

2 Year
**POST GRADUATE DIPLOMA
IN MANAGEMENT**

EQUIVALENT TO MBA DEGREE

STUDENT HANDBOOK

2025-27 BATCH



STUDENT HANDBOOK

Welcome to Asian Business School (ABS)

ABS is committed to the advancement of knowledge and practice in management through excellence in education and research in the fields of business and management. Our academic programs offer exhaustive management education with a practical approach and applied orientation. We focus on leadership development and creating leaders for the real business world. Our programs integrate the strategic, functional, and behavioral aspects of management. ABS invests in its students' success and supports them as they launch into their careers.

This Student Handbook has been prepared to provide students with information about campus resources and services available to the students, student life and the Institution procedures. In addition, this handbook contains information about the Vision, Mission, PEO's and culture of Asian Business School to apprise the students about our objectives and the outcomes we aim to achieve. The policies contained in this handbook are applicable to all students and should be followed accordingly.

ABS makes this handbook available to each student and it is the responsibility of every student to acquaint himself/herself with its contents.

By enrolling with ABS you agree to comply with all the rules and regulations of the institution. Ignorance of a policy or regulation will not be considered an excuse for failure to observe it.

The student handbook covers all the important policies drafted for the benefit of the students and their academic development. The student handbook concisely focuses upon

- Grading System
- Evaluation System
- Syllabus
- Expected Code of Conduct
- Academic and Administrative Policies and Procedures



VISION

To be a globally recognized business school providing Growth with Education.

MISSION

M1. To ensure dissemination of quality education with the practical application of knowledge for developing required management skills.

M2. To nurture leaders of high integrity, grounded in strong values, and equipped with the critical thinking and decision-making abilities.

M3. To develop individuals having an entrepreneurial and innovative mind set.

M4. To incorporate research for understanding and addressing the dynamic business environment.



PGDM Program Details

Asian Business School is committed to provide the management knowledge and skills relevant for developing competent professionals who are capable of applying their acquired skill set and knowledge for leading and managing businesses ethically in the global context.

Program Educational Objectives (PEOs) of PGDM Program

The objective of PGDM program at ABS is to equip students with the ability to integrate the knowledge from various disciplines, develop logical & critical thinking wherein they can recognize and solve the problems, weigh & understand ethical issues and communicate effectively. Within this broad framework following program educational objectives are stated:

PEO1: The graduates will acquire the ability to apply application-oriented learning in the field of business management and develop leadership skills for managing dynamic business environment.

PEO2: Graduates will attain high levels of proficiency in their respective domains and demonstrate high ethical standards and refined interpersonal skills.

PEO3: Graduates will reflect competency to emerge globally as recognized leaders in entrepreneurial ventures.

PEO4: Graduates will possess the capability to understand and conduct research and apply critical thinking in taking complex business decisions for achieving organizational goals

Program Outcomes (POs) of PGDM Program

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to develop Value based Leadership ability.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Application of Management Concepts to develop required skill set & develop effective communication skills.

Asian Business School

Concerned for your Concerns

Name	Designation	May be Contacted for matters related to	E-mail Address
Dr. Shweta Batra	Dean - Academics & Examinations	Academics & Examinations	shweta.batra@abs.edu.in
Dr. Rakhi Chawla	Head – Student Career Development Cell (SCDC)	Internship, Final Placements & Trainings	scdc@abs.edu.in
Mr. Ravi Sharma	Dean-Corporate Resource Cell (CRC)	Internship & Final Placements	ravi.sharma@abs.edu.in
Dr. Sunita Verma	Dean - Department of Student Welfare (DSW)	Student Welfare related matters	sunita.verma@abs.edu.in
Mr. Sumit Rastogi	Deputy Controller of Examinations	Examinations	examination@abs.edu.in
Academic Support		All academic related concerns	academic.support@abs.edu.in

POST GRADUATE DIPLOMA IN MANAGEMENT

AICTE Approved Two-Year Full-Time PGDM Program: Curriculum Structure. The program will span out in four semesters. The following is the apportioned details of various courses across the semesters:

Term	No. of Courses	No. of Credits
I	9 + Capstone Project	30
II	9 + Capstone Project	30
III	2 Core + 7 Electives	27
IV	1 Core + 7 Electives + Research Project	27
	Summer Internship	06
Total	35 + Projects	120

Semester – I

Code	Subjects	Credits	Teaching Hours
PGDM101	Principles of Management	3	30
PGDM102	Accounting for Managers	3	30
PGDM103	Managerial Economics	3	30
PGDM104	Business Research Methods	3	30
PGDM105	Organizational Behaviour	3	30
PGDM106	Marketing Management	3	30
PGDM107	Entrepreneurship	3	30
PGDM108	Business Ethics & Corporate Governance	3	30
PGDM109	Personality Development Corporate Communication I	3	30
PGDM110	Capstone Project	3	
	Total Credits	30	270

Semester – II

Code	Subjects	Credits	Teaching Hours
PGDM201	Market & Sales Management	3	30
PGDM202	Human Resource Management	3	30
PGDM203	Business Statistics & Quantitative Techniques	3	30
PGDM204	Financial Management	3	30
PGDM205	Strategic Management	3	30
PGDM206	Production & Operations Management	3	30
PGDM207	Computer Fundamentals & Applications in Management	3	30
PGDM208	Digital Marketing	3	30
PGDM209	Personality Development Corporate Communication II	3	30
PGDM210	Capstone Project	3	
	Total Credits	30	270

Semester– III

Code	Subjects	Credits	Teaching Hours
PGDM301	Project Management	3	30
PGDM302	Legal & Business Environment	3	30
PGDM SP* - 01	Elective 1	3	30
PGDM SP* - 02	Elective 2	3	30
PGDM SP* - 03	Elective 3	3	30
PGDM SP* - 04	Elective 4	3	30
PGDM SP* - 05	Elective 5	3	30
PGDM SP* - 06	Elective 6	3	30
PGDM OP01	E-Retailing	3	30
	Total	27	270

*SP stands for Specialization Code (M- Marketing, F- Finance, HR- Human Resource Management, OM- Operations Management, BA- Business Analytics) **OP stands for Open Elective

Semester– IV

Code	Subjects	Credits	Teaching Hours
PGDM401	International Business & Trade	3	30
PGDM402	Research Project	3	-
PGDM SP* - 01	Elective 7	3	30
PGDM SP* - 02	Elective 8	3	30
PGDM SP* - 03	Elective 9	3	30
PGDM SP* - 04	Elective 10	3	30
PGDM SP* - 05	Elective 11	3	30
PGDM SP* - 06	Elective 12	3	30
PGDM OP02	Micro & Small Business Management	3	30
	Term	27	240

*SP stands for Specialization Code (M- Marketing, F- Finance, HR- Human Resource Management, OM- Operations Management, BA- Business Analytics) **OP stands for Open Elective

ELECTIVE COURSES

Marketing M 01 Services Marketing M 02 Consumer Behaviour M 03 Product & Brand Management M 04 International Marketing M 05 Integrated Marketing Communication M 06 Marketing Research	Finance F 01 Behavioural Finance F 02 Banking, Insurance and Financial System F 03 Financial Derivatives F 04 Security Analysis & Portfolio Management F 05 International Financial Management F 06 Financial Modeling & Valuation
Operations Management OM 01 Supply Chain & Logistics Management OM 02 Lean Management OM 03 Service Operations Strategy OM 04 Sales & Operations Management OM 05 Operations Research Application OM 06 Sourcing & Vendor Management	Human Resource Management HR 01 International Human Resource Management HR 02 Industrial Relations & Labour Laws HR 03 Human Resource Development HR 04 Organizational Change & Development HR 05 Human Resource Metrics and Analytics HR 06 Performance Management & Compensation Strategies
Business Analytics BA 01 Data Visualization for Managers BA 02 Business Forecasting BA 03 Data Science using R BA 04 Data Mining BA 05 Marketing Analytics BA 06 Business Analytics using excel	

Guidelines for Students

- Students have to undergo compulsory Summer Internship of 6 Credits at the end of 2nd Semester.
- Out of the 12 compulsory electives, it is mandatory for the students to pursue 6 electives each from both the specializations(dual) they opt for.
- Electives once opted will not be changed.
- Hours allocation for course coverage, given in schedule are tentative and may be altered as per requirement of faculty, with prior notice to students on notice boards

ACADEMICS

Overview

ABS aims at harnessing the best researched and the most widely implemented methods of dissemination of information to support excellence in teaching, learning and research. The real essence of curriculum design and delivery is to make students highly innovative & adaptive according to the current needs of industry. The innovative pedagogy at ABS helps the students in enhancing conceptual knowledge, building analytical reasoning, ability to communicate and enhance problem solving approach.

ABS believes in active learning system and participative teaching methodologies. Along with the class-room teaching for imparting theoretical & conceptual knowledge, group learning through different techniques viz, discussions/debates, role- plays, project work, case studies, corporate training, presentations, etc. is also incorporated.

Academic Regulation

ABS believes in continuous development and transparency at all levels, with this objective ABS authorities highly appreciate feedback from students with prior appointment.

1.1 Choice of Specialization: The student is required to choose two specializations in year two for which they are supposed to study six elective courses in Semester-III and six elective courses in Semester-IV.

1.2 Open Electives: The student is required study one elective course in Semester-III and one elective course in Semester IV.

1.3 Summer Internship Project Report: Every student shall undertake summer internship at the end of Semester II and the project report based on this internship shall be submitted for earning 6 credits. Summer Internship is an essential component of PGDM program which provides practical exposure to the students for moving ahead in their corporate career.

1.4 Research Project Report: Every student shall undertake a research project in Semester IV and project report shall be submitted for earning 3 credits. Research project helps in developing the research aptitude in students which is essential for developing analytical skills.

1.5 No Dues Clearance for the Registration in Academic Sessions: Student will be required to register themselves for all the subsequent semesters before the commencement of semester by filling up the format shared by Academic Support. Students with dues will not be allowed to access registration form unless they clear their dues. Thus, it is mandatory for the students to clear all their dues related to Fee, Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter) to make themselves eligible to register for next semester academic assistance, in case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of academic assistance. Important to note, distribution of Laptop in semester 2 is subject to clearance of dues (if any).

1.6 Teaching: Teaching forms a unity of function and operate in a climate of mutual understanding and trust. To ensure a shared responsibility, the regulations indicate some formal guidance. The teaching would be explorative in nature and would encourage interaction. The objective of classroom education is to ignite the curiosity of students, generate habits of rational thinking in them, gear their mind to face the unfamiliar and train them to be decisive. The classroom instructions would help the students to organize and correlate facts, to comprehend ideas and to use the knowledge they acquire creatively, the students should also use the library, computer lab and other facilities provided to optimize their learning process. The student is demanded to show self-motivation and should be self-directed towards their studies.

1.7 Attendance & Leave Policy

Asian Business School regards student's participation in class as essential to the learning process. Therefore, regular class attendance is mandatory for all students in each course failing which the students would be debarred from the examinations.

Attendance is very important because of two main reasons:

- a. It is a reflection of students' commitment towards achieving academic success.
- b. In order to achieve success in studies and further to develop into a competent professional, it is imperative that the students participate in and engage fully with, all their scheduled activities such as lectures, workshops, and seminars, etc.

To achieve academic excellence and ensure students are attending regular classes, we have an effective system of attendance in place that helps us to monitor our students so that we know that a breach does not occur.

All students are expected to attend classes regularly and maintain at least 80% attendance.

As a disciplinary measure, the student will not be allowed in the class after 5 minutes of the commencement of the class. The entry is solely at the discretion of the faculty taking the class.

Compensatory attendance for classes missed due to participation in CRC activities like placement interviews, seminars, live projects, etc. or for responsibilities given in extra- curricular events by college will be provided only when student submits the request for On Duty (OD) Leave to concerned authority through ERP Edumarshal login, either in advance or latest by 2 PM on the same day. Compensation in attendance will be made on pro-rata basis, i.e., only for the duration in which the student was actively involved in the CRC/other assigned activity and not for the whole day. The duration of active participation mentioned in OD request will be subject to verification by the respective activity in-charge.

Guidelines for Availing Leave:

- a. In case of Planned Casual Leave, upload your Leave request, through your Edumarshal ERP Student login at least 48hrs before the date of planned leave.
- b. Planned leave without prior information and approval will not be sanctioned.
- c. In case of any unplanned absence, upload the Leave Application through your Edumarshal ERP Student login on the very first day of your absence. In case of internet connectivity issues you may call at board number

for giving information or share email on academic.support@abs.edu.in followed by the leave application through your Edumarshal login as soon as the connectivity to internet is available.

- d. Any application received after 48hrs i.e. after 2 days will be cancelled straight away irrespective of any excuse.
- e. In case of leaving college early due to ill health or coming late in morning, application is mandatory and require approval on the same day. Student has to ensure that this kind of application will be approved in rare cases and not as a regular affair.
- f. No leave will be sanctioned on the day of any Academic/CRC/Mega Event.
- g. Student should ensure that compliance to the 80% of the attendance norm is their responsibility and as per the medical provision only 10% of the attendance can be granted as medical leave, subject to the submission of medical document and medical leave application within stipulated time. The details are mentioned the in department of student welfare section.
- h. Any application pending approval would be visible in your Edumarshal login. Students need to check the status of their application and contact concerned department to discuss the same within one week from the date of application to avoid last minute confusion if any.
- i. Request for On Duty Leave for participation in CRC/ other activities must be submitted through your Edumarshal login, either in advance or latest by 2 PM on the day of leave keeping the activity faculty In-Charge as the approving authority in your application. Attendance will not be granted if OD request is not received in time.

* For other details related to leave approval kindly refer the Department of Student Welfare section of the handbook.

1.8 Evaluation Comprises of Internal & External Evaluation Components

- i) At the beginning of the course, the faculty would announce to the class the necessary information in respect of operations of the course (pace, coverage, level of treatment, reading assignments, home tasks, and components of evaluation, their frequency, duration, tentative schedule, and relative weight -age of various components).
- ii) The evaluation broadly follows the following scheme:
 - a) Class Evaluation includes Classroom tests, Projects, Seminars, Case studies, Report writing, Presentations, Assignments, Skill development exercises, etc.
 - b) The attendance for the events and activities including club activities, seminars and conferences, guest lectures, industry visit etc. is mandatory. Participation in events and activities is part of internal assessment.

Table 1: Weightage of SEMESTER Evaluation Components

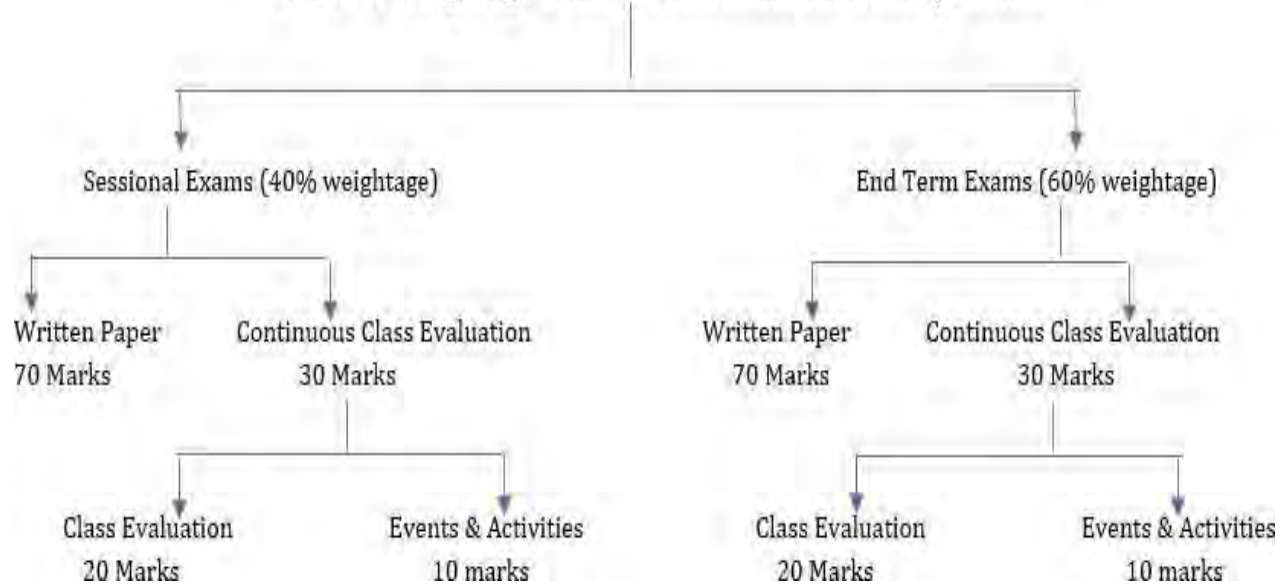
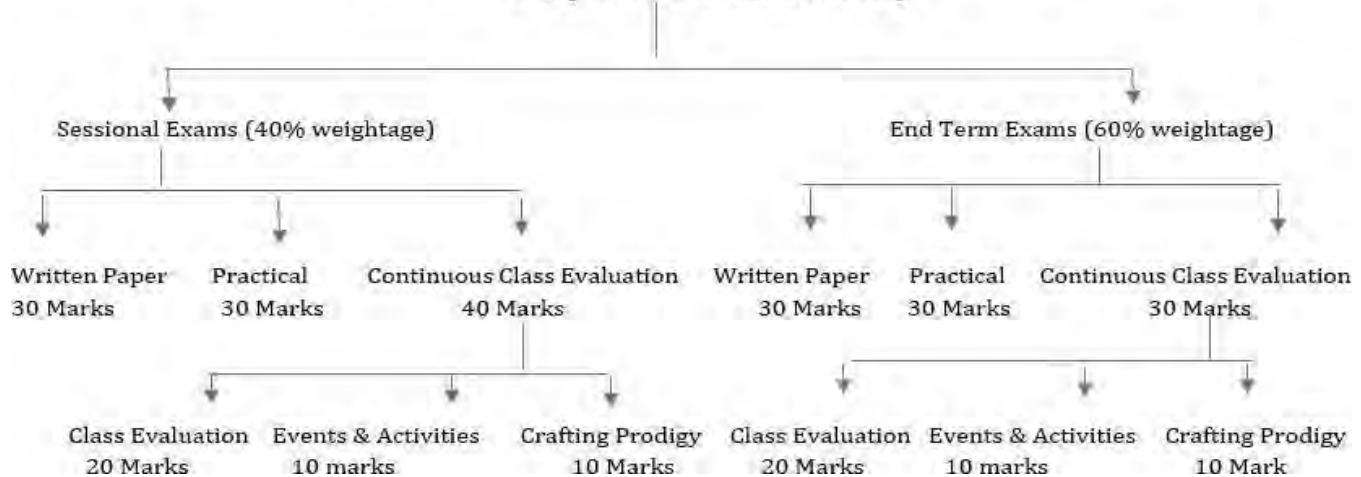


Table 2: Weightage of SEMESTER Evaluation Components (for Personality Development and Corporate Communication)



1.9 Unfair Practices

Students are prohibited from resorting to unfair practices in the examinations or any of the other evaluation components, as per the rules and regulations laid down by the Institution.

If students are found to be resorting to unfair practices, like

- a. Carrying mobile phones inside the examination hall
- b. Carrying any form of cheat or any other paper with content written on it either related or not related to the subject
- c. Having written anything on the skin and cloth
- d. Talking to each other after entering the examination hall
- e. Looking into other answer sheets
- f. Showing answer sheet to other students
- g. Written anything on the QP except enrolment number
- h. Written anything on the Admit cards.
- i. Found talking to other students in the washroom and lobby area
- j. Found with any study material inside or outside the examination room including washrooms.
- k. Behaving in an indiscipline manner
- l. Causing disturbance to others
- m. Any student trying to log in without permission, (in case of online examinations) etc.

They will be expelled from the examination hall and their answer script will be seized. Use of unfair practices noticed/ identified on the basis of the report submitted by the invigilator to the Dean Examination or by the faculty member during invigilation, would result in cancellation of the examination in which he/ she has been found using unfair means or may also lead to the cancellation of all the examinations that he/she may or may not have written. Student's name may even be struck off the rolls or he/ she may be subject to other punitive action as deemed fit.

1.10 Make-up Examinations

In case of medical cases or other emergency circumstances if the student is unable to write the examination, he/she will be given an opportunity to write make up examinations. The decision of conducting the examination will be at the discretion of the examination department of the college. Make up examination dates will be notified on notice board by the Examination department. Students need to fill make-up examination form, which has to be accompanied with the fees. It will be mentioned in the grade sheet of the student that

he/she has cleared by giving “make-up” examination. The make-up examination would have the same format and standard as the main semester examination.

Students are required to ensure that they write the sessional and end term examination of each semester either in main term or make-up examination. Non-compliance may lead to cancellation of registration in course.

1.11 Re-appear Examinations

The students debarred from the examination on account of attendance, using unfair means during examinations and disciplinary action will have to write the re-appear examination and “re-appear” would be mentioned on their respective semester grade-sheet. The decision of conducting the reappear examination will be at the discretion of the examination department of the college. Reappear examination dates will be notified on notice board by the Examination department.

Note: Make-up/ Re-appear examinations will be conducted only once. Those students, who will not appear for that as well, will be able to appear for the examination next year only.

1.12 Make-up Classes

Ensuring the quality of learning, special make-up classes are conducted for the students debarred from the exams due to medical or any other reasons. These make-up classes help students in preparing themselves for the re-appearance and make up exams. Attendance in these classes is mandatory. Non-compliance of 100% attendance in make-up classes will lead to non-eligibility to fill reappear form.

1.13 Supplementary Examinations

A student who is having a term grade as “E” will be writing Supplementary exams. A student need to clear the subject combining sessional and end term exams and not separately.

Supplementary examinations are conducted in order to provide an opportunity to students to achieve minimum academic requirements. As such, these are not meant for betterment/ improvement of academic performance.

Supplementary Exam Fees are to be paid by the student along with supplementary examination form. Supplementary examination fee once paid is non-refundable and will not be adjusted/ transferred to any course other than that it was paid for.

Grade sheets will be given to all students except those who have not given or cleared the examination.

Note: Make-up/ Re-appear / Supplementary examinations will cover the entire syllabus of the subject.

1.14 Examination fees

S.No	Examination	Particular	Fees
1	Make-up	In case of absence from the examination	Rs. 300 per paper
2	Re-appear	In case of less attendance in class	Rs. 500 per paper
3	Supplementary	In case of not clearing the examination	Rs.300 per paper

1.15 Grading Policy

The grading policy does not emphasize on a single examination and absolute numerical marks. At the end of semester, letter grades O, A+, A, B+, B, B-, C+, C, D, E are awarded to the students based on their overall performance in the course in sessional & end term examinations.

1.15 a) Reports: Apart from letter grades, certain events/facts are reported by suitable abbreviations. These reports are not to be construed as letter grades. The various reports listed below are elaborated subsequently.

- i. No Show (NS)
- ii. Not Cleared (NC)
- iii. Registration Cancelled (RC)
- iv. Discontinued from the Program (DP)

1.15 a) (i) No Show (NS) Report: An event will be reported as 'No Show' in the following cases:

- a. Student has neither reported for registration on the specified date nor sought prior permission for late registration,
- b. Reasons for request for late registration are found to be false/not genuine,
- c. A "No-Show" report may lead to discontinuation from the program. Students who have "No Show" reports in two subsequent semesters will have their names struck off the rolls.

1.15 a) (ii) Not Cleared (NC) Report: Students who continue to remain registered in a course but give the faculty member inadequate opportunity to evaluate them by remaining absent from all evaluation components conducted by the faculty member or by remaining absent from the sessional examination and/or end term examination, will be given "NC" report.

In all these cases, the student will have to do self-study and write the re-appear exam next year depending upon their pre-assessment in the related subjects.

If a student has an 'NC' report in two subsequent semesters, he/she may have to get himself/ herself re-registered/ transferred to the next batch.

1.15. a) (iii) Registration Cancelled (RC) Report: When a student's registration for a course is cancelled, it will be reported in the grade sheet as RC. An event will be reported as Registration Cancelled (RC) in the following cases:

- i. A provisionally admitted student fails to submit proof of graduation or equivalent and/or does not satisfy the minimum eligibility requirements for admission within the prescribed time.
- ii. Cancellation is recommended as a part of disciplinary action, for resorting to unfair means during examinations or other unprofessional behavior.
- iii. Students persistently and/or deliberately do not pay their dues. RC subject to the following:
 - a. When it is clearly known that the student will be required to register again in the same course the event will be reported as RRA (Required to Register Again).
 - b. If RC amounts to discontinuation from the Program, it will be reported as DP (Discontinued from the Program).

1.15.a) (iv) Discontinued from the Program (DP) Report: An event will be reported as DP in the following cases:

- i. Students, who have failed, do not apply for Supplementary Exams to clear the course.
- ii. If "RC" amounts to discontinuation from the program.

1.16 The Minimum Requirements

The minimum grade required to pass in each subject is 'D' grade and a minimum of GPA '5' is required to pass in each semester. To clear the PGDM program, CGPA '5' is required at the end of the four semesters.

Implication of the Regulations

At the end of Semester-II: Failure to meet the minimum academic requirements will bring a student under the purview of counselling. In such cases, the student will receive a notice from ABS and will have to undergo counselling sessions with assigned Faculty. Student will not be eligible for placement assistance.

At the end of Semester –IV: Student, not meeting minimum academic requirement, will not graduate and may be required to appear for supplementary examinations and/or register for Special Semester to fulfil the minimum academic requirements.

Supplementary examinations for pass out students will be conducted only once in a year and only for two subsequent years after their batch is pass out.

1.17 Graduation Requirements

A student is deemed to have fulfilled the requirement of graduation for the program when he has cleared all the courses prescribed for him in his graduation program and attained the required minimum GPA in each semester along with the required minimum CGPA in four semesters.

1.18 Academic Counselling Committee

Students who do not meet any of the minimum academic requirements will automatically fall under the purview of the Academic Counseling Committee (ACC) or any designated authority. During the currency of the purview, the student will lose all his/her options with regard to the various features permitted during the process of registration, namely late registration, choice of electives, choice of repetition of courses, withdrawal etc. The ACC shall prescribe a course package, which the student will be required to undergo. The ACC has the discretion to decide whether the student repeats as academically required or through self- study and Chamber Consultation with faculty.

1.19 Certification

Students who fulfil the minimum academic requirements will be given transcript and will be awarded Post Graduate Diploma in Management at the convocation ceremony of their batch.

1.20 Course Completion

Students must complete all course work and summer internship in PGDM program within four years, calculated from the start of the first year that counts towards the Diploma.

1.21 Issue of Duplicate Documents Replacement of Grade Sheets & Transcript

- (i) Student should submit a copy of FIR (First Information Report) mentioning the city of loss of original grade sheet and transcript, along with a written application.
- (ii) The word duplicate shall be written on top of the grade sheet/ transcript.
- (iii) Cost of issue of duplicate grade sheet is Rs. 500 per grade sheet.

1.22 Replacement of Original Diploma

- (i) It shall be issued only on submission of an application along with copy of FIR (First Information Report) in the police station indicating the place of loss, and also enclosing a cutting of newspaper of repute (National daily) where student should publish an advertisement in 'list column' mentioning the city where documents have been lost.
- (ii) The word duplicate shall be written in red ink on top of the Diploma.
- (iii) The cost of replacement shall be Rs. 1000.

1.23 Examination Norms

1. No Dues Clearance for the Examinations (Sessional/End-Term/ Reappearance/Make up/ Supplementary): Students are required to comply with No Dues Clearance process, before the commencement of any of the examination be it sessional/end term/make-up/re- appearance/supplementary. It is mandatory for the students to clear all their dues related to Fee, Fine, Library Dues, Hostel Dues or any other dues applicable within the stipulated time (as per the admission letter), in case of any query or assistance required for process compliance, they are required to seek approval from Department of Student Welfare. Absence of “No Dues Clearance” or appropriate approval from DSW may result into withdrawal of academic assistance.
2. Student should report to the examination hall 15 minutes before the Commencement of the examination’ once the exam starts the student will not be allowed to enter without permission of the Head Examination/ Dean examination.
3. No student is allowed to leave the examination hall in the initial one hour and last half an hour, after the commencement of the examination.
4. All the students are required to carry their hall ticket, college identity card in the examination hall else they will not be allowed to write the exam. In case of lost hall ticket, student shall have to pay a fine of Rs. 100.
5. It is mandatory for all students to be in college uniform on all examination dates otherwise they will not be allowed to appear for the examination.
6. No student is allowed to write anything on the question paper except their enrollment number.
7. Books, study material, mobile phones, laptops, i-pods and other subject related material are strictly prohibited in the examination hall. Students keeping such valuable items outside the examination hall shall do so at his own risk. ABS will not be responsible for any loss, in such cases.
8. Students are not allowed to share stationary items with each other.
9. Students are not allowed to interact amongst themselves, during the examination or with anybody outside the examination hall, while the examination is going on.
10. Assembling of students in the lobby & fresh rooms also is not allowed during the examination hours.
11. Students if going to the washroom during examination need to make proper entry in the in- out sheet and should return back within 3 minutes any student taking longer can be denied entry in to the examination room by the invigilator.
12. The college will not be responsible for personal property left in the examination hall.
13. A candidate whose conduct is disturbing to other candidates and who persists in such behavior after receiving a warning from an invigilator shall be required to leave the examination hall.
14. Examination norms are applicable as soon as you enter the examination hall. If the candidate has any query(s), they should raise their hand and speak to the invigilator only.
15. Decision taken by invigilator during examinations will be final and binding on all students.

1.24 (a) **Re-evaluation / Rechecking/ Copy of Transcript/ Internal Revaluation:** Students interested in rechecking /re-evaluation/ copy of their evaluated transcripts, may follow the prescribed guidelines. The applications for revaluation / rechecking/ copy of transcript/internal revaluation may be collected from and submitted to the Dean examinations within 10 days from the date of announcement of the result. In case the last date falls on holiday or Sunday then the next working day will be the last day of submission. The prescribed fee is as under:

SL. No.	Particulars	Fees
1	Rechecking of Transcript	Rs. 500/- per paper
2	Revaluation of Transcript	Rs. 1000/- per paper
3	Copy of Transcript	Rs. 2000/- per paper
4	Internal Re-evaluation	Rs. 300/- per paper

Examination Department will endeavor to re-evaluate /recheck the answer sheets within 15 days of receipt of the request.

Note:

1. Rechecking of Transcript: On receiving the application and prescribed fee from the student marks allotted in the transcript would be re-totaled to check calculation error if any.
2. Re-evaluation of Transcript: On receiving the application and prescribed fee the transcript of the student would be re-evaluated by the subject specialist.
3. Copy of Transcript: On receiving the application and prescribed fee the copy of transcript for the subject applied for will be shown and discussed with the student on a specific date of appointment.
4. Internal Re-evaluation: On the request of the student with prescribed fee and application form, internal marks of the student in the applied subject would be re- checked and corrected if required.

1.24(b) Evaluation Norms and Grading System

There would be continuous evaluation of the learning of the students in each course during the term. The component of evaluation of each course would be a mix of quizzes, assignments, class participation, Project, presentations, group work, sessional examination and end term examination. Other components could be added by the faculty teaching the course depending on its requirements. It is the responsibility of the student to make sure that he / she understands the system. The decision of the faculty with regard to the evaluation will be final.

1.24 (b) (i) Grading Scheme Relative Grading:

The grading system adopted by the institute is relative grading where each student is given grades based on the highest marks achieved by the students in a particular course. As mentioned above there would be continuous evaluation of the students in each course. Students would be given numeric marks by the faculty based on their overall performance in each course taking into account various components of evaluation and

the evaluation scheme already given to them. It is the prerogative of the institute to decide the grading scheme, once the grading scheme is decided by the institute; it will be applied to all the students of the class without any exception.

Note: The grading scheme adopted is subject to change and at the discretion of the institute's examination department decision.

Grade Scale for each subject will be calculated as per the below formulas

1. If in the course BSQT maximum marks scored by any student is 95 and the lowest marks of the batch is 20. The minimum pass marks are 40. Then the calculation of grades will be as follows:

Highest Marks (95) – Pass Marks (40) = 55

Total Grades (O, A+, A, B+, B, B-, C+, C, D) = 9 (excluded E grade which is fail) Division of marks among the grades = $55/9 = 6.11$

Marks Range	Grade
0-39	E
40-46.11	D
46.12-52.22	C
52.23-58.33	C+
58.34-64.44	B-
64.45-70.55	B
70.56-76.66	B+
76.67-82.77	A
82.78-88.88	A+
88.89-95.99	O

2. If in the course Marketing Management, maximum marks scored by any student is 87 and the lowest marks of the batch is 51. The minimum pass marks are 40. Then the calculation of grades will be as follows:

Highest Marks (87) – Lowest Marks (51) = 36

Total Grades (O, A+, A, B+, B, B-, C+, C, D) = 9 (excluded E grade which is fail) Division of marks among the grades = $36/9 = 4$

Marks Range	Grade
51-55	D
56-59	C
60-63	C+
64-67	B-
68-71	B
72-75	B+
76-79	A
80-83	A+
84-87	O

Grading The grading will be worked out based on Cumulative Grade Point Average [CGPA] system. It will be awarded in letter grades as follows: -

Letter Grade	Numerical Grade Pts	Remarks
O	10	Outstanding
A+	9	Excellent
A	8	Very good
B+	7.5	Good
B	7	Above Average
B-	6.5	Average
C+	6	Satisfactory
C	5.5	Sufficient
D	5	Marginal
E	0	Poor (Fail)
F	0	Absent
G	0	Debarred

Calculation of Cumulative Grade Point Average [CGPA]

1.25 Calculation of Grade Point Average (GPA) On the basis of the relative grading earned by the student for each paper, the grade point average is arrived at as follows: -

- Multiply the points assigned to the grade earned by the student by the credits of the course.
- Add the points arrived at for all the papers of the semester.
- Divide the points by the total number of credits of the semester.

Example: Mr. Rohan Sharma [Semester 1]

Subject	Credits	Grade	Points
Marketing Management	3	A	8
Accounting for Managers	3	B-	6.5
Managerial Economics	3	B	7
Business Communication	3	B	7
Business Ethics & Corporate Governance	3	B	7
Management Principles & Organizational Behaviour	3	A	8

Calculation of GPA for Mr. Rohan Sharma: -

$3 \times 8 = 24$, $3 \times 6.5 = 19.5$, $3 \times 7 = 21$, $3 \times 7 = 21$, $3 \times 7 = 21$, $3 \times 8 = 24$ = Total 130.5 points

Grade Point Average (GPA) = 130.5 divided by total 18 credits for the term = 7.2 Percentage can be calculated as: $GPA \times 9.5$

In the above example percentage of the Mr. Rohan Sharma in semester 1 is 68.4%

Example of Calculation of CGPA for Mr. Rohan Sharma: -

The total grade points of different terms divided by the total number of credits indicates the Cumulative Grade Point Average [CGPA]

Semester	Total Grade Points	Total number of Credits
Semester 1	130.5	18
Semester 2	112	21

CGPA after Semester 2: $130.5+112=259$ divided by $39 [18+21]= 6.2$

Percentage of Mr. Rohan Sharma after semester 2 (Year 1): $CGPA*9.5 = 58.9\%$

1.26 Dress Code

All students are expected to observe decorum to enhance the image of the institute and hence, adhere to the dress code of the college uniform. Students are expected to wear formal attire (shirt & trousers for boys, salwar or trousers with formal long kurta / trousers with formal shirt for girls) throughout the week until uniform is issued. On the occasion of guest lectures, seminars, examinations etc. students are to be dressed in the uniform (blazers, tie, shirt, trouser & formal shoes) standardized by ABS. Students should always wear their valid Institute Identity card whenever in the institute or while representing the college at any other place. Further, it should be produced whenever demanded by any of the college staff.

1.27 No Dues Clearance at the time of Convocation

All the students eligible for the convocation will be required to clear all their respective dues before the date of convocation or the date prescribed by the examination department. Clearance of Dues is mandatory before the convocation, students with dues will not be entitled to register himself/herself for the Convocation Program, until dues are cleared.

1.28 No dues clearance for collecting Grade Sheets

All the students will have to get the no dues done before collecting their grade sheets of any semesters/ transcripts/ diploma.

1.29 Guidelines for Examination for person with disabilities.

As per the AICTE guidelines for conducting the written examinations for Persons with Benchmark Disabilities, compensatory time would be given for offline written examinations which would not be less than 20 minutes per hour of examination for persons who are allowed to use a scribe/reader/lab assistant.

PROFESSIONAL ASSESSMENT SCORE (PAS)

Professional Assessment Score (PAS) is an integral part of your academic performance and placement skillsets; this is an indicator for your individual performance and skill development which will help you in your personal & professional growth. The scores are calculated semester wise on the basis of your interaction, involvement, performance and achievement in various parameters in activities conducted by mentioned four departments:

Department	Score	Min. Pass Score	Parameter
Centre for Skill Development (CSD)	10	5	- Crafter meetings & feedback (5) - Regular classroom sessions & their outcome (5) (Communication, dressing & grooming, attitude, resume building)
Academic Department	25	20	- Class performance (10) - Maintaining 80% attendance norm (5) - Participation in Club Activities & Other Academic Events (5) - Attendance in Club Activities & Other Academic Events (5)
Examination Department	25	20	- Performance in Semester Examination *
Student Career Development Cell (SCDC)	15	12	Mandatory: - Technical Skill Development Workshops (5) - Domain Specific Workshops (5) - Professional Development & Aptitude Trainings (5)
	25	25	- Attendance in CRC activities - Industrial/ Corporate visits (10) - On Campus – Guest Lectures/ Seminar (10) - SIP (only in 3 rd & 4 th sem PAS) (5) Live Projects & Off Campus Lectures/ Conference/ Seminar (Optional – Nomination Basis)
TOTAL SCORE	100	82	

* The criteria for obtaining PAS of examination out of 25:

GPA	PAS (out of 25)
9-10	25
8-8.9	23
7-7.9	20
6-6.9	18
5-5.9	15
Below 5	0

Important:

- Each student needs to meet all above parameters department wise and attain a score to be able to achieve the minimum percentile to be determined according to performance of the overall batch in each semester.
- Minimum percentile as mentioned above needs to be maintained for being eligible for final placement assistance.

ACADEMIC CALENDAR

PGDM BATCH 2025-2027

<i>Title</i>	<i>Date</i>	
Orientation	July 30 – Aug 1, 2025	
Semester Schedule		
<i>Semester</i>	<i>Date</i>	
1st Semester	August 4, 2025-December 30, 2025	
2nd Semester	January 5, 2026-April 30, 2026	
3rd Semester	August 03, 2026-December 19, 2026	
4th Semester	December 21,2026- April 30, 2027	
Summer Training Schedule		
Summer Internship	May to July 2026	
Submission of Summer Internship Project	Aug 3, 2026-Aug 14, 2026	
Examination Schedule		
<i>Semester</i>	<i>Sessional Exams</i>	<i>Term Exams</i>
1st Semester	October 6-October 17, 2025	December 18- December 30, 2025
2nd Semester	February 23- March 9, 2026	April 20-April 30, 2026
3rd Semester	September 16-September 29, 2026	December 07-December 19, 2026
4th Semester	February 15-February 27, 2027	April 19 – April 30, 2027

*** The dates in academic calendar are tentative**

CODE OF CONDUCT

1. Registration Fee submitted at the time of admission has been charged one time and is non - refundable.
2. In the event of confirmation for admission and payment of registration amount, ABS will invest for customized equipment, infrastructure, faculties, etc. and hence, no refund shall be tenable in the light of huge investment made by ABS.
3. Student is required to submit all the documents as asked at the time of admission. In case of non-submission of the documents due to reappearance/result awaited/result withheld/or any other reason, the student needs to ensure that the same is submitted by the given deadline failing which his/her admission would be cancelled. Extension for the submission of the document will be strictly based on AICTE guidelines.
4. The non-submission of the document will lead to cancellation of his/her admission and the college will not be responsible for the same.
5. In case of leaving the course due to any reason, it is mandatory for the student to get dues clearance done from all the concerned departments in order to ensure system effectiveness.
6. If, in the opinion of the Director, for any reason, the continuance of a candidate as a student in the College is detrimental to the best interest of the College, the Director may ask him/her to leave the College without assigning reason for the decision.
7. Student shall fully abide by the norms, rules and regulations of ABS and submit oneself to the disciplinary action in the event of violation of act of discipline.
8. Under the disciplinary action, management is empowered to impose fine, suspend or even expel student from the institute in the interest of ABS.
9. The student in any case should not encroach upon the privacy of the administrative area, which upon violation, may invite penalty as per the norms.
10. Misuse of Internet facility is strictly prohibited. Students are not allowed to download pictures, movies, videos, or any other unauthorized and objectionable content. In case of misuse of the same, such act shall be viewed under the provisions of cyber law.
11. Use of mobile in the classroom is strictly prohibited. Also recording the lecture or any conversation in between students or with the faculty or senior management will not be excused. This kind of act will lead to disciplinary action against the students involved.
12. Disciplinary action will be taken against student in case found carrying and/or using cell phones, disc mans, iPods, etc. during the lectures.
13. Listening Music in class rooms or corridor is strictly prohibited. Students are expected to maintain professional decorum by regulating their behaviour, voice and actions while they are in campus including corridors, class, library, computer lab, administrative area, play area, etc.
14. Students must not loiter within the College premises while the classes are going on.

15. Smoking and consumption of alcohol in the College premises or entering the college premises, after consuming alcoholic drinks is strictly prohibited. In case found guilty, it would result in rustication with severe punishment and fine.
16. Students shall do nothing either inside or outside the college that will in any way interfere with their orderly conduct and discipline.
17. Insubordination and unbecoming language or misconduct, on the part of a student, is sufficient reason for his/her suspension or dismissal.
18. Any student found misbehaving in the class, library and computer lab; or with faculty/staff/fellow students will be severely punished. The nature of the punishment will depend upon the severity of the offence.
19. Students are required to meet minimum academic requirement for the complementary, Oxford UK educational tour.
20. It is student's responsibility to submit valid passport along with all the required documents for Visa processing, within the stipulated time notified by the institute.
21. Visa fee will only be paid once by ABS.
22. Student will be given only one chance to enroll themselves for the UK educational tour and once enrolled, the enrollment will be valid for the subsequent trips organized for the batch. In case of Visa rejection after the enrollment, he/she may avail two more chances for the visa approval, fees for the same will be paid by him/her.
23. Every student must obtain on admission, the Identity Card, which must have his/her attested photograph. Student must wear the identity card whenever he/she is in the college premises, representing the college outside premises and present it for inspection on demand.
24. Every student is required to maintain a minimum of 80% attendance separately for lectures, tutorials, event/activities and/or practical conducted for each subject in every semester.
25. Students are not allowed to attend classes in any other section besides the one allotted to them.
26. No student shall collect any money or contribution for picnic, trip, and educational visit to some place, get-together, study-notes, charity or any other activity without prior sanction of the Director.
27. No student will be allowed to take active part in current politics.
28. No student shall communicate any information or write about matters dealing with the College administration to the Press or any other institution.
29. Student must ensure his/her contribution to keep the campus and infrastructure clean. Any negligence may lead to appropriate action as suggested by the management.
30. Student shall not put any writing on walls, pillars, toilets, furniture or along corridors and will not use any inappropriate comment, annotation, distracting activity. Any violation may lead to appropriate fine as decided by the authorities.

31. Student shall be liable to pay fine along with the compensation if any damage/misuse of the equipment/infrastructure is reported against him/her.
32. Students are not allowed to form any society or association without written permission of the management.
33. No person/s shall be invited to address or entertain the students of the institute, without the permission of the concerned authority.
34. Carrying any valuable to the institute will be at student's own risk and institution will not hold any responsibility of the valuables lost in the campus.
35. In case of applying for certificates, testimonials, etc. which requires Director's signature on any kind of document or application, student shall first contact the Program Office.
36. Students receiving Government or College Scholarships or any remission in fees, must note that the grant and continuance thereof are subject to good behavior, regular attendance, satisfactory progress and good results in the Examinations.
37. It is the responsibility of the students to check their Edumarshal ERP Logins regularly for important announcements made by the College office from time to time. They will not be excused or given any concession on grounds of ignorance or not reading notices.
38. Any changes in student's own address/email Id/ contact number or in that of his/her parents' address/email Id/ contact number, should be immediately updated to the ABS management through changes in Student's Profile on Edumarshal Login and email to Academic Coordinator ABS marking cc to Program Convener - ABS for effective communication.
39. For any self-infliction or infection of mental agony or problem developed, ABS management/authorities shall not be held responsible at any time during completion of the course/course tenure.
40. Students shall abide by all the protocols and guidelines as laid down by the Government and the Institution.

Matters not covered by the existing rules will rest at the absolute discretion of the Disciplinary committee/Director.

ACCOUNTS DEPARTMENT RULES FOR THE PAYMENT OF FEES

1. The total fee for the PGDM course is divided into four installments irrespective of the semester commencement dates.
2. The due dates for the submission of fees are stated in admission letter issued to student at the time of the admission.
3. Non –submission of fee in accordance to the due date stated, will lead to the imposition of late fee submission fine as per the details mentioned below:

1 st week after the due date	Rs. 100/- per day
2 nd Week after the due date	Rs. 200/- per day
3 rd Week after the sue date	Rs. 500/- per day
4 th Week after the due date	Rs. 700/- per day
After one month of the due date Re-Registration Fee	Rs. 45000/-

4. Non-submission of the fee even after one month of the due date will lead to cancellation of admission and to continue, re-registration fee must be paid.
5. All fees need to be paid digitally through online bank transfer or through Paytm, Cash/ Cheque will not be accepted.
6. The responsibility of getting the receipt from the accounts department by providing proof of online payment lies with the student.
7. Fees once deposited will not be refundable.
8. The management is authorized to take steps to ensure timely payment of the fees as and when required.
9. Notice for the fee submission or any additional action in case of defaulters will be displayed on notice board for the reference and perusal of the student.
10. Reminder for fee payment will be sent to students only. It is the responsibility of students to inform their parents well within time about the fee submission dates and other norms.
11. Students availing education loans can collect their fee demand letter for the Bank process from the accounts department by writing an application to Dean Student Welfare.
12. Notice displayed on notice board will be the only mode of sharing information, in case student misses to see notice, the responsibility for the same will be levied on student.
13. As per the examination system it is mandatory to get the dues cleared before commencement of the exams, in case of non-submission/partial submissions of fees, the no dues certificate of the student will be pending and thus he/she will not be allowed to appear for the exams, unless permitted by Department of Student Welfare.

14. For any extension required, students should inform and approach the Department of Student Welfare before the due date.
15. Students availing Hostel facilities need to deposit fees on time as asked at the time of the admission and need to ensure compliance to the same.
16. Any further updates in rules will be informed to the student well in advance.
17. Laptops would be provided to every student after payment of his/her 2nd instalment of the fee.

LIBRARY RULES & REGULATIONS

1. The library shall remain open on all working days (Monday to Saturday) from 8:30 A.M to 6:00 P.M. Issue / return time of books and reading materials is 9:00 A.M. to 5:00 P.M.
2. Students are eligible to get three text books issued through bar code/chip on their Institute ID Card. Till the time a student is not issued the permanent ID Card, a temporary ID Card in the prescribed format can be requested from the concerned Dean/HOD for getting the books issued. This temporary card has to be submitted back on the issuance of the permanent ID Card with bar code.
3. Books from the Circulation section shall be issued for maximum 10 days at a time.
4. Books once issued will not be returned on the same day.
5. Request for reissuing the book will not be entertained if the book request is pending from other students.
6. Sub-lending of books is strictly forbidden.
7. Borrowers shall return the book on or before the due date, failing which an overdue fine of Rs.10/- per day per book will be levied. Students will be required to pay the late fine of whatever amount the fine is of and also any concern related to the same will be referred to the DSW department. No book will be issued to the student unless he/she returns back the overdue books.
8. No student will be entitled to keep the book overdue on the pretext that he/she has got placement/job interview and he/she is not able to attend the college. The borrowed book shall be returned on time to library failing which the usual fine will be levied on the student.
9. Books marked "NOT TO BE ISSUED"/ "REFERENCE ONLY", journals, magazines, newspapers, shall not be issued to students. Students may read them sitting in the Library only.
10. The Library In-Charge reserves the right to recall any book issued even prior to the due date, if necessary.
11. Students are required to obtain a "No Dues Certificate" at the end of each semester. Defaulters will not be allowed to appear in the examination.
12. Borrowers shall be responsible for safe return of the books to the library. While borrowing a book, students must ensure that book is in good condition. Any damage must be brought to the notice of library staff. The student will have to either replace the book or will pay double the price of the book, if any damage or disfigurement of the book is noticed at the time of returning the book in the library. If any book is damaged or lost, the borrower shall have to replace the whole set or pay double the price of the set with fine amount.
13. Library is a place for making the best use of resources. Complete silence shall be maintained in the library. Members are, therefore, advised not to indulge in conversation, consultation, discussion or demonstrative greetings of friends. Any defaulter may be suspended from the library for a period up to 15 days decided by the Director based on the recommendation of the Library In-charge.
14. "Mobile phone" shall be kept switched off or on silent mode before entering the library.

15. Bags, folders, personal books, magazines, ladies purse etc. are not allowed to be brought inside the library. Students, in their interest, are advised not to leave money in their bags, purses etc.
16. Visitors are not entertained inside the library without prior permission of the Library In- Charge.
17. Stealing or damaging books/magazines/journals, etc. from the library or misbehavior with library staff shall be considered as an offence for which strict disciplinary action will be taken against the students concerned to the extent of expulsion from the institute.
18. Photocopying service is available for all students at nominal charges. Photocopying of library books & Journals may only be carried out within the copyright regulations. Before taking any book/journal for photocopying, permission must be obtained from the librarian or library staff on duty.
19. Director/Library In-Charge has the right to add, delete or amend any or all the above rules from time to time depending on the circumstances.

CORPORATE RESOURCE CELL (CRC)

The Corporate Resource Cell (CRC) at Asian Business School plays a pivotal role in bridging the gap between academia and industry. As a dynamic interface between students and the corporate world, CRC is committed to enhancing the employability quotient of students through continuous engagement with industry leaders, recruiters, and professionals.

The cell is responsible for organizing campus placements, internships, live projects, and industry interaction programs such as corporate conclaves, panel discussions, and guest lectures. It also conducts regular training sessions focused on communication skills, aptitude development, interview preparation, and professional grooming—ensuring students are industry-ready.

CRC's strong corporate network, strategic partnerships, and personalized mentorship have led to consistent placement records across diverse sectors including BFSI, FMCG, Consulting, IT, Retail, EdTech, and more.

Guided by the vision of "transforming students into professionals," the CRC stands as a cornerstone of career development at ABS.

Key Activities & Industry Interface Initiatives:

Initiative	Description
Guest Lectures & Expert Talks	Regular sessions by industry leaders, CXOs, entrepreneurs, and alumni.
Industrial & Corporate Visits	On-site exposure to corporate workplaces, manufacturing units, and MNCs.
Leadership & Entrepreneurship Development Program (LEAD)	Specialized sessions by leading entrepreneurs and experts at the leadership role.
Summer Internship Program (SIP)	12 weeks of hands-on experience in reputed organizations across sectors.
Final Placement Drives	Structured placement process ensuring opportunities across diverse industries.
Panel Discussions & Corporate Conclaves	Industry panels on emerging business trends, sector-specific insights.
Alumni Interaction Series	Alumni-led sessions to share career journeys, sectoral insights, and guidance.

Training & Placement:

At Asian Business School, we focus much on training to make a student skilled and competent in meeting the industry expectations. A dedicated Centre for Skill Development (CSD) Department along with Student Career Development Cell (SCDC) functions as the backbone of student career advancement. The department operates with a structured and disciplined approach to ensure that every student is well-prepared, industry-ready, and placed with reputed organizations at the culmination of the program.

To align student commitment with institutional efforts, every student mandatorily signs the "Placement & Training Undertaking", which outlines their responsibilities, behavioural standards, and active participation required throughout the placement journey.

Key Highlights of the Training & Placement Process

- **Mandatory "Placement & Training Undertaking"**

All students are required to sign this undertaking at the beginning of their program, ensuring alignment with the placement norms, discipline, and active participation in training sessions.

- **Structured Pre-Placement Training Modules**

- Focused training in areas like:

- Aptitude & Logical Reasoning
- Group Discussion & Personal Interview Skills
- Resume Building & LinkedIn Optimization
- Domain-Specific Skills (Marketing, Finance, HR, Business Analytics & Operations Management)
- Communication Skills & Public Speaking

- **Soft Skills & Behavioral Grooming**

Students undergo personality development, emotional intelligence, corporate etiquette, and power dressing workshops to enhance overall professional readiness.

- **Mock Interviews & GD Practice Rounds**

Regular simulation exercises with real-time feedback to boost student confidence and performance in high-stakes placement scenarios.

- **Summer Internship Program (SIP)**

Mandatory 12-weeks internship with corporate partners provide real-time industry exposure and practical learning, serving as a pre-placement tool.

- **Corporate Engagement & Placement Drives**

On-campus and virtual placement drives with participation from top recruiters across BFSI, FMCG, Consulting, IT, EdTech, Retail, and Start-ups.

- **Pre-Placement Talks (PPTs)**

Companies conduct orientation sessions to share expectations, JD profiles, and career growth paths, ensuring students are well-informed before applying.

- **Career Mapping & Industry Mentorship**

Personalized guidance based on student profile, domain interest, and career aspirations through mentorship by industry leaders and CRC experts.

- **Placement Process Discipline & Readiness**
 - Students are expected to:
 - Maintain minimum attendance in training sessions
 - Follow grooming and documentation guidelines
 - Respond promptly to CRC communications
 - Appear for all interviews in which they are shortlisted

Summer Internship Program (SIP)

The Summer Internship Program (SIP) is a critical component of the PGDM curriculum, designed to bridge the gap between academic learning and real-world business practice. This 12-week industry engagement provides students with hands-on experience, exposure to corporate culture, and the opportunity to apply theoretical concepts to live business challenges.

Summer Internship is offered to the student as per first specialization basis the career choice.

The SIP allows students to explore their chosen specialization, build a professional network, and enhance their employability. It also serves as a pre-placement opportunity, with several students receiving PPOs (Pre-Placement Offers) based on their performance.

Stage	Timeline	Details
Specialization Selection	October (First Year)	Students finalize their specializations via self-nominations followed by the panel interview and recommendations.
Commencement of SIP Recruitment	November – March (First Year)	CRC initiates internship recruitment drives with industry partners.
SIP Allocation & Company Onboarding	April	Confirmation of internship companies and project details.
SIP Commencement	May	Students join their respective companies and begin their internship.
Internship Months	May – July	Hands-on experience in live corporate projects.
SIP Review & Evaluation	July – August	Evaluation by company mentors and academic guides; report submission.

Final Placement Process

The Final Placement Process is a critical phase of the student journey and marks the transition from academia to the corporate world. It is designed to ensure that every eligible student receives optimal placement support based on their interests, capabilities, and industry demands.

The placement process is aligned with the norms stated in the “Placement & Training Undertaking”, which every student signs at the beginning of their program. This undertaking emphasizes the importance of active participation, discipline, professionalism, and adherence to placement protocols throughout the recruitment cycle.

The recruitment season at ABS is spread across a structured time window and offers a mix of on-campus, virtual, and off-campus opportunities across sectors hiring for Management Graduates.

Final Placement Process Overview:

Stage	Timeline	Description
Pre-Placement Training Completion	August	Students' complete modules on aptitude, soft skills, interview prep, and resume building.
Commencement of Recruitment Process	September – April	Companies begin offering job profiles through campus/virtual drives. Students apply as per fit.
Pre-Placement Talks (PPTs)	September onwards	Recruiters conduct sessions to share company vision, job roles, expectations, and career path.
Application Submission & Shortlisting	Rolling basis	Students apply for relevant roles. Shortlisting is based on resume, academic record & assessments.
Group Discussions / Written Tests	As per company schedule	Companies may conduct written assessments or GDs for shortlisted candidates.
Personal Interviews (Technical/HR)	As per recruiter	Final stage interviews are conducted in multiple rounds (technical, HR, leadership, etc.).
Offer Letter Rollout	As per recruiter	Selected candidates receive official offer letters with joining details and role specifics.
Joining	January onwards	Students may join in January, post-program completion, or as per company requirement.

Placement opportunities are merit-driven and performance-based, aligned with each student's training record, academic progress, and participation in CRC-led initiatives.

Students are expected to strictly follow the guidelines outlined in the Placement & Training Undertaking, including:

- Timely participation in all placement activities
- Maintaining professional conduct and appearance
- Not declining offers once accepted, unless formally permitted by CRC

The CRC team provides continuous support, mentorship, and guidance throughout the recruitment season to ensure a smooth and successful placement journey.

At Asian Business School, we believe that placement is not a privilege, but an outcome of preparation, performance, and professionalism. The CRC stands committed to guiding every student with integrity, effort, and industry insight—ensuring you don't just find a job, but launch a fulfilling career.

STUDENT CAREER DEVELOPMENT CELL (SCDC)

The Student Career Development Cell (SCDC) is a student-centric process driven department dedicated to providing career guidance, skill development, and ensuring student compliances. The SCDC works closely with the **Corporate Resource Cell (CRC)** and the **Centre for Skill Development (CSD) Training Division** in aligning students' capabilities with industry expectations and enhancing their employability. It plays a vital role in guiding and supporting students throughout their **PGDM journey**, helping them navigate each transition — from campus to corporate — while **facilitating the fulfillment** of training, and placement compliances.

SCDC supports and looks into the following areas:

1. **Career Selection**
2. **Specialization Mapping**
3. **Summer Internship**
4. **Placement Readiness**
5. **Final Placements**
6. **Future Entrepreneurs / Family Business**

1. Career Selection

SCDC offers personalized career counseling to support students in making informed and confident career decisions. Recognizing that each student has unique interests, skills, and aspirations, SCDC helps them understand their strengths and explore career options that best align with their academic background, personal goals, and industry demands.

2. Specialization Mapping

Choosing a specialization based on your unique interests, skills, and aspirations is highly critical. SCDC in collaboration with Academics and CRC helps student in taking right decision when selecting specialization, ensuring it aligns with their academic interests, skills, and career goals, while also enhancing their competencies for future job opportunities.

- ❖ Students are advised to choose their specialization carefully, as both the Summer Internship and Final Placement will be offered based on the first specialization only.
- ❖ Requests for a change in specialization will not be considered after the allocation process is completed and the deadline has passed.

3. Summer Internship

The **SCDC**, in collaboration with the **Corporate Resource Cell (CRC)**, ensures that internship opportunities are aligned with the specialization chosen by each student. Mentorship will be provided whenever student feels stuck or face any issues in meeting compliance requirements during internship.

- ❖ Students should strictly adhere to all the norms mentioned in “Placement Undertaking”.

4. Placement Readiness

SCDC in collaboration with **industry experts and the Centre for Skill Development (CSD) Training division** conducts structured training programs aimed at enhancing students' employability and preparing them for real-world challenges. These trainings focus on developing essential skills such as communication, problem-solving, analytical thinking, aptitude, group discussions, and personal interviews.

Mandatory Requirement

- ❖ 100% attendance in all sessions
- ❖ Min. 75% score on workshop evaluation

5. Final Placement

SCDC in collaboration with CRC facilitates students to understand the company specific requirements of a placement process. It also organizes practice sessions to build confidence and improve interview skills.

- ❖ A student is eligible for Final Placement if s(he) successfully
 - registers for Final Placement assistance
 - attains CLEAR status in all academic subjects
 - acquires NO DUES certificate from DSW
 - completes Summer Internship
 - completes all the Trainings
 - meets the eligibility criteria set by the recruiting organization.
- ❖ **Students should strictly adhere to all the norms mentioned in “Placement Undertaking”.**

6. Future Entrepreneurs / Family Business

Students interested in entrepreneurship / joining family business need to follow the below mentioned process.

- ❖ Student should apply for the PNR (Placement not required) via mail only after obtaining consent from parents / guardians.
- ❖ The student is required to fill out the PNR form and submit it to SCDC within deadline.
- ❖ Upon review, an approval email will be sent by SCDC.

We are here to ensure that your journey from college to career is as smooth, informed, and successful as possible.

DEPARTMENT OF STUDENT WELFARE (DSW)

Department of Student Welfare encompasses everything that the institute undertakes to ensure physical, social and emotional well-being of the students. It involves recognizing, valuing and developing each student as a total and unique person in the context of society. The Student Welfare Program is the sum total of all the policies, structures and activities which are planned and implemented by the institute to promote student welfare. Asian Business School endeavors to create an environment in which students are safe, secure and feel cared for.

Department of Student Welfare at Asian Business School undertakes concern in reference to:

- ✓ Student Code of Conduct
- ✓ Granting Medical/Special Leave
- ✓ Scholarship & Education Loan Support
- ✓ Regulations / directive for Banning ragging & Anti-ragging measures
- ✓ Internal Committee
- ✓ Student Grievance Handling & Resolution Mechanism

1. Student Code of Conduct

a) Code of conduct is mentioned in the handbook, the adherence to which is compulsory. Non-compliance may lead to the formation of ad-hoc discipline committee followed by the presentment of student involved in indiscipline behavior to show cause his act and justify his act to the committee members.

b) The decision taken by the ad-hoc discipline committee will be subject to the approval of Department of Student Welfare and the management.

c) The students involved in any act of indiscipline needs to adhere to the decision taken thereupon.

2. Medical/Special Leave Policy

In accordance with the academic requirements, a minimum of 80% attendance is mandatory to be eligible for internal assessments, evaluations, and final examinations.

In the event of a medical emergency, students may apply for Medical Leave, a maximum of 10% attendance relaxation may be granted, depending on the severity of the medical issue and authenticity of supporting documents.

The following documents must be submitted to support the leave request:

- a) Medical report detailing the diagnosis and treatment
- b) Doctor's prescription
- c) Fitness certificate confirming the student's ability to resume academic activities

Note: All the above documents must be submitted as a complete set. Incomplete documentation or failure to submit the required documents will result in rejection of the medical leave request and no attendance adjustment will be granted.

Students are required to apply for Medical Leave exclusively through the Edumarshal App. Last-minute or retrospective applications will not be entertained.

Special Leave

Apart from medical emergencies, any other emergent or unavoidable circumstances (such as bereavement, personal emergencies, or legal obligations) will be considered under the Special Leave category.

Students seeking special leave must:

- Apply only through the ERP portal under the “Special Leave” category
- Upload valid and verifiable supporting documents relevant to the nature of the leave

Note: The approval of Special Leave is entirely at the discretion of the Department of Student Welfare. The decision will be based on the merit of the case and supporting evidence provided.

Students are advised to ensure timely application and submission of complete documentation to avoid rejection.

3. Scholarship & Education Loan Support

To ensure that financial constraints do not hinder students' academic journey, the Department of Student Welfare (DSW) actively supports students in accessing government scholarship schemes and education loan facilities.

a) Scholarship Support

DSW actively assists students in understanding and applying for various government scholarships under the Prime Minister's Scholarship Umbrella and other state/national-level schemes.

Eligible students are regularly informed about available scholarships.

The DSW ensures compliance and coordination for documentation and submission requirements in accordance to their eligibility.

b) Education Loan Assistance

To facilitate hassle-free education financing, the Department of Student Welfare (DSW) provides comprehensive guidance on the PM Vidyalakshmi Portal, assisting students with portal registration and the loan application process through nationalized banks.

In addition, DSW offers detailed support to students eligible under state-sponsored initiatives, such as the Bihar Student Credit Card Scheme and the West Bengal Student Credit Scheme, ensuring maximum benefit for deserving candidates.

The primary objective is to ensure that maximum students benefit from such schemes and can pursue their education without financial burden.

The approval, sanction, or grant of any scholarship is subject to document verification and background assessment of the student in accordance with the eligibility criteria defined by the respective scholarship/assistance bodies. The final decision lies solely at the discretion of the sanctioning authority.

4. Anti - Ragging Measures

The aim of the Anti – Ragging Regulations is to root out ragging in all its forms from the Institute by instituting stringent measures and provisions for strict punishments to defaulters.

Ragging within the Institute Campus including its School / Departments and Hostels are strictly prohibited. Ragging in any form is prohibited also in the private lodges/buildings where the Institute's students are staying. No person including students / staff / faculty shall participate or abet or propagate ragging in any form.

The Institution has formed an "Anti-Ragging Committee" headed by Dean Student Welfare. It comprises of selected faculty members, students from the fresher category as well as seniors and selected non-teaching staff.

This Committee will be fully and totally responsible to ensure that no incidence of ragging as given in these regulations takes place and will also monitor and ensure that the instructions of these regulations are followed fully at all times. The Committee will also maintain alert vigil at all times and ensure that the Anti-Ragging Squads/Anti- Ragging Control Cell of the Institution carry out their functions properly.

Details of Anti Ragging Committee are available on the institute's website. Any concern related to anti-ragging measures is required to be reported to Department of Student Welfare.

The Anti-Ragging Committee is formed based on the Continuous Evaluation (PAS), wherein students demonstrating consistent discipline and academic performance are shortlisted. Final selection is made through a discussion among the Academic Team, including the Dean Academics, Dean – DSW, and respective Heads of Departments.

5. Internal Committee (IC)

IC operative actively under the Department of Student Welfare specifically deals with gender sensitization and; prevention and prohibition of harassment of students. IC enables students to register their concerns, if any, regarding the above issues for prompt resolution through DSW.

The complaint/ grievance related to any kind of the harassment, should be promptly reported to the Internal Committee (IC), headed by Dean-DSW or the same can be reported to any of the committee members/Dean-Academics. The details of the member are time again updated on institution's official website. The student can also write their concern on icc@abs.edu.in

The Internal Committee is formed based on the Continuous Evaluation (PAS), wherein students demonstrating consistent discipline and academic performance are shortlisted. Final selection is made through a discussion among the Academic Team, including the Dean Academics, Dean – DSW, and respective Heads of Departments.

6. Student Grievance Redressal Cell

The Student Grievance Redressal Cell (SGRC) has been established under the Department of Student Welfare to redress the grievances and complaints of the students at Asian Business School.

The purpose of the Student Grievance Redressal Cell is to maintain the healthy working atmosphere amongst staff, students & management of the Institute. This cell will help students to record their complaints and solve their problems related to academics, resources and personal grievances.

The Cell will resolve their problems / complaints promptly and judiciously. The cell will redress the grievances of the students as and when required within a reasonable time frame. As a result of this system, the Institute will have a pleasant ambience and good work culture with in-built goodwill and mutual understanding among the students.

The idea behind the working of the cell is to uphold the dignity of the institute by ensuring strife free atmosphere in the campus by promoting cordial student to student relationship, student to teacher relationship and acting as a bridge to develop a responsive and accountable attitude among all the students in order to maintain a harmonious educational atmosphere in the Institute.

The Cell will encourage the students to express their grievances / problems freely, without any fear. As a bridge between the students and the staff / management, it will advise students of the Institute to respect the right and dignity of one another and show utmost restraint and patience whenever any occasion of rift arises. These rifts can be in reference to academic or non-academic issues.

Process for Reporting Grievance:

Any grievance related to academic or non-academic issue needs to be reported to Department of Student Welfare, in a form of written application addressing Dean-Student Welfare, mentioning

- Name of the Student
- Batch Details
- Complaint against whom
- Reason of Grievance
- Brief of the Grievance
- Supporting document if any.

For this purpose, an online grievance redressal system has also been developed through which the students can register their complaints/grievances through the link provided on college website i.e: <https://abs.edu.in/grievance/online-grievance/>.

The Department of Student Welfare within 48 hrs. of receiving the application will arrange for pre hearing of the issue or will decide to form a committee /ad-hoc committee to discuss on the grievance and further come to a solution updating student about the same. The grievance related to various concerns can also be filed using the DSW section on the student login on Edumarshal ERP.

HOLIDAY LIST FOR STUDENTS

Academic Year 2025-26

S. No	Date	Day	Occasion
1	9th August 2025	Saturday	Raksha Bandhan
2	15th August 2025	Friday	Independence Day
3	16th August 2025	Saturday	Janmashtami
4	27th August 2025	Wednesday	Ganesh Chaturthi
5	5th September 2025	Friday	Id-e Milad**
6	1st October 2025	Wednesday	Maha Navmi
7	2nd October 2025	Thursday	Gandhi Jayanti
8	2nd October 2025	Thursday	Dussehra
9	20th October – 23rd October 2025	Monday - Thursday	Diwali Break
10	27th October – 28th October 2025	Monday - Tuesday	Chhath Puja
11	5th November 2025	Wednesday	Guru Nanak Jayanti
12	25th December 2025	Thursday	Christmas
13	1st January 2026	Thursday	New Year
14	26th January 2026	Monday	Republic Day
15	15th February 2026	Sunday	Maha Shivratri
16	4th -5th March 2026	Wednesday -Thursday	Holi Break
17	21st March 2026	Saturday	Eid-ul-Fitr **
18	26 th March 2026	Thursday	Ram Navami
19	31 st March 2026	Tuesday	Mahavir Jayanti
20	3rd April 2026	Friday	Good Friday
21	14th April 2025	Tuesday	Ambedkar Jayanti
22	1st May 2026	Friday	Buddha Purnima

*The dates in holiday calendar are tentative.

** Subject to visibility of the moon

Detailed Curriculum

Year I	
Semester I	
PGDM 101	Principles of Management
PGDM 102	Accounting for Managers
PGDM 103	Managerial Economics
PGDM 104	Business Research Methods
PGDM 105	Organizational Behaviour
PGDM 106	Marketing Management
PGDM 107	Entrepreneurship
PGDM 108	Business Ethics & Corporate Governance
PGDM 109	Personality Development Corporate Communication I
PGDM 110	Capstone Project

PGDM 101 – PRINCIPLES OF MANAGEMENT	
Class Credits Hours	PGDM (2025-27) 03 30

Course Outcomes: After going through the course, students shall be able to-

CO1: Comprehend various management theories and approaches in different business organizations.

CO2: Interpret planning tools and techniques for effective decision making.

CO3: Demonstrate an understanding of organizational structure and Organising principles.

CO4: Analyse directing techniques related to individual and group behaviour.

CO5: Identify the controlling and coordination techniques to enhance organizational productivity.

Detailed Curriculum

Unit 1: Introduction to Management and Organizations

Concept and Scope of Management – Science or Art – Manager Vs Leader - Managerial roles and skills, Evolution of Management - Classical, Neo-Classical & Modern Approaches to Management– Concept and Types of Business organizations - Sole proprietorship, partnership, company-public and private sector enterprises - Current trends and issues in Management – Managing Change and Disruptive Innovation; Global Management Practices.

Unit 2: Planning

Nature and purpose of planning – planning process – types of Plans –Strategies, Policies and Planning premises – Strategic Management – Planning Tools and Techniques – Decision making steps and process, Approaches to Decision-Making: Rationality, Bounded Rationality, Intuition and Evidence-based Management

Unit 3: Organising

Nature and purpose –Concept of and Organization – Elements of Organizational Design: Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization and Formalization; Organization chart – organization structure – types – Line and staff authority – departmentalization – delegation of authority; Impact of Technology on Structure, advantages and disadvantages of Hybrid work practices.

Unit 4: Directing

Directing-Concept, Principles, Process, Elements; Motivation-Nature, Types, Importance through job enrichment techniques; Leadership-Meaning, Nature, Importance, Traits of a good leader and Communication-Process, Channels and Barriers; Supervision-A Contingency framework.

Unit 5: Controlling

Concept and process of controlling; Types of Controlling; Relation between Planning & Controlling; Techniques of Controlling; Current Issues in Controlling with Case Studies.

Reference Book	Author/Publication
Principles and Practices of Management	Prasad L.M.,Sultan Chand & Sons (2021)
Essentials of management	Koontz Harold & Weihrich Heinz, Tata McGraw Hill (2022)
Principles of Management	Tripathy PC & Reddy PN, Tata McGraw Hill (2019)

PGDM 102- ACCOUNTING FOR MANAGERS	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Apply the double-entry system to record financial transactions using journal entries, ledger accounts, and trial balance.

CO2: Prepare the relevant accounting statements with the help of business transaction data.

CO3: Analyze the tools to measure financial performance and financial position of a company.

CO4: Apply the techniques of cost accounting to make efficient managerial decisions.

CO5: Evaluate the effectiveness of budgeting as a tool for control, performance measurement, and strategic planning.

Detailed Curriculum

Unit 1: Introduction to Financial Accounting

Meaning and importance, Accounting terms, Accounting Concepts and Conventions, Indian Accounting Standards and IFRS, Journalizing Transactions, Ledger posting and Trial Balance.

Unit 2: Final Accounts with Adjustments

Meaning and scope of Financial Statements, Trading and Profit and Loss Account, Balance Sheet.

Unit 3: Analysis of Financial Statements

Comparative Statements, Common Size Statements, Cash Flow Statement, Ratio Analysis, Identification of Red Flags in Corporate Financial Statements.

Unit 4: Introduction to Cost Accounting

Meaning and elements of cost, classification of costs, Marginal and absorption costing, Tools for decision making – P/V ratio, Break Even Point, Margin of safety and Key factor, Nature of Managerial Decision Making.

Unit 5: Planning and Control

Budgetary Control – Meaning and Objectives of Budgeting, Meaning and Objectives of Budgetary Control, Types of Budgets – Functional Budgets, Fixed and Flexible Budgets; Performance Budgeting, Zero Based Budgeting. Recent Trends in Accounting.

Reference Books	Author/Publication
Modern Accountancy	Hanif & Mukerjee / Tata Mc Graw Hill
Financial Accounting	Tulsian / Tata Mc Graw Hill
Introduction to Management Accounting	Charles T Horngren & Gray L Sundem/ PHI
Elements of Cost Accounting	By Maheshwari, Sharad K; Mittal, S.N.

PGDM 103 – MANAGERIAL ECONOMICS	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to:

CO1: Describe the basic concepts of managerial economics. economics.

CO2: Apply demand concepts and elasticity measures to forecast consumer behavior and business decisions.

CO3: Analyze production functions and cost structures to determine producer equilibrium and long-run cost behavior.

CO4: Evaluate pricing and output decisions across various market structures using game theory and other economic tools.

CO5: Interpret macroeconomic indicators such as national income, inflation, and business cycles to assess economic conditions.

Detailed Curriculum

Unit 1: Demand Analysis

Meaning of Managerial Economics, Nature & Scope; Fundamental Principles of Managerial Economics, Alternative Objectives of the Firm. Behavioral Economics and Decision-Making: Introduction to Behavioral Economics, Bounded rationality and prospect theory, Implications for managerial decision-making.

Unit 2: Introduction

Law of Diminishing Marginal Utility, Demand – Meaning, Types of Demand, Law of Demand, Demand Function; Elasticity of Demand; Demand Forecasting. AI and Real-Time Forecasting Tools: Role of AI and Big Data in demand forecasting, Predictive analytics in consumer behavior, Introduction to real-time forecasting indicators.

Unit 3: Production and Cost analysis

Production function; Law of Variable proportions & Law of Returns to Scale; TR-TC and MR- MC approach- Producer's Equilibrium. Cost analysis: Types of Cost; Short Run Cost Analysis – Total, Average & Marginal Costs. Economies/ Diseconomies of Scale; Long Run Cost Curve – Traditional and Modern, Learning Curve, Gig Economy and Informal Labour Economics.

Unit 4: Forms of Market

Definition of market and features of various market forms; Perfect Competition: Industry and Firm equilibrium; Shut down point. Monopoly: Price & Output determination, Price discrimination. Monopolistic Competition: Price & Output decisions, selling costs and non- price competition. Oligopoly: Types; Price & Output determination, Price rigidity, Cartels, Game Theory-Pure and mixed strategy games; Economics of Digital Platforms and Network Effects, principle of dominance; two persons zero sum game; Introduction to non-zero sum game, Nash Equilibrium.

Unit 5: Macroeconomic Concepts

Circular flow of income, Concepts of National Income, Methods of measuring National Income, Green GDP, Green Economics and Sustainability, UN Methodology of Integrated Environmental and Economic Accounting. Money: Definition, Functions, Value of money, Different concepts of money supply in India (M1, M2, M3); Inflation: Concept, types & causes, effects; Measuring inflation: CPI and WPI. Business Cycles, Purchasing Managers Index (PMI).

Reference Books	Author/Publication
Managerial Economics	Peterson, C.H., Lewis, W.C. & Jain, S.K. ,Pearson
Managerial Economics – Principles & Worldwide Applications	Salvatore, D. & Rastogi, S.K., Oxford University Press
Managerial Economics	Dwivedi, D.N, Vikas Publishing
Managerial Economics	Ahuja, H.L., S.Chand
Managerial Economics	Atmanand, Excel books
Managerial Economics and Business Strategy	Michael R. Baye & Jeff Prince (10th Edition, 2022), McGraw Hill Education

PGDM 104 – BUSINESS RESEARCH METHODS	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After completing the course students will be able to

CO1: Analyze the business research process and select appropriate research designs for effective problem-solving.

CO2: Apply appropriate sampling techniques to address specific business research scenarios.

CO3: Create a well-structured questionnaire using appropriate scaling techniques aligned with research objectives.

CO4: Apply suitable statistical techniques using SPSS to interpret business research data.

CO5: Evaluate the ethical integrity, clarity, and effectiveness of research reports and proposals.

Detailed Curriculum

Unit 1: Introduction to Business Research

Introduction to Business Research, types of research, globalization and business research, technology and business research, Research Process, formulation of research problem, Research Designs, development of research hypothesis and types of hypotheses.

Unit 2: Sampling and Sampling Distributions

Population and Samples, Census versus Sampling. Types of Sampling Methods, Sample Size, Sampling Distributions, Steps in sampling

Unit 3: Data Collection & Data Processing

Types of Data – Primary & Secondary, Methods of collecting primary data, Measurement & Scaling, Questionnaire Construction, Sources of Error, Schedule vs Questionnaire, Data Processing – Cleaning, Editing, Coding, Transcription and Tabulation (by SPSS). Reliability and Validity in Research Instruments.

Unit 4: Data Analysis & Testing of Hypothesis

Descriptive analysis & Inferential analysis, Hypothesis testing (concept, type of error, steps, types), Parametric tests with SPSS (z-test, t-test, F-test) and non-parametric test with SPSS (Chi-square, Mann-Whitney U Test, Kruskal-Wallis test), Multivariate Analysis (Factor Analysis, Regression Analysis). Introduction to AI-based tools for data analysis and interpretation.

Unit 5: Report and Research Proposal Writing

Layout of Research Report, Guidelines for writing a good Research Report, Types of reports. Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal. Plagiarism, Referencing Styles, and Use of Citation Tools. Ethics in Business Research.

Reference Books	Author/Publication
Business Research Methods	Donald R. Cooper and Pamela Schindler
Business Research Methods	Naval Bajpai
Marketing Research	G C Beri /Tata McGraw Hill, New Delhi,
Research Methodology	C R Kothari
Research Methods for Business: A Skill-Building Approach"	Uma Sekaran & Roger Bougie; Wiley
Business Research: A Practical Guide for Undergraduate and Postgraduate Students	Jill Collis & Roger Hussey; Palgrave Macmillan

PGDM 105 – ORGANIZATIONAL BEHAVIOUR	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to-

CO1: Describe the conceptual framework of OB and its application in organizations.

CO2: Analyze the behaviour of individuals in organizations in terms of the key factors that influence organization behaviour.

CO3: Summarize dynamics of Group Behaviour contributing effectively to a team environment.

CO4: Analyse Interpersonal Processes and Behaviour for organizational effectiveness.

CO5: Exhibit an understanding of Organizational Processes for managing organizational change.

Detailed Curriculum

Unit 1: Foundation of Organizational Behavior

Concept of Organizational Behaviour, Need and importance of OB, Historical Development of Organizational Behavior, Contributing disciplines of OB, Organizational Behaviour models, Challenges and opportunities for OB.

Unit 2: Individual Behaviour

Understanding Individual Behavior in Organizations; Personality -Types of personalities, Factors influencing personality and Theories of personality; Perception – concept, perceptual process and factors influencing perception, perceptual errors; Learning-concept, theories and Managerial Implication of Learning Theories; Attitudes – meaning, components and job-related attitudes; managing cultural toxicity through emotional intelligence, Motivation – concept, importance, theories of motivation.

Unit 3: Group Behaviour and Leadership

Dynamics of group Formation –Group Structure; Tuckman Model of Team Development, Differences Between Work Groups and Work Teams; Creating Effective Teams. Leadership - concept and Theories of Leadership, Leaders Vs Managers. contemporary leadership practices.

Unit 4: Interpersonal Processes and Behaviour

Interpersonal Behaviour- meaning, Transactional Analysis, Johari Window. Power and Politics in organizations: Power - Definition and Meaning, Distinctions between Power, Authority and Influence, Politics in organizations. Conflict and Collaboration - Sources of Conflict, the Conflict Process; Approaches to Conflict Management, Stress Management - Reasons of stress in organization members, Individual and Organizational Strategies to Cope with Stress.

Unit 5: Organization Development and Culture

Organizational culture and climate – Concept and determinants of organizational culture, functions of culture, Factors affecting organizational climate. Cross cultural behavior. Organization development and change - Forces for Change, Approaches to Managing Organizational Change.

Reference Book	Author/Publication
Organizational Behaviour	Stephen P Robbins, Prentice Hall (2024)
Organizational Behavior	Fred Luthans, TataMcGraw Hill (2019)
Management	Stephen P Robbins, Mary Coulter, Agna Fernandez ,Pearson(2020).
Organizational Behaviour	K Aswathappa, Himalaya Publishing House (2024)

PGDM 106 – MARKETING MANAGEMENT	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

- CO1.** Evaluate the role of marketing research in understanding consumer behavior and shaping marketing strategies.
CO2. Compare different product mix and product line strategies for effective market positioning.
CO3. Analyze the value proposition and differentiation strategies for successful market positioning.
CO4. Critically analyse the impact of pricing decisions on consumer behavior and market competitiveness.
CO5. Evaluate the effectiveness of recent marketing trends in addressing societal needs and business objectives.

Detailed Curriculum

Unit 1: Introduction to Marketing Management

Marketing Management: Introduction, Objectives, Scope and Importance, Types of Market, Core Concepts and Functions of Marketing, Marketing Orientations. Marketing Concept, Marketing as a carrier of values, Marketing Management, Dynamic Marketing Environment, Difference between Sales and Marketing, Concept of Marketing Mix, Service Marketing Mix, Managing and Designing Marketing Mix. Marketing Research and Consumer Research.

Unit 2: Understanding the Product and Consumer Insights

Product Management: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Mix Strategies, Product Line Strategies, Packaging and Labeling, New Product Development Process, Adoption Process, Diffusion of Innovation, Product Life Cycle. Introduction to Branding. Consumer Behavior: Introduction, Characteristics, Factors affecting Consumer Behaviour, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buying Motives. Industrial Buying Behaviour.

Unit 3: Marketing and Communication Strategies

Segmentation, Targeting and Positioning: Introduction, Market Segmentation and its Benefits, Basis for Segmenting, Targeting- Meaning, Target market strategies, Market Positioning- Meaning, Positioning Strategies, Value Proposition, Differentiation- Meaning, Strategies, POPs & PODs.

Promotion decisions: Communication process; Integrated Marketing Communications (IMC), Promotion Mix- Advertising, Public Relations, sales promotion, publicity, personal selling, Direct Marketing and other methods. Industry and Competitor Analysis, Competitive Strategies of Leaders/Challengers/Followers/Niche.

Unit 4: Pricing Strategies

Pricing: Introduction, Factors Affecting Price Decisions, Pricing Process, Pricing Strategies- Cost Plus Pricing, Premium Pricing, Other Pricing techniques, Initiating and Responding to the Price Changes. Distribution channel.

Unit 5: Recent Trends in Marketing

Rural Marketing, Green Marketing, Digital Marketing, Social Marketing, Meme Marketing, Cause Related Marketing, Neuro Marketing, Affiliate Marketing, Ambush Marketing.

Reference Books	Author/Publication
Marketing Management (16 th edition' 2021)	Kotler, Keller, Chernev, Sheth, Sainesh. Pearson Education, 2021
Marketing Management	Tapan Panda, 5/e, Excel Publication, 2007
Strategic Market Management An Indian Adaptation (11th edition, 2021)	David A. Aaker & Christine Moorman, Wiley India Pvt Ltd.
Principles of Marketing (e-book) (2 nd edition, 2021)	Neeru Kapoor, PHI Learning Pvt. Ltd

PGDM 107 – ENTREPRENEURSHIP	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Analyze the entrepreneurial journey and outline the stages involved in launching a venture.

CO2: Analyze the role played by entrepreneurial competencies and government initiatives in fostering entrepreneurial motivation and strategic partnerships.

CO3: Identify and assess entrepreneurial opportunities for effective product selection and business viability.

CO4: Develop a detailed business plan that includes feasibility studies and strategies for monitoring, evaluation, and legal compliance.

CO5: Analyze challenges and trends in women, social, and rural entrepreneurship in India.

Detailed Curriculum

Unit 1: Fundamentals of Entrepreneurship

Entrepreneurship as a Career, Entrepreneurial Traits, Entrepreneurship vs. Management, Entrepreneurship vs. Intrapreneurship. Types of Entrepreneurs, Innovation and Entrepreneurship, Entrepreneurship Development Process.

Unit 2: Entrepreneurial Motivation

Major Entrepreneurial Competencies, Creativity and Problem Solving. Contemporary role models, Government Initiatives in India: Planning, Implementation and Evaluation, Strategic Partnership & Tie-ups for New Ventures.

Unit 3: Opportunity Identification and Product Selection

Entrepreneurial Opportunity Search and Identification; Sources of Information; Problem solving approach for Decision Making, Idea Generation for Business, Criteria to Select a Product; Product Validation, Minimum viable product (MVP), (MLP), Types of Products – Software & Hardware, Sustainable Product Building

Unit 4: Developing Entrepreneurial Plan

Business Plan Formulation: Format of Business Plan, Business Process Flow Chart, Business Canvas Model. Feasibility study– Technical Analysis, Financial Analysis, Marketing Analysis. Monitoring and Evaluation of Business-Preventing Sickness and Rehabilitation of Business Units, Legal Compliance (PAN, TAN, Registration, IPR, ISO, Import-Export Licensing).

Unit 5: Special Entrepreneurship Cases

Development of Women Entrepreneurs, Social Entrepreneurship, Entrepreneurship in Rural Sector, Recent trends and emerging areas of Entrepreneurship in India. Digital Entrepreneurship, Startup Incubators, and Emerging Online Business Models in India.

Reference Books	Author/Publication
Development of Entrepreneurship	Batra- G.S., Deep & Deep, Delhi, 2002
Innovation and Entrepreneurship	Drucker, Peter Heinemann, London
Entrepreneurship	Rajeev Roy, Oxford University Press
Entrepreneurship	Hisrich, Peters and Shepherd, Tata McGraw Hill
Small Business and Industry-A handbook for Entrepreneurs	Verma, J.C., and Gurpal Singh, Sage
Entrepreneurship: Theory, Process, and Practice	Donald F. Kuratko, 2023, Cengage Learning

PGDM 108 – BUSINESS ETHICS & CORPORATE GOVERNANCE	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

- CO1:** Comprehend the concept of business ethics in the context of the Indian business environment.
CO2: Identify the relationship between ethics and business for stakeholders' management.
CO3: Analyze the regulatory framework and key components of corporate governance in India.
CO4: Analyse the effectiveness and impact of CSR and sustainability initiatives within the Indian business environment.
CO5: Evaluate the implications of business ethics and corporate governance in the global economy

Detailed Curriculum

Unit 1: Indian Ethos

Business ethics: Definition, Nature, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, AdiGranth, Kautilya's Arthashastra. Ethics v/s Ethos, Indian v/s Western Management, Value System in Work Culture, Secular v/s Spiritual Values, Ethical Values, myths and ambiguity.

Unit 2: Business Ethics in Management

Theories of Ethics, Corporate Executive Ethics, Ethical Issues in Marketing, Human Resource Management, Finance, Ethics and stakeholders -External influences, impact of Values on Stakeholders, corporate crimes, Concept of whistle-blowing, types of whistle-blowers, whistle-blower policy. Ethics in Digital Platforms and AI (HRTech, AdTech, FinTech).

Unit 3: Conceptual Framework of Corporate Governance in India

Evolution; Components, Corporate boards, powers, responsibilities, Developments in India; Regulatory framework of corporate governance in India; green governance/e-governance; SEBI guidelines, Chairman, Chief Executive Officer (CEO); CFO; auditor. Conflict of interest, Major cases of Corporate Governance failures. Corporate Governance in Indian Startups and Unicorns,

Unit 4: Corporate Social Responsibility and Sustainability

Social Responsibility of Business: Objectives & implementation, corporate philanthropy; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; major codes on CSR; initiatives in India. ESG Reporting and BRSR – The New Compliance Lens, Drivers of CSR in India - Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends.

Unit 5: Business ethics and Corporate Governance in a Global Economy

Ethical perceptions and international business, Global values, relevance of Value Based Management in Global Change, Cross-Cultural Human Values, Legislative framework of corporate governance- an international perspective. Ethical Investing, Stakeholder Capitalism, and Global ESG Trends

Reference Book	Author/Publication
Business Ethics: Principles and Practices	D. Albuquerque, Oxford University Press
Corporate Governance (Indian Edition)	Mallin Christine A, Oxford University Press
Business Ethics – Text and Cases	C.S.V. Murthy, Paperback.
Corporate Governance Values and Ethics	Dr. Neeru Vashisth, Dr. Namita Rajput, Taxman
Business Ethics: Ethical Decision Making & Cases	by O. C. Ferrell, John Fraedrich, Linda Ferrell , Cengage Learning
Corporate Governance	Robert A. G. Monks, Nell Minow , Wiley

PGDM 109 – PERSONALITY DEVELOPMENT & CORPORATE COMMUNICATION I	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After the completion of the course, students will be able to

CO1: Demonstrate enhanced self-awareness by analyzing their self-concept, self-esteem, and behavioral patterns through structured tools.

CO2: Practice effective verbal and non-verbal communication to improve interpersonal and professional engagement.

CO3: Initiate and sustain meaningful conversations through small talks, active listening, and conversational strategies to build rapport in formal and informal settings.

CO4: Evaluate & Develop personal attitudes and behavior triggers through continuous self-reflection, and develop strategies for adapting and aligning attitudes in workplace settings.

CO5: Present ideas with clarity, confidence, and professional etiquette using structured presentation methods, persuasive storytelling, and contextual references to current affairs.

CO6: Display personal grooming, social etiquette, and professional behavior appropriate to workplace settings, in group and individual interactions.

Detailed Curriculum:

Unit I: Self-Awareness & Personality Development

Self-Analysis and Self Concept, Components of Self Esteem, Formation of Self Esteem, Techniques of Self Awareness- SWOT & Johari Window, analyzing hidden potentials, Developing an openness to change, Components of Personality, Personality and Professional Excellence, Life Skills & Soft Skills-Determinants.

Unit II: Verbal & Non-Verbal Communication Skills

Communication concept- purpose, process and classification, Interpersonal & Intrapersonal communication, Conversational skills, Listening Skills, Conversation Skills- To start a conversation, Small talks, Verbal and Non-Verbal Components of Communication, Small Talk- Do's and Don'ts, Correcting Communication styles.

Unit III: Attitude Management & Behavioural Modification

Recognizing the power and importance of Attitude, Factors Influencing Attitude, Self- Evaluation on Attitude Triggers, Developing Rapport, Dealing with different kinds of Personalities.

Unit IV: Presentation Skills

Voice Modulation, Conduction & Delivery Skills, Perfecting the Body Language during Presentation, Strategies of becoming an effective speaker, Step Process: From Prep to Feedback & Evaluation, with special emphasis over Current News Awareness & Current Business Awareness.

PGDM 110 – CAPSTONE PROJECT	
Class Credits	PGDM (2025-2027) 03

Course Outcome: After going through the course, students shall be able to

CO1: Identify various business situations in relevance to learned concepts.

CO2: Investigate and identify business problems and assess the alternative solutions.

CO3: Apply the knowledge of management concepts and principles in their area of investigation.

CO4: Demonstrate team work and organizing abilities while working in group.

CO5: Analyse the collected data and present the analysis in a lucid manner.

Detailed Curriculum:

1. The Capstone Project is designed to demonstrate the accumulated training in PGDM Semester 2 through a single original project conducted under the guidance of a faculty mentor. The project should integrate learning from the following subjects: Market & Sales Management, Human Resource Management, Business Research Methods, Financial Management, Project Management, Production & Operations Management, Computer Fundamentals & Applications in Management, Digital Marketing, and PDCC.
2. The Capstone Project must be completed in working groups of students sharing common interests, with continuous supervision from a faculty mentor throughout the semester.
3. Multiple drafts of the project (submitted as assignments) are required, each subjected to rigorous peer review and regular feedback from the faculty mentor.
4. All assignments should follow the prescribed guidelines. The outline of assignments is as follows:

a) Assignment #1 :

- (i) Preliminary topic selection;
- (ii) Importance of the topic; and
- (iii) Need for the study.

b) Assignment#2:LiteratureReview/Theoretical Background

c) Assignment#3:Methodology

d) Assignment#4:CaseStudy/Analysis

e) Assignment #5: Final Project Report (plagiarism checked)

Capstone Projects will be evaluated based on the final Project Report and student presentations to a faculty panel at the end of the semester. Regardless of the methodology used, the final project must explicitly apply concepts learned through study, reading, and practice to the project's context and issues.

Detailed Curriculum

Year I	
Semester II	
PGDM 201	Market & Sales Management
PGDM 202	Human Resource Management
PGDM 203	Business Statistics and Quantitative Techniques
PGDM 204	Financial Management
PGDM 205	Strategic Management
PGDM 206	Production & Operations Management
PGDM 207	Computer Fundamentals & Applications in Management
PGDM 208	Digital Marketing
PGDM 209	Personality Development Corporate Communication II
PGDM 210	Capstone Project

PGDM 201 – MARKET AND SALES MANAGEMENT	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Explain the importance of markets and their dynamics, along with the future trends in markets.

CO2: Differentiate between various types of sales personnel and structures of sales organization with respect to effective sales strategies.

CO3: Demonstrate proficiency in personal selling techniques with various tools and technologies for long-term partnerships and increase in sales.

CO4: Analyze the role of distribution channels in marketing mix and gain knowledge of various channel institutions and management techniques to optimize distribution.

CO5: Evaluate the factors influencing retailing, strategic retail plans, and the role of social media in the retail sales process.

Detailed Curriculum

Unit 1: Introduction to Market

Importance of market; Types of Markets; Dynamics of market; Future markets; Market Development, Understanding market from the perspective of Customer segments and value propositions.

Unit 2: Introduction to Sales

Introduction to Sales: Role of selling in marketing, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesman, Theories of selling, Sales management, Process of effective selling, sales negotiation techniques Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person, sales budgets, sales forecasting, sales territory design. sales quotas, allocation of sales quotas

Unit 3: Selling Process and Approaches

Personal Selling and Relationship Management - Selling to individuals & Institutions, Basics, Sales leads, Planning sales calls - Types of calls; Building long term partnership by selling – Sales presentations, tools for personal selling, Sales Aids – Use of technology in sales; Effective selling techniques, Tele Marketing, Inside Sales tools; Direct Selling; e-Retailing. Selling Cycle Process – SPANCO, Sales Promotion.

Unit 4: Market Distribution Channel Management

Distribution Management & Marketing Mix, Direct Distribution, Need for Distribution Channels, Distribution as a carrier of value, Distribution intensity, Distribution logistics, New distribution trends, Information technology and distribution. Channel Institutions, C&F agents, Distributors, Wholesalers and Retailers, designing channel Systems, Modern Trade, B2B Sales, Channel Management; VMS and HMS.

Unit 5: Retail Management

Introduction to retailing; Transition and evolution of retail-Organized and unorganized retail formats; Growing Importance of Retailing, Factors Influencing Retailing, Strategic Retail Planning Process, Retail Organization, Retail Models and Theory of Retail Development, Modern retail formats in India, Retailing in rural India & global framework. Role of Social Media as an active tool in sales process- with special emphasis on Facebook, Instagram, Youtube and Twitter; Omni channel retailing. Careers in Marketing, Retail and Sales.

Reference Books	Author/Publication
Sales and Distribution Management 3 rd edition, (2017)	Krishna K Havaladar, Vasant M Cavale, McGraw Hill Education
Sales & Distribution Management : Decisions Strategies and Cases (7 th edition, 2024)	Richard R Still, Edward W Cundiff Norman AP Govoni, Pearson Education
Sales & Distribution Management (1 st edition, 2022) (e-book)	Rathee Rupa, Rajain Pallavi, PHI Learning

PGDM 202 – HUMAN RESOURCE MANAGEMENT	
Class Credits Hours	PGDM (2025-2027) 03 30

Course Outcomes: After going through the course, students shall be able to –

- CO1:** Understand HRM concepts and practices to solve business problems.
CO2: Design various HRM processes for data-based decision making.
CO3: Analyze the strategies required to train, and appraise the performance of employees.
CO4: Examine the factors related to compensation management and employee relations.
CO5: Identify the recent trend in HRM to take correct business decisions.

Detailed Curriculum

Unit 1: Introduction to HRM as Business partner

Definition and Concept of Human Resource Management, needs, Objectives, Importance, Functions, Scope, History of Human Resource Management- Evolution, Role of Human Resource Manager

Unit 2: Human Resource Planning and Talent Acquisition

HRP – Definition, Objectives and Importance of HRP, Process of Human Resource Planning, levels, problems and guidelines of HRP; Job Analysis and Job Design; Recruitment- Definition, Objective, Factors Affecting Employee Hiring, Sources of Recruitment, HR Challenges and recent Trends in recruitment; Selection: Concept of Selection, Process, Recruitment vs. Selection, Selection Errors, Induction Program. Employee Engagement Practices.

Unit 3: Employee Training and Performance Appraisal

Employee Training -Purpose of Training, Benefits, Process, Employee Training Methods, Evaluating training effectiveness, Retraining and management development, Training vs Development, Succession planning; Performance Appraisal-Concept, Objectives, Importance, Appraisal Process, Performance Appraisal Methods and Pitfalls, Uses of Performance Appraisal, Potential Appraisal.

Unit 4: Compensation Management and Employee Relations

Compensation Management and Components, Factors affecting employee compensation, Job evaluation, Wage and Salary Administration, Industrial relations and Trade Unions.

Unit 5: Recent trends in HRM

Recent trends in HRM- Global HRM and domestic HRM, IHRM, HRIS, HR Analytics, Human Resource Audit. SHRM, Use of AI in HR, Challenges of HRM

Reference Book	Author/Publication
Human Resource Management	Gupta C.B., Sultan Chand & Sons (2022)
Human Resource Management(16e)	Dessler Gary , Varkkey Biju -17 th Edition (2023)
Essentials of Human Resource Management	Chhabra T.N. & Chhabra Monica (2024)

PGDM 203 - BUSINESS STATISTICS AND QUANTITATIVE TECHNIQUES	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Compute and interpret measures of central tendency and dispersion to summarize and describe business data.

CO2: Analyze relationships between variables using correlation and regression techniques, including multiple regression using Excel.

CO3: Analyze various probabilistic situations based on various laws of probability and Probability distributions to assess uncertainty in business decision-making.

CO4: Apply linear programming models across industries to optimize resource allocation.

CO5: Evaluate the problems for optimization of time and cost in distributing goods and allocating resources for organizations' economic growth.

Detailed Curriculum

Unit 1: Statistical Measures and Techniques for Business

Data Analysis: Classification of Data. Presentation of Data-Tabular & Graphical, Measures of Central Tendency- Arithmetic Mean, Geometric Mean, Harmonic Mean, Mode, Median & Measures of Dispersion- Range, Inter Quartile Range, Mean Deviation, Standard Deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.

Unit 2: Correlation & Regression Analysis

Correlation-Introduction, Types, Scatter Diagram, Karl Pearson's Correlation Coefficient, Spearman's Rank Correlation, Regression Analysis-Introduction, Fitting of Regression Line & Interpretation of results, Properties of Regression Coefficients, Relationship between Correlation and Regression, Multiple Regression (Excel only)

Unit 3: Probability and Probability Distributions

Random Variable- Introduction, Types, Probability- Introduction, Classical Approach, Addition & Multiplication Laws, Conditional Probability, Bayes' Theorem. Concept & Application of Probability Distributions-Binomial, Poisson & Normal.

Unit 4: Linear Programming Problem

Operations Research—Evolution, methodology & role in decision making. Linear Programming Problem—Meaning, assumptions, advantages, scope & limitations. Formulation of Linear Programming Problem & its solution by Simplex & Big M methods; Special cases in simplex method: infeasibility, degeneracy, unboundedness, and multiple optimal solutions. Duality and Sensitivity Analysis. (Using MS Excel Solver.)

Unit 5: Transportation and Assignment Problems

Transportation Problems- Various methods of finding Initial basic feasible solution -North West Corner Method, Least Cost Method & VAM Method, Cases in transportation problems; unbalanced problems, degeneracy; maximization objective and multiple optimal solutions. Assignment problems-Assignment Problem using Hungarian Assignment Method; Cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Reference Books	Author/Publication
Statistics for Management	Levin, R.I., Rubin, D.S., PHI.
Quantitative Methods for Business	Anderson, D.R., Thomson Learning
Operations Research: An Introduction	Taha, H.A., Prentice Hall of India
Business Statistics	G C Beri, 3rd ed, TATA McGrawHill
Fundamentals of Statistics	S. C. Gupta – Himalaya Publishing
Quantitative Techniques in Management	Vohra (Tata McGraw-Hill, 2nd)
<i>Business Statistics: A First Course</i>	David M. Levine, Kathryn A. Szabat, David F. Stephan, 2020 , Pearson Education

PGDM 204 – FINANCIAL MANAGEMENT	
Class Credits	PGDM (2025-2027)
Hours	03
	30

Course Outcomes: After going through the course, students shall be able to

CO1: Summarize the basic concepts of financial management and valuation of securities.

CO2: Apply the capital budgeting techniques to evaluate investment decisions for project appraisal.

CO3: Analyze the various aspects of the capital structure in terms of cost of capital, leverage requirements and expected earnings in order to take decisions regarding capital structure design.

CO4: Evaluate the managerial decisions related to formulation of dividend policy.

CO5: Assess the decisions related to working capital management for smooth functioning of the organization.

Detailed Curriculum

Unit 1: Introduction to Financial Management & Valuation of Securities

Definition, nature, objective & scope of Financial management; Wealth maximization & Profit maximization objectives of Financial Management; Role of Finance Manager; Time Value of Money; Concept of Valuation, Bond Valuation, YTM, Valuation of Debentures, Valuation of Preference Shares, Valuation of Equity Shares.

Unit 2: Investment Decision

Capital Budgeting: Features and Significance of Capital Budgeting; Types of Capital Budgeting decisions; Cost and Benefits of Proposal - Cash Flow: Initial Subsequent and Terminal Cash Flow, Incremental Approach to Cash Flow. Techniques of Evaluation: Non-Discounting Techniques - Payback Period, Accounting Rate of Return; Discounting Techniques - Net Present Value, Profitability Index, Discounted Pay Back Period, Internal Rate of Return, modified IRR.

Unit 3: Financing Decision

Capital Structure - Planning Designing & Theories., Long Term Sources of Funds. Cost of Capital - Concept, Factors affecting Cost of Capital, Cost of Debt, Cost of Preference Shares, Cost of Equity Shares, Cost of Retained Earnings, WACC; Leverage Analysis - Concept, Operating Leverage, Financial Leverage, Combined leverage; EBIT-EPS Analysis - Financial Break even, Indifference Level; Capital Structure - Planning Designing & Theories.

Unit 4: Dividend Decision

Relevance Theories of Dividend - Walter's Model, Gordon's Model; Irrelevance Theories of Dividend - Residual Theory of Dividend, MM Approach; Dividend Discount Model; Dividend Policy - Determinants & Constraints.

Unit 5: Working Capital Management

Introduction to working capital management, working capital estimation using operating cycle and CA-CL method; Management of Cash & Marketable Securities, Receivables management, Inventory Management.

Reference Books	Author/Publication
Fundamentals of Financial Management	James C. Van Horne and John M. Wachowicz, Jr./ Prentice Hall
Financial Management: Text, Problems & Cases	MY Khan and PK Jain / Tata McGraw-Hill
Financial Management	I M Pandey /Tata McGraw-Hill
Financial Management: Theory and Practice	Dr Prasanna Chandra / Tata Mc Graw-Hill

PGDM 205 – STRATEGIC MANAGEMENT	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Describe the key concepts and schools of thought in strategic management and its relevance in organizational decision-making.

CO2: Apply strategic tools like SWOT, PESTLE, and BCG Matrix to assess internal and external environments for strategic planning and decision-making.

CO3: Analyze competitive forces and core competencies to formulate effective business-level strategies.

CO4: Evaluate alternative corporate-level strategies such as expansion, stability, and retrenchment within a given organizational context.

CO5: Analyze strategy implementation challenges, resource allocation decisions, and control mechanisms using strategic evaluation frameworks.

Detailed Curriculum

Unit 1: Introduction to Strategic Management

Introduction and Importance, Strategy Content, Strategic Process and Roles, Configurational Perspective in Strategic Management, Dimensions and Levels of Strategy, Schools of thought in Strategy Formulation and their contribution.

Unit 2: Strategic Intent

Strategic Intent, Vision, Mission, Concepts of Stretch, Leverage & Fit, Objectives & Goals of Business, Business Definition, Balanced Scorecard Approach, Critical Success factors & Key Performance Indicators, Environmental Appraisal, SWOT analysis, BCG Matrix, PESTLE framework, Global Risks and Geopolitical Strategy, Environmental scanning, environmental appraisal and their distinction.

Unit 3: Competitive Strategy

Porter's Five Forces Model, Generic Strategies, Value Chain, Core Competency, Managing Innovation: innovation in organizations, organizational creativity, and innovation process, E- strategy, Digital Transformation and Strategy. Artificial Intelligence (AI) and Data-Driven Strategic Decision Making.

Unit 4: Corporate Level Strategies

Expansion strategies, Stability Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring. **Sustainability and Corporate Social Responsibility (CSR) in Strategy.**

Unit 5: Strategic Analysis, Implementation, Evaluation and Control

Strategy Implementation and Barriers, Resource allocation: strategic budgeting, factors affecting resource allocation, difficulties in resource allocation. Process of Strategic Choice, Strategic Gap Analysis: 7S Framework, Life Cycle Analysis, Experience Curve Analysis, Competitor Analysis, Contingency Strategy, Strategy Evaluation: Rumelt's criteria for evaluation. Monitoring Business Model environments, Techniques for strategic control, role of organizational systems in evaluation. Agile Strategy and Adaptive Organizations.

Reference Book	Author/Publication
Strategic Management and Business Policy	Azhar Kazmi / Mcgraw Hill
Strategic Management	Alpana Trehan / Dreamtech
Concepts in Strategic Management & Business Policy	Thomas L. Wheelen, J. David Hunger Pearson Publishing
Strategic Management-Concepts & Cases	Fred David / Pearson Education
Strategic Management: Competitiveness and Globalization	Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson Edition & Year: 13th Edition, 2020, Cengage Learning
Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases	Arthur A. Thompson, Margaret A. Peteraf, John E. Gamble, A.J. Strickland 2022, McGraw Hill Education

PGDM 206 – PRODUCTION AND OPERATIONS MANAGEMENT	
Class Credits	PGDM (2025-2027)
Hours	03
	30

Course Outcomes: After going through the course, students shall be able to

CO1: To understand the basic concepts of Production and Operations Management for better business decision making to improve the productivity.

CO2: To analyze managerial problems related to plant location and layout and Total cost of production.

CO3: To apply selective inventory control techniques and determine optimal order quantity for various deterministic and probabilistic Inventory model.

CO4: To analyze managerial problems related to production planning and control and taking decisions in designing warehouse material management systems.

CO5: To develop skills to analyze quality related data using statistical control charts and Quality control tools.

Detailed Curriculum

Unit 1: Introduction to Production and Operations Management

Production and Operations management: Introduction, evaluation, objectives, importance and activities; Product Design & Development Process, Types of Production System, Productivity, Measurement of Productivity Index (PI), Numerical examples based on PI.

Unit 2: Plant Location, Layout & Total cost of Production

Plant location: Factors to be considered, Plant Layout: Types of Layout, Types of Material Handling Equipment's, Total cost of Production, and Numerical examples.

Unit 3: Design of Production Processes & Inventory Management

Planning Strategies in Manufacturing Environment- MTO, MTS, ETO, ATO, Process Planning and Design, Vertical integration- forward and backward, Automation – Types of automation, Types of Processes, Material Requirement Planning (MRP), Inventory Management: Purpose of Inventories, Inventory Costs, Inventory Systems: Fixed Order Quantity System, Fixed Order Period System, Inventory Classification Models, Economic Order Quantity, ABC analysis, Numerical related to Economic Order Quantity.

Unit 4: Purchasing, Warehousing Functions, and Material Management

Purchasing and Warehousing Functions: Types of warehouses, Smart warehouse, Vendor Development and Rating, Production Planning and Control, Materials Management: Introduction, Production Control, Supply Chain Management.

Unit 5: Quality Management

Quality Management, Costs of Quality Maintenance, 7 Quality Control Tools and its Applications Statistical Concepts in Quality Control, Control Charts: Control charts for variables, Control charts for Attributes.

Reference Books	Author/Publication
Production and Operations Management	Charry S.N./THM
Production and Operations Management	Kanishka Bedi/Oxford Press
Operations Management	Norman Gaither, GregFrazier/CengageLearning
Production and Operations Management	Aswathapa Bhatt/Himalaya Publication
Project Management	Havey Maylor /Pitman Publishing
Production and Operations Management	R. B. Khanna/Prentice Hall Publications

PGDM 207 – COMPUTER FUNDAMENTALS AND APPLICATIONS IN MANAGEMENT	
Class	PGDM (2025-2027)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Understand the basics of computers, networks, and cloud tools for business communication.

CO2: Create professional documents and presentations using MS Word and PowerPoint with AI support.

CO3: Design and manage databases using DBMS concepts and SQL for business data handling.

CO4: Analyze business data using advanced Excel functions and tools for informed decision-making.

CO5: Evaluate the role of MIS in supporting organizational processes and decision-making.

Detailed Curriculum

Unit 1: Introduction to Computers and World Wide Web

Introduction to computers and its application in management. Categories of computers and their applications in business, Fundamentals of Computer Networks. Computer Memory: Types of Memory, Storage devices, Mass Storage Systems. Concept of Cloud Computing, Data Centres and their challenges. Survey creation, data collection using google forms, Automating responses or task updates.

Unit 2: MS Word and MS Power Point

MS-Office – Introduction, features. MS Word - Word processing concepts: Finding and replacing text, Creating and Printing Merged Documents, Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Use of Graphics, Tables, Charts, Document Templates and Wizards. Enhanced grammar, clarity, conciseness, and tone suggestions using Microsoft Editor (powered by AI). Speech-to-Text (Dictation), Copilot in Word (Microsoft 365 AI) to draft business emails, reports, and ideas.

MS PowerPoint-toolbars, icons, Creation of slides, working in different Design & Views, Working with Slides. Formatting and Editing: Text, Image and Paragraph formatting, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows, Running and Controlling a Slide Show, Printing Presentations. Copilot for Auto-Creation of Presentations from Prompts.

Unit 3: Introduction to Database Management System

Importance of data and databases in business, Overview of DBMS and its applications in CRM, ERP, HRMS, Data vs. information, data models, schema and instances, Database components: Tables, Fields, Records, Keys, Relational Model: Primary Key, Foreign Key, Relationships, Types of DBMS: Hierarchical, Network, Relational, Introduction to ER Diagrams (Entities, Attributes, Relationships)

Introduction to SQL interface, Creating a database and tables, Inserting, updating, deleting records, functions like: COUNT(), SUM(), AVG(), MAX(), MIN(), Joins: INNER JOIN, LEFT JOIN.

Unit 4: MS Excel (Basic and Advanced)

Introduction to MS Excel, Use & Importance of Excel Application. Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell, Copying and Moving from selected cells, handling Formulae.

Mathematical Functions, Date and Time Functions, Statistical Functions etc., sorting of data, Graphs and Charts, What-if Analysis, Macros, Conditional Formatting, Pivot Tables, Pivot Charts, Filter, Data Analysis, Use of H-lookup, V-lookup functions, X-lookup functions.

Unit 5: Management Information System

Overview, Need for information systems, Digital convergence, and business environment. Types of information systems in the organization; TPS, DSS, MIS, ESS, MIS, and Core competencies.

Reference Book	Author/Publication
Discovering Computers: Your Interactive Guide to the Digital World	Shelly, Vermaat, Cengage Learning
Introduction to Computers	Peter Norton, McGraw Hill Education
MS Office 2000 for Everyone	Sanjay Saxena, Vikas Publication House
Advance excel 2016 training guide	Ritu Arora, BPB Publications
SQL All-In-One for Dummies, 3ed	Allen G. Taylor (Author), Wiley

PGDM 208 – DIGITAL MARKETING	
Class Credits	PGDM (2025-27)
Hours	03
	30

Course Outcomes: After going through the course student shall be able to

CO1: Develop a comprehensive digital marketing strategy by effectively utilizing keyword research and understanding online traffic.

CO2: Design websites for a using WordPress.

CO3: Implement both on-page and off-page SEO strategies to improve a website's search engine ranking, utilizing keyword planning and SEO tools.

CO4: Create and manage business pages on Facebook, Twitter, and LinkedIn

CO5: Leverage Google AdWords to create effective ad campaigns across various formats.

Detailed Curriculum

Unit 1: Digital Marketing Fundamentals

Introduction, Digital Marketing Process, Methods of Promoting Business Online; Basics Online Term, Keyword Research and Planning, Online Traffic, Understanding Conversion Process, Inbound Marketing Vs Outbound Marketing.

Unit 2: Website Designing

Basic of Website Designing Terms, what is a Website, Types of Website, Installing WordPress, Planning Business Website, Site Design with WordPress Theme, Building the Website, Adding Business Feature.

Unit 3: Search Engine Optimization

Fundamentals of SEO: How Search Engine Works, How Search Engine Shows Results, what is Keyword, Keyword Planning Strategy, Keyword Planner Tool, On Page SEO, Off Page SEO, Black Hat SEO, White Hat SEO.

Unit 4: Social Media Marketing

Facebook, business page and Facebook ads; Twitter Introduction and Basics, Twitter Marketing, Retweets and Engagements; LinkedIn Introduction and Basics, LinkedIn Profile, LinkedIn Company Page, Position Your Company on LinkedIn

Unit 5: Other Social Marketing

Email marketing: introduction to email marketing, choosing an email marketing service provider, building your list, email analytics; YouTube marketing: creating your own YouTube channel, making money from YouTube, YouTube SEO, monetizing your videos via google and YouTube, YouTube analytics; Google AdWords: AdWords basics, set up an AdWords account, create ads and campaigns, set up a new campaign, set up a new ad group, text ads, image ads, video ads, mobile ads, budgets and bid manage your budget, choose how you bid, choose your bid amount, bidding on the display network, choose where and when ads appear, reach your audience.

Reference Books	Author/Publication
Fundamentals of Digital Marketing	Puneet Singh Bhatia
The Art of Digital Marketing	Ian Dodson
Advanced Technologies in Digital Marketing 2025 for Beginners: Unlock Tomorrow's Marketing Today	Max Minder / Kindle edition

PGDM 209 - Personality Development Corporate Communication II	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After the completion of the course, students will be able to

CO1: Demonstrate appropriate use of digital communication tools with professional etiquette across formal and informal business settings.

CO2: Build a credible digital identity and initiate professional interactions using platforms like LinkedIn and email.

CO3: Apply logical thinking and decision-making strategies to analyze challenges and respond constructively during internships.

CO4: Recognize and manage conflicts through emotional intelligence, effective communication, and appropriate conflict resolution styles.

CO5: Evaluate personal leadership style and align it with professional expectations to improve team interactions and outcomes.

CO6: Practice inclusive professional behavior, including gender-sensitivity, culturally awareness, and globally appropriate workplace etiquette.

Detailed Curriculum:

Unit 1: Digital Communication & etiquette

Introduction to professional digital communication tools like LinkedIn, Email, and WhatsApp for corporate use. Creating an effective LinkedIn profile, writing professional messages, and initiating communication with industry professionals. Emphasis on netiquette—the dos and don'ts of internet-based communication in academic and professional settings. Sessions focused on mobile phone behaviour during meetings and interviews. Best practices during virtual meetings, interviews, and webinars.

Unit 2: Conflict Management & Decision Making

Concept of Logic and Logical Thinking, Obstacles to Logical & Critical Thinking, Critical Thinking for Problem Solving: Strategies, Mechanisms, Emotional Intelligence, Agreement Vs Disagreement, Conflict Management Styles, Personal and Professional Implications, Decision Making and Leadership Typology: Self Analysis

Unit 3: Professional Etiquette

Business Card Protocol, Greetings and Introductions, differentiating between being Passive, Aggressive and Assertive, dealing with different kinds of Personalities: Dominant, Authoritative etc, Developing Social Ethics: Gender sensitization, Etiquette for Gentleman/Lady to be, knowing where to draw the line. Business Dining, Interaction with Foreign Visitors, Business Manners in Different Countries, Inter- Organizational Etiquette, Diversity & Inclusion, Cross Culture Communication (navigating cultural differences in workplace), Developing a broad and inclusive worldview.

PGDM 210 – CAPSTONE PROJECT	
Class Credits	PGDM (2025-27) 03

Course Outcome: After going through the course, students shall be able to

- CO1:** Identify various business situations in relevance to learned concepts.
CO2: Investigate and identify business problems and assess the alternative solutions.
CO3: Apply the knowledge of management concepts and principles in their area of investigation.
CO4: Demonstrate team work and organizing abilities while working in group.
CO5: Analyse the collected data and present the analysis in a lucid manner.

Detailed Curriculum:

1. The Capstone Project is designed to demonstrate the accumulated training in PGDM Semester 2 through a single original project conducted under the guidance of a faculty mentor. The project should integrate learning from the following subjects: Market & Sales Management, Human Resource Management, Business Research Methods, Financial Management, Project Management, Production & Operations Management, Computer Fundamentals & Applications in Management, Digital Marketing, and PDCC.
2. The Capstone Project must be completed in working groups of students sharing common interests, with continuous supervision from a faculty mentor throughout the semester.
3. Multiple drafts of the project (submitted as assignments) are required, each subjected to rigorous peer review and regular feedback from the faculty mentor.
4. All assignments should follow the prescribed guidelines. The outline of assignments is as follows:
 - a) Assignment #1: (i) Preliminary topic selection; (ii) Importance of the topic; and (iii) Need for the study.
 - b) Assignment #2: Literature Review / Theoretical Background
 - c) Assignment #3: Methodology
 - d) Assignment #4: Case Study / Analysis
 - e) Assignment #5: Final Project Report (plagiarism checked)
5. Capstone Projects will be evaluated based on the final Project Report and student presentations to a faculty panel at the end of the semester. Regardless of the methodology used, the final project must explicitly apply concepts learned through study, reading, and practice to the project's context and issues.

Detailed Curriculum

Year II	
Semester III (Core Subjects)	
PGDM 301	Project Management
PGDM 302	Legal & Business Environment

PGDM 301 – PROJECT MANAGEMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Determine the scope and structure of Project Management

CO2: Analyse different methods of project selection and their financing

CO3: Appraise the project based on financial estimates and projections.

CO4: Rate projects on the basis of Social Cost Benefit Analysis

CO5: Evaluate network control techniques for project scheduling and resource management.

Detailed Curriculum

Unit 1: Introduction to Project Management

Definition, Characteristics, Importance, Types, Steps in Identification of Projects, Project life cycle, Experience Curve, Scouting for project ideas, Preliminary screening, Project Rating index.

Unit 2: Project Organisation & Financing

Cross-functional team, Dedicated, Influence & Matrix project organization Advantages and disadvantages of project organizations, Work Breakdown Structure (WBS), Integration of project organization and WBS, WBS and responsibility matrix. Financing of projects, Venture capital & private equity, Financing of New Ventures & Mergers

Unit 3: Financial Estimates & Projections

Financial appraisal: Project cost estimation & working capital requirements, sources of funds, appropriate composition of funds. preparation of projected financial statements viz. Projected balance sheet, projected income statement, projected funds & cash flow statements, Preparation of detailed project report.

Unit 4: Social Cost Benefit Analysis

Meaning, Rationale, Approaches to SCBA, UNIDO approach, L-M approach, Public sector investment decision in India.

Unit 5: Implementation & Control of Projects

Project scheduling, Network techniques for resource: PERT, CPM, Decision & Spanning Tree, Cost budgeting and scheduling, problems of project implementation, role of project manager, project management teams and coordination. Monitoring and post implementation - project audit.

Reference Book	Author/Publication
Projects: Planning Analysis: Selection Implementation & Review	P Chandra, Tata McGraw Hill
Project Management Essentials You Always wanted to Know	Kalpes Ashar, Vibrant
Project Management	S. Choudhary, McGraw Hill
Project Management & Control	NSingh, Himalaya

PGDM 302 – LEGAL & BUSINESS ENVIRONMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, student shall be able to

- CO1:** Analyze the impact of micro and macro business environments on organizational operations and decision-making.
CO2: Evaluate the legal policy framework and its implications on business organizations.
CO3: Analyze the structure and functioning of the Indian financial sector, find the regulatory roles of SEBI and RBI.
CO4: Apply key legal to real-world business scenarios.
CO5: Analyze the relevance of intellectual property rights in contemporary business practices.

Detailed Curriculum

Unit 1: Overview of Business Environment

Nature & Structure of Business Environment; Micro & Macro Environment – Economic & Non- Economic, Environment Interaction Matrix of Economic & Non-Economic Factors. Legal and Regulatory Environment for Startups: DPIIT Recognition, IPR for Startups, and Fundraising Legalities.

Unit 2: Indian Economy and Economic Policies

Economic Planning in India – Objectives and Evolution, NITI Aayog – Role and Functioning Design and Strategy of Economic Reforms-Liberalization, Privatization, Globalization (LPG); Industrial Policy; Monetary and Fiscal Policies, Union Budget, Competition Policy and Competition Act; Balance of Payments (BOP), Recent Foreign Trade Policy, Recent Trends in India's Foreign Trade. Contemporary Competition Law Issues: Digital Monopolies, Role of CCI, and Recent Amendments. ESG Compliance and Reporting: SEBI Guidelines, Sustainability Disclosures, and Green Finance Regulations.

Unit 3: Financial Sector in India: Structure & Reforms

Financial Market Structure, Money & Capital Markets, SEBI & Stock exchanges, Financial Institutions – Banks, NBFIs; Role of RBI, Insurance Sector; Mutual Funds; Banking Sector Reforms; Financial Sector Reforms.

Unit 4: Legal Aspects of Business

Forms of Business, Companies Act 2013 and Amendment Act 2017, Contract laws-Formation of Contracts; Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts-Contract Management; Special Contracts: Indemnity & Guarantee, Contract of Agency; Principal-Agent Problem- Bailment, Pledge, Guarantee and Indemnity; Principles of Sales of Goods- Transfer of Ownership & Property-Performance of contract; Consumer Protection Act 2019. Legal Issues in the Digital Economy: E-contracts, Cyber Laws, Data Privacy (DPDP Act), and Digital Payment Regulations.

Unit 5: Intellectual Property Right (IPR)

Intellectual Property Right - Trademarks, Patents, Copyright and Neighboring Rights-Plant Variety Protection, Traditional Knowledge, Bio-Diversity, Geographical Indications.

Reference Books	Author/Publication
Company Law & Secretarial Practice	N.D. Kapoor / S. Chand
Business Law	M.C. Kuchal
Business Environment and Policy	Francis Cherunilam / Himalaya Publishing House
Indian Economy	Gaurav Datt & Ashwani Mahajan / S.Chand
Legal Aspects of Business	Akhilleshwar Pathak , McGraw Hill Education
Indian Economy: Policies, Practices and Reforms	V.K. Puri & S.K. Misra , Himalaya Publishing House
The Indian Economy: A Macro-Economic Perspective	Shankar Acharya & Rakesh Mohan , Oxford University Press

Detailed Curriculum

Year II	
Semester IV (Core Subjects)	
PGDM 401	International Business & Trade
PGDM 402	Research Project

PGDM 401 – INTERNATIONAL BUSINESS & TRADE	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Evaluate international business environments and the role of multilateral organizations in shaping global trade decisions.

CO2: Analyze the strategic implications of regional economic integrations and international cooperation on global trade.

CO3: Apply trade theories and foreign exchange mechanisms to solve practical international business problems.

CO4: Demonstrate the ability to execute EXIM procedures, trade documentation, and financing using institutional frameworks.

CO5: Evaluate export-related risks and insurance mechanisms used to safeguard international trade transactions.

Detailed Curriculum

Unit 1: International Business Environment

Overview of International Business Environment; Role of Multilateral Organizations – IMF, World Bank, WTO, OPEC, Modes of Entry into International Business; Stages in International Business; Country Evaluation and Selection; Free Trade & Protectionism: India-UAE CEPA, India-Australia ECTA, Indo-UK talks Deglobalization, cross-cultural issues and concerns, Geopolitics: Trade wars, sanctions, and impact of geopolitical tension.

Unit 2: Economic Integration and Cooperation

Regional Economic Groupings: Meaning and Significance of Economic Integration; Factors Facilitating Economic Integration; EU, NAFTA, SAARC, ASEAN; Cooperation Forums and Projects: G8, G20, BRICS, Belt and Road Initiative (BRI).

Unit 3: Foreign Trade and Foreign Exchange

Introduction to Major Trade Theories; Porter's Diamond Model of Nation's Competitiveness; BOP - Disequilibrium and remedies, Foreign Exchange Rate Determination, FEMA, Trade Contract and Trade Terms; Incoterms; Tariff and Non-Tariff Barriers, GATT, GATS, TRIPs and TRIMs. Central Bank Digital Currencies (CBDCs) and Crypto.

Unit 4: EXIM Finance and Documentation

Main Features of Payment Terms-Advance Payment, Open Account, Documentary Collection, Documentary Credit – Documentary Collection –DP and DA Process and Operation; Letter of Credit and Parties Involved; Process of Opening and Advising LC, Types of LC; Process and operation; UCPDC- Major clauses; Consignment sale, Trade Operations and Documentation; Documentation Areas and Dimensions; Nature and Characteristic Features of Exim Documents; EDI and ADS documentation. Institutional infrastructure for export promotion in India. Digital Trade and E-commerce.

Unit 5: Export Risk and Insurance

Nature of transit risk; Contract of cargo insurance; Parties involved, Indemnity and insurable value; Cargo loss claims – Procedure and documentation; Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Procedures and documentary requirements. Technology & Export Risk. Sustainable Trade & Green Logistics: ESG, green supply chains, carbon border taxes

Reference Books	Author/Publication
International Business- Environment and Operations	Daniels J.D. and H Lee Radesbaugh, Pearson Education
International Business – Text & Cases	Francis Cherunilam , PHI
International Business- Competency in the Global Market Place	Charles W.L., Tata McGraw Hill
International Business: The New Realities (6th Edition, 2024) by S. Tamer Cavusgil, Gary Knight, John R. Riesenberger	Pearson Education
Global Business Today by Charles W. L. Hill, (2024 Release)	McGraw Hill
International Business: Competing in the Global Marketplace (14th Edition) by Charles W. L. Hill	McGraw Hill
International Business: The Challenges of Globalization by John J. Wild, Kenneth L. Wild (10th Edition, 2022)	Pearson Education

PGDM 402 – RESEARCH PROJECT	
Class Credits	PGDM (2025-27) 03

Course Outcomes: After going through the course, students shall be able to

CO1: Identify various business problems and formulate research question and objectives to do research in relevant field.

CO2: Perform investigation selecting appropriate research design and do the PESTEL analysis for the organization.

CO3: Critically think and apply concept and principles of research in their area of investigation.

CO4: Developing capabilities of decisions making through analysis of data in the selected area.

CO5: Demonstrate the application of management concepts in the achievement of the organizational goals.

Detailed Curriculum

In fourth semester, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the faculty guide taking in to consideration the area of interest of the student. Faculty guides will be allotted by the institute on the basis of specialization opted by the student.

The evaluation of the project will consist of

- (1) Evaluation of Project Report
- (2) Viva based on Project

The report should contain the following:

1. Objectives and Scope of the study.
2. Literature Review and Rationale/Importance of the Study
3. Research Methodology
4. Analysis of Data
5. Findings, Conclusions and Recommendations

The student shall prepare the Research Project Report as per the format given in the Research Project Report Manual. The student will submit two copies of the report to the faculty guide. The number of pages in the report should be 75 or more.

Detailed Curriculum

Year II	
MARKETING SPECIALIZATION	
PGDM M01	Services Marketing
PGDM M02	Consumer Behaviour
PGDM M03	Product & Brand Management
PGDM M04	International Marketing
PGDM M05	Integrated Marketing Communication
PGDM M06	Marketing Research

PGDM M01 – SERVICES MARKETING	
Class Credits	PGDM (2025-27)
Hours	03
	30

Course Outcomes: After going through the course, students shall be able to

CO1: Enumerate the Concept of Services and intangible products.

CO2: Explain the role of customer experience in service marketing.

CO3: Identify various ways to improve service quality and productivity contributing to the economic growth of the country

CO4: Develop and justify alternative marketing approaches that can be used by service managers.

CO5: Manage service teams and ensure that the tools and processes they use are efficient and effective

Detailed Curriculum

Unit 1: Introduction to Services Marketing

Introduction: Definition, Characteristics and Classification of Services, Difference between Product and Services Marketing, Paradigms in Services Marketing, Present Marketing Environment, Services Marketing Mix: Understanding the 7 Ps, Strategies for Services Marketing; Why marketing of services; Difference between Goods & Services: Challenges and implications, Strategies to combat these challenges;

Unit 2: Understanding Consumer Behavior and Service Design

Understanding Consumer Behavior: Services vis-à-vis goods, Consumer Behavior in Services, Customer Expectations and Perceptions of Services – Evaluation of services. Risk perception and types of risks in services. Search, experience and credence properties, Zone of tolerance, factors influencing customer expectations, service encounter.

Service Development Design & Standards: New Service Development Process – Basic service to potential service, Customer Defined Service Standards

Unit 3: Pricing and Managing Service Promise

Delivering Services: Role of Employees and Customers in service delivery; Role of Intermediaries, Pricing of Services: Pricing Considerations and Strategies, Revenue Management. Managing Service Promise: Role of Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations.

Unit 4: Delivering & Performing Services

Service development & design, Customer defined service standards, Crafting the Service environment, managing Demand & Capacity. Services Positioning Strategies and Branding

Unit 5: Managing Services for Profits

Delivering Quality Service, Challenges of Measuring Service Quality, Measures of Service Quality, Dimensions of Service Quality, SERVQUAL, Service Quality & Productivity: Gaps Model, Service Recovery, Building Customer Relations & Loyalty, Service Leadership.

Reference Books	Author/Publication
Services Marketing	Lovelock, Christopher,
Services Marketing	Nargundkar, Rajendra, Tata
Services Marketing	Ravi Shankar, Excel
Services Marketing : The Indian Context (4 th edition, 2014) (e-book)	Dr. R Srinivasan / PHI Learning

PGDM M02 – CONSUMER BEHAVIOUR	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After completing the course student will be able to

CO1: Evaluate the consumer decision making at different stages along with identification of new market opportunities.

CO2: Analyze various consumer behavior models to solve real-world business issues.

CO3: Design the marketing strategies based on fundamentals of consumer buying behavior.

CO4: Recognize social and ethical implications of marketing actions on consumer behavior.

CO5: Analyze different stages of organizational buyer behavior to develop relevant strategies that enhance market competitiveness.

Detailed Curriculum

Unit 1: Introduction & Consumer Decision Process

Consumer Behaviour - An Introduction, Meaning, definition, scope; Difference between customer and consumer; Nature and characteristics of Indian consumer, Determinants and Framework of Buyer Behaviour, contributing disciplines, Consumer decision making process, factors affecting each stage, Theory of cognitive dissonance, Evaluation criteria and rules, perceived value attributes, Value delivery process. Satisfaction and Quality vs retention, Market Opportunity Identification–Analysis & Evaluation.

Unit 2: Consumer Behavior Models

Models of consumer decision making- Economic, Nicosia model, Models, Howard & Seth Model, Engel- Blackwell-Miniard Model, Psychoanalytic Model, Sociological Model.

Unit 3: Individual Determinants of Buyer Behaviour

Consumer motivation, Personality and consumer behavior, Self-Concept, gaps in self-image and ideal image, Consumer perception, Consumer learning, Consumer attitude formation and change, Communication and consumer behavior, VALS and grouping consumers.

Unit 4: Consumers in their Social and Cultural Settings

Social Class & Social Stratification. Homogeneity of needs in social class, product usage norms and evaluation rules within class. Changes in Gender perspectives. Influence of culture and subculture, Reference groups and family influences, opinion leadership and diffusion of innovation, Word-of-Mouth and its Strategic Application (Social Networks, Brand communities, Weblogs, stimulating word- of- mouth, viral marketing, managing negative rumors).

Unit 5: Organizational Buyer Behavior

Industrial Buying Behaviour: Participants, characteristics of industrial markets, factors influencing industrial buying, Decision Process & Buying Patterns, Alternative views on Consumer Behavior-Marketing Ethics and Consumer Behavior, Consumerism, Consumer Behavior in the networked era.

Reference Books	Author/Publication
Consumer Behaviour	Loudon, David L. & Dellabitta, Albert / Tata McGraw Hill
Consumer Behaviour	Schiffman, Leon G., & Kanuk, Leslie Lazar/Pearson Education
Consumer Behaviour–Buying Having & Being	Soloman, Michael R. / Pearson Education
Consumer Behaviour : The Indian Context (Concepts & Cases) (2nd edition, 2017) (e-book)	S. Ramesh Kumar / Pearson Education

PGDM M03 – PRODUCT AND BRAND MANAGEMENT	
Class Credits Hours	PGDM (2025-27) 03 (L-2, T,0, P-1) 30

Course Outcomes: After going through the course, students shall be able to

CO1: Classify the brands on various bases and manage brand portfolios by optimizing brand mix and ensuring alignment with organizational goals and market demands.

CO2: Identify distinctive brands that resonate with target audiences, creating lasting impressions and fostering brand loyalty.

CO3: Design marketing programs to build and enhance brand equity.

CO4: Analyze the factors that influence the decision for brand extension and relaunching

CO5: Design brand strategies by analyzing factors such as brand architecture, brand hierarchy decisions, and managing brand portfolios.

Detailed Curriculum

Unit 1: Introduction to Product and Brand Management

Basics Understanding of Brands; Brand vs. Product; Definitions, Product Mix, Product Life Cycle Management – Product Concept Vs Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands, Brand Storytelling.

Unit 2: Identifying and Establishing Brand Positioning

Strategic Brand Management process – Building a strong brand - The Four Steps of Brand Building; Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands, Brand Positioning: Identifying and implementing brand positioning, Points of Parity, Points of Difference, Brand Audits, Brand Advocacy.

Unit 3: Planning and implementing Brand Marketing Programs

Customer Based Brand Equity: Brand Knowledge, Sources of Brand Equity, Choosing Brand Elements to build brand equity, Designing Marketing Programs to build Brand Equity; Leveraging Secondary Brand Associations to Build Brand Equity, Developing marketing and communication programs for brands, Social Media and the branded customer Experience

Unit 4: Measuring & Interpreting Brand performance

Brand Extensions: Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching. Brand Equity Management System, Brand Equity Measurement Systems; Tracking Customer-Based Brand Equity.

Unit 5: Growing and Sustaining Brand Equity

Designing and Implementing Brand Strategies: The Young and Rubicam (Y&R) Power Grid, Brand Architecture, Brand Stature/ Brand Strength, Managing Brand Portfolios, Brand Hierarchy Decisions; Managing Brands Over Time: Life Stages of a Brand, Brand Reinforcement Strategies; Managing Brands over Geography Global Branding, Global Brand Strategy, Leveraging Social Commerce in brand Building, Role of Influencer Marketing.

Reference Books	Author/Publication
Strategic Brand Management: Building, Measuring and Managing Brand Equity (5 th ,2019)	Kevin Lane Keller & Vanitha Swaminathan, Pearson.
Building Strong Brands	David Aaker, New York: Free Press.
Strategic Brand Management	J N Kapferer. New York, Free Press.
Brand Management (1 st edition,2024) (e-book)	Vibha Mathur, Saloni Arora, PHI Learning

PGDM M04 – INTERNATIONAL MARKETING	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Comprehend the concepts of Marketing in the global context.

CO2: Develop entry and expansion strategies in the dynamic international markets.

CO3: Analyse the product and price strategy adopted by key marketer players.

CO4: Analyse the factors that influence the distribution channels in international market

CO5: Evaluate the impact of emerging technologies on e-marketing strategies, consumer behavior, and competitive dynamics in global markets.

Detailed Curriculum

Unit 1: Introduction to International Marketing

International Marketing: Definition, Importance, Changes and New Challenges, International Marketing Environment, Understanding Global Customers and International Market Segmentation.

Unit 2: International Marketing Strategy

Entry and Expansion Strategies: Marketing and Sourcing, Cooperative Strategies, International Market Selection Process, International Marketing Research, Competitive Analysis and Strategy. CAGE framework, Motives for Geographic Diversification

Unit 3: International Marketing Program I

International Product Decisions: Product Positioning, Product Design Considerations, Geographic Expansion – Strategic Alternatives and New Products in International Marketing International Pricing Decisions: Objectives and Strategies, Transfer Pricing, Three Policy Alternatives of International Pricing.

Unit 4: International Marketing Program II

International Marketing Channels and Physical Distribution: Objectives and Constraints, International Channel Innovation.

Communication decisions for International Markets: International Advertising, Public Relations, Personal Selling, Sales Promotion, Direct Marketing, Trade Shows and Sponsorships.

Unit 5: Emerging trends in International Marketing

Global E-Marketing: Technological Discontinuities, New Technologies and Components of Electronic Value Chain, Global Services Marketing, Future of Global Marketing: Major Changes, Rise of Global Markets, Trade Logistics and International Shipping.

Reference Books	Author/Publication
Global Marketing Management (8 th edition, 2017)	Warren J Keegan / Pearson
Global Marketing Management (3 rd edition, 2012)	Kiefer Lee/ Steve Carter, Oxford
International Marketing (2 nd edition, 2014)	RM Joshi / Oxford University Press
International Marketing: Text & Cases (2 nd , 2012)	J Paul & R Kapoor / McGraw Hill
International Marketing (4 th edition, 2016) (e-book)	R. Srinivasan, PHI Learning Pvt. Ltd.;

PGDM M05 – INTEGRATED MARKETING COMMUNICATION	
Class Credits	PGDM (2025-27)
Hours	03
	30

Course Outcomes: After going through the course, students shall be able to

CO1: Analyze the various elements of Integrated Marketing Communications

CO2: Evaluate the role of the various tools used in advertisements using technological advancements

CO3: Evaluate the communications effects and results of an IMC campaign using appropriate media planning.

CO4: Analyse the various types of advertising agencies that best suits the advertising goal.

CO5: Create an effective sales promotion plan.

Detailed Curriculum

Unit 1: Forms of Communication

Elements of IMC: Advertising, Sales Promotion, Publicity, Personal Selling, Direct Marketing and direct response methods, Event Management, E-Commerce, Corporate Communication, Public Relations, Media relations. Link between creative strategy and Marketing, The IMC Planning Process, The Value of IMC plans – information technology, increase in competition, brand parity.

Unit 2: Overview of Advertising Management

Advertising, Kinds of advertising, Role in Brand building, Varied Role different PLC stages, creating differentiation through advertising, Various Models of Advertising, Advertising Copy, Developing Advertising Copy, Advertising and Ethics: legal and social concerns. Relevance of use of Digital Tools, like VR (Virtual Reality), AI (Artificial Intelligence) in advertising. Digital Media & Advertising: Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, Special Purpose Advertising- Green Advertising, Pro bono Advertising.

Unit 3: Media Planning & Advertising Research

Media planning and strategies, Media Mix, Media Buying, Testing Media effectiveness, Allocation of Budgets, Current Media trends, developing a communication campaign; Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC, Content Marketing, Customer Journey Mapping

Unit 4: Advertising Agencies & Direct Marketing

Advertising Agencies, Advertising Agency Compensation, Working of an Agency, Retention of an Agency, Direct Marketing, Products suitable for direct marketing, Media for Direct Marketing. Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used. Direct marketing: Conventional & Unconventional.

Unit 5: Sales Promotion

Scope and Role of Sales Promotion, Sales promotion abuse, Strengths and limitations of Sales Promotions, Types of Sales Promotion: Consumer and Trade Oriented Sales promotion, Designing Sales Promotion Campaign using BI tools, Data-Driven Sales Promotion. Creative Aspects in Ethics in Marketing Communication: Targeting Vulnerable group, Stereotyping, Unethical Practices in Marketing Communication, Social and Cultural consequences. Meaning, Criteria for Sponsorship, Limitation, Event Sponsorship, Cause Sponsorship, Ambush Marketing-Concept, Impact.

Reference Books	Author/Publication
Advertising and Sales Promotion	SHH Kazmi & SK Batra / Excel books
Advertising Sales and Promotion Management	S.A. Chunawalla/Himalaya Publishing
Strategic Advertising Campaigns	Don E Schultz
Advertisement and Promotion an Integrative Marketing Communication Perspective (6 th edition, 2003) (e-book)	George E Belch, Michael A Belch / Tata McGraw Hill

PGDM M06 – MARKETING RESEARCH	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After completing the course, students will be able to

CO1: Evaluate contemporary applications of marketing intelligence.

CO2: Create strategies for measuring satisfaction in marketing research studies.

CO3: Evaluate the various advertising & promotion techniques using marketing research.

CO4: Create strategies for price optimization using solver tools.

CO5: Apply research analysis tools to solve marketing problems effectively.

Detailed Curriculum

Unit 1: Marketing Research and Managerial Implication

Introduction, Marketing research: uses in Management, Process; Academic writing & Referencing- Steps in literature review, Development-Argumentation. Research Proposal: Purpose, nature & Evaluation-Content & Format-Practical considerations-timelines, budgets, supervision management- Presentation & defense. Scope, usage of marketing research for marketing-mix decisions, limitations of Market Research. Marketing Research and Marketing Information System, Marketing Research and Decision Support Systems, Marketing Intelligence and contemporary applications.

Unit 2: Measurement in Marketing Research and Analysis

Nature & types of marketing research, Qualitative research: Data Analysis. Measurement instruments- attitude measurement scales, measures of emotion, perceptual scales. Property of scales- reliability, validity, generalizability. Perceptual Mapping & Positioning, Measuring satisfaction, Sources of variation in Measurement, Controlling Exogenous variables.

Unit 3: Tools for Marketing Research- Advertising & Promotion

Product Research: New product development process, Test marketing, large Scale Market Simulators, Advertising & Promotion Research: Media Research, copy testing, Effectiveness of Advertising & Media Selection, Adstock Model, Optimizing Advertising, Experimental designs.

Unit 4: Tools for Marketing Research- Sales and Pricing

Sales Analysis research, Market potential analysis (Identification of ideal place), Sales forecasting Methods. Price sensitivity, Willingness to pay and measurement. Non-Linear pricing & Revenue Management: Price Bundling, Markdown Pricing, Using Solver to Optimize Price, Contemporary issues in Marketing Research- Ethics in Marketing Research.

Unit 5: Research Analysis Tools & Multidimensional Scaling

Multivariate Measures of Association: Multidimensional scaling and Marketing Applications, Conjoint Analysis and Applications- Products, Attributes and Levels; Full Profile Conjoint Analysis; Cluster Analysis, Discriminant & Canonical.

Reference Books / Magazines	Author/Publication
Research for Marketing Decisions	Paul E. Green, Donald S. Tull, PHI
Marketing Research- Text and Cases	Harper W. Boyd Jr. Ralph Westfall
Marketing Research- An applied orientation	Naresh Malhotra & Satyabhushan Dash, Pearson Education
Marketing Research : Text and Cases (2 nd edition, 2006((e-book)	Bruce Wrenn, Robert E. Stevens, David L. Loudon / Routledge

Detailed Curriculum

Year II	
FINANCE SPECIALIZATION	
PGDM F01	Behavioural Finance
PGDM F02	Banking, Insurance and Financial System
PGDM F03	Financial Derivatives
PGDM F04	Security Analysis & Portfolio Management
PGDM F05	International Financial Management
PGDM F06	Financial Modeling & Valuation

PGDM F01 – BEHAVIOURAL FINANCE	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Summarize standard finance and utility functions as a tool to make investment decisions.

CO2: Interpret behavioural aspects of financial markets and investment decisions

CO3: Analyze the investment risk based on personality traits of investors.

CO4: Assess how the investor behaviour and decision making is affected by the respective heuristics and biases

CO5: Describe the recent advances in individual and corporate behavioural finance.

Detailed Curriculum

Unit 1: Standard Finance and Utility Functions

Standard Finance, Market efficiency, Expected Utility Theory; Expected Utility Theory and Rational Thought: Decision making under risk and uncertainty, expected utility as a basis for decision-making, Theories based on Expected Utility Concept, Investor rationality and market efficiency.

Unit 2: Introduction to Behavioral Finance

Introduction to Behavioral Finance-Overview, History of Behavioral Finance; From standard finance to behavioral finance- Are financial markets efficient? Limits to arbitrage- Fundamental Risk, Noise Trader Risk, Prospect theory, Loss Aversion, market anomalies.

Unit 3: Investor Behaviour

Types of investors, objectives of investment, factors influencing Investor decision making, factors influencing investor personality, behavioural finance viewpoint of risk, risk perception, factors affecting risk attitude. Big 5 personality traits of investors, Models of investors' personality.

Unit 4: Behavioural Biases and Irrational Investing

Heuristics and Biases, representativeness heuristic, availability heuristic, affect heuristic, similarity heuristic; Cognitive and Emotional Biases, Overconfidence bias, cognitive dissonance bias, self-attribution bias, illusion of control bias, conservatism bias, ambiguity aversion bias, endowment bias, self-control bias, optimism bias, mental accounting bias, confirmation bias, hindsight bias, regret aversion bias, status quo bias etc. Strategies to Overcome Biases.

Unit 5: Recent Advances in Behavioural Finance

Neurofinance and Neuroscience in Investing, Behavioural Capital Asset Pricing Model, Behavioural Portfolio Theory, Emotional Investing, Group Psychology on Board. Behavioral Biases in the Digital Age, Behavioral Aspects of ESG and Sustainable Investing, Behavioral Insights in Fintech and Robo-Advisory.

Reference Book	Author/Publication
Understanding Behavioral Finance	Lucy Ackert , Cengage Publisher
Behavioral Finance	Forbes, William, Wiley India Publisher
Value Investing and Behavioral Finance	Parag Parikh, TMH Publisher
Behavioural Finance: Insights into Irrational Minds and Markets (E-book)	Monitor, J., Oxford University.

PGDM F02 – BANKING,INSURANCE AND FINANCIAL SYSTEM	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Summarize the foundational concepts Banking, Insurance & financial Services Sector.

CO2: Analyze financial products and services in the global and economic environment.

CO3: Evaluate Risk and Insurance in financial business environment.

CO4: Compare various financial services and its components in competitive market

CO5: Assess technological dynamics and developments in BFSI Industry.

Detailed Curriculum

Unit-1: Introduction to Banking Industry

Definition & characteristics, Banking System in India, types of banks Central Bank- Reserve Bank of India, NBFCs, Cash reserve ratio, statutory liquidity ratio, repo and reverse repo, open market operations.

Unit-2: Retail & Wholesale Banking

Accounts & Deposits: Savings Accounts, Current Accounts, Fixed Deposit Accounts Lending products & Other services – treasury, trade & forex. Behavioral Profile of Bank Customers-Customers' behavior- Behavioral Profile of Corporate Users and Retail Customers-Behavioral influences

Unit 3: Principles and Practices of Insurance

Introduction to Risk and Insurance, Types of Insurance-General and Life, Basic principles of General and Life Insurance, Insurance costing and pricing of insurance products, Loan Amortization Schedule, Premium Calculation, underwriting concepts, standard conditions and warranties with respect to Insurance Products

Unit 4: Microfinance and Financial Services

Evolution of microfinance in India, Mainstream microfinance institutions, Different models of microfinance/SHGs, Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India Leasing and Hire Purchase, Venture Capital, Credit Ratings Retail Finance.

Unit 5- Technological Changes in Indian BFSI Industry

Trends in Banking and Information Technology, Technology in Banking, Lead Role of Reserve Bank of India, New Horizons for Banking based IT, Automated Clearing House Operations, Electronic Wholesale Banking Credit Transfer, Credit Information Bureau (I) Ltd., Credit Information Company Regulation Bill- 2004, Automation in Indian Banks, Cheque clearing using MICR technology, BFSI Innovations & Technology Diffusion, Redefined banking industry – the adoption of Analytics, AI-powered financial services, Fraud mitigation in banks.

Reference Book	Author/Publication
Banking Law and Practice	Varshney, P.N,Himalaya Publication, New Delhi.
Financial Markets and Institutions	Sultan Chand & Sons
Financial Services	Khan,M.Y.,McGraw Hill
Management of Banking and Financial Services	Suresh,Pearson, New Delhi

PGDM F03- FINANCIAL DERIVATIVES	
Class Credits Hours	PGDM (2025-27) 03 30

Course Outcomes: After going through the course, students shall be able to

CO1: Demonstrate the knowledge of fundamentals of financial derivatives instruments and their need for existence in the domain of the financial markets.

CO2: Analyze the trading mechanism of derivatives, determine the risks and costs associated with financial derivatives and calculate their payoffs for better decision making.

CO3: Evaluate different trading strategies based on option valuation and Greeks.

CO4: Work independently to develop optimal investment strategies through different types of swaps and integrating financial derivative instruments

CO5: Integrate the use of different derivatives for risk management to effectively communicate solutions comprising financial derivatives

Detailed Curriculum

Unit 1: Introduction to Financial Derivatives

Financial Derivatives: An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose, Types of Financial Derivative Instruments; Forwards, Futures, Options and Swap, Types of traders: Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

Unit 2: Financial Forward and Futures Contracts

Basic terminologies, difference between forward and futures, Specifications of future contracts, Types of futures contract, cost of carry model for calculating futures prices, concept of margin in futures, types of margins, mark-to-market settlement, long and short positions in futures.

Unit 3: Options contracts

Mechanics of option markets, types of options, underlying assets, trading of options. Trading strategies involving options; Spreads: Bull, Bear, Butterfly and Combinations: Straddle, Strips & straps, Strangles. Greeks of options: Delta, Theta, Gamma, Vega, Rho. Valuing stock options: Black Scholes Model of options valuation.

Unit 4: Swaps and Interest Rate Derivatives

Mechanics of Interest Rate swaps, Valuation of Interest Rate swaps, Currency swaps, interest rate futures, bond futures, treasury-bill futures, forward rate agreements.

Unit 5: Credit and other Derivatives

Credit Derivatives: Credit default swaps, total return swaps, CDS forward and options, CDOs. Weather, energy and other derivatives contracts.

Reference Book	Author/Publication
Fundamentals of Future and Options	Hull, John, Pearson Education
Derivatives and Risk Management	Dhanesh Khatri, Prentice-Hall of India
Fundamentals Of Financial Derivatives,	N R Parasuraman, Wiley India

PGDM F04 – SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Exhibit knowledge and understanding of various investment alternatives.

CO2: Measure the risk and return of securities and portfolios and analyze their relationship.

CO3: Conduct fundamental and technical analysis and evaluate the performance of a portfolio leading to sound decision-making.

CO4: Demonstrate knowledge of portfolio construction theories and apply the concepts for effective investment decisions.

CO5: Apply the techniques of portfolio evaluation to assess the portfolio performance and make appropriate investment decisions

Detailed Curriculum

Unit 1: Investment Environment

Introduction to Investment - Investment, Speculation, Gambling, Investment objectives, Investment process, Investment planning and alternatives (including Mutual Funds and ULIP); Overview of financial markets and institutions, Introduction to Securities - Types of Securities, Securities market: New Issue Market, Secondary Market

Unit 2: Fundamental & Technical Analysis

Fundamental Analysis - Economic Analysis; Industry Analysis; Company Analysis - Qualitative factors, Quantitative factors; Concept and related theories of Technical Analysis; Efficient Market Hypothesis

Unit 3: Risk and Return

Definition of Risk, Systematic Risk, Unsystematic Risk, Measurement of Risk; Measurement of Return (Historical and Expected); Portfolio Risk and Return Calculation, Attribution Analysis of Portfolio.

Unit 4: Portfolio Theory and Practice

Portfolio Construction - Objectives, Constraints, Approaches (Traditional & Modern); Markowitz Model, Sharpe Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory

Unit 5: Portfolio Evaluation and Revision

Portfolio Evaluation - NAV, Performance Valuation Methods: Sharpe Performance Index, Treynor's Performance, Index, Jensen's Performance Index; Portfolio Revision; International Portfolio diversification. Recent implications- Artificial intelligence framework in trading decisions and finding interesting investment opportunities, ESG investment, Concept of Blockchain and Cryptocurrencies.

Reference Book	Author/Publication
Investments	Bodie, Kane & Mohanty; McGraw hill
Security Analysis & Investment Management	Fischer & Jordon; Pearson
Investment Analysis and Portfolio Management	Prasanna Chandra
Security Analysis and Portfolio Management	Ranganatham
Security Analysis & Portfolio Management	Kevin S, Phi Learning
Security Analysis & Portfolio Management	Pandian Punithavathy, Vikas Publishing

PGDM F05 – INTERNATIONAL FINANCIAL MANAGEMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Summarize the background and evolution of the international financial and monetary system.

CO2: Analyze the process of foreign exchange rates determination and functioning of foreign exchange markets.

CO3: Apply strategies to deal with foreign economic and operating exposures

CO4: Compare various theories related to international business and operations.

CO5: Assess the instruments of international financing and related documentation

Detailed Curriculum

Unit 1: International Financial System

Evolution of the International Financial System, Bretton Woods, International Monetary Fund, Activities of IMF, Exchange rate Regimes, European Monetary System, Exchange Rates; Movements in Foreign Exchange Rates and Impact on Trade and Investment Flows, Global Capital Markets.

Unit 2: Foreign Exchange Markets

Balance of payments, Foreign Exchange markets, Participants in FE market, quoting in FE market (Two-way Quote, Spread, Cross rates), Settlements, Demand & supply of forex, Process of arbitrage, Forward rate theories- Theory of Purchasing power parity, Theory of interest rate parity, advanced indicators for forecasting exchanges rates, forward rate as an indicator of future spot rate.

Unit 3: Foreign Exchange Risk, Exposure & Management

Forecasting of exchange rates, Foreign exchange exposure (Transaction, translation & economic), Evaluation of exchange rate exposure for firms, Hedging in foreign exchange markets, risk in forward market, Foreign exchange futures market, Foreign exchange options market.

Unit 4: Foreign Investment

Theories based on market structure, theory of product life cycle, Hymer's theory, theory of internationalization of market of intermediate products, theory based on turnkey projects, foreign direct investment, venture capital, foreign capital budgeting process, cost of capital for multinational, investment in foreign securities.

Unit 5: Foreign Operations

International banking, international financial instruments, euro-credit market, euro-bonds market, Equity financing (GDR/ADR), Euro notes, international operations, currency of invoicing, , Preparation of final accounts in case of multi-currency transactions, letter of credit, bill of exchange, risks of international projects, international accounting and taxation.

Reference Book	Author/Publication
International Financial Management	Vyuptakesh Sharan, Pearson
International Financial Management	Jain, P.K. Joseph, S. Yadav, Macmillian
International Financial Management	Alan C. Shapiro, Peter Moles & Dr.Jayanta Kumar Seal, XI Edition
International Financial Management-Text & Cases	Madhu Vij, Taxmann Publications

PGDM F06- FINANCIAL MODELING & VALUATION	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Apply the basic and advanced features of excel used in financial modelling for taking business decision

CO2: Build financial models in different areas of finance by applying advanced features of excel.

CO3: Develop Derivatives and Portfolio Models to undertake valuations responsive to the needs of diverse stakeholder requirements.

CO4: Demonstrate intellectual independence and autonomy to solve problems and address industry issues and imperatives based on financial modelling techniques

CO5: Develop and exhibit capabilities to offer advisory/consultancy services in the area of valuation.

Detailed Curriculum

Unit 1: Introduction to Financial Modelling

Introduction to Financial Modeling-Concept, Relevance and Rationale, Basic and advanced Excel Tools for Financial Modeling

Unit 2: Building Models in Finance

Preparation of Common-Size Statements from Trial Balance, Forecasting of Financial Statements using Excel, Analysing the Financial Statements by using Spreadsheet Model

Unit 3: Risk Analysis in Project Appraisal using Excel.

Determining the project viability using NPV, IRR and similar measures, Simulation in Project Appraisal-Scenario Analysis, Crossover Rates Projections on Excel

Unit 4: Business Valuation Modelling using Excel

DCF Valuation, Relative Valuation, Sensitivity analysis of a valuation estimate, Mergers & Acquisitions (M&A) Modelling with Microsoft Excel- Basic consolidation steps (Precedent Transactions Analysis), Sum-of-the-Parts (SOTP) Valuation, EPS accretion and dilution analysis, Leveraged Buyout (LBO) Modelling with Microsoft Excel.

Unit 5: Portfolio Valuation and Value Enhancement

Introduction, Returns, Portfolio Mean and Variance, Calculation of Efficient Portfolio, Calculation of Variance and covariance Matrix, Estimating Beta and SML (Security Market Line), Event study, contemporary issues. Black and Scholes Model in Excel, Binomial Option Pricing Model, Greeks, VAR (Value at Risk)

Reference Book	Author/Publication
Financial Modeling	Simon Benninga, The MIT Press
Mastering Financial Modelling in Microsoft Excel	Alastair Day, Pearson
Investment Valuation	Aswath Damodaran, John Wiley & Sons
Absence of Arbitrage Valuation: A Unified Framework for Pricing Assets and Securities	Palgrave Macmillan US
Financial Analysis and Modeling Using Excel and VBA (Wiley Finance)	Chandan-Sengupta
Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity: (Wiley Finance) Hardcover	Paul Pignataro

Detailed Curriculum

Year II	
HUMAN RESOURCE SPECIALIZATION	
PGDM HR01	International Human Resource Management
PGDM HR02	Industrial Relations & Labour Laws
PGDM HR03	Human Resource Development
PGDM HR04	Organizational Change & Development
PGDM HR05	Human Resource Metrics and Analytics
PGDM HR06	Performance Management & Compensation Strategies

PGDM HR 01 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to-

CO1: Comprehend the dynamics of global business environment in context with international human resources.

CO2: Illustrate various approaches to international staffing and its management.

CO3: Analyze the strategies required for training and development of employees from international perspective.

CO4: Examine the factors related to International Performance and compensation management.

CO5: Demonstrate an understanding of recent issues related to International Industrial relations

Detailed Curriculum

Unit I: International Context of HRM

Introduction to IHRM, concept & Issues in IHRM, Barriers to effective IHRM, IHRM department and functions, Difference between Domestic and International HRM, Hofstede's cross- cultural management study, Approaches, Complexities and issues in managing human resource across countries, Models of IHRM.

Unit 2: International Staffing

International Staffing - Approaches, Determinants of staffing choices, transferring staff for international business activities, staffing for international operations; Selection strategies for overseas assignments; Hiring– sources of international human resource power; International transfers; Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems. Re-Entry and Career Issues, The Repatriation Process, issues and challenges, Designing a repatriation program

Unit 3: Training & Development in International Perspective

International Training and Development and Careers Expatriate Training, development: Strategies & Objectives, HCN Training- Process, Emerging Trends in Training for Competitive Advantage, Cross Cultural training- Framework & Phases, Evaluating the Effectiveness of CCT.

Unit 4: Compensation in International Perspective and Performance Management

Factors associated with individual performance and appraisal: Organizational strategy, Identifying Variables Affecting Performance, Appraising the Performance, Issues in managing performance in Global Context, Difficulties in Assessment, International Compensation Approaches; Going Rate Approach, Balance Sheet Approach, Local Plus/ factors, methods and trends

Unit 5: Industrial Relations and Other Issues in IHRM

International Industrial Relations and the Global Institutional Context Concept, Key Issues and Concerns, Practices in various countries; Unions' Influence on International IR, International Human Resource Audit, International Human Resource Analytics.

Reference Book	Author/Publication
International Human Resource Management	Dr. A. Narasima Venkatesh, Dr.G.Kannan, et al.(2023)
International Human resource management	Aswathappa, K. and Dash, S., McGrawHill Education India (2023)
International Human resource management	https://ddceutkal.ac.in/Syllabus/IHRM_BOOK.pdf

PGDM HR02 – INDUSTRIAL RELATIONS AND LABOUR LAWS	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to-

CO1: Describe key concepts, theories, and stakeholders in Industrial Relations including discipline and conflict mechanisms.

CO2: Interpret the provisions of the four new Labour Codes in industrial and HR contexts.

CO3: Analyze trade unions, collective bargaining, and dispute resolution processes.

CO4: Apply legal standards to design workplace safety, welfare, and employment policies.

CO5: Develop compliant frameworks reflecting government and judicial roles in labour regulation.

Detailed Curriculum

Unit 1: Foundations of Industrial Relations

Concept and Evolution of Industrial Relations, Approaches of IR: Unitarist, Pluralist, Marxist, Role of Key Stakeholders: Employers, Employees and State, Grievance Handling & Disciplinary Procedures, Collective Bargaining: Framework & Practices

Unit 2: Labour Codes and Legal Framework

Rationale for Labour Law Reforms & Codification, The Code on Wages, 2019 – Key Provisions, The Industrial Relations Code, 2020, The OSHWC Code, 2020, The Social Security Code, 2020, Applications of Labour Codes in Industry

Unit 3: Trade Union, Conflict Management and Alternative Dispute Resolution

Role and Types of Trade Unions, Trade Unions Act, 1926, Collective Bargaining in Practice, Industrial Conflict: Nature and Causes, Dispute Resolution: Conciliation, Arbitration, Adjudication, Simulation: Bargaining & Conflict Resolution Role Play

Unit 4: Working Conditions, Safety & Welfare

Legal Compliance under OSHWC Code, Standing Orders & Internal Policies, Maternity & Equality at Work, Bonded Labour Abolition System, Industry-Specific Issues: Gig, Retail, Manufacturing, Drafting a Workplace Safety & Welfare Policy (Group Work), POSH Act

Unit 5: Government, Judiciary & Compliance Mechanisms

Role of State in Labour Governance, Judiciary & Key Labour Law Judgments, Labour Courts & Industrial Tribunals, Drafting HR Policies in Legal Context, Creating Internal Codes of Conduct

Reference Book	Author/Publication
Industrial Law	Malik P.L., Eastern Book Company(2017)
Industrial Relations and labour Laws	Piyali Ghosh and Shefali Nanadan;Tata Mc.Graw Hills (2018)

PGDM HR 03 - HUMAN RESOURCE DEVELOPMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to-

CO1: Comprehend the basic concepts, tools and techniques of HRD at all levels for competence building and decision making.

CO2: Identify the HRD interventions needed at various organizational levels.

CO3: Analyze various HRD interventions for human capital development.

CO4: Exhibit an understanding of techniques related to Maintenance and Evaluation of HRD interventions.

CO5: Interpret the HRD Climate and its impact on the organizational culture.

Detailed Curriculum

Unit 1: Introduction to HRD

Conceptualization and definition of HRD, Evolution of HRD Concept in special reference to India, HRD and Personnel Management, HRD and HRM, Functions of HRD, Theoretical framework of HRD, Dimensions of HRD, Philosophy of HRD, HRD as a total system, Role of HRD professional, Emerging trends & challenges

Unit 2: Developing HRD Structures

HRD Need Analysis, Levels of Need analysis, Prioritizing HRD Needs on the basis of Needs Analysis, Competency Mapping and its role in developing HRD Structure

Unit 3: Designing & Implementing HRD Interventions

Defining objectives, 4 Phases in HRD Intervention; HRD Interventions: Competency Mapping Exercise, Leadership Development Programs, Performance appraisal & Potential appraisal Interventions, Succession Planning, Training, Assessment & Development Centers and its types. HRD Interventions and their applications in organizations

Unit 4: Maintaining and Evaluating HRD interventions:

Maintaining HRD Interventions: Employee counseling, Coaching and Mentoring, Managing Quality of Work Life (QWL) through HRD - techniques for improving QWL, Quality Circles. Evaluating HRD Interventions- Purpose, models and frameworks of evaluation, assessing impact of HRD Programs, Ethical issues concerning Evaluation

Unit 5: HRD Climate & HRD Audit

HRD Climate in India: Need to Develop Organizational Climate in Organization, Components of HRD Climate, HRD culture; HRD Audit: Basic concept and components, HRD audit methodology and techniques.

Reference Book	Author/Publication
Future of HRD	T.V.Rao, Response Books, Sage Publications (2009)
HRD Audit	T.V. Rao by Sage Publications (2012)

PGDM HR 04 – ORGANISATIONAL CHANGE AND DEVELOPMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to-

CO1: Understand the concept of organization change and development.

CO2: Identify various Operational Components of OD at various organizational levels.

CO3: Apply various Human process OD interventions to understand the competencies to manage changes at organization, group and individual levels.

CO4: Design various Techno-structural interventions to take appropriate business decisions.

CO5: Analyse various conditions needed for effective implementation of OD efforts.

Detailed Curriculum

Unit 1: Introduction to Organizational Change & Development

Meaning, Nature, Types of changes, Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change. Organizational Development – Nature and characteristics, theories/model of Organisational Change, values, assumptions and beliefs in OD, Sustainable development and Management of Change.

Unit 2: Operational Components of OD: Diagnostic, Action and Process

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis. Action plan and strategy development, Process of Organization Development: Entering into OD relationship, developing a contract. OD Practitioners: role, competencies and skills of leaders in change management.

Unit 3: Human process Interventions

Overview of OD interventions, Human process interventions- Individual level OD interventions, Group or Team Level OD Interventions, Organization Level OD Interventions, Human resource management interventions- Talent Management as OD Intervention, Organization Learning - Relevance and Possibility, Learning Organization - Experimentation, Knowledge Management and Innovation.

Unit 4: Techno-structural Interventions

Managing OD and Change through Restructuring Organizations, Different Types of Organization Designs, Change in the Organization Design, Change in Organization Culture, Strategic interventions: Competitive and Collaborative Strategies, Organization Development in Digital Transformation.

Unit 5: Implementation and Assessment of OD

Assessment of OD and change in organizational performance, Conditions for failure and success in OD efforts, Organizational development in global settings, OD in Entrepreneurial Firms and Social Enterprises, organizational development in non- industrial settings, future of OD.

Reference Book	Author/Publication
Organisational Development	C.S.G Krishnamacharyulu, Lalitha Rama Krishnan, PHI
Organization Development	French, Wendell L. and Lecil H. Bell, Pearson Group, New Delhi (2023)
Change Management & Organisational Development	Ratan Raina, Sage Publications (2018)

PGDM HR 05 – HUMAN RESOURCE METRICS AND ANALYTICS	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to-

CO1: Understand the significance of HR metrics in strategic decision-making.

CO2: Design relevant HR metrics aligned with business goals.

CO3: Explore HR analytics techniques including descriptive, predictive, and prescriptive analytics.

CO4: Apply HR analytics across various HR functions such as recruitment, performance, and retention.

CO5: Apply tools and dashboards for data-driven insights and visualization.

Detailed Curriculum

Unit 1: Introduction to HR Metrics

Definition, scope, and importance of HR metrics, Role of HR metrics in organizational effectiveness, Types of HR metrics: recruitment, training, performance, compensation, retention, Key Performance Indicators (KPIs) in HR, Characteristics of effective metrics: validity, reliability, alignment, Case study: Metrics in HR decision-making

Unit 2: Designing and Using HR Metrics

Data collection methods: quantitative and qualitative, HR scorecards, Cost per hire, time to fill, offer acceptance ratio, Metrics for employee engagement and attrition, Training ROI and Kirkpatrick model, Ethical considerations in HR measurement

Unit 3: Introduction to HR Analytics

HR analytics: concept, evolution, and relevance, Difference between HR metrics and HR analytics, Types of implementing HR analytics.

Unit 4: Application of HR Analytics

Talent acquisition analytics: sourcing channels, quality of hire, Workforce forecasting and manpower planning, Compensation and reward analytics, Attrition prediction and retention modeling, Performance and productivity analytics, Diversity, equity, and inclusion (DEI) analytics, Ethical considerations in analytics

Unit 5: Practical Aspects – Tools & Dashboards

Introduction to HR dashboards: purpose, elements, and benefits, Designing HR metrics dashboards using MS Excel (pivot tables, slicers, charts), HRIS and data integration, Hands-on lab: building HR dashboards

Reference Book	Author/Publication
Practical Applications of HR Analytics	Manish Gupta Pratyush Banerjee, Jatin Pandey, SAGE Publications India Pvt Ltd;, ISBN-10 : 9353282969, ISBN-13 : 978-9353282967
HR Analytics Connecting Data and Theory	Rama Shankar Yadav Sunil Maheshwari, Wiley Publications(2021)

PGDM HR 06 – PERFORMANCE MANAGEMENT & COMPENSATION STRATEGIES	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to-

CO1: Understand the dimensions related to Performance and Compensation Management to resolve the manpower concerns.

CO2: Critically analyze the impact of Performance and Compensation decisions to achieve competitive advantage in business operations.

CO3: Analyse Performance Management strategies for implementation of HR policies in recent business scenario.

CO4: Evaluate the factors and components influencing compensation management decisions.

CO5: Exhibit an understanding of designing pay structures within an organization.

Detailed Curriculum

Unit 1: Introduction to Performance Management System

Concept of Performance Management – Defining Performance and it's Measurement; Uses and Purpose of Performance Management; Model of PM, Characteristics of Effective PMS, Performance Appraisal-Concept, Definition, Process, Designing Performance appraisal - Performance Appraisal methods, Common Rating Errors in Appraisal, Establishing Performance Criteria (KRA, KSA vs KPI), Potential appraisal, Performance Review & Monitoring, Performance Management Vs Performance Appraisal;

Unit 2: Performance Management Strategies and Interventions

Frameworks of Performance Management – Hierarchical & Process-Oriented; Balanced Score-Card; Reward based performance management, Career based performance management, Measurement based performance management, and Competency based performance management systems; Team based performance management; Culture based performance management

Unit 3: Performance Management Implementation and Key Issues

Bottlenecks in the implementation of PM, Strategies for Effective Implementation of PM, Role of HR Professional in Performance Management, Ethics in Performance Management, Current Trends and Challenges in Performance Management System

Unit 4: Compensation and pay for performance

Compensation: meaning, factors influencing compensation decision. Components of remuneration- basic pay, allowance, incentives and fringe benefits: Variable pay-necessity, different concepts of variable pay- ESOP, profit sharing plan; Methods of Compensation – Time and Piece Rate

Unit 5: Designing Pay Structures

Designing Pay Ranges and Bands considering internal and external equity, Salary Surveys, Understanding and calculation of CTC in India, Concepts - Gross salary and Net salary; Retirement plans & VRS.

Reference Book	Author/Publication
Performance Management	Aguinis, Herman, Pearson Education, Inc.(2019)
Performance Management	Kandula, Srinivas R., PHI, New Delhi (2011)
Performance Management	Bagchi, Soumendra Narain, Cengage 2 edition(2013)
Compensation Management	Henderson, R.O., Pearson Education.(2018)
Strategic Compensation	Martocchio, J.J., Pearson Education (2019)
Compensation Management	Dr. Sakshi Vasudeva, Galgotia (2008)
Armstrong's Handbook of REWARD MANAGEMENT PRACTICE Improving performance through reward	Armstrong's Handbook of Reward Management Practice, Third Edition

Detailed Curriculum

Year II	
BUSINESS ANALYTICS SPECIALIZATION	
PGDM BA01	Data Visualization for Managers
PGDM BA02	Business Forecasting
PGDM BA03	Data Science using R
PGDM BA04	Data Mining
PGDM BA05	Marketing Analytics
PGDM BA06	Business Analytics using excel

PGDM BA 01 – DATA VISUALISATION FOR MANAGERS	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After completion of this course, students shall be able to

CO1: Explain fundamental design principles and apply Power BI tools to create basic dashboards and visual reports.

CO2: Apply Tableau fundamentals including data connection, preparation, and basic visualizations for solving business problems.

CO3: Analyze and implement advanced Tableau features such as filters, forecasting, sets, and integrations with external tools.

CO4: Create interactive dashboards and develop compelling data stories to communicate insights effectively

CO5: Evaluate emerging trends, ethical practices, and strategic implications of data visualization in a business context.

Detailed Curriculum:

UNIT 1: Data Visualization Overview and Power BI

Data Visualization-introduction, data summarization. Visualization need, types, benefits. Context of visualization, visualization imperative, visual perception visual types. Visualization Design Principles & Standards (Best Practices), Visualization Challenges, Ineffective vs Effective Visuals, Visualization Data Models & variables, Introduction to Data Ethics and Responsible Visualization

Understanding Power BI, installation, Menus and Toolbars. Creating and Formatting Tables. Dashboards, designing insights, creating reports, customizing reports, Using Power BI AI features: Quick Insights and Q&A.

UNIT 2: Data Visualization Tool: Tableau

Introduction to the visualization software Tableau, installation, and understanding the Interface. Getting started with Tableau, Managing data. Establishing data connections in Tableau. Importing data in Tableau. Tableau data types. Data Preparation with Text and Excel Files. Table preparation for analysis, creating charts. Introduction to Tableau Prep for Data Cleaning and Transformation

UNIT 3: Tableau Calculations and Filters

Maps in Tableau, Filters and its types, creating and using parameters, Groups and sets. Making the Trend analysis, Forecasting and reference lines. Annotations and Disaggregation, Focus on advanced calculations, forecasting, maps, integration with R/Python.

UNIT 4: Dashboards in Tableau

Creating Dashboards in Tableau, Excel vs Tableau Dashboards, Formatting Dashboards, creating filters on dashboards, dashboard objects, trend lines, reference lines, creating a story, Using Storytelling Techniques to Influence Business Decisions

UNIT 5: Data Visualization Trends and Ethics

AI and Automation in Data Visualization, Augmented Analytics, Data Visualization in Mobile and Embedded Platforms, Visualization for Real-Time and Streaming Data, Data Privacy and Compliance in Visualization, Bias in Data and Visualization, Ethical Use of Color and Design.

Reference Book	Author/Publication
The visual Display of Quantitative Information (2 nd Edition)	E. Tufte, Graphics Press
Tableau Your Data! First and Easy Visual Analysis with Tableau Software	Danniel G. Murray et al.
Handbook of Tableau Methods	D' Agostino M. Gabbav D et al.
Data Visualization: A Practical Introduction	Kieran Healy , Princeton University Press
https://beactual.com/wp-content/uploads/2024/03/Introducing-Microsoft-Power-BI.pdf	Alberto Ferrari and Marco Russo
Tableau For Dummies, 2nd Edition (For Dummies (Computer/Tech)) [2 ed.] 1119684587, 9781119684589	Jack A. Hyman

PGDM BA 02 – BUSINESS FORECASTING	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcome: After going through this courses, students shall be able to

CO1: Demonstrate a comprehensive understanding of data collection for business forecasting

CO2: Apply standard techniques of time series analysis.

CO3: To critically evaluate business forecasting scenarios.

CO4: Develop the ability to integrate fundamental business forecasting concepts.

CO5: Develop proficiency at analyzing and interpreting numerical data

Detailed Curriculum:

Unit 1: Introduction to Business Forecasting

Importance and benefits of business forecasting in decision making, Types of business forecasts and their applications, Key components of a forecasting system, Data collection and analysis for forecasting, Evaluation of forecasting accuracy and performance metrics.

Unit 2: Quantitative Forecasting Methods

Time series analysis and forecasting techniques, Moving averages and exponential smoothing methods, Trend analysis and decomposition techniques, ARIMA (Autoregressive Integrated Moving Average) models, Seasonality and forecasting with seasonal data.

Unit 3: Qualitative Forecasting Methods

Expert judgment and opinion-based forecasting, Delphi method and its application in business forecasting, Market research and consumer surveys for forecasting, Scenario planning and decision trees for forecasting, Technology and industry trend analysis.

Unit 4: Advanced Forecasting Techniques

Regression analysis and forecasting with multiple variables, Forecasting with machine learning and artificial intelligence, forecast combination and ensemble methods, Forecasting for new product introductions and product life cycles, Forecasting in supply chain management and inventory control.

Unit 5: Forecasting Applications

Forecasting for demand planning and sales forecasting, Financial forecasting and budgeting, Forecasting in strategic planning and decision making, Risk assessment and uncertainty management in forecasting, real-world applications of business forecasting.

Reference Book	Author/Publication
Applied business Statistics	Ken Black, Wiley
Data Science for Business	Foster Provost and Tom Fawcett, O'Reilly, 2013
Statistics for Management	Levin & Rubin, Pearson

PGDM BA 03 – DATA SCIENCE USING R	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through this course, students shall be able to:

C01: Apply data science concepts and methods

C02: Apply knowledge of R libraries for effective data analysis

C03: Analyse data from different sources using R packages

C04: Plot the data in the form of charts and graphs using R for better understanding.

C05: Conduct a variety of Hypothesis Tests to achieve organizational goals

Detailed Curriculum:

Unit 1: Introduction to Data Science and R Studio

Overview of data science and its applications in business administration, Introduction to R programming language and its ecosystem, Data manipulation and exploration using R, Data visualization in R, Introduction to statistical concepts and analysis in R

Unit 2: R Studio and Installation Process

Data Analysis tools, Installing R Studio Exploring the R Studio Interface, Basics of R Programming, Assigning Values, Creating Vectors, R Object, Types, Data Structures in R, Matrices, Arrays, Data Frames, Lists, and Factors.

Unit 3: Functions of R

Reading and Writing Data. Reading Data from a Text File, Reading Data from a Microsoft Excel File, Reading Data from the Web Contents, Using Control Structures in R, if-else, for loops, while loops, Looping Functions, Working with R Packages and Libraries .

Unit 4: Graphical Representation of data

Graphical description of the data, Plots in R, Histogram, Barplot, Boxplots, Computations on data frames, Scatter plot

Unit 5: Data Analysis Using R

Hypothesis testing, Compare means, ANOVA, Non-parametric tests, simple linear regression, multiple regression, Logistic regression.

Reference Book	Author/Publication
Business Analytics Using R - A Practical Approach	Umesh R. Hodeghatta Dr., Umesh Nayak, A Press
Business Analytics for Managers (Use R):	Wolfgang Jank, Springer
R for everyone: Advanced Analytics & Graphics	Jared P lander, Pearson

PGDM BA 04 – DATA MINING	
Class Credits	PGDM (2025-27)
Hours	03
	30

Course Outcome: After going through this courses, students shall be able to

CO1: Comprehend the concept of Data Mining.

CO2: Efficiently apply data mining techniques on datasets of realistic sizes using modern data analysis frameworks.

CO3: Comprehend data mining tools and techniques to extract useful information from large datasets.

CO4: Develop proficiency in the use of data mining tools and models.

CO5 Construct a quantitative analysis report/memo with the necessary information to make decisions.

Detailed Curriculum:

Unit 1: Introduction to Data Mining

Overview of data mining and its applications in business administration, Stages of Data Mining Process, Data Mining Techniques, Knowledge Representation Methods, Applications, Data preprocessing techniques, Data exploration and visualization, Data quality assessment and improvement, Form of Data Preprocessing.

Unit 2: Data Cleaning and Classification

Data Cleaning, Missing Values, Noisy Data, Inconsistent Data, Data Integration and Transformation. Data Reduction, Dimensionality reduction, Data Compression, Discretization and Concept hierarchy generation, Decision trees and rule-based systems.

Unit 3: Clustering and Association Rule Mining

Similarity and Distance Measures, Hierarchical clustering, partitional Clustering, Model Based Method, Association rule mining, Evaluation of clustering and association rule mining models.

Unit 4: Data Visualization and Aggregation

Data Visualization, Aggregation, Historical and Legacy data, information, Query Facility, OLAP function and Tools. OLAP Servers, ROLAP, MOLAP, HOLAP, Data Mining interface, Security, Backup and Recovery, overview of Artificial neural networks, and classification models.

Unit 5: Applications of Data Mining

Customer relationship management, Market basket analysis, Fraud Detection, Risk management, Web mining: classifying web pages, extracting knowledge from the web.

Reference Book	Author/Publication
Data mining: Concepts and techniques	Han, J., Kamber, M., & Pei, J. (2011), Morgan Kaufmann
Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XL Miner	Galit Shmueli, Nitin R. Patel, Peter C. Bruce Publisher: Wiley
Introduction to Data Mining	Pang-Ning Tan, Tan (2007), Pearson Education
Data Science for Business	Foster Provost and Tom Fawcett, O'Reilly, 2013

PGDM BA 05 – MARKETING ANALYTICS	
Class Credits Hours	PGDM (2025-27) 03 30

Course Outcomes: After completion of this courses, students shall be able to:

CO1: Explain the role of analytics in making marketing strategies and decisions.

CO2: Explain the need for data analysis in different profiles of marketing concerning customer, product, pricing, and segmentation.

CO3: Define predictive analysis concerning customer retention for solving business problems

CO4: Illustrate the different tools and frameworks used in an integrated manner to solve strategic marketing problems.

CO5: Analyze the trends of marketing analytics to be ready for the future challenges in the economic environment.

Detailed Curriculum:

Unit 1: Introduction to Marketing Analytics

Overview of marketing analytics, meaning and its role in business decision-making, Key concepts and techniques in marketing analytics. Marketing analytics as an enabler of marketing strategy. Data collection and management for marketing analytics. Ethical considerations in marketing analytics.

Unit 2: Descriptive Analytics

Exploratory data analysis for marketing insights, Market research methods and survey design. Customer profiling and segmentation analysis, Product and pricing analysis, Competitive analysis and market positioning

Unit 3: Predictive Analytics

Introduction to predictive modeling in marketing. Customer Analytics, Loyalty Data, Meaning of Customer Life Time Value, Methods of prediction, Metrics to measure customer Loyalty, Customer Retention Strategies

Unit 4: Digital Marketing Analytics

Web analytics and tracking customer online behavior, Web Analytics, Search engine optimization, (SEO) analysis, Social media analytics and sentiment analysis, Email marketing analytics, Social Media & Web Analytics, Google Analytics – Web Analytics, Facebook and Instagram Analytics, YouTube and Twitter Analytics, Reporting and Strategic Insights.

Unit 5: Challenges and Trends of Marketing Analytics

Marketing and Cloud computing, Impact of marketing analytics, Marketing Analytics, Challenges, Analytics credibility, ROI Measurement challenges, The future of Marketing Analytics

Reference Book	Author/Publication
Grigsby, Michael. Marketing Analytics: A practical guide to real marketing science	Kogan page 20155
Jerry Rackley. Marketing Analytics Roadmap: Methods, Metrics, and Tools	Apress 2015
Winston, Wayne L. Marketing Analytics: Data- Driven Techniques with Microsoft Excel	Hohn Wiley & Sons, 1st Edition, 2014.
Marketing Management	Kotler, Philip and Kevin Keller, Pearson
Digital Marketing Analytics: Making Sense Of Consumer Data In A Digital World.	Hemann, Chuck and Ken, Burbary, Que Publishing
Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data.	Artun, <u>Omer</u> and <u>Dominique, Levin</u> , <u>Wiley</u>

PGDM BA 06 – BUSINESS ANALYTICS USING EXCEL	
Class Credits	PGDM (2025-27)
Hours	03
	30

Course Outcome: After going through this courses, students shall be able to

CO1: Assess how managers use business analytics.

CO2: Develop efficiency in usage of charts and graphs to analyze and present data.

CO3: Apply Excel and Excel add-ins to solve business problems.

CO4: Learn analytical frameworks used for decision making starting from basics of excel to advanced modelling techniques.

CO5: Use concept of Statistical inference to make statistics-based judgement of business scenarios.

Detailed Curriculum

Unit 1: Introduction to Business Analytics

Overview of Business Analytics, Concepts, Terminology & Significance, Difference between Business Intelligence and Business Analytics, Business Analytics Process & Decision-Making Process, tools for business analytics.

Unit 2: Graphical Representation of data:

Types of charts and diagrams, bar diagrams, sub-divided, and multiple bar diagrams, pie chart, different types of graphs, scatter diagram, histogram and OGIVE.

Unit 3: Descriptive Statistics

Overview of descriptive statistics, difference between descriptive and inferential statistics, mean, median, mode, maximum, minimum, range, standard deviation, skewness and kurtosis.

Unit 4: Inferential Statistics

Overview of inferential statistics, difference between large and small sample tests, t-test for single sample mean, independent samples and dependent samples, chi square test and ANOVA.

Unit 5: Correlation & Regression Analysis

Correlation analysis – Bivariate and Multivariate data, Regression analysis, types of regression lines, Y on X & X on Y, Multiple regression analysis.

Reference Book	Author/Publication
Statistics for management	Levin & Rubin, Pearson
Applied Business Statistics	Ken Black, Wiley
Business Statistics	Naval Bajpai, Pearson

Detailed Curriculum

Year II	
OPERATIONS MANAGEMENT SPECIALIZATION	
PGDM OM01	Supply Chain & Logistics Management
PGDM OM02	Lean Management
PGDM OM03	Service Operations Strategy
PGDM OM04	Sales & Operations Planning
PGDM OM05	Operations Research Application
PGDM OM06	Sourcing & Vendor Management

PGDM OM 01 – SUPPLY CHAIN & LOGISTICS MANAGEMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After completion of the course, students shall be able to

CO1: To understand the fundamental framework and strategies of supply chain management in business environment.

CO2: To apply functional elements of logistics for improving business performance by integrating and optimizing the total logistics and supply chain process.

CO3: To analyze the supply chain performance measurement tools in global supply chain network.

CO4: To apply effectively the principles of warehouse, stores location, handling equipment's and health safety in industry warehouse and service improvement.

CO5: To evaluate the strategic role of Technology Aids in the warehouse and impact on supply chain.

Detailed Curriculum

Unit 1: Overview to Supply Chain

Concepts of Supply Chain, Objectives, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, Logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, Best practices in SCM, Obstacles in streamlining SCM.

Unit 2: Logistics Management

Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues; Competitive advantage through Logistics Management, Transportation- Functions, Costs and Mode; Network and Decision, Containerization, Cross docking, Third party logistics (3PL), Fourth party logistics (4PL), Reverse Logistics.

Unit 3: Performance of Supply Chain

Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Performance Measurement Tools: SCOR Model. Demand chain management, Global Supply Chain- Challenges, Factors influencing Global Supply Chain Network, Block Chain

Unit 4: Warehousing Management

Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Outsourcing- Nature and concept, Strategic decision to Outsourcing, warehouse storage and handling equipment's, Warehouse Manager role and challenges, Health and Safety in Warehouse-Fire safety, Slips and Trips

Unit 5: Technology Aids in Warehouse Management

Introduction, Objectives, Bar Code Scanners, Wireless LAN, Mobile Computers, Radio Frequency Identification (RFID), Warehouse Robotics and Automation, Automated Ergonomic machines, Digital Twins in Supply chain, Industry 4.0

Reference Book	Author/Publication
Supply Chain Management: Strategy, Planning and Operations	Sunil, Mendl, Peter and Kalra D.v: Pearson
Supply Chain Management	Sahay, B.s, Macmillan publications
Sustainable Logistics and Supply Chain Management: Principles and Practices of Sustainable Operations and Management	Grant. D. B et. al ., Kogan Page Ltd
Logistics & supply chain management	Christopher, M, Pearson Education
A Supply Chain Logistics Program for Warehouse Management	David. E. M and Sydow. J A, Taylor & Francis Group, LLC
Technology in Supply Chain Management and Logistics	Pagano. A.M., & Liotinc, M, Elsevier.

PGDM OM 02 – LEAN MANAGEMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: To understand the fundamental framework and strategies of Lean Management and its elements in business environment.

CO2: To apply fundamental Lean tools and techniques effectively to drive process improvement and operational excellence.

CO3: To apply lean principles, methodologies, and practices aimed at optimizing efficiency, minimizing waste, and enhancing productivity in both manufacturing and service environments.

CO4: To identify and prioritize projects that align with Lean principles and can deliver significant improvements in efficiency, quality, and customer satisfaction.

CO5: To develop lean culture within an organization by promoting the principles of continuous improvement for tangible improvements in productivity and quality.

Detailed Curriculum:

Unit 1: Introduction to Lean Management and Lean Elements

Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, need for LM, Meeting the stakeholders requirement, Elements of LM.

Unit 2: LEAN Tools and Techniques

Various tool of LM, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overview of TQM ,Overall Equipment Effectiveness (OEE) and its computation.

Unit 3: Lean System

Lean systems: Features manufacturing and services, Workflow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time.

Unit 4: Project Selection for Lean

Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, project suitable for lean initiatives.

Unit 5: Lean Management and Implementation

Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.

Reference Book	Author/Publication
Lean Manufacturing Book-Implementation made easy	M.K. Khanduja, Inversio Solutions LLP
Lean Manufacturing That Works: Powerful Tools for Dramatically Reducing Waste and Minimizing Profits	Bill Carreira, Amacom; Special Edition
Lean and Agile Manufacturing: Theoretical, Practical and Research Futurities	Devadasan S.R., Prentice Hall India Learning Private Limited

PGDM OM 03 – SERVICE OPERATIONS STRATEGY	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: To Apply service design concept and service delivery mechanisms and processes in making organizations more effective

CO2: To Analyze various techniques in order to improve processes in service operations by value additions

CO3: To Measure and standardize processes of service operations

CO4: To Analyze the factors influencing capacity decisions and their significance on supply chain networks.

CO5: To Analyze efficient service operations systems using AI to enhance customer engagement and operational performance in service industries.

Detailed Curriculum

Unit 1: Introduction to Services in the Economy

Importance of the services sector; importance of studying operations in services; opportunities in services operation; Characteristics of services; Classification framework, Service Operations Strategy: Competitive service strategies; service winners; service qualifiers; Strategic service Vision, An Over View of Content of Operations Strategy, Four Perspectives on Operations Strategy

Unit 2: Service Design and Development

New service development: Service innovation; Service system design; Experience economy; Creating successful & satisfying experience; The front office & back office interface, Customer Journey mapping & Persona Based Design, Technology & automation in services.

Unit 3: Improving Delivery Systems

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 for performance excellence

Unit 4: Capacity Strategy and Supply Network Strategy

Capacity strategy; Overall level of operations capacity, Capacity change, Inventory management in service industry, Matching supply network strategy to market requirements, Numbers of sites; Supply Chain network dynamics; Purchasing and supply chain risk, Elastic logistics

Unit 5: Service Supply Relationships & Globalization

Vehicle routing; support services; supply relationships, Recent trends in service operations management: Use of technology like Chabot's, AI-assisted data analysis, and intelligent automation to improve customer engagement, Digital Transformation in Operations.

Reference Book	Author/Publication
Service Operations Management: Improving Service Delivery	Graham Clark, Michael Shulver and Robert, Pearson Education Limited
Service Management: Operations, Strategy, Information Technology	Sanjeev Bordoloi, McGraw Hill
Operations Strategy (Fifth Edition-E book)	Nigel Slack, Michael Lewis
Operations Strategy	Slack. N. & Lewis, M

PGDM OM 04 – SALES AND OPERATIONS PLANNING	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: To Apply the planning process for sales and demand in taking various business decisions.

CO2: To Apply the concepts of forecasting models for sales, demand, and resources data based decision making.

CO3: To Analyze the Aggregate operations planning and scheduling patterns for the smooth functioning and achievement the organizational goals.

CO4: To Analyze the MRP and MPS concept in different conditions of the business environment.

CO5: To Apply ERP software and understand its role in integrating business functions.

Detailed Curriculum

Unit 1: Sales & Operations Planning and Demand Planning

Basics of Operations Planning and Control, Sales and Operations Planning, Overview of Sales and Operations Planning Activities, Process, Benefits and Impact of Sales & Operations Planning, Integrated Business Planning.

Unit 2: Forecasting Model

Introduction to basics of Forecasting, Quantitative v/s qualitative forecasting models, Regression Analysis, Time series forecasting Models, Mean absolute deviation, Moving average method, Delphi method.

Unit 3: Aggregate Operations Planning and Operations Scheduling

The Aggregate Operations Plan, Production Rate Defined, Workforce Level Defined, Inventory on hand defined, Production Planning environment: Production Planning Strategies, Level Strategy, Chase Strategy, Hybrid Strategy, Level Scheduling, Mathematical Techniques and Numerical, Line of Balance (LOB), Master Production Scheduling arithmetical problems.

Unit 4: MRP and MPS

Meaning, Purpose and advantage of MPR, Bill of Materials, types of BOM, Master Production Schedules - meaning, objectives process, Managing MPS inventory records, lot sizing, process of MRP, Introduction to MRPII systems and its evolution.

Unit 5: Enterprise Resource Planning

Introduction to ERP, Advantages of ERP, Need of ERP, ERP and Related Technologies, ERP modules & Vendors, Evaluation and selection of ERP package, ERP Implementation Life Cycles, Mobile First ERP.

Reference Book	Author/Publication
Operations Management for Competitive Advantage	Nicholas J. Aquilano, F. Robert Jacobs, Richard B. Chase; The McGraw-Hill
Introduction to Operations Research	Hiller and Lieberman; McGraw Hill
Optimization: Algorithms and Applications	Rajesh Kumar Arora; CRC Press
Operations Research	JK Sharma, Macmillan
Operations Strategy	Walters, D, Macmillan

PGDM OM 05 – OPERATIONS RESEARCH APPLICATIONS	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After completion of this course, students shall be able to

CO1: To solve the problems under game theory concepts and different circumstances.

CO2: To apply the Job Sequencing concepts in business which will foster the effective decision making skills.

CO3: To apply the queuing theory problems to foster critical thinking abilities

CO4: To execute the problems of different industries using simulation technique for data-based decision making.

CO5: To examine the optimum solution by identifying the maintenance and replacement situations of resources in the organization to contribute to the growth of the organization and economy at large.

Detailed Curriculum

Unit 1: Decision and Game Theory

Decision Theory—State of Nature, Courses of Action, Constructing Payoff Matrix. Decision making under uncertainty & risk, Scenario Analysis, Introduction to Decision Tree. Game Theory-Pure and mixed strategy games; the principle of dominance; two-person zero-sum game; Introduction-non zero-sum game.

Unit 2: Introduction & Job Sequencing

Introduction to Job sequencing, Notations, Johnson's Rule for n jobs through 2 machines, n jobs through three machines, applications, Sequencing rules – FCFS (First Come First Serve), SPT (Shortest Processing Time), CR (Critical Ratio).

Unit 3: Queuing Theory

Introduction to queuing theory, structure of queuing system, queue discipline, calling population characteristics, Distribution of Arrival, Distribution of Service (Departure), Distribution of Service Time, Single Server queuing model – M/M/1/∞. Practical Applications

Unit4: Simulation Theory

Introduction to simulation, Types of Simulation, Steps in Simulation Process, Advantage and Disadvantages, Random Numbers, Application on – Inventory problems, queuing problems, investment problems, maintenance problems, PERT problems, Rapid Miner or Orange to solve Tree based decision, Monte Carlo Simulation in Risk Modelling

Unit 5: Replacement and Maintenance Model

Introduction to Replacement theory, Types of failure – gradual failure, sudden failure, replacement of items – efficiency deteriorates with time, replacement of items – completely fail – individual replacement policy, Group replacement policy, Predictive Maintenance using IOT

Reference Book	Author/Publication
Optimization in Operations Research	Ronald L Rardin, Pearson
Introduction to Operations Research	Hiller and Lieberman; McGraw Hill
Quantitative Techniques in Management	ND Vohra, McGraw Hill
Operations Research	JK Sharma, Macmillan

PGDM OM 06 – SOURCING & VENDOR MANAGEMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After completing the course, students should be able to:

- CO1:** To identify the concept of sourcing, drivers, and strategies adopted by the companies globally.
CO2: To develop the competencies and abilities to negotiate for better business decision making.
CO3: To evaluate the factors considered for vendor selection and vendor performance management for achieving organizational goals.
CO4: To apply analytical tools and methodologies for effective vendor management.
CO5: To Assess the importance of different sourcing strategies for efficient performance in the industry.

Detailed Curriculum:

Unit 1: Introduction to Sourcing Management: Concepts

Concepts of Sourcing, Purchasing and procurement, Sourcing Process, Sourcing Principles, Types of sourcing, Sourcing Methods & Sourcing Strategies, Sourcing Challenges, Outsourcing Advantages & Disadvantages, Drivers in sourcing.

Unit 2: Negotiation in Sourcing Management

Negotiation, Concepts of Negotiation, Objectives, & Negotiation Skills, Factors affecting negotiations, Stages of negotiation, Price negotiation strategies, Competition & co-operation in negotiation, Make or Buy decision in Sourcing,

Unit 3: Vendor Selection Management

Vendor selection process, Evaluation of existing vendors, developing vendor performance measures, vendor risk management, working with vendors to manage quality, JIT in sourcing, Key vendor account management.

Unit 4: Analytical tools in Vendor Management

Pricing, Factors affecting pricing decisions, Discounts and main categories of vendor discounts, Analytical tool in sourcing- RFQ, RFI, RFT, RFP, Total Cost of Ownership.

Unit 5: E-Sourcing, Green sourcing & Sustainable Sourcing

E-Sourcing, Advantages & Disadvantages in E Sourcing, Sustainable Sourcing, Triple Bottom Line consideration in Sustainable Sourcing, Benefits & challenges of sustainable sourcing, Green Sourcing.

Reference Book	Author/Publication
Purchasing Management	Lars bedey, sofia Eklund, Nojan najafi, William wahrén, Karl westerlund: e-book: chalmers
Trucking Business Management: Case & Concepts.	Debjit Roy, G.Raghuram, McGraw Hill Publication
Supply Chain Management: Strategy, Planning and Operation.	Sunil Chopra and Peter Meindl. Prentice Hall Publication
Purchasing and Supply Management: Creating the vision	Pooler, V.H. (1997), Springer
Vendor Management	Agostino Carrideo / Publisher: Create Space Independent Publishing Platform, 2015
Procurement, Principles and Management	Peter Baily, David Farmer, Barry Crocker, David Jessop, David Jones, PHI, New Delhi.

Detailed Curriculum

Year II	
OPEN SPECIALIZATIONS	
PGDM OP 01	E- Retailing
PGDM OP 02	Micro & Small Business Management

PGDM OM 01 – E - RETAILING	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

- CO1:** Apply knowledge of e-retailing formats for identifying the scope of growth in the business.
CO2: Able to design retail business format in modern era
CO3: To analyse and apply promotional tool in the e-retail sector
CO4: To identify the challenges of payment gateways and manage the security issues in e-retailing.
CO5: Use recent trends & practices in e-retailing for the growth of the business.

Detailed Curriculum

UNIT 1: E-retailing Meaning, concept, significance, comparison with convention retailing, Transition from Traditional Marketing to e-Marketing, Key success factors, Demographics and Targeting, Adaptability and Closed – Loop Marketing, Advantages of e-Retailing, Shortcomings of e-Retailing. Brick & Mortar, Click & Mortar and pure E-retailing, Multi-channel retailing

UNIT 2: E services: Categories of e-services, Web-enabled services E-retailing models, starting an E-store E- retailing models, Weighing the options, approaches to building an E-store, requirements of an effective E-store, E- store design: web atmospherics, navigability, interactivity, retail information

UNIT 3: Marketing Strategies for E-stores Marketing mix in the age of E-retailing; the roles of cyber intermediaries in E-retailing; E-retailing and supply chain management system; Promotional strategies of E-retail business, Branding on the web, offline marketing, cross selling, referral services, permission marketing. Customer Relation Management in E-retailing Building customer loyalty, CRM implementation, Customer service, gift reminder services, contests & promotions, online communities, loyalty programs, personalization.

UNIT 4: Payment & Security issues Online payment processing, internet payment gateways, internet security issues, E-malls, future of e-retailing.

UNIT 5: Latest Developments, Trends and Practices Inventory Based Model, Market Place Model, Vendor Development, Business Expansion and Legal Implications.

Reference Books	Author/Publication
E-retailing Principles and Practice	D.P. Sharma, Himalaya Publications
Selling Online: How to Become a Successful E Commerce Merchant	Carol & Broadhead, Dearborn publishers
The Complete E-Commerce Book: Design, Build, and Maintain a Successful Web-Based Business	Janice Reynolds, CMP Media

PGDM OM 02 – MICRO AND SMALL BUSINESS MANAGEMENT	
Class	PGDM (2025-27)
Credits	03
Hours	30

Course Outcomes: After going through the course, students shall be able to

CO1: Analyze various problems encountered in setting up of a small scale business.

CO2: Analyze the importance of small-scale business in a developing economy like India

CO3: Evaluate the roles and impact of central, state, and other institutional support mechanisms

CO4: Execute a setup of small-scale business

CO5: Analyze the opportunities and challenges for starting a micro or small business in the context of globalization

Detailed Curriculum

Unit 1: Introduction to Micro and Small Business

Micro and Small Business - Concept, Features, Advantages and Disadvantages, Reasons for Establishing Micro and Small Business, Failures of Micro and Small Business, Different Stages/steps of Micro and Small Business, Crisis Management in Business, Micro and Small- scale Sector in India.

Unit 2: Dynamics of Micro and Small Business Concepts

Government Policy and Development of SSIs – Growth and Performance, Reservation of items for SSI, Problems of SSI, Sickness of SSI: Causes, Symptoms and Cures, Prospects of Micro and SSI in India.

Unit 3: Institutions Supporting Micro and Small Business

Central, State and Other Institutional Support for SSI, Technological Up gradation and Institutional facility, Incentives and Subsidies.

Unit 4: Management of Micro and Small Business Production Management

Financial Management, Marketing Management, Strategic Management, Personal Management and Office Management in Micro and Small Business Enterprises.

Unit 5: Global Opportunities for Micro and Small Business Small Enterprises in International Business

Share of SMEs in India's exports; Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation.

Reference Book	Author/Publication
The Essence of Small Business	Barrow C., Prentice Hall of India, New Delhi, 1997.
Economics of Small-Scale Industries	Bedapatai Mohanty, Ashish, New Delhi, 1986
Entrepreneurship Development and Micro and Small Business Enterprises	Charantimath P.M., Pearson Education, New Delhi, 2006.
Small Scale Industry Interrelationship with Large Scale Industry	Dhanulinga Nadar, Rainbow, Coimbatore, 1985.
Industrial Economics: Indian Perspectives	Francis Cherunilam, Himalaya, Delhi, 1989.
Advances to Small Industries and Small Borrowers	Gopal Swaroop, Sultan Chand, New Delhi, 1986

Detailed Curriculum

MEDIA & ENTERTAINMENT	
YEAR I & II	
ME 01 A	Print Media
ME 01 B	Management of Radio Stations
ME 02 A	TV Channel Management
ME 02 B	Cinema Management
ME 03 A	New Media
ME 03 B	Event Management, Branding & Planning

PGDM ME (01A) – PRINT MEDIA	
C lass	PGDM (2025-27)
Semester	I
Credits	01
Hours	06

Course Outcomes: After going through the course, students shall be able to :

CO1 Describe the organizational structure and content compilation in print media with cost-effectiveness.

CO2: Analyze circulation management and market positioning of newspapers and magazines.

CO3: Evaluate marketing practices and HR roles in the print media industry.

CO4: Examine financial planning and revenue models for print media houses.

Detailed Curriculum

Unit: 1- Introduction to Print Media – Organizational structure of Print Media Industry. Departments in a Newspaper and Magazine. Structure - News Paper Page structuring and compilation based on costing and affectivity of each News article both for a News Paper and Magazine. Print Media Management: Various Job positions and their functional domain in product Creation at Print Media Industry. **Project - 3C (Company Customer and Competitors) Report on Print Media House**

Unit: 2 - Marketing specifics controlling the Circulation Rates based on niche readers and content consumers. Newspapers and Periodicals (magazines) and their positioning as per the circulation rate in context to geographical positioning.

Unit: 3 - Marketing Rules for the Print Media Industry - Popularity and NP Ratings in Regional as well as in National perspective. Space Selling - Space rate cards and variant sizes. HR Profiling for the Print Media – Journalists, Page designers, Photographers and other jobs skills required for Print Media

Unit: 4 - Financial Planning of Print Media house: Budgeting and costing, Revenue generation through various Modes: Print Media Advertising, Classifieds, Advertorial and Sponsored Columns. Advertisement Rate cards - and Page allocations of each type of News Paper, Advertisements.

Reference Book	Author/Publication
Media Planning & Buying in the Digital Age	Ronald D. Geskey , Routledge
The Business of Newspapers: A Global Perspective"	David Levy and Rasmus Kleis Nielsen, 2019, Routledge

PGDM ME (01B) – MANAGEMENT OF RADIO STATIONS	
Class	PGDM (2025-27)
Semester	I
Credits	01
Hours	06

Course Outcomes: After going through the course, students shall be able to :

CO1: Analyze radio station structures, AM/FM formats, and broadcasting challenges.

CO2: Evaluate radio programming, airtime management, and content salability.

CO3: Assess audience research methods and radio HR management.

CO4: Develop budgets and revenue strategies for diverse radio platforms.

Detailed Curriculum

Unit-1: Introduction to Electronic Media - Brief overview of the Radio Industry. Structural Organization of a Radio Station. Audio Broadcasting Industry and its challenges, Functional and structural difference - between the AM Radio VS FM Radio Station. Different types of Programme formatting for AM and FM radio stations.

Project - 3C (Company Customer and Competitors) Report

Unit- 2: Radio Station Management: Nature of radio business - AIR TIME Management. Radio Programming: Types of Radio Content and its dependency on salability. Radio traffic, Programming - Listenership and EON networks (Enhanced other networks)

Unit-3: Audience Research/ Survey-Ascertaining the listener's programme choice and the preferred timing for broadcast. Audience research/survey methodologies: Engineering, Maintenance – updating augmentation of studios-transmission-power supply. Human Resource Management: The Human Resource Manager- understanding different job roles and job descriptions and specifications

Unit: 4- Financial Planning of Radio Station: Budgeting and costing for various kinds of Radio stations:

- 1.Community Radio
- 2.Satellite Radio
- 3.Internet Radio
- 4.Podcasting,

Revenue generation for Radio Station: Radio Advertising, Sponsored and Partnered Programmes, Live Feeds (Audio), Radio Advertising Time slots - and Programme allocations. Ad. durations and gap times.

Reference Book	Author/Publication
Radio Production	Robert McLeish, Routledge
Broadcasting, Cable, the Internet, and Beyond	Joseph R. Dominick, McGraw Hill Education

PGDM ME (02A) – TV CHANNEL MANAGEMENT	
Class	PGDM (2025-27)
Semester	II
Credits	01
Hours	06

Course Outcomes: After going through the course, students shall be able to :

- CO1:** Analyze the operational structures and functional differences between news and entertainment TV channels.
CO2: Apply broadcasting, programming, budgeting, and marketing techniques to effectively manage TV channels.
CO3: Analyze technical requirements and costs of outdoor news setups and their revenue impact.
CO4: Evaluate financial planning and cost management for 24-hour news and entertainment channels.
CO5: Evaluate content acquisition strategies and revenue generation models for both news and non-news channels.
CO6: Apply marketing, viewership analysis, ethics, and HR management in TV channel operations.

Detailed Curriculum

Unit: 1- Introduction to Television Channel Operations - Brief overview of the functioning of TV Media - Broadcast Industry. TV News Channel Vs. Entertainment Channels- Hierarchical Setup and functional differentiations in job roles and responsibilities.

Unit: 2- TV News Channel - Budgeting and costing (National & Regional setup) – Various departments and technical requirements - Expenses to run a 24-hour channel. Managing operations: day to day operations in a station – organizing the broadcast – real-time broadcasting – role and responsibilities of the TV journalists- employee, Hiring and human resources management.

Project - 3C (Company Customer and Competitors) Report

Unit: 3- ENG (outdoor) News Setup - OB Van and technical requirements and their expenses. TV Channel running cost - and the revenue generation - advertisement cost basis the TIME SLOTS - The Operations Dept. functioning - 24 hr. ON AIR CONTENT LOG SHEET

Unit: 4- Functioning of a 24-Hour Entertainment / Sports Channel - Budgeting and Costing and day to day expense sheet - running cost. Content generation / Programming cost - Internal Prog. Production cost, Programmes on commencements (budget sheet)

Unit: 5- Financial Planning of 24-Hour News Channel: Budgeting - Role of the Marketing: Generating viewership, BARC (Gov. regulated) TRP ratings for TV Channels - News and Non-News Sponsorship and Advertisements – understanding customer trends and its effects on the channel. HR Roles in TV channel management: Ethical issues – the role of TV as a media in society –ethical issues in programs – ethical issues in employee relations

Reference Book	Author/Publication
Television Production	Jim Owens & Gerald Millerson , Routledge
Managing Media Work	Mark Deuze , Sage Publications
Broadcast Management: Radio, Television and Cable	Peter K. Pringle & Michael F. Starr , McGraw Hill

PGDM ME (02B) – CINEMA MANAGEMENT	
Class	PGDM (2025-27)
Semester	II
Credits	01
Hours	06

Course Outcomes: After going through the course, students shall be able to :

CO1: Analyze the structure and phases of the Indian cinema industry.

CO2: Evaluate the roles and coordination of film production teams.

CO3: Evaluate script development processes, production scheduling, and legal frameworks essential for effective filmmaking.

CO4: Analyze various film financing strategies, including pre-sale and distribution agreements, to support production planning.

CO5: Evaluate film distribution strategies and revenue models.

Detailed Curriculum

Unit: 1- Introduction to the Cinema Industry: The contemporary Bollywood and other regional Cinema Industries in India. Revenue expenditure involved in the 4 phases - Pre-Production, Production, Post Production, and distribution of Films.

Unit: 2- Hierarchical Roles and functions of - Director, Producer and other CREW MEMBERS.

Film Budgeting - Tentative Budget Vs. Final Budget - Reckie and Post pro functions involved to control the expenditure. (Professional Film Budget)

Project - 3C Report to students

Unit: 3- Film Scripts - in relation to current societal trends - ensuring the film success rate. Script Breakdown, Shooting Schedule, dealing with unions, hiring the required personnel, Handling contracts, legal agreements, and securing permits with regard to the cast and crew, equipment rentals and location etc.

Unit: 4- Film Financing - Pre-Financing Agreements, Minimum guarantee agreements and Foreign Pre-sales/Territorial Distribution Agreements, New Media/VOD Distribution, Television Syndication Pre-sale, Production-Financing-Distribution Agreement, Production Loan, Challenges for the Business of Pre-sale

Unit: 5- FILM Distribution Process - The Film Marketing division. Deals and alliances with Film Screening Companies and exclusive right pricing. Strategies devised and adopted by Film Marketers - in connection to audience response and viewership. Film release and delivery date, mode of payment of royalty, film exhibition business, percentage basis, fixed hire basis, fixed rental basis.

Reference Book	Author/Publication
The Business of Film: A Practical Introduction	Paula Landry, Routledge
Film Production Management BY Bastian Cleve,	Focal Press (Routledge)

PGDM ME (03A) – NEW MEDIA MANAGEMENT	
C lass	PGDM (2025-27)
Semester	III
Credits	01
Hours	06

Course Outcomes: After going through the course, students shall be able to :

CO1: Analyze the evolution and transmission of new media technologies and assess their impact on communication and business models.

CO2: Apply digital tools such as SEO, SMO, podcasts, and mobile applications to enhance online visibility and user engagement.

CO3: Evaluate the role of new media in enabling e-commerce, online banking, and OTT services, including the use of digital gateways.

CO4: Develop interactive content strategies through blogging, vlogging, and YouTube monetization models using new media platforms.

CO5: Analyze cybersecurity challenges, regulatory frameworks, and the role of emerging technologies such as AR and VR in the new media landscape.

Detailed Curriculum

Unit: 1- Introduction to New Media: Transmission and use, advent of internet and role of the Internet. Cloud Space and the business companies providing Cloud space.

Unit: 2- Tools of New Media: Social Networking sites, Photo-sharing sites, Mobile Applications, Podcasts and Real Simple Syndication feeds. Uses of Search Engine optimization AND Social Media Optimizatio

Project - 3C (Company Customer and Competitors) Report

Unit: 3- New Media advantages- E commerce and E Banking and OTT Transmissions. New Media payment gateways, Ticketing gateways and travelogues

Unit: 4- Blogging and Vlogging - Content production and handling the stages of Digital Interactivity. Revenue generation using the New Media Tools. U Tube Channel as a Profession and the PPC Model

Unit: 5- Security Control Measures on the New Media - Cyber Laws in India and Abroad. Augmented Virtual Reality (AVI), New Media Avatars and the commerce involved in the New Media.

Reference Book	Author/Publication
New Media: The Key Concepts	David Beer and Nicholas Gane , Routledge
Understanding New Media: Extending Marshall McLuhan	Robert K. Logan , Peter Lang Publishing

PGDM ME (03B) – EVENT MANAGEMENT, BRANDING & PLANNING	
C lass	PGDM (2025-27)
Semester	III
Credits	01
Hours	06

Course Outcomes: After going through the course, students shall be able to :

CO1: Analyze event management structures, roles, and logistics.

CO2: Develop and control event budgets and revenue models.

CO3: Evaluate event sponsorship types and benefits.

CO4: Apply branding strategies through event management.

CO5: Analyze advertising principles and develop effective budgeting strategies.

CO6: Plan and assess advertising campaigns with legal compliance.

Detailed Curriculum

Unit: 1- Introduction to the Event Management Industry - Organizational Setup and Hierarchy. Roles and responsibilities of Event Managers and executives. Organizing Stage Shows, Concerts, Seminars, Conferences, Trade Fairs, Exhibitions, etc., Budgeting, Time Tables, Logistics involved in Event Concerned

Unit: 2- Budgeting for Events - Professional Events Vs Personnel Events - Tentative Budget and Actual Budget. Revenue generation from Public Events - Ticketing cost, advertising cost and Vendor Cost

Project - 3C (Company Customer and Competitors) Report

Unit: 3- Event Sponsorship - Types of sponsorships and events partnership. Advantages of event sponsorship over advertising.

Unit: 4- Branding and Brand positioning using Event management techniques. Branding Decisions: Branding Brand Name Brand Characteristics, Brand Strategy Decisions. Brand Image, Brand Identity, Brand Personality

Unit: 5- Introduction to Advertising: Objectives, Scope and Social Implications. Concept of Integrated Marketing communication. Budgeting for Advertising - Above the Line, Between the Line, and Through the Line. Role of Advertising in Marketing Mix.

Unit: 6- Advertising Campaigns: Introduction, Planning and Managing, Marketing Strategies, Market Segmentation, and Brand Positioning. Measurement of customer satisfaction, Use of Technology in Add. Promotion campaigns and other Legal Compliances

Reference Book	Author/Publication
Event Management: For Tourism, Cultural, Business and Sporting Events	Lynn Van Der Wagen, Pearson
Strategic Brand Management BY	Kevin Lane Keller, Pearson

HAPPY LEARNING !!

“KNOWING IS NOT ENOUGH; WE MUST APPLY.

WISHING IS NOT ENOUGH; WE MUST DO.”