in Office Functions, Startup of lean processes and examples of application.		
	Lean Leadership and Culture:	Lean Initiatives taken by top brass of an organization, Organizational culture of a Lean implementer, employee involvement, involving people in change process.		
	Lean Tools & Techniques:	Value Stream Mapping, Kaizen, 7 QC Tools, Five S, Visual management, Kanban System, Just in Time (JIT), One Piece Flow, Single Minute Exchange of Die (SMED), Standardized Work, Poka Yoke, Total Productive Maintenance.		
			Total	22

Required & Recommended Reading:

1. Jaya Krishna, S. (Ed.), Lean Transformation: Perspective & Experiences, ICFAI
2. Jaya Krishna, S. (Ed.), Toyota: A Saga of Success, ICFAI
3. Moser, Roger; Johns, Christopher. Lean Production, ICFAI
4. B. Kanka, Lean Maintenance, ICFAI.
5. T.P. Rajmanohar. Lean Product Development: Concepts & Models, ICFAI
5. Field, William M. Lean Manufacturing: Tools, Techniques and How to Use Them, St. Lucie Press, Florida
7. Wilson, Lonie, How to Implement Lean Manufacturing, Mc Graw Hill
8. Womac, James and Daniel Jones, Lean Thinking, Free Press, Revised Edition
9. Womac James & Daniel Jones et al., The Machine that Changed the World, Rawson Associates

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
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Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

SALES OPERATIONS PLANNING(PG-OP09)

Credit: 03

Hours: 30

Course objective: The basic objective of this course is to make students understand need for Operations planning and control, Demand Forecasting and its dovetailing with operations planning. It will also include aggregate operations planning, MRP and MPS, Operations scheduling, Distribution planning, Operations planning insights from the Theory of constraints school of thought.

Learning Outcome: After this course the student will master advanced inventory management methods and operations planning principles. The student is able to apply common forecasting techniques for supply chain planning. In addition, the student understands the dynamic of sales and operations planning (S&OP) and is able to facilitate such a cross-functional process in manufacturing and service companies.

Contents:

Unit I:

Sales and Operations Planning: Definition, Advantages, Inputs, S&OP time horizon, Top down planning, Bottoms up planning, Sales Revenue Planning: New product planning, Sales opportunity planning, Revenue, margin, opportunity planning, Alignment to corporate goals

Unit II:

Demand forecasting: Demand Forecasting, Demand collaboration (sales, marketing, operations input) Demand shaping (promotions, new product introduction, other events) Consensus forecasting Supply Planning: Capacity planning, Inventory optimization, Material planning, Transportation,

Unit III:

MRP and MPS, Operations scheduling: Dependent vs Independent Demand, MRP Processing, MRP Planning, Benefits, Requirements, MRP II, ERP, MPS Integration, benefits of MPS process, Rolling Through Time, MPS Stability and Performance Measures, Bill of Materials

Unit IV:

Profit-based Supply/Demand Planning: Product mix Constraint management What-if analysis, Allocation of demand to supply Consensus

Unit V:

Management Review: Key Performance Indicator (KPI) measurement, Working capital Gross margin, Inventory turns, Plan vs actual, Forecast errors, Root cause analysis

Text Book:

1. Ptak, Carol & Smith, Chad (2011). Sales and Operations Planning 3rd edition, McGraw Hill

Suggested Readings:

1. Jump up Ling, R.C. and W.E. Goddard (1992). "Orchestrating Success: Improve Control of the Business with Sales & Operations Planning", Wiley
2. Sales and Operations Planning: The How-to Handbook, 3rd ed. by Thomas F. Wallace and Robert A. Stahl Doc

Note: Latest edition of the readings may be used.

Course Descriptor							
Participant	PGDM		Academic Year	2022 – 2023			
Course Title	SALES OPERATIONS PLANNING		Course Code	PG-OP09			
Credit	03		No. of Hours	30			
Faculty	Prof.						
Program Outcomes:				Hours			
1	PO1	Apply knowledge of management theories to Services Marketing.		7			
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4			
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-			
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4			
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5			
Course Objectives							
The basic objective of this course is to make students understand need for Operations planning and control, Demand Forecasting and its dovetailing with operations planning. It will also include aggregate operations planning, MRP and MPS, Operations scheduling, Distribution planning, Operations planning insights from the Theory of constraints school of thought.							
Course Outcomes:				Hours			
	01	After this course the student will master advanced inventory management methods and operations planning principles					
	02	The student is able to apply common forecasting techniques for supply chain planning.					
	03	In addition, the student understands the dynamic of sales and operations planning (S&OP) and is able to facilitate such a cross-functional process in manufacturing and service companies.					
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	PO 1	PO 2	PO 3	PO 4	PO 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	

		4	2	3	2	3	3		
Indicative Content & Session Plan									
S e s s i o n	Module	Description					CO	Hours	
	Sales and Operations Planning:	Definition, Advantages, Inputs, S&OP time horizon, Top down planning, Bottoms up planning, Sales Revenue Planning: New product planning, Sales opportunity planning, Revenue, margin, opportunity planning, Alignment to corporate goals							
	Demand forecasting:	Demand Forecasting, Demand collaboration (sales, marketing, operations input) Demand shaping (promotions, new product introduction, other events) Consensus forecasting Supply Planning: Capacity planning, Inventory optimization, Material planning, Transportation,							
	MRP and MPS, Operations scheduling:	Dependent vs Independent Demand, MRP Processing, MRP Planning, Benefits, Requirements, MRP II, ERP, MPS Integration, benefits of MPS process, Rolling Through Time, MPS Stability and Performance Measures, Bill of Materials							
	Profit-based Supply/Demand Planning:	Product mix Constraint management What-if analysis, Allocation of demand to supply Consensus							
	Management Review	Key Performance Indicator (KPI) measurement, Working capital Gross margin, Inventory turns, Plan vs actual, Forecast errors, Root cause analysis							

Total				22
Required & Recommended Reading:				
1. Jump up Ling, R.C. and W.E. Goddard (1992). "Orchestrating Success: Improve Control of the Business with Sales & Operations Planning", Wiley 2. Sales and Operations Planning: The How-to Handbook, 3rd ed. by Thomas F. Wallace and Robert A. Stahl Doc				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

OPERATION MANAGEMENT

TRIMESTER: VI

SERVICE OPERATIONS MANAGEMENT(PG-OP10)

Credit: 03

Hours: 30

Course Objective: To make students understand how service performance can be improved by using solving management issues. To make students learn the application of OR tools like linear programming models in the service sector, to know the operation system of different service industry.

Learning Outcome: The students will learn about the strategies used in service sector, Servicequality, site selection and supply relationships.

Contents:

Unit I:

Introduction to Services in the Economy: Importance of the services sector, importance of studying operations in services, opportunities in services Operation, **Nature of services:** Characteristics of services, Classification framework

Unit II

Service Strategy: Competitive service strategies, service winners, service qualifiers, service concept, focus in service, , Strategic service Vision, **Service design and development:** New service Development: Service innovation, Service System Design, Experience economy, creating successful & Satisfying experience, The front office & back office Interface, theory of Service Decoupling, outsourcing & off shoring, strategies & competitive Capabilities. Service blueprints, Technology & automation in services

Unit III:

Improving Delivery System: Analyzing process, process flow diagram, Service Quality, Gaps in quality, quality zones Quality by design, quality by audit, Six sigma in service process improvement, Quality philosophy and performance excellence

Unit IV:

Matching Supply & Demand: Yield Management- Capacity strategies, overbooking, allocating capacity, pricing, implementation issues. Inventory management in services-need for inventory sciences, product substitution and demand variance waiting time management, pervasiveness of

waiting lines. Site selection for services-Site selection for demand sensitive firms, demand selection for quasi manufacturing services. Advance models of data enveloping analysis, scoring system.

Unit V:

Service Supply Relationships & Globalization: Vehicle routing, support services, supply relationships, application of simulation in service operations management, Globalization and Growth, Franchising, off shoring, benchmarking, and strategies to grow.

Text Book:

1. J.A Fitzsimmons and M. J.Fitzsimmons, *Service Management*, Tata Mc Graw hill.

Suggested Readings:

1. Richard D. Metters, Kathryn H. King-Metters & Madeleine Pullman, *Successful Service Operations Management*, South-Western College Publications
2. Brat Van looy, Roland van Dierdonck, Paul Gemmel, *Service Management An Integrated Approach*, Pearson Education
3. Robert Johnston, Grahm Clark, *Service Operation Management*, Prentice Hall
4. Chris Hope, Alan Muhlemann, *Service Operation Management*, Prentice Hall

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	SERVICE OPERATIONS MANAGEMENT	Course Code	PG-OP10
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

To make students understand how service performance can be improved by using solving management issues. To make students learn the application of OR tools like linear programming models in the service sector, to know the operation system of different service industry.

Course Outcomes:			Hours
01	The students will learn about the strategies used in service sector, Servicequality, site selection and supply relationships.		
02			
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

		P O 1	P O 2	P O 3	P O 4	P O 5	
	CO						
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Introduction to Services in the Economy:	Importance of the services sector, importance of studying operations in services, opportunities in services		

		Operation, Nature of services: Characteristics of services, Classification framework		
	Service Strategy:	Competitive service strategies, service winners, service qualifiers, service concept, focus in service, , Strategic service Vision, Service design and development: New service Development: Service innovation, Service System Design, Experience economy, creating successful & Satisfying experience, The front office & back office Interface, theory of Service Decoupling, outsourcing & off shoring, strategies & competitive Capabilities. Service blueprints, Technology & automation in services		
	Improving Delivery System:	Analyzing process, process flow diagram, Service Quality, Gaps in quality, quality zones Quality by design, quality by audit, Six sigma in service process improvement, Quality philosophy and performance excellence		
	Matching Supply & Demand:	Yield Management- Capacity strategies, overbooking, allocating capacity, pricing, implementation issues. Inventory management in services-need for inventory sciences, product substitution and demand variance waiting time management, pervasiveness of waiting lines. Site selection for services-Site selection for demand sensitive firms, demand selection for quasi manufacturing services. Advance models of data enveloping analysis, scoring system.		
	Service Supply Relationships & Globalization:	Vehicle routing, support services, supply relationships, application of simulation in service operations management, Globalization and		

		Growth, Franchising, off shoring, benchmarking, and strategies to grow.		
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Total				22
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Required & Recommended Reading:				
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1. Richard D. Metters, Kathryn H. King-Metters & Madeleine Pullman, *Successful Service Operations Management*, South-Western College Publications
2. Brat Van looy, Roland van Dierdonck, Paul Gemmel, *Service Management An Integrated Approach*, Pearson Education
3. Robert Johnston, Grahm Clark, *Service Operation Management*, Prentice Hall
4. Chris Hope, Alan Muhlemann, *Service Operation Management*, Prentice Hall

Learning and Teaching Methods:				
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Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
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Resource Requirement:				
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Faculty, Guest speakers, Library, Online material, Industry experts				
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Assessment Methodology:				
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Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

BUSINESS INTELLIGENCE AND APPLICATIONS

Credits: 03

Hours: 24+(6)=30 Hrs

Course Objective: The basic objective of this course is to make the students understand the concepts and importance of Business Intelligence in the competitive business environment. This course is intended to expose the students to the latest tools of Business Intelligence and applying those tools for effective decision making. Business Intelligence plays crucial role for effective planning, decision-making and control functions in an organization.

Learning Outcome: The students will learn about the latest tools of Business Intelligence and applying those tools for effective decision-making.

Contents:

Unit I:

Introduction to Business Intelligence: Business Intelligence and Business Decisions: Decision Support Systems and its working; Group Decision Support and Groupware Technologies, Expert Systems.

Unit II:

Data Warehousing: Data Warehousing: Concept and Features, Databases & Data Marts, Data Warehousing, Data Warehouse Architecture.

Unit III:

Data Mining: Data Mining: Data Mining and Knowledge Discovery, Online Analytical Processing, Data Mining Tools and Techniques, Applications of Data Mining.

Unit IV:

Knowledge Management: Knowledge Management: Tacit Knowledge, Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management System, Knowledge Management Technologies.

Unit V:

Basics of Artificial Intelligence: Artificial Intelligence: Basics of Artificial Intelligence, Domains of Artificial Intelligence, Artificial Intelligent Systems and their applications, OLTP versus OLAP Applications of Business Intelligence for competitive advantage.

Text Books:

1. Efraim Turban, E. Aronson, Decision Support Systems and Intelligent Systems, Pearson Education
2. Sam Anahory, Dennis Murray, Data Warehousing in the Real World, Pearson Education

Suggested Readings:

1. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed., *Knowledge Management*, Macmillan.
2. Paulraj Ponniah, *Data Warehousing Fundamentals*. John Wiley
3. Fernandez, Irma Becerra, *Knowledge Management*, Pearson Education.
4. Panda, Tapan K, *Knowledge Management*, First edition, Excel Books.

Note: Latest edition of the readings may be used.

Course Descriptor								
Participant		PGDM	Academic Year					
Course Title		BUSINESS INTELLIGENCE AND APPLICATIONS	Course Code	PG-OP11				
Credit		03	No. of Hours	30				
Faculty		Prof.						
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
The basic objective of this course is to make the students understand the concepts and importance of Business Intelligence in the competitive business environment. This course is intended to expose the students to the latest tools of Business Intelligence and applying those tools for effective decision making. Business Intelligence plays crucial role for effective planning, decision-making and control functions in an organization.								
Course Outcomes:				Hours				
	01	The students will learn about the latest tools of Business Intelligence and applying those tools for effective decision-making.						
	02							
	03							
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Introduction to Business	Business Intelligence and Business Decisions: Decision Support Systems						

	Intelligence:	and its working; Group Decision Support and Groupware Technologies, Expert Systems.		
	Data Warehousing	Data Warehousing: Concept and Features, Databases & Data Marts, Data Warehousing, Data Warehouse Architecture.		
	Data Mining:	Data Mining: Data Mining and Knowledge Discovery, Online Analytical Processing, Data Mining Tools and Techniques, Applications of Data Mining.		
	Knowledge Management:	Knowledge Management: Tacit Knowledge, Knowledge Assets, Knowledge Generation, Knowledge Storage, Knowledge Utilization, Knowledge Management System, Knowledge Management Technologies.		
	Basics of Artificial Intelligence:	Artificial Intelligence: Basics of Artificial Intelligence, Domains of Artificial Intelligence, Artificial Intelligent Systems and their applications, OLTP versus OLAP Applications of Business Intelligence for competitive advantage.		
			Total	22
Required & Recommended Reading:				
1. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed., <i>Knowledge Management</i> , Macmillan. 2. Paulraj Ponniah, <i>Data Warehousing Fundamentals</i> . John Wiley 3. Fernandez, Irma Becerra, <i>Knowledge Management</i> , Pearson Education. 4. Panda, Tapan K, <i>Knowledge Management</i> , First edition, Excel Books.				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				

Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weightage of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MANAGEMENT OF MANUFACTURING SYSTEMS

(PG-OP12)

Credits- 03

Hours-30

Course Objective: The basic objective of this course is to make the students understand Cellular manufacturing systems-cell formation, operator allocation, sequencing and scheduling. The course also discusses Just-in-time systems-Kanban, CONWIP-Synchronous manufacturing: Theory of Constraints, Flexible manufacturing systems: machine loading and scheduling.

Learning Outcome: The students will learn various methodologies, algorithms and scheduling in Manufacturing

Contents:

Unit I:

Introduction to Manufacturing Systems: Introduction, challenge, Requirements of Manufacturing, Various methodologies. Cellular Manufacturing: Production Flow Analysis, Rank Order Clustering, Similarity based methods. Cell formation algorithms: P median formulation, Assignment formulation, ZODIAC algorithm, Metaheuristics, considering sequence, workload, Product based cell formation

Unit II:

Operator Allocation, Cell scheduling and Sequencing: Rabbit chasing, Dedicating operators, Static operator allocation problems, Network Models, Part Family sequencing, Dispatching rules, Cell Layout

Unit III:

Just In Time Manufacturing: Concepts and definitions, Implementation issues, Kanban, CONWIP and Kanban

Unit IV:

Synchronous Manufacturing: Goal, Principles of SM, TOC and LP, Scheduling.

Unit V:

Flexible Manufacturing Systems: Concepts, FMS loading problems, FMS scheduling problems

Text Books:

1. **J.D. Radford** (Author), **Donald Brian Richardson**, *Management of Manufacturing Systems*, Macmillan

Suggested Readings:

1. Askin R G and Goldberg J B, *Design and Analysis of Lean Production Systems*, John Wiley and Sons
2. Askin R G and Strandridge C R, *Modelling and Analysis of Manufacturing*, Wiley and Sons

Note: Latest edition of the readings may be used.

Course Descriptor								
Participant	PGDM		Academic Year					
Course Title	MANAGEMENT OF MANUFACTURING SYSTEMS		Course Code	PG-OP12				
Credit	03		No. of Hours	30				
Faculty	Prof.							
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
The basic objective of this course is to make the students understand Cellular manufacturing systems-cell formation, operator allocation, sequencing and scheduling. The course also discusses Just-in-time systems-Kanban, CONWIP-Synchronous manufacturing: Theory of Constraints, Flexible manufacturing systems: machine loading and scheduling.								
Course Outcomes:				Hours				
	01	The students will learn various methodologies, algorithms and scheduling in Manufacturing						
	02							
	03							
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Introduction to Manufacturing Systems:	Introduction, challenge, Requirements of Manufacturing, Various methodologies. Cellular						

		Manufacturing: Production Flow Analysis, Rank Order Clustering, Similarity based methods. Cell formation algorithms: P median formulation, Assignment formulation, ZODIAC algorithm, Metaheuristics, considering sequence, workload, Product based cell formation		
	Operator Allocation, Cell scheduling and Sequencing:	Rabbit chasing, Dedicating operators, Static operator allocation problems, Network Models, Part Family sequencing, Dispatching rules, Cell Layout		
	Just In Time Manufacturing:	Concepts and definitions, Implementation issues, Kanban, CONWIP and Kanban		
	Synchronous Manufacturing:	Goal, Principles of SM, TOC and LP, Scheduling.		
	Flexible Manufacturing Systems:	Concepts, FMS loading problems, FMS scheduling problems		
Total				22
Required & Recommended Reading:				
<p>2. J.D. Radford (Author), Donald Brian Richardson, <i>Management of Manufacturing Systems</i>, Macmillan</p> <p>Suggested Readings:</p> <p>1. Askin R G and Goldberg J B, <i>Design and Analysis of Lean Production Systems</i>, John Wiley and Sons</p> <p>2. Askin R G and Strandridge C R, <i>Modelling and Analysis of Manufacturing</i>, Wiley and Sons</p> <p>.</p>				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Lengt	Weight	Approximate Date	CO

	h of Assessment Type	age of Assess ment	of Submission	
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INTERNATIONAL BUSINESS

TRIMESTER: IV

INTERNATIONAL BUSINESS ELECTIVES
INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION
(ITPD)(PG-IB01)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: It gives an understanding on the India's trade Position in the World and the various trade procedures involved in an international business. It also gives an insight to the various documents required for trading. Students also become familiar with Government policies related to Export-Import.

Learning Outcome: Students after going through the lectures can easily understand the technicalities related to Export-Imports. They will be aware of India's Trade in goods and services, trade related policies, basic formalities for becoming an exporter or an importer. The documentation and necessary clearances from government authorities will be the main outcome of learning. The course will make one familiar with Export promotion bodies, various schemes and financial supports by the government to the exporters

Contents:

Unit I:

International Trade: Needs and importance: Role of exports & Imports in economic development, Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination. Categories of Export (i) Physical – Direct & Indirect (ii) Deemed Exports (iii) Merchant & Manufacturer Exports. India's position in World merchandise trade and services – India's Foreign Trade Policy & Foreign Exchange Regulations- FEMA

Unit II:

Export Procedure: Starting an export firm – Selection of an export product – Market selection – Buyer selection - Preliminaries for exports Registration – IEC, RCMC, EPC, Central Excise, and various Commodity Boards and Councils. General excise clearance, Custom clearance.

Unit III:

Export Documentation: Types of documents – Transport, Negotiation and Insurance documents. Quality and Pre Shipment inspection, Pre and post-shipment export credit schemes and methods of financing. Packing credit advance details. Process of opening and advising LC, Types of LC, Export Payment Terms: Main features of payment terms-Advance payment, open account, documentary collection, and documentary credit – Documentary collection –DP and DA process and operation

Unit IV:

Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC;UCP 600,INCOTERMS 2000, Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

Unit V:

Import Procedure, Documentation & Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses- Export Promotion Capital Goods Scheme (EPCG) license- Duty exemption scheme

– Duty Entitlement Pass Book Scheme (DEPBS)- Import formalities for 100% EOUs and SEZs - Import Risk Management. Import financing.

Text Books

1. Aseem Kumar -Export and Import Management||, Excel Books, 2007
2. Jeevanandam C -Foreign Exchange: Practices Concepts and control|| Sultan chand Publications, 2002.

Reference Books:

1. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India.
2. Export and Import Manual, Nabhi Publications, New Delhi.
3. World Development Indicator, World Bank Publication.
4. How to Export – Nabhi Publications
5. A Guide on Export Policy Procedure & Documentation– Mahajan

Note: Latest edition of the readings may be used

GLOBAL LOGISTICS MANAGEMENT

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course provides the analytical framework for understanding the logistics models and supply chain techniques in the global perspective. The subject also focuses on various modes of transportation- rail, air and water ways besides sea routes, trans-shipment and air cargo handling procedures.

Learning Outcome: The course design is such that after going through it a student can easily discern the issues related to global logistics, its conceptual aspects, need for supply chain and outsourcing today. The student will also be aware about shipping industry, important port and harbors on the sea routes. The knowledge about rising air transport role, government policy of UDAAN and other related agencies will be acquired.

Contents:

Unit I :

Logistics Management: Growth of Global Trade, Objectives & importance of Logistics in Global Trade, Logistic System: objectives and scope of logistics, inbound and Out bound logistics, Reverse logistics, Third party logistic (3PL), Cold Chain, outsourcing—challenges and future directions, Logistics as part of SCM. Green SCM.

Unit II:

Shipping Industry: Shipping systems: linear, Tramp, conference, chartering, Types of ships – mail & supply ships, Bulk carriers, tankers, Refrigerated vessels & Reefers, Live stock carriers, LNG Carriers, Container ships, Car carriers, Ro-RO vessels, Shipping intermediaries: Customs brokers, Freight forwarders & consolidators, Shipping agents, and others. Shipping formalities, containerization – types of containers – ICDs – CFS – CONCOR.

Unit III:

International Ports & Sea Routes: Major Ports in India- Government Policy for ports, Shipping Corporation of India, The Major Port Trust Act 1963, International Chamber of Shipping, Indian National Ship Owner's Association, World's Major Ports, Important Sea Routes- Northern Sea

Route, North Atlantic route, Mediterranean route, Baltic route, Indian Ocean route, Cape route & Pacific route

Unit IV:

Air Transport: Transportation of Goods by Air, Classification of Aircrafts, Major Airports in India & World, International Regulations (ICAO), International Contracts & Insurance Issues. Air freight, Role of IATA (International Air Transportation Association), Cargo handling at Airports and Legal Considerations, International cargo Insurance.

Unit V:

International Land & Multi-Modal Transportation-Transportation of Goods by Land-Rail transportation and Intermodal transportation. Carriage of goods by Sea, Types of Ships- Charter & Liner chartering, Voyage Charter, Time Charter, Bare Boat Charter, Back to Back Charter, Freight forwarders, Freight structure & practices.

Text Books:

1. David P, -International Logistics|| Biztantra, New Delhi , 2006.
2. Donald J Bower -Logistics Management, Tata Mc.GrawHill, New Delhi.

Reference Books:

1. Raj, Dev, Shipping & Shipping Industry in India, H.K.Publishers & Distributors
2. Panda, Damodar., Cargo Handling in Major Ports in India, Minerva Associates(Publications)
3. David Stewart,||International Supply chain Management||, Cengage publications,2008.
4. Reji Ismail,—Logistics Management|| Excel Books, 2008.
5. Indian Shipping and Transport, Mumbai, Various issues
6. *ICAO Journal*, New York., various issues

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	GLOBAL LOGISTICS MANAGEMENT	Course Code	PG-IB02
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

The course provides the analytical framework for understanding the logistics models and supply chain techniques in the global perspective. The subject also focuses on various modes of transportation- rail, air and water ways besides sea routes, trans-shipment and air cargo handling procedures.

Course Outcomes:			Hours
01	The course design is such that after going through it a student can easily discern the issues related to global logistics, its conceptual aspects, need for supply chain and outsourcing today.		
02	The student will also be aware about shipping industry, important port and harbors on the sea routes. The knowledge about rising air transport role, government policy of UDAAN and other related agencies will be acquired.		
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

CO	PO 1	PO 2	PO 3	PO 4	PO 5
1	3	2	-	1	2
2	2	2	-	3	2
3	3	2	-	2	2
4	2	3	2	3	3
		363			

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Logistics Management:	Growth of Global Trade, Objectives & importance of Logistics in Global Trade, Logistic System: objectives and scope of logistics, inbound and Out bound logistics, Reverse logistics, Third party logistic (3PL), Cold Chain, outsourcing–challenges and future directions, Logistics as part of SCM. Green SCM.		
	Shipping Industry:	Shipping systems: linear, Tramp, conference, chartering, Types of ships – mail & supply ships, Bulk carriers, tankers, Refrigerated vessels & Reefers, Live stock carriers, LNG Carriers, Container ships, Car carriers, Ro-RO vessels, Shipping intermediaries: Customs brokers, Freight forwarders & consolidators, Shipping agents, and others. Shipping formalities, containerization – types of containers – ICDs – CFS – CONCOR.		
	International Ports & Sea Routes: Major Ports in India-	Government Policy for ports, Shipping Corporation of India, The Major Port Trust Act 1963, International Chamber of Shipping, Indian National Ship Owner's Association, World's Major Ports, Important Sea Routes- Northern Sea Route, North Atlantic route, Mediterranean route, Baltic route, Indian Ocean route, Cape route & Pacific route		
	Air Transport:	Transportation of Goods by Air, Classification of Aircrafts, Major Airports in India & World, International Regulations (ICAO), International Contracts & Insurance Issues. Air freight, Role of IATA (International Air Transportation Association), Cargo handling at Airports and Legal Considerations, International cargo Insurance.		

	International Land & Multi-Modal Transportation	Transportation of Goods by Land-Rail transportation and Intermodal transportation. Carriage of goods by Sea, Types of Ships- Charter & Liner chartering, Voyage Charter, Time Charter, Bare Boat Charter, Back to Back Charter, Freight forwarders, Freight structure & practices.		

Total

22

Required & Recommended Reading:

1. Raj, Dev, Shipping & Shipping Industry in India, H.K.Publishers & Distributors
2. Panda, Damodar., Cargo Handling in Major Ports in India, Minerva Associates(Publications)
3. David Stewart,||International Supply chain Management||, Cengage publications,2008.
4. Reji Ismail,—Logistics Management|| Excel Books, 2008.
5. Indian Shipping and Transport, Mumbai, Various issues
6. ICAO Journal, New York., various issues

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

WTO AND INTELLECTUAL PROPERTY RIGHTS

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course is intended to sensitize the students about the importance of WTO and Intellectual property Rights (IPR) in the global economy. In today's global business scenario issues of IPR have become important and being unaware to copy right, logo, trade mark etc may lead to immense losses besides loss of reputation of the organization too.

Learning Outcome: The deliverable of this course expects its students to become aware of the role of WTO in creating a global copyright protection regime and its provisions. The student after the completion of this course is also expected to know all major issues related to international protection of copyright, trademarks, patents and other intangible assets of individuals and corporations, including the essence and scope of all IPR related global conventions, treaties and bilateral and multilateral agreements.

Contents:

Unit I:

GATT and Evolution of World Trade Organization (WTO): Origin of WTO, Dunkel Proposal. Role of WTO in International Trade, Main Features of WTO, Agreement on Agriculture(AOA)- Objectives, market access, Agriculture negotiations, Trade related investment Measures(TRIMS)- agreement background, Trade balancing, Foreign exchange balancing, export restrictions & Trade related aspect of Intellectual property(TRIPS)

Unit II:

Agreement on the Application of the Sanitary & Phytosanitary Measures- Risk assessment, pest or disease free status, Agreement on Textile & clothing- The cotton agreements(1961-73), The Multifibre agreement (1974-94), Treatment of Quantitative restrictions. Traditional safeguard mechanism, Textiles monitoring body, WTO & developing countries- India.

Unit III:

General Introduction in the Intellectual Property Rights, concepts of IPR, The economics behind development of IPR-company perspective. Trademark Law & Geographical Indication- concepts: importance of brands and generation of goodwill, Trademark registration procedure, Infringement of trademark and remedies, trademarks and domain names, concept of geographical indication.

Unit IV:

Patent Law-Introduction to patents, procedure for obtaining a patent, licensing & assignment of patents: software licensing, general public licensing, compulsory licensing; Copyrights- concept of copyright registration of copyrights, infringement(piracy) of copyrights & remedies.

Unit-V:

Designs & IP Management: Concept of industrial designs, registration of designs, piracy of registered designs & remedies, concept of IP management , Intellectual property & marketing, IP asset valuation.

Text Books:

1. Das BhagirathLal (2003). The WTO and the Multilateral Trading System:Past, present and future,Third World Network and Zen Books.
2. Khan, Amir Ulhas & Chakraborty,Debashish. The WTO deadlocked:understanding the Dynamics of International Trade, Sage Publications
3. Krishna, Palle. WTO Text & cases, Jain Book Depot
4. David Rainbridge (2003). Intellectual Property, Pearson Education.

Reference Books:

1. Maskus Keith E. (2000). Intellectual Property Right in the global economy, Institute for International Economies, Washington.
2. Ganguli, Prabudha (2001). IPR-unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co.Ltd
3. Ramappa, T. (2000). Intellectual property rights under WTO: Task before India, Wheeler Publishing.
4. Daniel Gervais (edited), Intellectual Property, Trade and Development (2007), Oxford University Press.
5. Peter – Tobias Stoll, Jan Busche and KatrinArend (Edited), WTO-Trade related Aspects of Intellectual Property Rights (2009) (Vol. 7), MartinusNijhoff Publishers.
6. A.H. Qureshi, Interpreting WTO Agreements, Cambridge.
7. WIPO: WIPO Guide To Using Patent Information
8. WIPO : Intellectual Property (IP) Audit
9. WIPO: WIPO Patent Drafting Manual
10. IPO: The Value of Intellectual Property, Intangible Assets and Goodwill

11. Journal of Intellectual Property Rights 2007 and 2009**12.**OECD Report on Patents and Economic Performance**13.**IPR & Technology Bulletin (www.psa.co.za) **14.**Patentability of Software in India - (LexOrbis) **15.**<http://www.unesco.org/new/en/unesco/>

Note: Latest edition of the readings may be used.

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	WTO AND INTELLECTUAL PROPERTY RIGHTS	Course Code	PG-IB03				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7			
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4			
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-			
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4			
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5			
Course Objectives							
The course is intended to sensitize the students about the importance of WTO and Intellectual property Rights (IPR) in the global economy. In today’s global business scenario issues of IPR have become important and being unaware to copy right, logo , trade mark etc may lead to immense losses besides loss of reputation of the organization too.							
Course Outcomes:				Hours			
	01	The deliverable of this course expects its students to become aware of the role of WTO in creating a global copyright protection regime and its provisions					
	02	The student after the completion of this course is also expected to know all major issues related to international protection of copyright, trademarks, patents and other intangible assets of individuals and corporations, including the essence and scope of all IPR related global conventions, treaties and bilateral and multilateral agreements.					
	03						
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
		P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	3	-	1	2

		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description				CO	Hours	
		GATT and Evolution of World Trade Organization (WTO):Origin of WTO, Dunkel Proposal. Role of WTO in International Trade, Main Features of WTO, Agreement on Agriculture(AOA)- Objectives , market access, Agriculture negotiations, Trade related investment Measures(TRIMS)- agreement background, Trade balancing, Foreign exchange balancing, export restrictions & Trade related aspect of Intellectual property(TRIPS)						
		Agreement on the Application of the Sanitary & Phytosanitary Measures- Risk assessment, pest or disease free status, Agreement on Textile & clothing- The cotton agreements(1961-73), The Multifibre agreement (1974-94),Treatment of Quantitative restrictions. Traditional safeguard mechanism, Textiles monitoring body, WTO & developing countries- India.						
		General Introduction in the Intellectual Property Rights, concepts of IPR, The economics behind development of IPR- company perspective. Trademark Law & Geographical Indication- concepts: importance of brands and generation of goodwill , Trademark registration procedure, Infringement of trademark and remedies, trademarks and domain names, concept of geographical indication.						
		Patent Law-Introduction to patents, procedure for obtaining a patent, licensing & assignment of patents:						

		software licensing, general public licensing, compulsory licensing; Copyrights- concept of copyright registration of copyrights, infringement(piracy) of copyrights & remedies		
		Designs & IP Management: Concept of industrial designs, registration of designs, piracy of registered designs & remedies, concept of IP management , Intellectual property & marketing, IP asset valuation.		
			Total	22

Required & Recommended Reading:

1. Maskus Keith E. (2000). Intellectual Property Right in the global economy, Institute for International Economies, Washington.
2. Ganguli, Prabudha (2001). IPR-unleashing the Knowledge Economy, Tata McGraw-HillPublishing Co.Ltd
3. Ramappa, T. (2000). Intellectual property rights under WTO: Task before India, WheelerPublishing.
4. Daniel Gervais (edited), Intellectual Property, Trade and Development (2007), OxfordUniversity Press.
5. Peter – Tobias Stoll, Jan Busche and KatrinArend (Edited), WTO-Trade related Aspects ofIntellectual Property Rights (2009) (Vol. 7), MartinusNijhoff Publishers.
6. A.H. Qureshi, Interpreting WTO Agreements, Cambridge.
7. WIPO: WIPO Guide To Using Patent Information
8. WIPO : Intellectual Property (IP) Audit
9. WIPO: WIPO Patent Drafting Manual
10. IPO: The Value of Intellectual Property, Intangible Assets and Goodwill
11. Journal of Intellectual Property Rights 2007 and 2009
12. OECD Report on Patents and Economic Performance
13. IPR & Technology Bulletin (www.psa.co.za)
14. Patentability of Software in India - (LexOrbis)
15. <http://www.unesco.org/new/en/unesco/>

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/ Length of Assessme nt Type	Weight age of Assess ment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100	30%	As per DMTIMS schedule	

	words Equivalent)			
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INTERNATIONAL TRADE LAWS(PG-IB04)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: To expose the students to the legal and regulatory framework and their implications concerning global business operations and also to have a better understanding of the functioning and objectives of various world organizations which govern or manage these legal and regulatory provisions.

Learning Outcome: At the end of this course, student is expected to know most common legal and regulatory provisions which affect international trade and business both in goods and services. In addition students must be aware of the names, locations, role and scope of all common organizations and institutions which is responsible for the managing and enforcing the different legal and regulatory provisions impacting world trade.

Contents:

Unit I:

Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – Types of International sale of contracts, essentials of sales contracts, performance of the contracts, Uniform Law on Formation of Sales Contracts, Inco terms, Documents of Titles, Bill of Lading or Charter Party, Letters of Credit, Payments terms; Rights and duties of Agents and Distributors.

Unit II:

International Trade Insurance: Cargo Insurance for Land, Air & Marine. Movement of Goods, General rules of Liability, Marine Insurance, exports, Imports Customs- Valuation & Rules of Origin.

Unit III:

Legal Framework :Patents- The Patent Law, Patentability criteria, Procedure for grant of a patent, Patent opposition- Rights & obligations of a Patentee, Transfer of Patent rights, Revocation, Filing of International patent Applications, Bio Patents, Software patents, Patent & Public Health issues, Patent Law & Competition Rules.

Unit IV:

IV Regulatory Framework and Taxation : Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws –

Multilateral and Bi-lateral treaties – Sharing of Tax revenues . Legal framework related to International Licensing; Franchising& Join Ventures.

Unit V:

Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities. Multi National Enterprises (MNEs) and Foreign Direct Investment (FDI) – Meaning and Characteristics. Trends in Global FDI with reference to India Foreign Direct Investment Policy. Restrictive Clauses in the Foreign Collaboration/Joint Venture Agreements.

Text Books:

1. Ray A. August, -International Business Law Text, Cases and Readings|| (4th Edition)
2. Ray A. August, Don Mayer, Michael Bixby, -International Business Law and its Environment|| (5th Edition)

Reference Books:

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
2. Lew, Julton D.M and Clive Stand brook (eds), International Trade Law and Practice, Euromoney Publications, London.
3. Schmoth off C.R: Export Trade – The Law and Practice of International Trade.
4. Motiwal OP, Awasthi HIC: International Trade – the law and practice; Bhowmik and Company, New Delhi.
5. Kapoor, N.D.: Commercial Law; Sultan Chand & Co., New Delhi
6. Gupta, R.K.; Anti-Dumping Law
7. Paul,Justin; International Business, PHI Publications

Websites:

www.rbi.org.in www.wto.org www.imf.org www.adb.org www.worldbank.org www.finmin.nic.in
www.commerce.nic.inwww.iccwbo.org

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	INTERNATIONAL TRADE LAWS	Course Code	PG-IB04
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives
To expose the students to the legal and regulatory framework and their implications concerning global business operations and also to have a better understanding of the functioning and objectives of various world organizations which govern or manage these legal and regulatory provisions

Course Outcomes:			Hours
01	At the end of this course, student is expected to know most common legal and regulatory provisions which affect international trade and business both in goods and services		
02	In addition students must be aware of the names, locations, role and scope of all common organizations and institutions which is responsible for the managing and enforcing the different legal and regulatory provisions impacting world trade.		
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
	CO	P O 1	P O 2	P O 3	P O 4	P O 5
	1	3	2	-	1	2
	2	2	2	-	3	2
	3	3	2	-	2	2
	4	2	3	2	3	3

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Legal Framework of	Nature and complexities; Code and		

	International Business:	common laws and their implications to business; International business contract – Types of International sale of contracts, essentials of sales contracts, performance of the contracts, Uniform Law on Formation of Sales Contracts, Inco terms, Documents of Titles, Bill of Lading or Charter Party, Letters of Credit, Payments terms; Rights and duties of Agents and Distributors.		
	International Trade Insurance:	Cargo Insurance for Land, Air & Marine. Movement of Goods, General rules of Liability, Marine Insurance, exports, Imports Customs- Valuation & Rules of Origin.		
	Legal Framework :	Patents- The Patent Law, Patentability criteria, Procedure for grant of a patent, Patent opposition- Rights & obligations of a Patentee, Transfer of Patent rights, Revocation, Filing of International patent Applications, Bio Patents, Software patents, Patent & Public Health issues, Patent Law & Competition Rules.		
	IV Regulatory Framework and Taxation :	Electronic Commerce – Cross Border Transactions – On-line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues . Legal framework related to International Licensing; Franchising& Join Ventures.		
	Indian Laws and Regulations	Indian Laws and Regulations Governing International Transactions: FEMA;		

		Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities. Multi National Enterprises (MNEs) and Foreign Direct Investment (FDI) – Meaning and Characteristics. Trends in Global FDI with reference to India Foreign Direct Investment Policy. Restrictive Clauses in the Foreign		
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Total **22**

Required & Recommended Reading:

- . Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
- . Lew, Julton D.M and Clive Standbrook (eds), International Trade Law and Practice, Euromoney Publications, London.
- . Schmothoff C.R: Export Trade – The Law and Practice of International Trade.
- . Motiwal OP, Awasthi HIC: International Trade – the law and practice; Bhowmik and Company, New Delhi.
- . Kapoor, N.D.: Commercial Law; Sultan Chand & Co., New Delhi
- . Gupta, R.K.; Anti-Dumping Law
- aul, Justin; International Business, PHI Publications

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weightage of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

CROSS CULTURAL MANAGEMENT(PG-IB05)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course intends to provide a thorough understanding of an international organization on management practices based on culture. It also tries to explain and evaluate frameworks for guiding cultural and managerial practice in international business. Towards the end of the course students should be able to understand and appreciate the cultural and managerial practices in international business.

Learning Outcome: At the end of the course students must be able to appreciate the existence of cultural differences in conducting global business and their impact on organizational performance. Students should be able to list out the opportunities and challenges arising out of such cross cultural differences among people of different countries for the global business organizations. Students should particularly be able to explain the impact of cross cultural management on leadership and human resources management practices.

Contents:

Unit I:

Basic framework of Cross Cultural Management: Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives.

Unit II:

Structure of Cross Cultural Management: Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – *Guanxi*– Managing Informal Systems – Implications.

Unit III:

Globalization & Cross Cultural Management: Planning Change: Meaning – Planning for Change – Planning in Different Culture – Planning in an Unstable Environment – Implications. International Strategies – Globalization and Localization – Defining Globalization – Roots – Global-Local Contradictions – Implication, Cultural Orientation in International Business, Emic vs. Etic Dilemma, Cultural Uniqueness vs Panculturalism.

Unit IV:

Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model: Management. Changes in the Chinese model – Implications. Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people,

Unit V:

Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation

– Emergent Strategy – Implications. Head Quarters and Subsidiary: Risk for the Multinational – Control – Implications. Ethics in International Business, Western and Eastern Management Thoughts in the Indian Context.

Text Books:

1. Helen Deresky , *International Management: Managing across Borders and Cultures*, 5th Edition, Pearson Education, 2009
2. Richard M. Hodgetts & Fred Luthans, (2005), *International Management*, 3rd Edition, Tata McGraw Hill Publications, New Delhi,

Reference Books:

1. Hodgetts ,R.,M.,&Luthans F, (2005), *International Management* , Tata McGraw Hill Publications, New Delhi.
2. Hill, C. (2007) *International Business: Competing in the Global Marketplace*. (6th ed) Tata McGraw-Hill.
3. Barlett, Christopher and Sumantra Ghoshal, *Managing Across Borders: The Transnational Solution*, Harvard Business School Press.
4. Leaptrott, Nan, *Rules of the Games: Global Business Protocol*, Thomson Executive Press.
5. Mary O'Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, Jossey-Bass Publishers, San Francisco, USA.

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	CROSS CULTURAL MANAGEMENT	Course Code	PG-IB05
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

The course intends to provide a thorough understanding of an international organization on management practices based on culture. It also tries to explain and evaluate frameworks for guiding cultural and managerial practice in international business. Towards the end of the course students should be able to understand and appreciate the cultural and managerial practices in international business.

Course Outcomes:			Hours
01	At the end of the course students must be able to appreciate the existence of cultural differences in conducting global business and their impact on organizational performance.		
02	Students should be able to list out the opportunities and challenges arising out of such cross cultural differences among people of different countries for the global business organizations		
03	Students should particularly be able to explain the impact of cross cultural management on leadership and human resources management practices.		
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

	CO	P O 1	P O 2	P O 3	P O 4	P O 5
1		3	2	-	1	2
2		2	2	-	3	2
3		3	2	-	2	2
4		2	3	2	3	3

Indicative Content & Session Plan									
Session	Module	Description			CO	Hours			
	Basic framework of Cross Cultural Management:	Factors influencing Decision Making – Using Culture – Cross Cultural and International Management – Implications for the Manager. Comparing Cultures. Shifts in the Culture – Organizational Culture – Culture and Communication – Needs and Incentives.							
	Structure of Cross Cultural Management:	Formal Structures – Functions – Bureaucracy – Culture and Bureaucracy – Implications. Informal Systems – Informal Relationships – Patronage, Society and Culture – Government-Business Patronage – <i>Guanxi</i> – Managing Informal Systems –Implications.							
	Globalization & Cross Cultural Management:	Planning Change: Meaning – Planning for Change – Planning in Different Culture – Planning in an Unstable Environment – Implications. International Strategies – Globalization and Localization – Defining Globalization – Roots – Global-Local Contradictions – Implication, Cultural Orientation in International Business, Emic vs. Etic Dilemma, Cultural Uniqueness vs Panculturalism.							
	Strategy of Cross Cultural Management:	Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model:Management. Changes in the Chinese model – Implications. Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, womenand							

		aging people,		
	Strategy of Cross Cultural Management:	Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Implications. Head Quarters and Subsidiary: Risk for the Multinational – Control – Implications. Ethics in International Business, Western and Eastern Management Thoughts in the Indian Context.		

Total **22**

Required & Recommended Reading:

1. Hodgetts ,R.,M.,&Luthans F, (2005), *International Management* , Tata McGraw Hill Publications, New Delhi.
2. Hill, C. (2007) *International Business: Competing in the Global Marketplace*. (6th ed) Tata McGraw-Hill.
3. Barlett, Christopher and Sumantra Ghoshal, *Managing Across Borders: The Transnational Solution*, Harvard Business School Press.
4. Leaptrott, Nan, *Rules of the Games: Global Business Protocol*, Thomson Executive Press.
5. Mary O’Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, JosseyBass Publishers, San Francisco, USA.

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INTERNATIONAL BUSINESS

TRIMESTER: V

EXPORT THRUST PRODUCTS & MARKETS

Credit: 0

Hours: 24+(6)=30 Hrs

Course Objective: The basic objective of the course is to identify new products which are in demand. The Government of India promotes new products in different categories that have much export potential. Similarly, identification of new potential markets globally where such products are in high demand. There will be much focus on latest policy developments too.

Learning Outcome: The subject will make one understand how India is keen on increasing trade surplus by identifying new markets and at the same time new products for exports in the world. The economy of a country highly depends on the FOREX reserve and it is accumulated through exports and FDIs mainly. One's familiarity with the different categories of the products and Indian Government's trade promotion policies will be easily understood.

Contents:

Unit I:

Concept of Thrust Product & Thrust Market with ITC(HS) codes, provisions in the FTP, Roles of Export Promotion Councils and Commodity Boards, Domestic scenario (manufacturing/sourcing), export potential, export analysis & import analysis – framework

Unit II:

Apparel exports from India, Leather products export from India, Export of Agro Commodities – Coffee, Tea & Spices. Identification of source materials in India.

Unit III:

Engineering goods & Electronics export from India, Handicrafts export from India, Gems & Jewellery export from India, Export of Petroleum and Chemical products. Identification of Indian Market.

Unit IV:

Pharmaceutical exports export from India, Service exports from India. Identification of major service zones/ hubs in India. Challenges/ Uniqueness of export in Technology Services.

Unit-V:

Exports from EOUs, SEZs, BTPs and STPs Software Technology Parks (STPs), Biotechnology Park (BTPs), Overall analysis of India's export – impact of the Thrust Product & Thrust Market scheme

Reference Materials:

1. Hand outs on all relevant topics will be provided to the students

Reference websites

The students are advised to refer the websites of the following organisations:-

1. Ministry of Commerce, Government of India
2. Federation of Indian Export Organisation (FIEO)
3. Websites of all Export Promotion Councils & Commodity Boards
4. Agricultural and Processed Food Products Export Development Agency (APEDA)
5. Directorate General of Foreign Trade (DGFT)
6. Directorate General of Commercial Intelligence and Statistics
7. India Trade Portal

Note: Latest edition of the readings may be used.

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	EXPORT THRUST PRODUCTS & MARKETS	Course Code	PG-IB06				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
The basic objective of the course is to identify new products which are in demand. The Government of India promotes new products in different categories that have much export potential. Similarly, identification of new potential markets globally where such products are in high demand. There will be much focus on latest policy developments too.							
Course Outcomes:			Hours				
	01	The subject will make one understand how India is keen on increasing trade surplus by identifying new markets and at the same time new products for exports in the world.					
	02	The economy of a country highly depends on the FOREX researve and it is accumulated through exports and FDIs mainly					
	03	One’s familiarity with the different categories of the products and Indian Government’s trade promotion policies will be easily understood.					
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							

Session	Module	Description	CO	Hours
		Concept of Thrust Product & Thrust Market with ITC(HS) codes, provisions in the FTP, Roles of Export Promotion Councils and Commodity Boards, Domestic scenario (manufacturing/sourcing) export potential, export analysis & import analysis – framework		
		Apparel exports from India, Leather products export from India, Export of Agro Commodities – Coffee, Tea & Spices. Identification of source materials in India.		
		Engineering goods& Electronics export from India, Handicrafts export from India, Gems & Jewellery export from India, Export of Petroleum and Chemical products. Identification of Indian Market.		
		Pharmaceutical exports export from India, Service exports from India. Identification of major service zones/ hubs in India. Challenges/ Uniqueness of export in Technology Services.		
		Exports from EOUs, SEZs, BTPs and STPs Software Technology Parks (STPs), Biotechnology Park(BTPs), Overall analysis of India's export – impact of the Thrust Product & Thrust Market scheme		
			Total	22
Required & Recommended Reading:				

1. Ministry of Commerce, Government of India
2. Federation of Indian Export Organisation (FIEO)
3. Websites of all Export Promotion Councils & Commodity Boards

4. Agricultural and Processed Food Products Export Development Agency (APEDA)
5. Directorate General of Foreign Trade(DGFT)
6. Directorate General of Commercial Intelligence and Statistics
7. India Trade Portal

Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

NEW EMERGING RTAs(PG-IB07)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The subject makes students aware about the role of RTAs in new market creation. The emergence of new RTAs where India is quite instrumental is taken into consideration. The students will also become familiar with policy guidelines and trade relations with the group members. New policy developments will be also discussed.

Learning Outcome: The student will be aware about the new emerging RTAs and their importance in economic cooperation for its member countries especially with respect to India. The creations of new RTAs are based on certain objectives and how such objectives are being fulfilled in country's interest is the main concern. The reader will easily find out India's deep interest in BRICS, SCO, BIMSTEC, and Indian Ocean Rim Association and Shanghai Cooperation. Through such RTAs, India wants to play a leader's role in new emerging geopolitical dynamics.

Contents:

Unit I:

Concepts related to Regional Trading Agreements (RTAs)- emerging economies, creation of customsunion, political union, monetary union, and Integration of Economies. Relevance of RTAs in contributing to economy.

Unit II:

BRICS – Its creation, from BRIC to BRICS. Economic & political factors contributing to the creation of BRICS- by Brazil, Russia, South Africa, China and India. New initiatives in terms of BRICS Development Bank. The reasons for its success or failure in future. Several rounds of Talks among its Heads.

Unit III:

Indian Ocean Rim Association (IOR)- India's role in promoting IOR, Littoral states are its members, basic purpose for creation-trade & commerce in the Indian Ocean Region, Major members- Sychelles, Mozambique, SriLanka and Gulf & African countries

Unit IV:

BIMSTEC- Bay of Bengal Initiative for Multi-sectoral Technical & Economic cooperation: Grouping of seven countries- India, Bhutan, Bangladesh, Nepal, Myanmar, Sri Lanka & Thailand. Region of Bay of Bengal, Priority sector of cooperation, Present scenario, business growth prospects. India's contribution in its development.

Unit V:

Shanghai Cooperation Organization (SCO)- Its creation, Eight Member countries, Basic principles, Summits, Its structure, Secretariat, India's role in SCO. Future business & Trade prospects and economic cooperation.

Text Books:

Students will be provided Handouts on latest development. Websites of- BIMSTEC, SCO, IOR, BRICS will be important

For latest development, Press Information Bureau information will be used. Role of MEA will be also considered.

Note: Latest edition of the readings may be used

INTERNATIONAL BUSINESS NEGOTIATION(PG-IB08)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The objective of this course is to introduce the students to the principles of business negotiation, existing social, cultural differences in the International Environment and their influence on the strategy and tactics in the business negotiation with foreign partners in different regions.. The students will be able to understand the main rules and approaches to the process of business negotiation.

Learning Outcome: The subject is designed as such that a student can easily understand culture specific negotiations. How culture influences business and subsequently negotiation in business. The different aspects of negotiation like mediation, persuasion, breaking the deadlock, role of communication in negotiation are very important for the student. One will also be exposed to negotiation tactics and strategies like BATNA during effective negotiation. Finally, cross-cultural negotiation will give a glimpse of different negotiating attributes in different regions of the world.

Contents:

Unit I:

Culture & Negotiation: its Definition and Characteristics. Culture's Consequences on Different Aspects of Business; Introduction to negotiation, Value claiming, Anchoring, A framework for analyzing negotiations, Personality of a Successful Negotiator. Process of Negotiation: Main Attributes and Stages; Preparation for and Planning of Business Negotiation. The Organizational and Factual Side of the Negotiation Process, and Specifics of the International Environment.

Unit II:

Persuasion & Negotiation: Rules of Effective Persuasion: Problems of Concessions: Guidelines on Making Concessions, and Ways to Break Deadlocks; Position of Strength and its Main Factors. Analysis of Strong and Weak Spots and Commonly used Procedures and Tactics; Disputing Technique, Building Argument, Using Rhetorical Questions, How to Control the Direction of the Discussion, Emphasizing and Highlighting Key Points, How to Interrupt and Hold the Floor. Time Aspects of Business Negotiation, The Problem of Terms and Dates. Cross-Cultural Differences.

Unit III:

Negotiation Tactics: Trust, Emotions and Biases , Comparison of Different Negotiation Styles. Various intermediate basic factors affecting negotiation, Classification of negotiator types, Communication in negotiations , Methods in negotiations, Defining and Quantifying the Likely

Interests and Objectives of Other Parties to the Transaction, Identifying Various -Negotiated Solutions||.

Unit IV:

Negotiating Strategies: Competitive and Cooperative Strategies, Identifying Your -BATNA|| (Best Alternative To a Negotiated Agreement), Negotiation in International Alliances. Models for analysing negotiation.

Unit V:

Cross border negotiations: Negotiating in North America; Negotiating in Latin America; Negotiating in Asia and the Pacific Rim.; Negotiating in the Near and Middle East; Negotiating in Africa; Negotiating in Europe. Dealing with cross-border negotiations.

Text Books

1. Richard Hodgetts, Fred Luthans, Jonathan Doh (2008). International Management: Culture, Strategy and Behaviour, Pearson Education.
2. Pervez N. Gauri and Jean Claude Usunier, (2008) International Business Negotiations, Elsevier Ltd.

Reference Books

1. Roger Fisher, William Ury, and Bruce Patton (1991). Getting to Yes: Negotiating Agreement without giving, Penguin.
2. Roger Fisher and Danny Ertel, (1995) Getting Ready to Negotiate: The Getting to Yes Workbook, Penguin,
3. Robert T. Moran and William G. Stripp, (2004) Successful International Business Negotiations
4. Leigh L. (2003). Negotiation Theory and Research. Thompson
5. William Uri, Negotiating Your Way From Confrontation to Cooperation, Bentam Books

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	INTERNATIONAL BUSINESS NEGOTIATION	Course Code	PG-IB08
Credit	30	No. of Hours	03
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

The objective of this course is to introduce the students to the principles of business negotiation, existing social, cultural differences in the International Environment and their influence on the strategy and tactics in the business negotiation with foreign partners in different regions.. The students will be able to understand the main rules and approaches to the process of business negotiation.

Course Outcomes:			Hours
01	The subject is designed as such that a student can easily understand culture specific negotiations. How culture influences business and subsequently negotiation in business.		
02	. The different aspects of negotiation like mediation, persuasion, breaking the deadlock, role of communication in negotiation are very important for the student.		
03	One will also be exposed to negotiation tactics and strategies like BATNA during effective negotiation. Finally, cross-cultural negotiation will give a glimpse of different negotiating attributes in different regions of the world.		
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

		P O 1	P O 2	P O 3	P O 4	P O 5	
	CO						
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan

Session	Module	Description	CO	Hours
	Culture & Negotiation	Its Definition and Characteristics. Culture's Consequences on Different Aspects of Business; Introduction to negotiation, Value claiming, Anchoring, A framework for analyzing negotiations, Personality of a Successful Negotiator. Process of Negotiation: Main Attributes and Stages; Preparation for and Planning of Business Negotiation. The Organizational and Factual Side of the Negotiation Process, and Specifics of the International Environment.		
	Persuasion & Negotiation	Rules of Effective Persuasion: Problems of Concessions: Guidelines on Making Concessions, and Ways to Break Deadlocks; Position of Strength and its Main Factors. Analysis of Strong and Weak Spots and Commonly used Procedures and Tactics; Disputing Technique, Building Argument, Using Rhetorical Questions, How to Control the Direction of the Discussion, Emphasizing and Highlighting Key Points, How to Interrupt and Hold the Floor. Time Aspects of Business Negotiation, The Problem of Terms and Dates. Cross-Cultural Differences.		
	Negotiation Tactics:	Trust, Emotions and Biases , Comparison of Different Negotiation Styles. Various intermediate basic factors affecting negotiation, Classification of negotiator types, Communication in negotiations , Methods in negotiations, Defining and Quantifying the Likely Interests and Objectives of Other Parties to the Transaction, Identifying Various -Negotiated Solutions		
	Negotiating Strategies:	Competitive and Cooperative Strategies, Identifying Your -BATNA (Best Alternative To a Negotiated		

		Agreement), Negotiation in International Alliances. Models for analysing negotiation		
	Cross border negotiations:	Negotiating in North America; Negotiating in Latin America; Negotiating in Asia and the Pacific Rim.; Negotiating in the Near and Middle East; Negotiating in Africa; Negotiating in Europe. Dealing with cross-border negotiations.		
			Total	22

Required & Recommended Reading:

1. Roger Fisher, William Ury, and Bruce Patton (1991). Getting to Yes: Negotiating Agreement without giving, Penguin.
2. Roger Fisher and Danny Ertel, (1995) Getting Ready to Negotiate: The Getting to Yes Workbook, Penguin,
3. Robert T. Moran and William G. Stripp, (2004) Successful International Business Negotiations
4. Leigh L. (2003). Negotiation Theory and Research. Thompson
5. William Uri, Negotiating Your Way From Confrontation to Cooperation, Bentam Books

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

GLOBAL BUSINESS ETHICS & CORPORATE GOVERNANCE

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making. The worldwide developments regarding corporate scams, corporate practices will be undertaken.

Learning Outcome: After going through the lecture sessions one can easily discern the business ethics and Indian ethos and its implications in modern business. It will also help in overcoming the ethical dilemma. One's familiarity with the conceptual aspects of work ethics and work culture will help overcome the difficulties in the organization. The importance of governance in India has increased and so audit of the organizations. It will not only give exposure to Indian policies but global policies too.

Contents:

Unit I:

Business Ethics & Indian Ethos: trans-cultural Human Values in Management Education – Relevance of Values in Management, Various approaches to business ethics, ethical theories, ethical governance, – Need for values in Global Change – Indian Perspective – Values for Global managers

Unit II:

Ethical Dilemma: Ethical decision making – Ethical Reasoning – Benefits of managing ethics in work place – Organization Ethics Development System - Organizational Culture – Ethics Tools – Code of ethics – Guidelines for developing code of ethics – Value based leadership

Unit III:

Work ethics & work culture – Ethical theories – Ethical Values – Environmental ethics - Environmental Management - Environmental Management System - Environmental Laws - Consumer Protection. **Indian Ethos in Management** Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management – Quality of Work Life –Strategies for Work Life Balance

Unit IV:

Corporate Governance & India – Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – protection of Stakeholders – Corporate Social Responsibility – Changing Role of Corporate Boards with changing times – Corporate Governance for Market capitalism, Theories and models of corporate governance; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism. Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.

Unit V:

Global Perspective on Corporate Governance: Legislative framework of Corporate Governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; and Sarbanes-Oxley (SOX) Act, 2002 (USA).

Text Books:

1. Sharma, J.P., *Corporate Governance, Business Ethics and CSR*, Ane Books Pvt Ltd, New Delhi.
2. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.
3. John R Boatright, (2007), *Ethics and the conduct of Business*- Dorling Kindersley(India) Pvt Ltd New Delhi for Pearson Education, Third Impression

Reference Books:

1. Chakraborty, S.K., *Management by Values*, Oxford University press
2. Balasubramanian, R., *Corporate Governance*, IIM Bangalore
3. Laura P. Hartman, *Perspectives in Business Ethics*, Tata McGraw Hill
4. Bhatia, S.K., *Business Ethics and Corporate Governance*
5. Bowie Norman, *Business Ethics*, Prentice Hall
6. Laura P Hartman, *Perspectives in Business Ethics*-Tata McGraw Hill, New Delhi
7. O C Ferrell, John Paul Frederick, Linda Ferrell; *Business Ethics –Ethical Decision Making & Cases*,- Biztantra ,New Delhi.

8. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, NewDelhi.
9. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
10. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate SocialResponsibility-AEuropean Perspective*, Edward Elgar.
11. Journal of ICSI – Chartered Secretary
12. ICSI – Student Company Secretary – E-bulletin
13. Companies Act 2013 and Rules
14. SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Note: Latest edition of the readings may be used.

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	GLOBAL BUSINESS ETHICS & CORPORATE GOVERNANCE	Course Code	PG-IB09
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making. The worldwide developments regarding corporate scams, corporate practices will be undertaken.

Course Outcomes:			Hours
01	After going through the lecture sessions one can easily discern the business ethics and Indian ethos and its implications in modern business. It will also help in overcoming the ethical dilemma		
02	One's familiarity with the conceptual aspects of work ethics and work culture will help overcome the difficulties in the organization		
03	The importance of governance in India has increased and so audit of the organizations. It will not only give exposure to Indian policies but global policies too.		
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

	CO	P O 1	P O 2	P O 3	P O 4	P O 5
1		3	2	-	1	2
2		2	2	-	3	2
3		3	2	-	2	2
4		2	3	2	3	3

Indicative Content & Session Plan					
Session	Module	Description			CO
	Business Ethics &	Trans-cultural	Human	Values in	

	Indian Ethos:	Management Education – Relevance of Values in Management, Various approaches to business ethics, ethical theories, ethical governance, – Need for values in Global Change – Indian Perspective – Values for Global managers		
	Ethical Dilemma:	Ethical decision making – Ethical Reasoning – Benefits of managing ethics in work place – Organization Ethics Development System - Organizational Couture – Ethics Tools – Code of ethics – Guidelines for developing code of ethics – Value based leadership		
	Work ethics	Work ethics & work culture – Ethical theories – Ethical Values – Environmental ethics - Environmental Management - Environmental Management System - Environmental Laws - Consumer Protection. Indian Ethos in Management Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management – Quality of Work Life –Strategies for Work Life Balance		
	Corporate Governance & India	Corporate Governance & India – Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – protection of Stakeholders – Corporate Social Responsibility – Changing Role of Corporate Boards with chaining times – Corporate Governance for Market capitalism, Theories and models of corporate governance; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.		

		<p>Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.</p>		
	<p>Corporate Governance & India</p>	<p>Corporate Governance & India – Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – protection of Stakeholders – Corporate Social Responsibility – Changing Role of Corporate Boards with changing times – Corporate Governance for Market capitalism, Theories and models of corporate governance; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism. Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines</p>		

		and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.		
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Total

22

Required & Recommended Reading:

1. Chakraborty, S.K., Management by Values, Oxford University press
2. Balasubramanian, R., Corporate Governance, IIM Bangalore
3. Laura P. Hartman, Perspectives in Business Ethics, Tata McGraw Hill
4. Bhatia, S.K., Business Ethics and Corporate Governance
5. Bowie Norman, Business Ethics, Prentice Hall
6. Laura P Hartman, Perspectives in Business Ethics-Tata McGraw Hill, New Delhi
7. O C Ferrell, John Paul Frederick, Linda Ferrell; Business Ethics –Ethical Decision Making & Cases, Biztantra, New Delhi.
8. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
9. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
10. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility- A European Perspective*, Edward Elgar.
11. Journal of ICSI – Chartered Secretary
12. ICSI – Student Company Secretary – E-bulletin
13. Companies Act 2013 and Rules
14. SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

GLOBAL MARKETING(PG-IB10)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The basic objective is to make students familiarize with the concepts and issues of Global Marketing, and also enable them to analyze the foreign market environment. It also helps in developing Global marketing strategies. How to enter markets and various modes to entry will be highlighted.

Learning Outcome: After going through the subject the student can understand the various facets of Global Marketing, and also decide mode to enter global market. One can take decisions about deciding product pricing in global market besides exploring distribution channels. How to go about global promotional strategies will be also learnt. Finally, the student will also be aware about emerging trends in global marketing.

Contents:

Unit I:

Introduction: Introduction to Global Business- an overview; Global Marketing Management process, Global marketing information system. Global Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on Global marketing decisions; Global marketing information system. Global Market Segmentation, Selection and Positioning; Global market entry strategies –Exporting, licensing, contract manufacturing, joint venture, setting - up of wholly owned subsidiaries abroad, Franchising, Green field projects, Brown field projects, Turnkey projects, Strategic alliances, Mergers & Acquisitions, Takeovers, Management contracts.

Unit II:

Global Product Planning and Pricing Decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; Global trade product life cycle; New product development.

Pricing decisions for Global Markets: Factors affecting Global price determination; Global pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading. Product decisions w.r.t make, buy or lease, Various pricing objectives, Different methods of pricing.

Unit III:

Global Distribution Decisions: Distribution channel- from traditional to modern channel structures, Intermediaries for Global markets-their roles and functions; Alternative Middlemen choices, Factors affecting choice of channels; Locating, selecting and motivating channel members;

Global distribution logistics- Issues and Planning. Vertical and Horizontal Expansion, Concept of Trade-up and Trade-Down, Direct Marketing Channels, importance and usage of e-tailers.

Unit IV:

Global Promotion Strategies: Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in Global markets, trade fairs and exhibitions, Global public relations, Global Advertising decisions, Personal selling and sales management; Developing Global promotion campaign. Influence of Social Media Marketing on Global Promotions

Unit V:

Emerging trends in Global Marketing: Global Marketing through Internet; Ecological concerns and Global marketing ethics. Platform economies & Market concept.

Text Book

1. Keegan, Warran J. and Mark C. Green, *Global Marketing*, Pearson.
2. Cateora, Phillip R. ;Grahm, John L. and PrashantSalwan,*GlobalMarketing*,Tata McGrawHill.

Reference Books

3. Czinkota, Michael R. and Illka A. Ronkainen, *Global Marketing*, Cengage Learning.
4. Terpstra, Vern; Foley, James and Ravi Sarathy, *Global Marketing*, Naper Press.
5. Jain, Subash C., *Global Marketing*, South-Western.
6. Kotabe, Masaaki and KristiaanHelsen, *Global Marketing Management*, John Wiley and Sons.
7. Onkvist, Sak and John J.Shaw, *Global Marketing; Analysis and Strategy*, Psychology Press.
8. Rajagopal, *Global Marketing*, Vikas Publishing House.
9. Hollensen S., *Essentials of global marketing*, Pearson.
10. Lee K., and Carter S., *Global Marketing Management*, Oxford Press.

Note: Latest edition of the readings may be used.

Course Descriptor								
Participant	PGDM	Academic Year						
Course Title	GLOBAL MARKETING	Course Code	PG-IB10					
Credit	03	No. of Hours	30					
Faculty	Prof.							
Program Outcomes:			Hours					
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
The basic objective is to make students familiarize with the concepts and issues of Global Marketing, and also enable them to analyze the foreign market environment. It also helpsin developing Global marketing strategies. How to enter markets and various modes to entry will be highlighted.								
Course Outcomes:				Hours				
	01	After going through the subject the student can understand the various facets ofGlobal Marketing, and also decide mode to enter global market.						
	02	One can take decisions about deciding product pricing in global market besides exploring distribution channels. How to go about global promotional strategies will be also learnt.						
	03	Finally, the student will also be aware about emerging trends in global marketing.						
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
			P O 1	P O 2	P O 3	P O 4	P O 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan								
Session	Module	Description			CO	Hours		
	Introduction:	Introduction to Global Business- an						

		<p>overview; Global Marketing Management process, Global marketing information system. Global Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on Global marketing decisions; Global marketing information system. Global Market Segmentation, Selection and Positioning; Global market entry strategies –Exporting, licensing, contract manufacturing, joint venture, setting - up of wholly owned subsidiaries abroad, Franchising, Green field projects, Brown field projects, Turnkey projects, Strategic alliances, Mergers & Acquisitions, Takeovers, Management contracts.</p>		
	Global Product Planning and Pricing Decisions:	<p>Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; Global trade product life cycle; New product development.</p> <p>Pricing decisions for Global Markets: Factors affecting Global price determination; Global pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading. Product decisions w.r.t make, buy or lease, Various pricing objectives, Different methods of pricing.</p>		
	Global Distribution Decisions:	Distribution channel- from traditional to modern channel structures, Intermediaries for Global markets-their roles and functions; Alternative Middlemen choices, Factors affecting choice of channels; Locating, selecting		

		and motivating channel members; Global distribution logistics- Issues and Planning. Vertical and Horizontal Expansion, Concept of Trade-up and Trade-Down, Direct Marketing Channels, importance and usage of e-tailers.		
	Global Promotion Strategies:	Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in Global markets, trade fairs and exhibitions, Global public relations, Global Advertising decisions, Personal selling and sales management; Developing Global promotion campaign. Influence of Social Media Marketing on Global Promotions		
	Emerging trends in Global Marketing	Global Marketing through Internet; Ecological concerns and Global marketing ethics. Platform economies & Market concept		
Total				22

Required & Recommended Reading:

1. Czinkota, Michael R. and Illka A. Ronkainen, *Global Marketing*, Cengage Learning.
2. Terpstra, Vern; Foley, James and Ravi Sarathy, *Global Marketing*, Naper Press.
3. Jain, Subash C., *Global Marketing*, South-Western.
4. Kotabe, Masaaki and KristiaanHelsen, *Global Marketing Management*, John Wiley and Sons.
5. Onkvist, Sak and John J.Shaw, *Global Marketing; Analysis and Strategy*, Psychology Press.
6. Rajagopal, *Global Marketing*, Vikas Publishing House.
7. Hollensen S., *Essentials of global marketing*, Pearson.

Lee K., and Carter S., *Global Marketing Management*, Oxford Press

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Leng th of Assessment Type	Weight age of Assess ment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	

Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INFORMATION TECHNOLOGY

TRIMESTER: IV

ELECTIVE OF INFORMATION TECHNOLOGY

E-BUSINESS

(PG-IT01)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from real business settings. They also need to acquire a hands-on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments.

Learning Outcome: Evaluating the opportunities and risk factors involved in conducting e-Business; Identifying organizational processes and relationship that may have value added through the application of an e-business strategy; Assisting in the incorporation of an e-business strategy into the organization's goals and objectives; Understanding the current state of e-business and the possible advantages and disadvantages of an e-business strategy; Analyzing and evaluating how the Internet, e-business technologies, e-business concepts can assist an organization realize its goals and objectives.

Contents:

Unit I:

Fundamentals of e-business: Introduction, Background and Current Status of e-Business, e-Business Architecture, Enabling Technologies, e-Business Models, e-Commerce, e-Marketplace

Unit II:

Infrastructure & design of e-business: E-Business Infrastructure, Technologies for e-Business: Supply chain integration technologies (EDI, RFID, Sensors, IoT, GPS, GIS), Supply chain integration technologies (Web services and cloud). Technologies for E-Business: Internet and Web based system, Technologies for e-Business: Security and payment systems

Unit III:

Functional Areas: Making Functional Areas E-Business Enabled: e-Procurement, e-marketing, e-Selling, e-Supply Chain Management, e-Business Strategy into Action, e-Business Security/Payment Services

Unit IV:

Decision Support for E-Business Systems: Web analytics, Customer behavior modeling, Auctions and Recommender systems, Business Plan Presentation and Demonstration –Materializing e- Business: From Idea to Realization||.

Text Books:

1. Scaling for E-Business, Menasce & Almeida, PHI
2. e-Business & ecommerce – Managing the Digital Value Chain, Meier & Stormer, Springer

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	ELECTIVE OF INFORMATION TECHNOLOGY E-BUSINESS	Course Code	PG-IT01
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from -real business settings. They also need to acquire a hands-on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments.

Course Outcomes:			Hours
01	Evaluating the opportunities and risk factors involved in conducting e-Business; Identifying organizational processes and relationship that may have value added through the application of an e-business strategy		
02	Assisting in the incorporation of an e-business strategy into the organization's goals and objectives; Understanding the current state of e-business and the possible advantages and disadvantages of an e-business strategy;		
03	Analyzing and evaluating how the Internet, e-business technologies, e-business concepts can assist an organization realize its goals and objectives.		
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

		P O 1	P O 2	P O 3	P O 4	P O 5	
	CO 1	3	4	2	-	1	2

	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan					
Session	Module	Description	CO	Hours	
	Fundamentals of e-business:	Introduction, Background and Current Status of e-Business, e-Business Architecture, Enabling Technologies, e-Business Models, e-Commerce, e-Marketplace			
	Infrastructure & design of e-business:	E-Business Infrastructure, Technologies for e-Business: Supply chain integration technologies (EDI, RFID, Sensors, IoT, GPS, GIS), Supply chain integration technologies (Web services and cloud). Technologies for E-Business: Internet and Web based system, Technologies for e-Business: Security and payment systems			
	Functional Areas:	Making Functional Areas E-Business Enabled: e-Procurement, e-marketing, e-Selling, e-Supply Chain Management, e-Business Strategy into Action, e-Business Security/Payment Services			
	Decision Support for E-Business Systems:	Web analytics, Customer behavior modeling, Auctions and Recommender systems, Business Plan Presentation and Demonstration -Materializing e-Business: From Idea to Realization .			
				Total	22
Required & Recommended Reading:					

1. Scaling for E-Business, Menasce & Almeida, PHI
2. e-Business & ecommerce – Managing the Digital Value Chain, Meier & Stormer, Springer

Learning and Teaching Methods:	
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Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

SOFTWARE PROJECT MANAGEMENT(PG-IT02)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: Software Project Management is an introduction to project management, with a particular focus on software intensive projects in which a software product is the main output of a project or one of the main outputs. The main objective of this course is to focus on the issues and problems critical in managing the development of the software. The course provides an understanding of the purpose, methods and benefits of process management by exposing the student to the concepts, practices, processes, tools and techniques used in process management for software development. The latest tools and techniques that are currently in industry to resolve issues involved in planning, designing, implementing and maintaining successful software like Agile Methodology and SCRUM will be covered.

Learning Outcome: Describe the basic concepts of software project management and project planning; Define roles and responsibilities by PM process group (initiating, planning, executing controlling, closing); Articulate the purpose and benefits of project management (PM); Explain the project life cycle (concept, definition, execution, finish); Apply different techniques in monitoring and control of project and people; Apply estimating and risk management techniques to software projects; Explain quality management and process improvement in the context of software development projects.

Contents:

Unit I:

Introduction to Software Project Planning: Fundamentals of Software Project and Software Project Management, Objectives, Need, Vision and Scope document, Review of Software Process Models, Project, Product and Project Management life Cycle, Software Project Planning, Software characteristics and its components, Modern software development, Agile methods of software engineering.

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Unit II:

Project Planning: SPM Framework, Software Requirements, SRS Document. Understanding IT Architecture, Understanding SOA, Software Project Planning and Management, Software Project Planning, Planning Objectives, Project Plan, Types of project plan, Structure of a Software Project Management Plan, Project Scope and Time Management, Forming and Managing Team,

Unit III:

Project Estimation: Estimation of Project time ,cost and resources with examples, Project scheduling, Scheduling terminology and techniques, Project Cost Estimation, Work Breakdown Structure, Software Estimation Methods –COCOMO and function point, Effort estimation

techniques, Resource identification, allocation and scheduling of activities, Network Diagrams: PERT, CPM, Bar Charts: Milestone Charts, Gantt Charts.

Unit IV:

Project Monitoring and Control: Cost Benefit Analysis, Earned Value Analysis, Earned Value Indicators, Project Quality Management, Software Quality Metrics and Indicators, ISO, BS, CMMI, IEEE , SEI CMM, SQA, Project Configuration Management, Change Control Management, Version Control, Project Risk Management, Risk Breakdown Structure (RBS), Risk Management Process, Software Testing Planning and Execution, Tracking Defect

Unit V:

Tools and Techniques: Planning Tool - MS-Project: Creating new projects, building tasks, creating resources and assigning goals, reporting on progress, Process analysis techniques - LEAN, Kanban, Six Sigma, Agile Project Management, Introduction to SCRUM.

Text Books:

1. -Software Project Management|| – Dr. Sanjay Mohapatra
2. -Software Project Management|| - Bob Hughes, Mike Cotterell,
3. -Software Project Management||- Royce,
4. -Software Project Management in Practice|| –Pankaj JaloteS

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	SOFTWARE PROJECT MANAGEMENT	Course Code	PG-IT02
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

Software Project Management is an introduction to project management, with a particular focus on software intensive projects in which a software product is the main output of a project or one of the main outputs. The main objective of this course is to focus on the issues and problems critical in managing the development of the software. The course provides an understanding of the purpose, methods and benefits of process management by exposing the student to the concepts, practices, processes, tools and techniques used in process management for software development. The latest tools and techniques that are currently in industry to resolve issues involved in planning, designing, implementing and maintaining successful software like Agile Methodology and SCRUM will be covered

Course Outcomes:			Hours
01	Describe the basic concepts of software project management and project planning; Define roles and responsibilities by PM process group (initiating, planning, executing controlling, closing);		
02	Articulate the purpose and benefits of project management (PM); Explain the project life cycle (concept, definition, execution, finish);		
03	Apply different techniques in monitoring and control of project and people; Apply estimating and risk management techniques to software projects; Explain quality management and process improvement in the context of software development projects.		
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

	P O 1	P O 2	P O 3	P O 4	P O 5
CO					
1	3	2	-	1	2
2	2	2	-	3	2
3	3	2	-	2	2

		4	2	3	2	3	3		
Indicative Content & Session Plan									
Session	Module	Description					CO	Hours	
	Introduction to Software Project Planning:	Fundamentals of Software Project and Software Project Management, Objectives, Need, Vision and Scope document, Review of Software Process Models, Project, Product and Project Management life Cycle, Software Project Planning, Software characteristics and its components, Modern software development, Agile methods of software engineering.							
	Project Planning:	SPM Framework, Software Requirements, SRS Document. Understanding IT Architecture, Understanding SOA, Software Project Planning and Management, Software Project Planning, Planning Objectives, Project Plan, Types of project plan, Structure of a Software Project Management Plan, Project Scope and Time Management, Forming and Managing Team,							
	Project Estimation:	Estimation of Project time ,cost and resources with examples, Project scheduling, Scheduling terminology and techniques, Project Cost Estimation, Work BreakdownStructure, Software Estimation Methods – COCOMO and function point, Effort estimation techniques, Resource identification, allocation and scheduling of activities, Network Diagrams: PERT, CPM, Bar Charts: Milestone Charts, Gantt Charts.							
	Project Monitoring and Control:	Cost Benefit Analysis, Earned Value Analysis, Earned Value Indicators, Project Quality Management, Software Quality Metrics and Indicators, ISO, BS,							

		CMMI, IEEE , SEI CMM, SQA, Project Configuration Management, Change Control Management, VersionControl, Project Risk Management, Risk Breakdown Structure (RBS), Risk Management Process, Software Testing Planning and Execution, Tracking Defects		
	Tools and Techniques:	Planning Tool - MS-Project: Creating new projects, building tasks, creating resources and assigning goals, reporting on progress, Process analysis techniques - LEAN, Kanban, Six Sigma, Agile Project Management, Introduction to SCRUM		
			Total	22

Required & Recommended Reading:

1. -Software Project Management|| – Dr. Sanjay Mohapatra
2. -Software Project Management|| - Bob Hughes, Mike Cotterell,
3. -Software Project Management||- Royce,
4. -Software Project Management in Practice|| –Pankaj Jalote

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

DATA WAREHOUSING & BIG DATA FOR BUSINESS INTELLIGENCE

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The main objective of this course is to provide students with the basic data warehousing and the issues involved in planning, designing, implementing and maintaining a successful data warehouse. Data Warehouses is the field of computer science involving the creation of integrated data warehouse containing historical data. Such databases are created for analytical purpose and storage. Due to the amount of stored data and different fields of application, the issues of the design, maintenance and development of data warehouse requires an approach fundamentally different than with conventional databases.

Learning Outcome: Understand the concepts and architecture of Data Warehouses ; Acquire the ability to create an integrated Data Warehouse; Ability to design, maintain and develop data warehouse.

Contents:

Unit I:

Introduction to Data Warehousing & Big Data: Introduction to data warehouse, Difference between the usual data warehouse and database, data warehouse features, applications of data warehouse different types of data warehouse. Concept of data mining and business analytics, Issues related to data warehousing, using data warehouse information, integration of heterogeneous databases, functions of data warehouse tools and utilities. Introduction to Big Data, Three V's., Big data vs. data warehouse

Unit II:

Architecture: Terminologies: Metadata, metadata Repositories, data cube , data mart, virtual warehouse, basic architecture of data warehouse, conceptual model, logical model and physical model, planning data warehouse, data warehouse architecture, dimensional data modeling, IT strategy, Delivery processes and methods, Business case , Business requirements, technical blue print, building the version, automation, requirements evolution. Data Extraction, Transformation and Loading (ETL), backup and archiving of data, Query management process.

Unit III:

Implementation and Maintenance: Types of OLAP servers, Relational OLAP, Multidimensional OLAP, Hybrid OLAP, OLAP operations, OLAP VS OLTP, MOLAP vs. ROLAP. Relational OLAP

architecture, MOLAP architecture, schemas: schema definition, star schema, snowflake schema, fact constellation schema, partitioning strategy, horizontal partitioning, vertical partitioning.

Unit IV:

Data Mart, System and Process Managers: Need for data mart, designing of data mart, cost of data mart, system configuration manager, system scheduling manager, system event manager, system and database manager, system backup and recovery manager, warehouse manager, query manager, Informatica tool, Analytic DS tool for data mapping

Unit V:

Security, Backup, Testing: Data warehouse security requirements, user access, data movement, documentation, impact of security on design, backup terminologies, hardware backup, software backups, data load tuning, integrity, tuning queries, unit testing, integration testing, system testing, test schedule, backup recovery, testing the database and application.

Text Books:

1. Data Warehousing in the Real World - Sam Anahory, Dennis Murray
2. Data Warehousing Fundamental – P. Ponniah, Wiley and Sons.

Reference Books

1. Data Warehousing, Data mining and OLAP, Alex, Berson, Stephen J. Smith, McGraw-Hill.
2. Decision Support System and Data Warehousing System - E.G. Mallach, McGraw –Hill

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	DATA WAREHOUSING & BIG DATA FOR BUSINESS INTELLIGENCE	Course Code	PG-IT03
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

The main objective of this course is to provide students with the basic data warehousing and the issues involved in planning, designing, implementing and maintaining a successful data warehouse. Data Warehouses is the field of computer science involving the creation of integrated data warehouse containing historical data. Such databases are created for analytical purpose and storage. Due to the amount of stored data and different fields of application, the issues of the design, maintenance and development of data warehouse requires an approach fundamentally different than with conventional databases

Course Outcomes:			Hours
01		: Understand the concepts and architecture of Data Warehouses	
02		Acquire the ability to create an integrated Data Warehouse; Ability to design, maintain and develop data warehouse.	
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

		P O 1	P O 2	P O 3	P O 4	P O 5	
	CO						
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Introduction to Data Warehousing & Big	Introduction to data warehouse, Difference between the usual data		

	Data:	warehouse and database, data warehouse features, applications of datawarehouse different types of data warehouse. Concept of data mining and business analytics, Issues related to data warehousing, using data warehouse information, integration of heterogeneous databases, functions of data warehouse tools and utilities. Introduction to Big Data, Three V's., Big data vs. data warehouse		
	Architecture:	Terminologies: Metadata, metadata Repositories, data cube , data mart, virtual warehouse, basic architecture of data warehouse, conceptual model, logical model and physical model, planning data warehouse, data warehouse architecture, dimensional data modeling, IT strategy, Delivery processes and methods, Business case , Business requirements, technical blue print, building the version, automation, requirements evolution. Data Extraction, Transformation and Loading (ETL), backup and archiving of data, Query management process.		
	Implementation and Maintenance:	Types of OLAP servers, Relational OLAP, Multidimensional OLAP, Hybrid OLAP, OLAP operations, OLAP VS OLTP, MOLAP vs. ROLAP. Relational OLAP architecture, MOLAP architecture, schemas: schema definition, star schema, snowflake schema, fact constellation schema, partitioning strategy, horizontal partitioning, vertical partitioning.		
	Data Mart, System and Process Managers:	Need for data mart, designing of data mart, cost of data mart, system configuration manager, system scheduling manager, system event manager, system and database		

		manager, system backup and recovery manager, warehouse manager, query manager, Informatica tool, Analytic DS tool for data mapping		
	Security, Backup, Testing:	Data warehouse security requirements, user access, data movement, documentation, impact of security on design, backup terminologies, hardware backup, software backups, data load tuning, integrity, tuning queries, unit testing, integration testing, system testing, test schedule, backup recovery, testing the database and application.		
			Total	22

Required & Recommended Reading:

1. Data Warehousing, Data mining and OLAP, Alex, Berson, Stephen J.Smith, McGraw-Hill.
2. Decision Support System and Data Warehousing System - E.G. Mallach, McGraw –Hill

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

SYSTEM ANALYSIS AND DESIGN(PG-IT04)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: System analysis and design deal with planning the development of information systems through understanding and specifying in detail what a system should do and how the components of the system should be implemented and work together. System analysts solve business problems through analysing the requirements of information systems and designing such systems by applying analysis and design techniques. This course deals with the concepts, skills, methodologies, techniques, tools, and perspectives essential for systems analysts.

Learning Outcome: Gather data to analyze and specify the requirements of a system; Design system components and environments; Build general and detailed models that assist programmers in implementing a system; Design a database for storing data and a user interface for data input and output, as well as controls to protect the system and its data.

Unit I:

Planning Phase: Information Systems Development – SDLC; System Development Methodologies; Analyst – skills, roles; System Request, feasibility analysis; Project Selection and Management – project plan, size, staffing, managing & controlling the project – timeboxing, scope

Unit II:

Analysis Phase: Requirements Determination – definition, determining requirements, analysis techniques; gathering techniques; Use Case Analysis – use case, elements of use case, use case and functional requirements; Process Modelling - DFD, Data Modelling – ER

Unit III:

Design Phase: Moving Into Design – Custom, Packaged software, outsourcing; acquisition strategy; Architecture Design - elements, creating architecture design; User Interface Design- principles; navigation design principles, input / output design principles; introduction to program design and data storage design.

Unit IV:

Implementation Phase: Managing the programming process, Testing & Documentation; Transition to the New System – Migration & Post implementation activities; basic characteristics of OO Systems

Textbook:

1. Dennis, Wixom, Roth, *Systems Analysis and Design*, 3rd edition, Wiley Publications

Reference Books

1. Kendall & Kendall, *Systems Analysis and Design*, Ninth Edition, Practice Hall, Inc,
2. Alan L. Eliason, *System Development Analysis, Design and Development*, Addison-Wesley
3. Satzinger et. al, *System Analysis and design in a changing world*, Cengage Learning

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	SYSTEM ANALYSIS AND DESIGN	Course Code	PG-IT04
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

System analysis and design deal with planning the development of information systems through understanding and specifying in detail what a system should do and how the components of the system should be implemented and work together. System analysts solve business problems through analysing the requirements of information systems and designing such systems by applying analysis and design techniques. This course deals with the concepts, skills, methodologies, techniques, tools, and perspectives essential for systems analysts.

Course Outcomes:			Hours
01	Gather data to analyze and specify the requirements of a system; Design system components and environments		
02	Build general and detailed models that assist programmers in implementing a system;		
03	Design a database for storing data and a user interface for data input and output, as well as controls to protect the system and its data.		
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

		P O 1	P O 2	P O 3	P O 4	P O 5	
	CO						
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours

	Planning Phase:	Information Systems Development – SDLC; System Development Methodologies; Analyst – skills, roles; System Request, feasibility analysis; Project Selection and Management – project plan, size, staffing, managing & controlling the project – timeboxing, scope		
	Analysis Phase:	Requirements Determination – definition, determining requirements, analysis techniques; gathering techniques; Use Case Analysis – use case, elements of use case, use case and functional requirements; Process Modelling - DFD, Data Modelling – ER		
	Design Phase:	Moving Into Design – Custom, Packaged software, outsourcing; acquisition strategy; Architecture Design - elements, creating architecture design; User Interface Design- principles; navigation design principles, input / output design principles; introduction to program design and data storage design.		
	Implementation Phase:	Managing the programming process, Testing & Documentation; Transition to the New System – Migration & Post implementation activities; basic characteristics of OOSystems		
			Total	22

Required & Recommended Reading:

1. Kendall & Kendall, *Systems Analysis and Design*, Ninth Edition, Practice Hall, Inc,
2. Alan L. Eliason, *System Development Analysis, Design and Development*, Addison-Wesley
3. Satzinger et. al, *System Analysis and design in a changing world*, Cengage Learning

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of	Weight age of	Approximate Date of	CO
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	Assessment Type	Assessment	Submission	
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

I.T STRATEGY(PG-IT05)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course explores different types of information systems and the process of developing an effective information strategy for the management of an organization. The course will let you explore how organizations are creating innovative information management systems and incorporating them into their business strategies. By the end of the course, you will be able to more effectively participate in decision making regarding IT-related issues.

Learning Outcome: An understanding and appreciation of the variety of ways IT can enable and create business opportunities; An understanding and appreciation of the challenges and issues in developing and implementing IT-enabled initiatives; An appreciation for the various issues associated with managing the information resources of the firm

Contents:

Unit I:

Strategic Foundation: key definition of technology & innovation, importance of managing technology and its process, process of managing innovation, What is Strategy – Business Strategy & IT Strategy? Business Strategy – Challenges & Opportunities in globalized, interconnected converged world. I.T Strategy – Application Strategy, Cloud adoption Strategy, Enterprise Data management Strategy, Technology management Strategy, Strategy for I.T program, project & portfolio management, I.T Service management Strategy; Developing I.T Strategy for competitive advantage.

Unit II:

Internal Strategy: Business & I.T Alignment – Challenges, Three D Framework; Planning for innovation - planning, To innovate or not, Types of innovation, innovation & application of planning process, factors that aid innovation planning, developing a climate for innovation; implementation of innovation – key initial questions, implementation issues, crafting portfolios; Evaluation & Control – Introduction, process, evaluation, control, other concerns

Unit III:

External Strategy: planning for obtaining technology - introduction, alliances, merger and acquisitions, planning for acquisition of technology; implementation in obtaining technology – introduction, key elements; Evaluation & control in obtaining technology – where evaluation & control occurs, metrics and Gap analysis

Unit IV:

Strategic Process: Building Capabilities – Introduction, competitive & sustainable advantages, Strategic decision, building capabilities; knowledge management – introduction, organization learning, and Knowledge management.

Text Book:

1. Margaret A. White, Garry D. Bruton, *The Management of Technology and Innovation - A Strategic Approach*, Cengage Learning

Suggested Readings:

2. Sanjiva Shankar Dubey, *I.T Strategy and Management*, Third Edition, PHI
3. James D. McKeen, Heather A. Smith, *I.T Strategy: Issues and Practices*, 3rd Edition, Pearson

Course Descriptor								
Participant	PGDM		Academic Year					
Course Title	I.T STRATEGY		Course Code	PG-IT05				
Credit	03		No. of Hours	30				
Faculty	Prof.							
Program Outcomes:				Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5				
Course Objectives								
This course explores different types of information systems and the process of developing an effective information strategy for the management of an organization. The course will let you explore how organizations are creating innovative information management systems and incorporating them into their business strategies. By the end of the course, you will be able to more effectively participate in decision making regarding IT-related issues.								
Course Outcomes:				Hours				
	01	An understanding and appreciation of the variety of ways IT can enable and create business opportunities;						
	02	An understanding and appreciation of the challenges and issues in developing and implementing IT-enabled initiatives						
	03	An appreciation for the various issues associated with managing the information resources of the firm						
	04							
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)								
		CO	PO 1	PO 2	PO 3	PO 4	PO 5	
		1	3	2	-	1	2	
		2	2	2	-	3	2	
		3	3	2	-	2	2	
		4	2	3	2	3	3	
Indicative Content & Session Plan							Hours	
Session	Module	Description			CO	Hours		

	Strategic Foundation:	key definition of technology & innovation, importance of managing technology and its process, process of managing innovation, What is Strategy – Business Strategy & IT Strategy? Business Strategy – Challenges & Opportunities in globalized, interconnected converged world. I.T Strategy – Application Strategy, Cloud adoption Strategy, Enterprise Data management Strategy, Technology management Strategy, Strategy for I.T program, project & portfolio management, I.T Service management Strategy; Developing I.T Strategy for competitive advantage.		
	Internal Strategy:	Business & I.T Alignment – Challenges, Three D Framework; Planning for innovation - planning, To innovate or not, Types of innovation, innovation & application of planning process, factors that aid innovation planning, developing a climate for innovation; implementation of innovation – key initial questions, implementation issues, crafting portfolios; Evaluation & Control – Introduction, process, evaluation, control, other concerns		
	External Strategy:	planning for obtaining technology - introduction, alliances, merger and acquisitions, planning for acquisition of technology; implementation in obtaining technology – introduction, key elements; Evaluation & control in obtaining technology – where evaluation & control occurs, metrics and Gap analysis		
	Strategic Process:	Building Capabilities – Introduction, competitive & sustainable advantages, Strategic decision, building capabilities; knowledge management – introduction, organization learning,		

		and Knowledge management.		
Total				22
Required & Recommended Reading:				
1.	Sanjiva Shankar Dubey, <i>I.T Strategy and Management</i> , Third Edition, PHI			
2.	James D. McKeen, Heather A. Smith, <i>I.T Strategy: Issues and Practices</i> , 3rd Edition, Pearson			
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INFORMATION TECHNOLOGY

TRIMESTER: V

ADVANCED STATISTICAL TECHNIQUES FOR ANALYTICS

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course will cover the statistical techniques which are very important in Dataanalytics. It covers the models related to descriptive statistics, inferential statistics, predictive analytics and applied multivariate analytics.

Learning Outcome: Understanding the data representation and analysis which is very important in Data Analytics; Understanding the predictive & inferential statistical models used in Data Analytics; Understanding the tools used in data analytics.

Contents:

Unit I:

Descriptive Statistics - Data representation & Visualization, Measures of Central Tendency -Mean, Median, Mode, Skewness and Kurtosis, Measures of Variability, Probability - Conditional probability, Bayes theorem, Probability Distributions - Binomial distribution, Poisson distribution, Normal distribution

Unit II:

Inferential Statistics – Sampling, Central Limit Theorem – Estimation, Type I, Type II errors, Testing of Hypothesis – Mean & Proportions

Unit III:

Predictive Analytics – 1 (Linear Regression) – Covariance, Correlation, Sum of Least Squares of Errors of parameters, Simple linear regression, Maximum likelihood Ridge Models &Lasso Model, Assumptions of linear regression and implications, Serial correlation, Model validation, Multiple linear regression

Unit IV:

Predictive Analytics – 2 (Logistic Regression & Forecasting Models) – Introduction, Logistic regression function, Training the model, Polynomial Logistic Regression - Fitness of the model, Dependent variable prediction; Principles of Forecasting, Introduction - Time series Analysis, ARIMA Model, GARCH models

Text Books:

1. John A Rice, Mathematical Statistics and Data Analysis, 3rd Edition, Cengage Learning
2. Hosmer and Lemeshow, Applied Logistic Regression, 3rd Edition, Wiley
3. Samprit Chatterjee, Ali S. Hadi, Regression Analysis by Example, 5th Edition, Wiley

Reference Books:

1. James R. Evans, Business Analytics: Methods, Models, and Decisions, 1st edition, Pearson/PH
2. Anderson, Sweeney and Williams, Statistics for Business and Economics, CENAGE learning
3. Roger D Peng, R programming for Data Science

Course Descriptor			
Participant	PGDM	Academic Year	
Course Title	ADVANCED STATISTICAL TECHNIQUES FOR ANALYTICS	Course Code	PG-IT06
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives
This course will cover the statistical techniques which are very important in Data analytics. It covers the models related to descriptive statistics, inferential statistics, predictive analytics and applied multivariate analytics.

Course Outcomes:			Hours
01	Understanding the data representation and analysis which is very important in Data Analytics;		
02	Understanding the predictive & inferential statistical models used in Data Analytics; Understanding the tools used in data analytics.		
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)						
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	CO	PO 1	PO 2	PO 3	PO 4	PO 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan					Hours
Session	Module	Description	CO		
	Descriptive Statistics	Data representation & Visualization, Measures of Central Tendency -Mean, Median, Mode, Skewness and Kurtosis,			

		Measures of Variability, Probability - Conditional probability, Bayes theorem, Probability Distributions - Binomial distribution, Poisson distribution, Normal distribution		
	Inferential Statistics	Inferential Statistics – Sampling, Central Limit Theorem – Estimation, Type I, Type II errors, Testing of Hypothesis – Mean & Proportions		
	Predictive Analytics – 1 (Linear Regression)	Predictive Analytics – 1 (Linear Regression) – Covariance, Correlation, Sum of Least Squares of Errors of parameters, Simple linear regression, Maximum likelihood Ridge Models & Lasso Model, Assumptions of linear regression and implications, Serial correlation, Model validation, Multiple linear regression		
	Predictive Analytics – 2 (Logistic Regression & Forecasting Models)	Predictive Analytics – 2 (Logistic Regression & Forecasting Models) – Introduction, Logistic regression function, Training the model, Polynomial Logistic Regression - Fitness of the model, Dependent variable prediction; Principles of Forecasting, Introduction - Time series Analysis, ARIMA Model, GARCH models		
			Total	22

Required & Recommended Reading:

James R. Evans, Business Analytics: Methods, Models, and Decisions, 1st edition, Pearson/PH
 Anderson, Sweeney and Williams, Statistics for Business and Economics, CENAGE learning
 Roger D Peng, R programming for Data Science

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

MANAGING BUSINESS ON CLOUD(PG-IT07)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course is designed to explain the student about cloud computing and how this technology can enable transformation, business development and agility in an organization. This course is intended to give a holistic understanding of Cloud concepts and various service models including Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), and Business Process as a Service (BPaaS).

Learning Outcome: Understand the basic concept of cloud computing; Understand the Cloud security model and associated challenges; Know the collaboration, cloud platform and various cloud services; Understand the concept of service management in the cloud.

Contents:

Unit I:

Overview of Computing Paradigm: Recent trends in Computing, Grid Computing, Cluster Computing, Distributed Computing, Utility Computing, Cloud Computing, Evolution of cloud computing, Business driver for adopting cloud computing, **Introduction to Cloud Computing** - Cloud Computing (NIST Model), Introduction to Cloud Computing, History of Cloud Computing, Cloud service providers, Properties, Characteristics & Disadvantages, Pros and Cons of Cloud Computing, Benefits of Cloud Computing, Cloud computing vs. Cluster computing vs. Grid computing, Role of Open Standard

Unit II:

Cloud Computing Architecture: Cloud computing stack, Comparison with traditional computing architecture (client/server), Services provided at various levels, How Cloud Computing Works, Role of Networks in Cloud computing, protocols used, Role of Web services, Service Models (XaaS), Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), Deployment Models - Public cloud, Private cloud, Hybrid cloud, Community cloud

Unit III:

Infrastructure as a Service (IaaS) Introduction to IaaS: IaaS definition, Introduction to virtualization, Different approaches to virtualization, Hypervisors, Machine Image, Virtual Machine(VM), Resource Virtualization – Server, Storage, Network, Virtual Machine(resource) provisioning and manageability, storage as a service, Data storage in cloud

computing(storage as a service), Examples - Amazon EC2, Renting, EC2 Compute Unit, Platform and Storage, pricing, customers, Eucalyptus

Unit IV:

PaaS, SaaS, BPaaS - Introduction to PaaS, What is PaaS, Service Oriented Architecture (SOA), Cloud Platform and Management – Computation, Storage, Examples –AWS, Google App Engine, Microsoft Azure, Salesforce.com's Force.com platform, **Software as a Service(SaaS)** – Introduction, Web services, Web 2.0, Web OS, Case Study on SaaS; **Business Process as a Service (BPaaS)** - Overview of BPM on the Cloud (i.e., BPaaS vs. managed business services and BPO), BPaaS platform services (process administration, process integration, process collaboration, PaaS management, Cloud manager, etc.), BPaaS vendor solutions: IBM, Dell, Frameworks to configure / create / extend BPaaS components for the course project application.

Unit V:

Service Management in Cloud Computing - Service Level Agreements (SLAs), Billing & Accounting. Comparing Scaling Hardware: Traditional vs. Cloud, Economics of scaling: Benefitting enormously, Managing Data, **Cloud Security** - Infrastructure Security, Network level security, Host level security, Application level security, Data security and Storage, Data privacy and security Issues, Jurisdictional issues raised by Data location, Identity & Access Management, Access Control, Trust, Reputation, Risk, Authentication in cloud computing, Client access in cloud, Cloud contracting Model, Commercial and business considerations

Reference Books:

1. Cloud Computing Bible, Barrie Sosinsky, Wiley-India, 2010
2. Cloud Computing: Principles and Paradigms, Editors: Rajkumar Buyya, James Broberg, Andrzej M. Goscinski, Wiley, 2011
3. Cloud Computing: Principles, Systems and Applications, Editors: Nikos Antonopoulos, Lee Gillam, Springer, 2012
4. Cloud Security: A Comprehensive Guide to Secure Cloud Computing, Ronald L. Krutz, Russell Dean Vines, Wiley-India, 2010

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	MANAGING BUSINESS ON CLOUD	Course Code	PG-IT07				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.		7			
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.		4			
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.		-			
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.		4			
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.		5			
Course Objectives							
This course is designed to explain the student about cloud computing and how this technology can enable transformation, business development and agility in an organization. This course is intended to give a holistic understanding of Cloud concepts and various service models including Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), and Business Process as a Service (BPaaS).							
Course Outcomes:				Hours			
	01	Understand the basic concept of cloud computing; Understand the Cloud security model and associated challenges					
	02	Know the collaboration, cloud platform and various cloud services; Understand the concept of service management in the cloud.					
	03						
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	PO 1	PO 2	PO 3	PO 4	PO 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							
Session	Module	Description			CO	Hours	
	Overview of Computing Paradigm:	Recent trends in Computing, Grid Computing, Cluster Computing, Distributed Computing, Utility Computing, Cloud Computing,					

		<p>Evolution of cloud computing, Business driver for adopting cloud computing, Introduction to Cloud Computing - Cloud Computing (NIST Model), Introduction to Cloud Computing, History of Cloud Computing, Cloud service providers, Properties, Characteristics & Disadvantages, Pros and Cons of Cloud Computing, Benefits of Cloud Computing, Cloud computing vs. Cluster computing vs. Grid computing, Role of Open Standard</p>		
	Cloud Computing Architecture:	<p>Cloud computing stack, Comparison with traditional computing architecture (client/server), Services provided at various levels, How Cloud Computing Works, Role of Networks in Cloud computing, protocols used, Role of Web services, Service Models (XaaS), Infrastructure as a Service (IaaS), Platform as a Service (PaaS), Software as a Service (SaaS), Deployment Models - Public cloud, Private cloud, Hybrid cloud, Community cloud</p>		
	Infrastructure as a Service (IaaS)	<p>Infrastructure as a Service (IaaS) Introduction to IaaS: IaaS definition, Introduction to virtualization, Different approaches to virtualization, Hypervisors, Machine Image, Virtual Machine (VM), Resource Virtualization – Server, Storage, Network, Virtual Machine (resource) provisioning and manageability, storage as a service, Data storage in cloud computing (storage as a service), Examples - Amazon EC2, Renting, EC2 Compute Unit, Platform and Storage, pricing, customers, Eucalyptus</p>		
	PaaS, SaaS, BPaaS	<p>PaaS, SaaS, BPaaS - Introduction to PaaS, What is PaaS, Service Oriented</p>		

		<p>Architecture (SOA), Cloud Platform and Management – Computation, Storage, Examples –AWS, Google App Engine, Microsoft Azure, Salesforce.com’s Force.com platform, Software as a Service(SaaS) – Introduction, Web services, Web 2.0, Web OS, Case Study on SaaS; Business Process as a Service (BPaaS) - Overview of BPM on the Cloud (i.e., BPaaS vs. managed business services and BPO), BPaaS platform services (process administration, process integration, process collaboration, PaaS management, Cloud manager, etc.), BPaaS vendor solutions: IBM, Dell, Frameworks to configure / create / extend BPaaS components for the course project application.</p>		
	Service Management in Cloud Computing	<p>Service Management in Cloud Computing - Service Level Agreements (SLAs), Billing & Accounting. Comparing Scaling Hardware: Traditional vs. Cloud, Economics of scaling: Benefitting enormously, Managing Data, Cloud Security - Infrastructure Security, Network level security, Host level security, Application level security, Data security and Storage, Data privacy and security Issues, Jurisdictional issues raised by Data location, Identity & Access Management, Access Control, Trust, Reputation, Risk, Authentication in cloud computing, Client access in cloud, Cloud contracting Model, Commercial and business considerations</p>		
Total				22

Required & Recommended Reading:

1. Cloud Computing Bible, Barrie Sosinsky, Wiley-India, 2010
2. Cloud Computing: Principles and Paradigms, Editors: Rajkumar Buyya, James Broberg, Andrzej M.

3. Goscinski, Wile, 2011
Cloud Computing: Principles, Systems and Applications, Editors: Nikos Antonopoulos, Lee Gillam, Springer, 2012
4. Cloud Security: A Comprehensive Guide to Secure Cloud Computing, Ronald L. Krutz, Russell Dean Vines, Wiley-India, 2010

Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

BUSINESS INTELLIGENCE & DATA MINING

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The main objective of this course is to provide students with the basic data mining concepts and Business Intelligence. It introduces data mining and various techniques of data mining. The course approaches BI from managerial viewpoints. The course engages the learners in extensive, vivid examples from large corporations, small businesses, government, and not-for-profit agencies. Each topic addressed analyzes business perspectives, technological advancements, and how they interrelate to open the world of business intelligence.

Learning Outcome: Have a good knowledge of the fundamental concepts that provide the foundation of data mining; Learn broad classes of data mining technologies; To understand the effect of DSS/BI (Decision Support Systems and Business Intelligence) on an organization; To acquire the skills necessary for the effective and strategic application of DSS/BI technology to assist in the decision making process, Applications of Data Mining and Business Intelligence

Contents:

Unit I:

Introduction to Data Mining: Fundamental Concepts, Architectural Aspects of Data Mining, KDD Vs Data Mining. Data Mining Techniques, Data Mining Issues and Challenges, Data Mining for Process Improvement, Data Mining as a Research Tool, Data Mining for Marketing, Data Mining for Customer Relationship Management

Unit II:

Data Mining Techniques: Association Techniques - Introduction and Overview, Discovering Association Rules, A Priori Algorithm, Partition Algorithm, Incremental Algorithm, Border Algorithm, Association Rules with item Constraints Classification and Clustering - Introduction, Clustering Paradigms, Partitioning Algorithm, K-means Clustering Algorithm, Hierarchical Clustering, Fuzzy c-means Algorithm, Categorical Clustering Algorithm

Unit III:

Advanced Mining Techniques and Data Mining Tools: Web Mining (Web content Mining, Web usage Mining, Web Structure Mining) and Mining for e-Business, Text Mining, Decision Trees, Neural Networks, Genetic Algorithms, Rough Sets and Fuzzy Logic

Unit IV:

Business Intelligence: Introduction to Business Intelligence, Effective and Timely decisions, data information and knowledge, Enabling factors in Business Intelligence projects , Business Performance Management, Development of BI Systems , Ethics in BI, BI Emerging Trends

Unit V:

BI and DM Applications: Real-world data mining applications, Customer Relationship Management with Case Studies, Fraud Detection and Prevention with Data Mining Techniques, B2B Customer Buying Path Analysis, Medical Informatics, Telecommunication alarm diagnosis, Customer Profiling, Market Segmentation, B2B customer buying stage prediction, Recommender Systems

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	BUSINESS INTELLIGENCE & DATA MINING	Course Code	PG-IT08				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
: The main objective of this course is to provide students with the basic data mining concepts and Business Intelligence. It introduces data mining and various techniques of data mining. The course approaches BI from managerial viewpoints. The course engages the learners in extensive, vivid examples from large corporations, small businesses, government, and not-for-profit agencies. Each topic addressed analyzes business perspectives, technological advancements, and how they interrelate to open the world of business intelligence.							
Course Outcomes:			Hours				
	01	Have a good knowledge of the fundamental concepts that provide the foundation of data mining; Learn broad classes of data mining technologies;					
	02	To understand the effectof DSS/BI (Decision Support Systems and Business Intelligence) on an organization; To acquire the skills necessary for the effective and strategic application of DSS/BI technology to assist in the decision making process					
	03	Applications of Data Mining and Business Intelligence					
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
		P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
			449				

Indicative Content & Session Plan				
Session	Module	Description	CO	Hours
	Introduction to Data Mining:	Fundamental Concepts, Architectural Aspects of Data Mining, KDD Vs Data Mining. Data Mining Techniques, Data Mining Issues and Challenges, Data Mining for Process Improvement, Data Mining as a Research Tool, Data Mining for Marketing, Data Mining for Customer Relationship Management		
	Data Mining Techniques:	Association Techniques - Introduction and Overview, Discovering Association Rules, A Priori Algorithm, Partition Algorithm, Incremental Algorithm, Border Algorithm, Association Rules with item Constraints Classification and Clustering - Introduction, Clustering Paradigms, Partitioning Algorithm, K-means Clustering Algorithm, Hierarchical Clustering, Fuzzy c-means Algorithm, Categorical Clustering Algorithm		
	Advanced Mining Techniques and Data Mining Tools:	Web Mining (Web content Mining, Web usage Mining, Web Structure Mining) and Mining for e-Business, Text Mining, Decision Trees, Neural Networks, Genetic Algorithms, Rough Sets and Fuzzy Logic		
	Business Intelligence:	Introduction to Business Intelligence, Effective and Timely decisions, data information and knowledge, Enabling factors in Business Intelligence projects , Business Performance Management, Development of BI Systems , Ethics in BI, BI Emerging Trends		
	BI and DM Applications:	Real-world data mining applications, Customer Relationship Management		

		with Case Studies, Fraud Detection and Prevention with Data Mining Techniques, B2B Customer Buying Path Analysis, Medical Informatics, Telecommunication alarm diagnosis, Customer Profiling, Market Segmentation, B2B customer buying stage prediction, Recommender Systems		
Total				22
Required & Recommended Reading:				
<ul style="list-style-type: none"> As per Faculty Suggestions 				
Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INFORMATION SECURITY MANAGEMENT

(PG-IT09)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The objective of this course is to cover different aspects of security and management of risks to face odd situations. It also includes various encryption techniques to maintain the privacy of data. Risk associated to banking and financial Transactions is covered in the course to maintain any organization in safe mode. The purpose of the course is to provide comprehensive understanding about security threats and security policies.

Learning Outcome: After successful completion of the course, the students would be able: To respond, resolve and recover from cyber incidents and attacks through timely information sharing, collaboration and action; To safeguard the critical information infrastructure; To evaluate physical and logical security controls with the suitable approaches in IS security.

Unit I:

Aspects of Security: Information Age and Risks, Vulnerabilities, Causes and effects, Communications Security Criteria, Requirement Specification, System Design, Physical Security, Organizational Integrity, Need for Information security, Cyber Security

Unit II:

System Security & Risk Management: Introductory idea of Intrusion, Intrusion detection, Viruses and related threats, firewalls, Grade of Risk, Level of Threat, , Constraints, Balancing Risks and Countermeasures, Standards

Unit III:

Encryption Principles:, Theory and Terminology, Public Key Systems, Message Authentication, Underlying Mathematics, Data Encryption Algorithm, Public Key Algorithms, Current Developments

Unit IV:

Technical Controls:, Access Control, File Protection, Virus Protection, Operating Systems, Security Protocols, Identification and Authentication, Network Security, Email Security, Intrusion Detection, Audit Trails and Audit Reduction **Application Specific Risks:**, Real-Time Control Systems, Banking

and Financial Transactions, Legal and Contract Data, Intellectual Property, Personal Data, National Security, Related Case Studies

Unit V:

Hacking & Security Policy: Different stages of hacking, Hacking and Security, Cyber Laws in India; IT Act 2000 Provisions. Intellectual Property Law: Copy Right Law, Software License, Semiconductor Law and Patent Law. Case Studies

Text Books and Resources:

1. William Stallings, *Cryptography and Network Security: Principals and Practice*, Pearson Education.
2. Behrouz A. Frouzan: *Cryptography and Network Security*, TMH
3. P.W. Singer and Allan Friedman, *Cybersecurity and Cyberwar-What everyone needs to know*, Oxford University Press
4. Bruce Schneier, *Applied Cryptography*, John Wiley & Sons
5. Dr. Surya Prakash Tripathi, Ritendra Goyal, Praveen kumar Shukla, *Introduction to Information Security and Cyber Law*, Wiley Dreamtech Press.
6. Bernard Menezes, *Network Security and Cryptography*, Cengage Learning.
7. Atul Kahate, *Cryptography and Network Security*, TMH
8. Schou, Shoemaker, *Information Assurance for the Enterprise*, Tata McGraw Hill.

Course Descriptor			
Participant	PGDM	Academic Year	2022 – 2023
Course Title	INFORMATION SECURITY MANAGEMENT	Course Code	PG-IT09
Credit	03	No. of Hours	30
Faculty	Prof.		

Program Outcomes:			Hours
1	PO1	Apply knowledge of management theories to Services Marketing.	7
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5

Course Objectives

The objective of this course is to cover different aspects of security and management of risks to face odd situations. It also includes various encryption techniques to maintain the privacy of data. Risk associated to banking and financial Transactions is covered in the course to maintain any organization in safe mode. The purpose of the course is to provide comprehensive understanding about security threats and security policies.

Course Outcomes:			Hours
01	After successful completion of the course, the students would be able: To respond, resolve and recover from cyber incidents and attacks through timely information sharing, collaboration and action		
02	To safeguard the critical information infrastructure; To evaluate physical and logical security controls with the suitable approaches in IS security		
03			
04			

PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)

	CO	P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	

Indicative Content & Session Plan						
Session	Module	Description			CO	Hours
	Aspects of Security	Information	Age	and	Risks,	

		Vulnerabilities, Causes and effects, Communications Security Criteria, Requirement Specification, System Design, Physical Security, Organizational Integrity, Need for Information security, Cyber Security		
	System Security & Risk Management:	Introductory idea of Intrusion, Intrusion detection, Viruses and related threats, firewalls, Grade of Risk, Level of Threat, , Constraints, Balancing Risks and Countermeasures, Standards		
	Encryption Principles	Theory and Terminology, Public Key Systems, Message Authentication, Underlying Mathematics, Data Encryption Algorithm, Public Key Algorithms, Current Developments		
	Technical Controls	Access Control, File Protection, Virus Protection, Operating Systems, Security Protocols, Identification and Authentication, Network Security, Email Security, Intrusion Detection, Audit Trails and Audit Reduction Application Specific Risks:, Real-Time Control Systems, Banking and Financial Transactions, Legal and Contract Data, Intellectual Property, Personal Data, National Security, Related Case Studies		
	Hacking & Security Policy:	Different stages of hacking, Hacking and Security, Cyber Laws in India; IT Act 2000 Provisions. Intellectual Property Law: Copy Right Law, Software License, Semiconductor Law and Patent Law. Case Studies		
			Total	22
Required & Recommended Reading:				

1. William Stallings, Cryptography and Network Security: Principals and Practice, Pearson Education.
2. Behrouz A. Frouzan: Cryptography and Network Security, TMH
3. P.W. Singer and Allan Friedman, Cybersecurity and Cyberwar-What everyone needs to know, Oxford University Press
4. Bruce Schneier, Applied Cryptography, John Wiley & Sons
5. Dr. Surya Prakash Tripathi, Ritendra Goyal, Praveen kumar Shukla, Introduction to Information Security and Cyber Law, Wiley Dreamtech Press.
6. Bernard Menezes, Network Security and Cryptography, Cengage Learning.
7. Atul Kahate, Cryptography and Network Security, TMH
8. Schou, Shoemaker, Information Assurance for the Enterprise, Tata McGraw Hill.

Learning and Teaching Methods:				
Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars				
Resource Requirement:				
Faculty, Guest speakers, Library, Online material, Industry experts				
Assessment Methodology:				
Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMSSchedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INFORMATION TECHNOLOGY

TRIMESTER: VI

MANAGING I.T ENABLED SERVICES(PG-IT10)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course has been designed to develop a macro-level perspective of the information technology and its potential to help organizations create sustainable competitive advantage in respective industries. This should also help the participants appreciate the significance of IT investment decisions made by organizations. Understanding importance of IT enabled services and challenges for industries. Developing the ability to integrate various resources for optimization in the industry as well as for strategic utilization of IT enabled services and functions.

Learning Outcome: Describe the importance of IT enabled services and challenges; Identify strategic IT planning for software development, Recognize enterprise IT architecture for Information technology; Use of Information Technology so as to enable them for job in sunrise industries, Illustrate various IT web services for betterment of knowledge; Use their skills to find out various current IT trends in ITES.

Contents:

Unit I:

The IT / ITES Enabled Revolution Challenges and Opportunities: IT Enabled Development, Innovation and Business Transformation. Opportunities and Strategies in IT Enabled Services. The Enabling Environment for ITES

Unit II:

Enabled Out-Sourcing Services: Extended Enterprise, Outsourcing Context, IT-Enabled Outsourcing Service, Segments and Development of the e-Services Capability Model. An Analysis of Quality Models and their Applicability to IT enabled Outsourcing Services.

Unit III:

Human and Institutional Capital: Human Capital Requirements for ITES, Private sector support Institutions, Public Sector Support Institutions.

Unit IV:

International Trade Negotiations and ITES Export Development: The IC Revolution. Promoting Export development, Barriers to Trade in ITES, Role of International Bodies (WTO & UNCTAD) in facilitating Trade in ITES/ITES

Text Books & References:

1. Nikhil Treebhohun (Ed.): Promoting IT Enabled Services Commonwealth Secretariat
2. E. B. Hyder, M. C. Paulk, K. M. Histon & B. Hefley: e-Sourcing Capability Model for service providers Van Haren Publishing

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	MANAGING I.T ENABLED SERVICES	Course Code	PG-IT10				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
This course has been designed to develop a macro-level perspective of the information technology and its potential to help organizations create sustainable competitive advantage in respective industries. This should also help the participants appreciate the significance of IT investment decisions made by organizations. Understanding importance of IT enabled services and challenges for industries. Developing the ability to integrate various resources for optimization in the industry as well as for strategic utilization of IT enabled services and functions.							
Course Outcomes:			Hours				
	01	Describe the importance of IT enabled services and challenges; Identify strategic IT planning for software development, Recognize enterprise IT architecture for Information technology					
	02	Use of Information Technology so as to enable them for job in sunrise industries, Illustrate various IT web services for betterment of knowledge; Use their skills to find out various current IT trends in ITES					
	03						
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							

Session	Module	Description	CO	Hours
	The IT / ITES Enabled Revolution Challenges and Opportunities:	IT Enabled Development, Innovation and Business Transformation. Opportunities and Strategies in IT Enabled Services. The Enabling Environment for ITES		
	Enabled Out-Sourcing Services:	Extended Enterprise, Outsourcing Context, IT-Enabled Outsourcing Service, Segments and Development of the e-Services Capability Model. An Analysis of Quality Models and their Applicability to IT enabled Outsourcing Services.		
	Human and Institutional Capital:	Human Capital Requirements for ITES, Private sector support Institutions, Public Sector Support Institutions.		
	International Trade Negotiations and ITES Export Development:	The IC Revolution. Promoting Export development, Barriers to Trade in ITES, Role of International Bodies (WTO & UNCTAD) in facilitating Trade in ITES/ITES		

Total **22**

Required & Recommended Reading:

1. Nikhil Treebhohun (Ed.): Promoting IT Enabled Services Commonwealth Secretariat
2. E. B. Hyder, M. C. Paulk, K. M. Histon & B. Hefley: e-Sourcing Capability Model for service providers Van Haren Publishing

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on secondary research/Role Plays/ Live Case Discussion	1 hour (1,500 words Equivalent)	30%	As per DMTIMS schedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words)	40%	As per Exam schedule of	

	Equivalent)		DMTIMS	
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BUSINESS TRANSFORMATIONS USING AI, IOT & MACHINE LEARNING (PG-IT11)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: This course covers wide range of technologies and how they collaborate and adds value to any enterprise. In every organization **iOT, Social, Mobility, Analytics and Cloud (iSMAC)**, all together plays a significant role in their business success. Being a software engineer or an executing getting the complete understanding on all the technology and its overview would be near to impossible. This course will elaborate the concepts using examples, case studies, success stories and use cases. Objective is to Acquire advanced Data Analysis skills, Stay Industry relevant and grows in your career.

Learning Outcome: Student will understand the importance of digital Business transformation, Basics of trending technologies like Artificial Intelligence, machine Learning, Internet of Things, Blockchain, Virtual / Augmented Reality and Cloud, Importance of above Technologies in the industry; Solution to problem using above Technologies; Student have insights to transform their products or business

Contents:

Unit I:

Introduction to iOT, Social, Mobility, Analytics and Cloud (iSMAC). **Social Media:** Social Media – Overview, Impact of Social Media on Business, Emerging Trends in Social Media, Challenges & Future of Social Media; **Mobile** - Growth and Reach, Mobile Platforms and Applications, Impact of Mobile – Mobility, Enterprise Mobility - Bring Your Own Device Enterprise Mobility, Business Context Enterprise Mobility, Business Context Mobile Commerce, Mobile Payment - Mobile Wallets, Threats to Mobile Data, Consequences of Data Breaches, Securing Mobile Data, Machine to Machine - M2M in Healthcare M2M in Automobiles.

Unit II:

Analytics: Characteristics of Big Data, Digital Footprint, Categories of Digital Footprint, Big Data Analytics, Analytics in Industries, Emerging Trends in Analytics, Challenges & Future of Analytics;
Cloud Computing: Overview, Cloud - Deployment Models, Cloud - Service Models, Impact of Cloud Computing on Business, Emerging Trends in Cloud Computing, Challenges & Future of Cloud Computing

Unit III:

Machine Learning: Introduction to Machine Learning, Basics, Train and Test - Representing your data, Overfitting and Underfitting, Analytics and Data Sciences – Regression, Classification, Challenges in Machine Learning: Regularization – Dimensionality Reduction – Data Augmentation

Unit IV:

Artificial Intelligence: Introduction to Artificial Intelligence, Natural Language Processing (NLP), Clustering, Recommendation Engine – Deep Learning – Graphical Models – Dynamic Programming – Real life large use cases – Alexa, Self-driving Cars, E-Commerce (Amazon), AutoDraw – Introduction to Tensorflow.

Unit V:

IoT & Blockchain: What is Blockchain? - Blockchain components: Cryptography, Ledgers, Consensus, Smart contracts, Blockchains: Public, Private, Frameworks - Ethereum, Hyperledger,

Blockchain as a Service – What problems do blockchains solve? - When and where to use a Blockchain? - What are the economics, Return on Investment – Use Cases: Finance, Tourism, Supply-chain, Education. **Internet of Things:** IoT Technology Stack – IoT Framework for Product Managers – User Experience (UX) – Data, Business, technology, Security, Standards & Regulations.

– Create a Robust Data Strategy – IoT Business Model – Secure IoT Product & strategy.

Course Descriptor							
Participant	PGDM	Academic Year					
Course Title	BUSINESS TRANSFORMATIONS USING AI, IOT & MACHINE LEARNING	Course Code	PG-IT11				
Credit	03	No. of Hours	30				
Faculty	Prof.						
Program Outcomes:			Hours				
1	PO1	Apply knowledge of management theories to Services Marketing.	7				
2	PO2	Foster Analytical and critical thinking abilities Services Marketing.	4				
3	PO3	Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.	-				
4	PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of Services Marketing.	4				
5	PO5	Ability to lead themselves and others in the achievement of businesses goals, contributing effectively to a team environment.	5				
Course Objectives							
This course covers wide range of technologies and how they collaborate and adds value to any enterprise. In every organization IoT, Social, Mobility, Analytics and Cloud (iSMAC), all together plays a significant role in their business success. Being a software engineer oran executing getting the complete understanding on all the technology and its overview would be near to impossible. This course will elaborate the concepts using examples, case studies, success stories and use cases. Objective is to Acquire advanced Data Analysis skills, Stay Industry relevant and grows in your career.							
Course Outcomes:			Hours				
	01	Student will understand the importance of digital Business transformation, Basics of trending technologies like Artificial Intelligence, machine Learning, Internet of Things, Blockchain, Virtual / Augmented Reality and Cloud					
	02	Importance of above Technologies in the industry; Solution to problem using above Technologies; Student have insights to transform their products or business					
	03						
	04						
PO-CO Matrix: (1 - Low, 2 - Medium, 3 – High)							
	CO	P O 1	P O 2	P O 3	P O 4	P O 5	
	1	3	2	-	1	2	
	2	2	2	-	3	2	
	3	3	2	-	2	2	
	4	2	3	2	3	3	
Indicative Content & Session Plan							

Session	Module	Description	CO	Hours
	Introduction to IoT, Social, Mobility, Analytics and Cloud (iSMAC). Social Media:	<p>Social Media – Overview, Impact of Social Media on Business, Emerging Trends in Social Media, Challenges & Future of Social Media;</p> <p>Mobile - Growth and Reach, Mobile Platforms and Applications, Impact of Mobile – Mobility, Enterprise Mobility - Bring Your Own Device Enterprise Mobility, Business Context Enterprise Mobility, Business Context Mobile Commerce, Mobile Payment - Mobile Wallets, Threats to Mobile Data, Consequences of Data Breaches, Securing Mobile Data, Machine to Machine - M2M in Healthcare M2M in Automobiles.</p>		
	Analytics:	<p>Characteristics of Big Data, Digital Footprint, Categories of Digital Footprint, Big Data Analytics, Analytics in Industries, Emerging Trends in Analytics, Challenges & Future of Analytics; Cloud Computing: Overview, Cloud - Deployment Models, Cloud - Service Models, Impact of Cloud Computing on Business, Emerging Trends in Cloud Computing, Challenges & Future of Cloud Computing</p>		
	Machine Learning:	<p>Introduction to Machine Learning, Basics, Train and Test - Representing your data, Overfitting and Underfitting, Analytics and Data Sciences – Regression, Classification, Challenges in Machine Learning: Regularization –Dimensionality Reduction – Data Augmentation</p>		
	Artificial Intelligence:	<p>Introduction to Artificial Intelligence, Natural Language Processing (NLP), Clustering, Recommendation Engine – Deep Learning – Graphical Models –</p>		

		<p>Dynamic Programming</p> <p>– Real life large use cases –Alexa, Self-driving Cars, E-Commerce (Amazon), AutoDraw – Introduction to Tensorflow.</p>		
	IoT & BlockChain:	<p>What is Blockchain? - Blockchain components: Cryptography, Ledgers, Consensus, Smart contracts, Blockchains: Public, Private, Frameworks - Ethereum, Hyperledger,</p> <p>Blockchain as a Service – What problems do blockchains solve? - When and where to use a Blockchain? - What are the economics, Return on Investment – Use Cases: Finance, Tourism, Supply-chain, Education.</p> <p>Internet of Things: IoT Technology Stack – IoT Framework for Product Managers – User Experience (UX) – Data, Business, technology, Security, Standards & Regulations.</p> <p>–Create a Robust Data Strategy – IoT Business Model – Secure IoT Product & strategy.</p>		
Total				22

Required & Recommended Reading:

- As per Faculty Suggestions

Learning and Teaching Methods:

Classroom sessions, presentations, case studies, worksheets, audio-video tools, independent study, Seminars

Resource Requirement:

Faculty, Guest speakers, Library, Online material, Industry experts

Assessment Methodology:

Assessment Type	Duration/Length of Assessment Type	Weight age of Assessment	Approximate Date of Submission	CO
Written -1 - Worksheets	30 minutes (100 words Equivalent)	30%	As per DMTIMS schedule	
Written -2 - Presentation on	1 hour (1,500		As per	

secondary research/Role Plays/ Live Case Discussion	words Equivalent)	30%	DMTIMSschedule	
Written -3 -End Term (Closed book, written examination,)	3 hours (3000 words Equivalent)	40%	As per Exam schedule of DMTIMS	

INTRODUCTION TO R(PG-IT12)

Credit: 03

Hours: 24+(6)=30 Hrs

Course Objective: The objective of this course is to gain insight of Data analytics using R in the business environment. This course aims to cover the basic concepts of filtering, selecting, mutating, renaming and arranging of data for analyzing structured and unstructured data with emphasis on the relationship between the Data Scientist and the business needs. It also covers data visualization, basic statistics by using concept of objects, functions and packages.

Learning Outcome: Understand the R studio to run the R code or script; Understand the syntax of various expression in R, Identify the data types, variables, constants etc;, Understand the basic data structure of R, Install R software/packages, Import data into R for analysis, filter/ select/ rename/ arrange the data; Use the R packages and function, Represent the statistical graphics using libraries for different case studies

Contents:

Unit I:

Introduction to R programming, Downloading and Installation of R, Basic syntax, Scripts – Documenting, commenting & sharing code in R. Creation and Manipulation objects in R, Objects in R – Vectors, Matrices, Dates & Times.

Unit II:

For Loops & Vectorization, Missing Values in Data, Different Objects in R like Arrays, Data Frames and Lists. Folder and File structure, How to import data to R.

Unit III:

Validating & Exploring Data, Manipulation of Data- Sorting, , Summarizing and Merging. Visualization of Data: Basic Plotting, 3D Plotting, Multi-panel Plotting, Histogram, Boxplots, Ggplot2.

Unit IV:

creation and Installation of Packages, Introduction to Ecological Modelling, Mathematical modeling of individuals, populations, ecosystems. Drawing of Maps and Charts Introduction of Statistics:What stats do I need and how do I achieve them.

Unit V:

Graphics and plots, statistical functions for central tendency, variation, skewness and kurtosis, handling of bivariate data through graphics, correlations, programming and illustration with examples. Different Case Studies on Analysis of data.

Text Books & References:

1. Beginning R: The Statistical Programming Language by Mark Gardener, Wiley Publishers.
2. Learning R by Richard Cotton, O'REILLY publication
3. R for Dummies by Andrie de vries and Joris Meys, Wiley Publication
4. R Programming for beginners by Sandip Rakshit, TMH Publication
5. R for everyone: Advanced Analytics and Graphics By Jared P.Lander, Addison-Wesley Publication.

